

Project DaYu



Project DaYu

Business Plan

93-703 Arts Enterprises: Management & Structures

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EXECUTIVE SUMMARY

Project DaYu provides a home for connection and sustainable artistic creation for early to mid-career artists in Pittsburgh, PA. We do this through three main connective goals: connection between artists, connection between artists and community, and connection between artists and economic opportunity. More specifically, we are a physical building that offers studio space to five Pittsburgh-based artists, free of charge, for one year as part of our Resident Artists program.

We have designed programs to meet each of our connectivity goals. As part of the Resident Artists program, each participant is given a private studio, including technology that suits their specific practice. Studio walls are transparent, so that artists and community members can observe the process of creation during Open Studio Hours. Through the Project DaYu Gallery Space, we publicly show the work of our Resident Artists, as well as that of other Pittsburgh-based artists introduced to us by our residents. We also provide a public Collective Makerspace, where community members can collaborate with each other and our artists. To support a sustainable artistic practice, Project DaYu runs a Commissioning Program, negotiating agreements for our Resident Artists and connecting our Resident Artists to potential buyers. Regardless of whether an artist sells work, during their year in residence each artist receives a salary and benefits.

We are organized as an LLC nonprofit corporation in the Commonwealth of Pennsylvania and are located in Pittsburgh's Lawrenceville neighborhood. As a corporation, we generate profit mainly through the sale of artwork created by our Resident Artists, taking a percentage of all commissioning agreements, and selling memberships to Project DaYu alongside admission fees to enter our gallery space or take part in an event. However, as a nonprofit LLC, we have a mission and responsibility to provide social good¹: cultivating the next generation of great artists from Pittsburgh, providing them a platform for financial stability as they begin their career, connecting the citizens of Pittsburgh (especially those of Lawrenceville) to the process of art-making, and turning Pittsburgh into one of America's destination fine art hubs.

Pittsburgh already has a strong local arts scene, with a population that attends more arts and culture events than professional sports games combined². However, while there are many organizations dedicated to celebrating or curating artistic practice, there is no organization that *cultivates* the careers of young artists, providing them with a post-educational launchpad. We aim to be that organization. We hope to create a Pittsburgh where our best young artists do not feel the need to leave to be successful—but in fact, a city that keeps its best talent and draws the best talent from around the world to make our beautiful city their home.

¹ "Nonprofit Law Update: Pennsylvania Creates Nonprofit LLCs and Benefit Companies," Tuk Law, last modified April 4, 2017, <https://www.tuklaw.com/news/2017/4/4/nonprofit-law-update-pennsylvania-creates-nonprofit-llcs-and-benefit-companies>.

² "Facts and Figures: Comparative Data," Greater Pittsburgh Arts Council, accessed December 12, 2020, <https://www.pittsburghartscouncil.org/advocacy/take-action/facts-and-figures>.

OUR COMPANY & OUR PRODUCTS

Our Mission: Project DaYu provides a home for connection and sustainable artistic creation for early to mid-career artists in Pittsburgh, PA. We do this through three main connective goals: connection between artists, connection between artists and community, and connection between artists and economic opportunity.

Our Vision: We strive to make Pittsburgh a hub for both fine arts consumption and creation. We seek to foster and inspire a generation of young artists to stay in the field, expanding our mission of artmaking as a financially stable career path to the broader fine arts world.

Our Values: Equity, Diversity, Community, Responsibility, Ethics, Security

Our Location: Project DaYu is located in the Upper Lawrenceville neighborhood of Pittsburgh, PA, USA.

In terms of city, Pittsburgh is the ideal place for Project DaYu both economically and mission-wise. Economically, Pittsburgh supports the arts at an incredibly high level. According to SMU DataArts, Allegheny County scores between 90 and 99 on the Arts Vibrancy index, including a 99 for Arts Dollars and 93 for Socio-Economic.³ Additionally, arts & culture are a large focus for the tourism industry in Pittsburgh. VisitPittsburgh describes the city's arts and culture scene as thus: "Come for the internationally renowned museums, stay for the intimate and interactive galleries....From traditional to modern, visual to performative, and everything in between, you'll have the time of your life exploring the city's dynamic arts scene."⁴

Pittsburgh is also a perfect place to start a new business. The median household income of \$47,417 and median property value of \$140,200 indicates that there will be a larger pot of consumer money to draw from in the coming years, and that purchasing property in the city will be a wise investment (median property value in the city grew by 13.4% in the past year).⁵ Additionally, Pittsburgh proudly supports arts and culture. According to Data USA, Pittsburgh employs Arts, Entertainment, & Recreation workers at a rate approximately 1.85 times the expected value.⁵ Additionally, the arts were the fourth largest sector in which Pittsburgh students earned Bachelors Degrees in 2017.⁵

As for Lawrenceville, there is no better place to both tap into a vibrant yet burgeoning artistic community, and to build something new supporting young artists that tend to flock to the neighborhood. According to VisitPittsburgh, "Consistently named among the top hipster neighborhoods in the U.S., Lawrenceville is a historic neighborhood that has reinvented itself into a boho city center

³ "2020 Arts Vibrancy Map, 2020 Arts Vibrancy Report, SMU DataArts, accessed December 7, 2020, <https://sites.smu.edu/Meadows/ArtsVibrancyMap/>.

⁴ "Arts & Culture," VisitPittsburgh, accessed December 7, 2020, <https://www.visitpittsburgh.com/experience-arts-and-culture/>.

⁵ "Pittsburgh, PA," Data USA, last modified December 12, 2020, <https://datausa.io/profile/geo/pittsburgh-pa/#:~:text=Civics-,About,%2447%2C417%2C%20a%203.42%25%20increase.>

with a hyper creative energy, and an edgy nightlife....Butler Street is lined with trendy bars and restaurants, art galleries, antique shops and boutiques and even a historic movie theater.”⁶

Lawrenceville is a neighborhood designed to sustain a smaller business like Project DaYu, regardless of our sector of enterprise. According to Rachel Webber, Lawrenceville thrives on small businesses, focusing on authenticity, sustainability, and women-owned businesses.⁷ Additionally, small business owners can utilize the resources of the Lawrenceville Corporation, “a membership organization for the business owners and stakeholders in the neighborhood....[which] offers a number of benefits, from opportunities to connect and collaborate with fellow business owners, to marketing and communications assistance.”⁸

Project DaYu owns our own space: a warehouse that formerly housed the Crome Machine & Tool Co. at 4800 Harrison Street, just off of bustling Butler Street.⁹ The Crome Building is 5,000 ft² and offers 13 parking spaces. It is less than a five minutes walking distance from the 91 and 93 Port Authority Bus stops at Butler St. & 48th. The building is sold for \$850,000 – we have a 30-year mortgage at 2.93% interest, leading to a monthly payment of \$4,022.¹⁰ Within the Crome Building, we have five main spaces: the DaYu Lobby (open for sponsorship), the Studio Spaces Wing, the Collective Makerspace (also open for sponsorship), the Project DaYu Gallery Space, and the Administrative Offices.

Our Core Programs & Products:

- Resident Artists Program
 - Each artist is given a private studio, including technology that suits their specific practice. All studios housed in one wing of our building, with clear/glass walls (a la WeWork), so that the artists can clearly see what each other is working on. We also provide both a collaborative working studio, designed for Resident Artists to work together on cross-disciplinary projects, and a rest and relaxation space for artists to commune together. Each artist also receives a salary and benefits.
- Project DaYu Gallery Space
 - We publicly show the work of our Resident Artists, as well as that of other Pittsburgh-based artists brought to us by our Residents. This is the primary presentation space at Project DaYu. Access available without paying a membership fee. This is also the means through which we connect our Resident Artists to potential buyers and private collectors.
- Project DaYu Commissioning Program
 - For companies, events, or private collectors wishing for an artist to create a new work, Project DaYu facilitates our Commissioning Program for our Resident Artists. This can

⁶ “A Day In Lawrenceville,” VisitPittsburgh, accessed December 7, 2020, <https://www.visitpittsburgh.com/blog/a-day-in-lawrenceville/>.

⁷ Bethany Ruhe, “Neighborhood Profile: Lawrenceville,” Pittsburgh Current, last modified March 19, 2019, <https://www.pittsburghcurrent.com/neighborhood-profile-lawrenceville/>.

⁸ “Membership,” Lawrenceville Corporation, accessed December 7, 2020, <https://lvpg.com/business/membership/>.

⁹ Sharon Scheidemantle, “CROME MACHINE & TOOL CO. | 4800 Harrison St,” LoopNet, accessed December 3, 2020, <https://www.loopnet.com/Listing/4800-Harrison-St-Pittsburgh-PA/20899858/>.

¹⁰ “Mortgage Calculator,” Bankrate, accessed December 10, 2020, <https://www.bankrate.com/calculators/mortgages/mortgage-calculator.aspx>.

come in the form of a company commissioning an artist to create a large-scale installation for their corporate campus, or a private collector or museum commissioning a piece from an artist. Project DaYu serves as representation for the Resident Artist, drafting the agreements and taking a percentage of their commission.

- Project DaYu Collaborative Makerspace
 - Community members can come together to make their own art using a collective set of materials, and where resident artists can work with community members to make their own art.
- Project DaYu Education Initiative
 - Project DaYu provides free art classes to Lawrenceville residents, taught by our Resident Artists, and hosts our Resident Artists in giving monthly lectures on their specialties to Lawrenceville residents. These are accessible by paying a membership fee.

OUR BUSINESS MODEL

Project DaYu is a nonprofit LLC. Under Pennsylvania Act 170,¹¹ which went into effect on February 21, 2017, a corporation that creates a general public benefit may elect to become a nonprofit LLC, which allows it to share the same benefits as a nonprofit corporation.¹² As a Pittsburgh-based arts organization, we meet the special public benefit of promoting the arts, sciences or advancement of knowledge; thus, we can choose to become a nonprofit LLC to protect our interests while preserving our own personal responsibility.

Leadership Structure: The company was co-founded by Ryan Dumas, Tianlan Jiang and Junyu Sun, and as such the organization is a multi-member LLC. Ryan Dumas has the signatory authority (the right to sign for our LLC). To be more specific, Ryan Dumas is the Director of Operations, Tianlan Jiang is the Founding Director, and Junyu Sun is the Director of Human Resources.

Staffing Structure: The organization will “hire” our five Resident Artists on contract. In terms of daily operations, we will hire two part-time staff members to be responsible for finance-related work and daily operations of the space: a Development and Marketing Manager, and an Administrative Assistant.

¹¹ “2016 Act 170.” n.d. The Official Website for the Pennsylvania General Assembly. Accessed December 13, 2020. <https://www.legis.state.pa.us/cfdocs/legis/li/uconsCheck.cfm?yr=2016&sessInd=0&act=170>.

¹² “Nonprofit Law Update: Pennsylvania Creates Nonprofit LLCs and Benefit Companies.” n.d. Tuk Law Offices. Accessed December 13, 2020. <https://www.tuklaw.com/news/2017/4/4/nonprofit-law-update-pennsylvania-creates-nonprofit-llcs-and-benefit-companies>.

OUR STRATEGY, VIA COMPETITIVE & MARKET ANALYSES

There are a few distinct areas of competition to Project DaYu and the three main services we offer: residency programs open to artists, workshops open to audiences, and sales services open to collectors. The goal of our program is to develop a sustainable ecosystem that strengthens the relatively small art economy in Pittsburgh. Our project space is intended to become a fun destination for artists, art collectors, and art lovers in the community: a place where new concepts are generated and where artistic curiosity is fed.

The first area of competition is with other art dealers and consultants in Pittsburgh. One of our core services is to function essentially as an art dealer, connecting artists with potential buyers (such as private buyers, offices, institutions, hotels, etc.) with the intention to find the best, most suitable home for each artwork to go after the making process is complete. By joining our residency program, artists recognize us as their representative. Currently, Pittsburgh has about ten commercial galleries with only one gallery that has over one million dollars in sales revenue, and 70% earning below \$100,000 in sales revenue every year.¹³ Compared to the 1500 commercial galleries in New York City and around 200 in Philadelphia, Pittsburgh has a significantly low ratio of gallery numbers and population. As shown in our PESTLE analysis, Pittsburgh has ample resources to become an artistically rich city. It has large institutions, a growing young and high income population, and proximity to other, larger cities. Currently, those galleries still focus on artworks on walls, each staying in their niche market with not much expansion. Other public art mediums are yet to be commercialized in the city. Artists represented by Project DaYu consist of a broad range of disciplines, ranging from traditional sculptures and painters to new media artists and sound artists that will attract more engagement than static exhibitions,¹⁴ presenting an eye-broadening art horizon to our art collectors and favoring the artistic taste of young art collectors.¹⁵ We would recruit a strong sales team and media team responsible to promote our artists and display their works, help the artists grow and cultivate artist social and market value. We will grow our buyers list by reaching out to our potential patrons via text, email, mail, holiday gifts, workshops and events, and calls for action on press and social media.

Secondly, there are other local residency programs Project DaYu competes with, such as Brew House Distillation and Radiant Hall. Radiant Hall focuses on providing studio spaces for artists and helping them sell their works online.¹⁶ Brew House Association focuses on providing a growth program for artists

¹³ "Art Dealers & Galleries Companies In Pittsburgh, Pennsylvania, United States of America," Dun & Bradstreet, accessed December 11, 2020, <https://www.dnb.com/business-directory/company-information.art-dealers-galleries.us.pennsylvania.pittsburgh.html?page=1>.

¹⁴ "Why We Engage: Attending, Creating, and Performing Art," National Endowment for the Arts, Arts.gov, last modified September 2020, https://www.arts.gov/sites/default/files/Why-We-Engage-0920_0.pdf.

¹⁵ Kristen Bialik and Richard Fry, "Millennial life: How young adulthood today compares with prior generations," Pew Research Center Social & Demographic Trends, last modified February 14, 2019, <https://www.pewsocialtrends.org/essay/millennial-life-how-young-adulthood-today-compares-with-prior-generations/>.

¹⁶ "Alumni Artists," Radiant Hall, accessed December 9, 2020, <https://www.radianthall.org/artist-members#alumni-artists>.

besides providing them studio space.¹⁷ Project DaYu's residency program focuses on sparking productive collaboration among artists and engaging with the world outside art. We intend to bring together artists from an array of disciplines, inviting them to talk out of their comfort zone. We are selective about who to bring each year to fill the space, one artist from each of the five disciplines that we choose to focus on: film/new media, installation, sound-based, painting/photography, and performance art/collective action. Project DaYu does not merely provide studio space; we hope to foster the merging of artists from different concentrations and grow together with each other. Another of our strengths lies in connecting artists to the community and the art collectors in Pittsburgh. After conversation with over twenty artists, we found out that less than ten percent of them are represented by commercial galleries.¹⁸ Artists promote themselves by participating in a variety of free social events, but accumulating buyers list for themselves has always been the biggest challenge. Besides our strong sales team focusing on promoting artists and helping them display their work through exhibitions and workshops, we achieve our goal to sustain artists by paying them salaries each month.

The third area of competition is organizations providing workshops, such as Contemporary Craft, Prototype, and Pittsburgh Glass Center.¹⁹ These programs focus on a specific type of craftsmanship, such as glass, woodwork, leather work, or metal. We distinguish ourselves by offering an immersive and multimedia artistic experience, with the added benefit of open studios, participation in critique, and open discussion with artists in residency during weekends, including but not limited to craft making, film screening, video editing techniques, painting experiments, performance nights.¹² Each artist is required to provide workshops once a month on rotation as a chance to showcase their work, but also engage with the larger art community in the city as an approach to promote themselves. Immersive experience and performance based activities has shown to be one of the top Connectivity is our goal in serving the Pittsburgh art ecosystem.

¹⁷ "Distillery," Brew House Association, accessed December 9, 2020, <http://brewhousearts.org/distillery/>.

¹⁸ Alexxa Gotthardt, "How Do Artists Get Gallery Representation?" Artsy, last modified July 25, 2017, <https://www.artsy.net/article/artsy-editorial-artists-gallery-representation>.

¹⁹ "Home," Contemporary Craft, accessed December 9, 2020, <https://contemporarycraft.org/>.

FINANCES

Income Drivers & Primary Expenses:

We expect to turn a profit in our first year of existence. This comes from our, admittedly bullish, projections on both number and price of sales, and number of/fee from commissions. If these line items underperform, we do stand a chance to lose money in the first year primarily due to costs from purchasing and renovating the Crome Building. However, if our projections hold, we will turn a profit in Year One.

Our major income driver comes from the Commissioning Program and art sales. We will take a 45% fee in the first year on commissions we negotiate for our Resident Artists, and 40% on sales of art from our space (eventually, we will offer commission negotiation services to alumni Resident Artists and potentially other Pittsburgh-based creators as well). Additionally, we expect to receive a high level of income from admission fees (priced low to allow easy access), which we hope to be able to lower/do away with once we build a more stable financial base and utilize the membership program as the admissions program. If we are able to earn foundation endowment (we hope to secure an endowment of one Resident Artist position), as well as solicit corporate naming rights for both our Lobby and Makerspace, we will be on solid financial footing going forward.

As previously mentioned, our largest initial expense will be purchasing and renovating the Crome building to serve as our home. The Crome building is the perfect base for our operations, and has an ideal core, but it is not cheap. We will need to do work to install studios, take down a few walls, and transform the building from a living/working space into solely a working/business space.

Our largest ongoing expense outside of the mortgage/paying off any loans we may be forced to take out will come from payroll—paying three full-time employee salaries, five Resident Artist salaries, and hourly pay for two part-time employees. However, we believe this is a totally acceptable cost, as artists should be able to practice while being financially stable—a core value of Project DaYu.

CASE STATEMENT

Project DaYu is committed to cultivating where others seek to curate: providing connection and sustainability to early and mid-career artists.

Pittsburgh has a long history of developing great artists: that is, great artists are brought up in Pittsburgh then find their success elsewhere. In this vein, of the galleries in Pittsburgh that are willing to display local art, most do not display the work of early-career artists. Of those galleries, profits are small: while Pittsburgh's cultural economy is large, its fine arts/gallery sector is not. With focus to boost financial stability of artists, we would be able to break even rapidly by inviting 10,000 audiences to our program, earning over one million in revenue in the first year.

Based on our market analysis, Project DaYu is able to provide a sustainable art economy for emerging artists to grow. We aim to provide a sustainable economic future for young artists, by both paying them a living wage and providing economic opportunities to sell their wares. Additionally, we provide them with a sustainable practice through connection: to other artists, the greater Pittsburgh community, and potential buyers.



Project DaYu

APPENDICES

Appendix A: Preliminary Budget

The preliminary budget for Project DaYu's first year of operations (categorized as FY21) can be found on the following two pages.

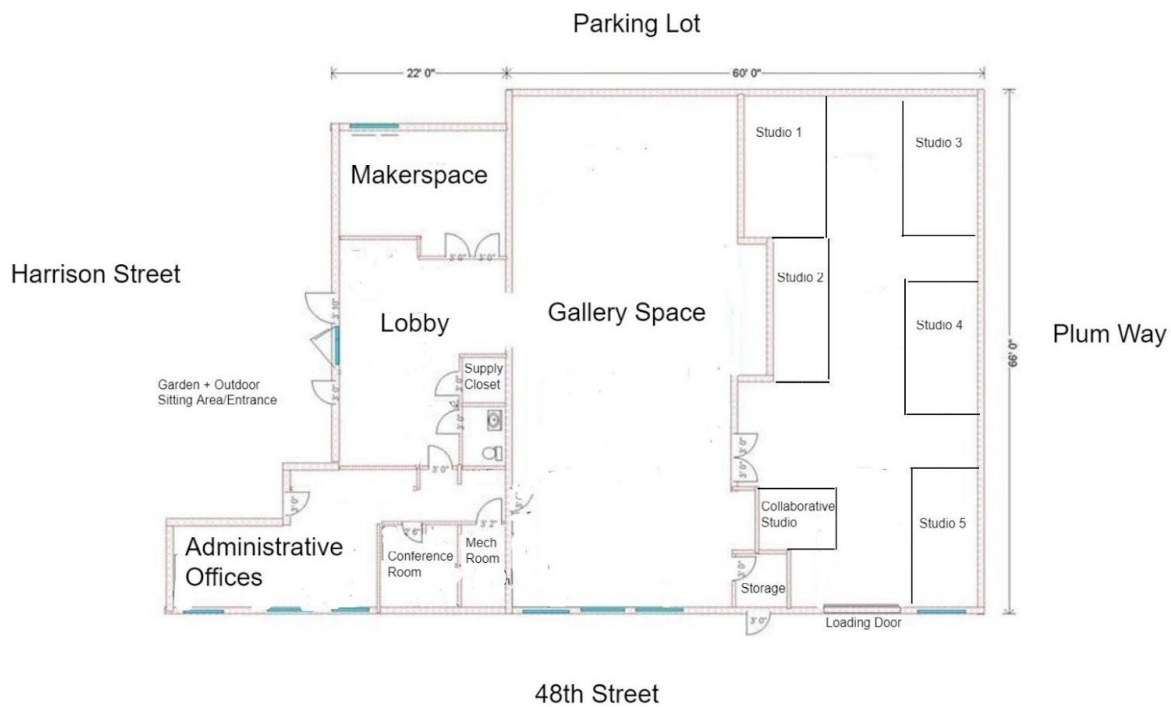
INCOME							
	Resident Artists	Gallery Space	Comissioning Program	Makerspace	Overhead	TOTAL	Notes
EARNED INCOME							
Investments	\$ -	\$ -	\$ -	\$ -	\$ 1,125.00	\$ 1,125.00	Invest \$10,000 principle in Pamassus Mid Cap Fund (PARMX). \$39.28/share (254)
Commission Fee (45%)	\$ -	\$ 10,125.00	\$ 506,250.00	\$ -	\$ -	\$ 516,375.00	15 commissions from each Resident Artists, average fee @ \$15,000. 3 guest artists from gallery get commission, average fee @ \$7,500 (we take 45%).
Percentage from Art Sales (40%)	\$ 30,000.00	\$ 23,850.00	\$ -	\$ 1,600.00	\$ -	\$ 55,450.00	Each artists sells 10 pieces produced in residency @ average price of \$1500. Each artist also sells 25 pieces from outside residency @ average price of \$500. Sell 15 pieces of guest artists exhibited in gallery @ average price of \$450. If Resident Artists collabs on work from makerspace, we can sell.
Admission Fees	\$ -	\$ 102,500.00	\$ -	\$ 1,125.00	\$ -	\$ 103,625.00	Tickets: \$15/adult, \$10/child, \$7/Lawrenceville Resident. 5000 Lawrenceville residents, 3500 adults, 1500 children.
Memberships	\$ -	\$ -	\$ -	\$ 25,000.00	\$ -	\$ 25,000.00	\$100 membership, 250 members.
Facilities Rental	\$ -	\$ -	\$ -	\$ 25,000.00	\$ -	\$ 25,000.00	10 weekends/year, we rent space (lobby/makerspace) for private events. They provide everything but security. We provide one full-time staffer & security.
TOTAL EARNED INCOME	\$ 30,000.00	\$ 136,475.00	\$ 506,250.00	\$ 52,725.00	\$ 1,125.00	\$ 726,575.00	
CONTRIBUTED INCOME							
Artist	\$ 47,250.00	\$ -	\$ -	\$ -	\$ -	\$ 47,250.00	
Corporate Sponsorship (Naming Rights)	\$ -	\$ 100,000.00	\$ -	\$ 50,000.00	\$ -	\$ 150,000.00	
TOTAL CONTRIBUTED INCOME	\$ 47,250.00	\$ 100,000.00	\$ -	\$ 50,000.00	\$ -	\$ 386,250.00	
TOTAL INCOME	\$ 77,250.00	\$ 236,475.00	\$ 506,250.00	\$ 102,725.00	\$ 1,125.00	\$ 1,112,825.00	

EXPENSES							
	Resident Artists	Galley Space	Comissioning Program	Makerspace	Overhead	TOTAL	
LABOR EXPENSES							
Payroll (Salaries)	\$ 175,000.00	\$ -	\$ -	\$ -	\$ 225,000.00	\$ 400,000.00	3 full-time staff @ \$75,000/yr: Artistic Director, Managing Director, Director of Operations. 5 Artist Salaries @ \$35,000/yr.
Payroll (Hourly)	\$ -	\$ 30,000.00	\$ -	\$ -	\$ 30,000.00	\$ 60,000.00	3 part-time staff @ \$20/hr: 1@30 hours (Administrative Assistant/Front Desk), 2@15 hours (Development and Marketing Manager, Facilities Manager).
Payroll Taxes, Hourly Employees	\$ -	\$ 2,295.00	\$ -	\$ -	\$ -	\$ 2,295.00	7.65% payroll tax, based on Allegheny County withholdings
Payroll Taxes, Salaried Employees	\$ 61,250.00	\$ -	\$ -	\$ -	\$ 78,750.00	\$ 140,000.00	35%
Security for Rentals	\$ -	\$ -	\$ -	\$ 6,000.00	\$ -	\$ 6,000.00	\$100/hr, 6 hours, 10 events
TOTAL LABOR EXP.	\$ 236,250.00	\$ 32,295.00	\$ -	\$ 6,000.00	\$ 333,750.00	\$ 608,295.00	

OTHER EXPENSES							
Advertising	\$ -	\$ -	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00	Hire outside consultant.
Program Materials	\$ 1,500.00	\$ 500.00	\$ 150.00	\$ 600.00	\$ -	\$ 2,750.00	
Contingency	\$ -	\$ -	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00	Can be adjusted.
Insurance - General	\$ -	\$ -	\$ -	\$ -	\$ 500.00	\$ 500.00	County standard.
Repairs/Maintenance	\$ -	\$ 100.00	\$ -	\$ -	\$ 100.00	\$ 200.00	
Supplies: Office	\$ -	\$ -	\$ -	\$ -	\$ 200.00	\$ 200.00	
Utilities	\$ -	\$ -	\$ -	\$ -	\$ 500.00	\$ 500.00	Pittsburgh standard.
Construction	\$ -	\$ -	\$ -	\$ -	\$ 57,000.00	\$ 57,000.00	500 sf @ \$114/sf
Furniture	\$ -	\$ -	\$ -	\$ -	\$ 15,000.00	\$ 15,000.00	
Building - Down Payment	\$ -	\$ -	\$ -	\$ -	\$ 150,000.00	\$ 150,000.00	
Mortgage	\$ -	\$ -	\$ -	\$ -	\$ 48,264.00	\$ 48,264.00	\$4,022 monthly payment. 30-year loan at 2.93% interest.
Recruitment	\$ 1,500.00	\$ -	\$ -	\$ -	\$ -	\$ 1,500.00	
TOTAL OTHER EXP.	\$ 3,000.00	\$ 600.00	\$ 150.00	\$ 600.00	\$ 286,564.00	\$ 290,914.00	
TOTAL EXPENSES	\$ 239,250.00	\$ 32,895.00	\$ 150.00	\$ 6,600.00	\$ 620,314.00	\$ 899,209.00	
NET GAIN OR LOSS	\$(162,000.00)	\$ 182,955.00	\$ 506,100.00	\$ 96,125.00	\$(619,189.00)	\$ 213,616.00	

Appendix B: Facility Floor Plan

Project DaYu - Floor Plan
4800 Harrison St., Pittsburgh PA 15201



Appendix C: PESTLE Analysis

Political: Politically, the biggest uncertainty is the impact that the policies of a new President may have on the arts industry. Recent election results in Pittsburgh and Pennsylvania favor the Democratic Party. In addition, COVID-19 may have an impact on the art industry as a result of U.S. policies restricting travel and visas.

Economic: Pittsburgh's current economic development is based on the following industries: high technology, robotics, education, tourism, nuclear engineering, healthcare, biomedical technology, finance, and services.²⁰ Pittsburgh is home to many technology companies and was ranked the second-best city in the United States for intergenerational mobility by the National Bureau of Economic Research in 2014. Many of the city's former steel factories have been converted into modern office space. For the art industry, the nonprofit arts and culture sector in Allegheny County, where Pittsburgh is located, generated \$341 million in economic activity, compared to \$2 billion for the entire state of Pennsylvania.²¹ This sector has created more than 10,000 full-time jobs and increased local and state tax revenues by nearly \$34 million. This data shows some of the consumption tendencies and spending power of the local residents, and indicates the suitability of our project for the local area.

Social: According to the United States Census Bureau, the population of Pittsburgh is approximately 300,286. 92.4% of the population has a high school education or higher. 66.0% of the population is white, of which 2.3% are Hispanic or Latino, 25.8% are black or African-American, and 0.2% are Indian and Alaskan natives. 4.4% are Asian, 0.3% are Others. Religiously, 78% of the population identifies themselves as Christian, other religions (including Judaism, Buddhism, Islam, and Hinduism) total approximately 4% of the population, and 18% of the population has no religion.²² In terms of age composition, 19.9% of the population is under the age of 18, 14.8% is between 18 and 24, 28.6% is between 25 and 44, 20.3% is between 45 and 64, and 16.4% is 65 and over. The median age was 36 years old. Geographically, Pittsburgh is in the land of the Shawandasse Tula (Shawanwaki/Shawnee) and the Osage peoples. This is a young and inclusive community, and the project will be designed with the characteristics of the community and its target demographic in mind.

Technological: As a result of the industrial transformation, Pittsburgh's level of technological development has been very rapid. On the one hand, Pittsburgh's universities provide a solid force for technological innovation; on the other hand, local technology companies such as Google, Apple, Amazon, and Microsoft have also contributed to the development of technology. Currently, every sector should try to integrate technology in order to expand its market. For the DaYu program, it is also important to take advantage of the local resources that are available for technology development to implement its own unique features or to make its operations more efficient.

²⁰ DAN BOBKOFF. 2010. "From Steel To Tech, Pittsburgh Transforms Itself." NPR.Org. December 16, 2010. <https://www.npr.org/2010/12/16/131907405/from-steel-to-tech-pittsburgh-transforms-itself>.

²¹ Greater Pittsburgh Arts Council. n.d. "Arts & Economic Prosperity III - Greater Pittsburgh Arts Council." Accessed December 14, 2020. <http://www.pittsburghartscouncil.org/resources/research/economic-impact-studies/282-economic-impact-studies>.

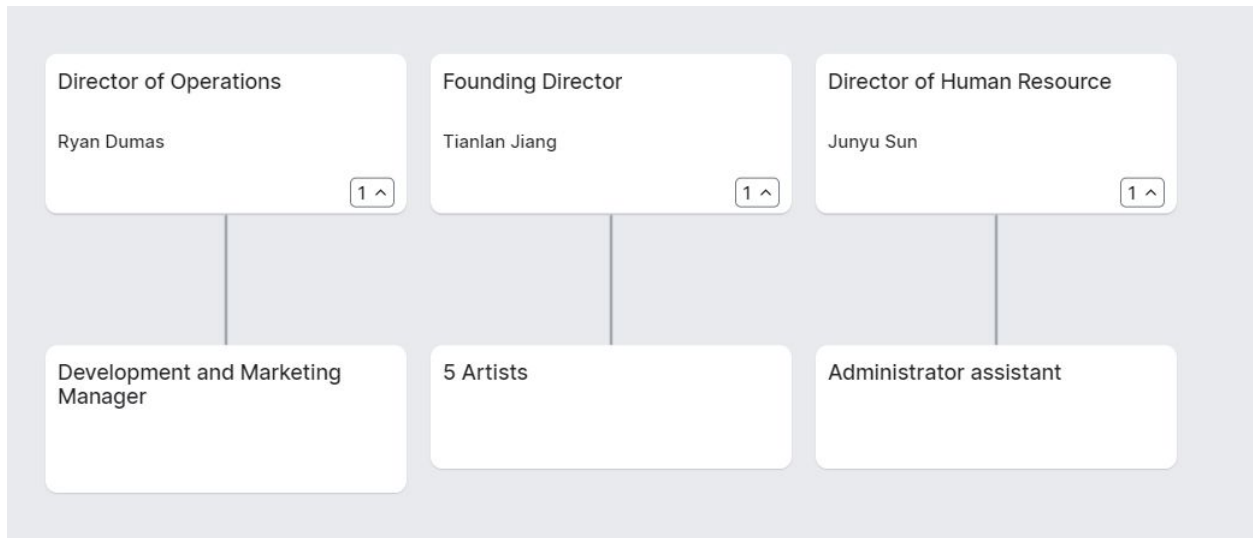
²² Pew Research Center's Religion & Public Life Project. n.d. "Religion in America: U.S. Religious Data, Demographics and Statistics." Accessed December 14, 2020. <https://www.pewforum.org/religious-landscape-study/>.

Environment: Pittsburgh experiences many problems with air and water pollution. The local government has been trying various ways to deal with it and has achieved some success, but the pollution problem still exists to some extent. Project DaYu should also promote policies that address industrial emissions, and work to promote environmental protection while maintaining the community's environmental footprint.

Legal: The Pennsylvania Council on The Arts offers several incentives for creative or nonprofit organizations. Organizations such as Project DaYu can apply for a Creative Business Loan Fund to support their start-up operating expenses. Other grants are also available to cover the organization's operating expenses at a later stage. In addition to financial support, the PCA also provides training opportunities for arts and cultural professionals to develop and enhance their marketing and other skills.



Appendix D: Organizational Structure



Appendix E: Business Model Canvas








The Business Model Canvas

Designed for: Project DaYu

Designed by:

Date: 12.03.2020

Version:

Key Partners	Key Activities  <ul style="list-style-type: none">Resident Artists ProgramProject DaYu Gallery SpaceProject DaYu Commissioning ProgramProject DaYu Collaborative MakerspaceProject DaYu Education Initiative	Value Propositions  <ul style="list-style-type: none">Provides an immersive art experience for visitors.Provides artists with free experimental ground.Provides artists with the economic foundations of a sustainable practice in art. - Provides artists collaborative opportunities to work and grow together, and form communities for critique and new experiments.Provides artists with the potential for economic growth.Provides collectors a better chance to build a more intimate relationship with artists.Provides collectors the opportunity to develop an ethical and sustainable pipeline for sourcing art through the commissioning program.Offers community members access to arts education.	Customer Relationships 	Customer Segments 
	Key Resources 		Channels	
Cost Structure 			Revenue Streams 	

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The makers of Business Model Generation and Strategyzer

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