



JULY 2022

PANIDA CENTURY FUND

Panida Theater Committee
Five-Year Capital Campaign
2022 - 2027

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Panida Theater

Century Fund Capital Campaign Plan

– Approved: July 21, 2022 –

About the historic Panida Theater

With distinctive Spanish Mission styling and rich interiors, the 500-seat Panida Theater opened in downtown Sandpoint in 1927. The era of vaudeville and silent movies was waning, and the first “talkies” had begun. The Panida was in the vanguard, bridging the eras!

During the ensuing 50-plus years of private ownership, the theater served area residents with movies, live hometown variety shows, and a multitude of local and touring acts across the spectrum of the performing arts: theater, dance, music, spoken word, film festivals, and more. By the early 1980s the grand old theater had closed, and a holding company had initiated repossession for possible demolition. The community rallied to raise funds to purchase the theater in 1985, and founded the nonprofit group, the Panida Theater Committee. Its mission is to preserve the historic theater as a center for entertainment, education, and community involvement.

Two major milestones since the Panida came under community ownership are inclusion in the National Register of Historic Places and the purchase in 2003 of the adjacent building known as the “Little Theater.” The Little Theater had for the previous 30-plus years been operated as a bar. The Little Theater was envisioned to provide a smaller space for audiences of up to 100 for “black box” theater, smaller performance acts, and community gatherings of all sorts.

As the Panida centenary approaches, the theaters are at a crossroads. The Main Theater – Sandpoint's historic gem – has deferred needed maintenance, exacerbated by the more than 18 months of the pandemic that has curtailed operations for the Panida. Additionally, in the 19 years since the purchase of the Little Theater, the vision with which it was acquired has still not been realized.

Posing further challenges for the Panida, changes within the entertainment industry and the viewing habits of audiences are requiring the Panida to chart new strategies for future programming, operations, and revenues.



The Panida Theater's enduring value to our community

How does the Panida benefit our town and community? Let us count the ways.

Arts, Culture and Entertainment: The Panida is the single most important arts venue for Sandpoint and arguably the entire region. It provides support for many other important arts organizations that bring culturally enriching programming to North Idaho — from the Pend Oreille Arts Council to the Music Conservatory of Sandpoint, from the Festival at Sandpoint to dance studios, theater groups, and musicians.

Education: The Panida Theater has a long history of youth programs fostering the next generation of performing artists. The theater has been the venue for hundreds of significant educational programs, including dance recitals for young students, candidate forums for local elections, movies, and discussions of current issues or cultural topics.

History: Our classic theater provides our community with a living link to its past and provides an entree for residents and visitors alike to discover and experience our town's fascinating and important history.

Community Health: When diverse groups share experiences together as a community, it brings us all closer together. Never has there been a greater need for institutions like the Panida to provide those opportunities.

Economic Benefits: The Panida is the downtown's most significant economic anchor. Events at the theater bring business to restaurants, retailers, and hotels.

Intangible: For those who have had joyful, thoughtful, or impactful experiences in the Panida, there is no question that this old theater prompts warm emotions from all patrons.

Why NOW is the right time for a major capital campaign

It's hard to imagine Sandpoint without a Panida. Generations of children and adults have attended performances here. In a time of political, national, and even community divisions, the Panida is a rare institution that provides shared experiences bringing all of the community together.

The Panida's 95 years form the foundation of good will to launch a capital campaign that both addresses needs of the Panida facilities and operations and brings to fruition the original vision of the Little Theater.

Other factors make this an opportune time to undertake a major capital campaign for the Panida.

- **The need is great and easy for the public to understand.** At the Town Hall meetings in the past year, the 70-plus attendees expressed support of a fundraising campaign to address the needs of both theaters.
- **The pandemic has kindled a charitable spirit** among many in the community and has brought with it a renewed appreciation for the rare institution that has for generations brought us together.
- **The Panida Theater is a registered 501(C)3 non-profit.** Contributions may qualify as a tax deduction.
- **Sandpoint is seeing a surge in growth. The new arrivals are looking for ways to belong and support their new hometown** – and many of them have the means to make significant contributions.
- **The Panida's managing director and a board provide a fresh approach for the theater's management and operations.** This new leadership has an energized community who wants to help with a major fundraising campaign.
- **Perhaps most especially: The Panida is less than five years away from the 100th anniversary.**
- A major capital campaign can utilize this historic milestone as a motivation to achieve large-scale renovation projects and establish a path for successful operations into the theater's second century.



Initiating the Panida Century Fund campaign

The Panida board has defined two crucial requirements in order to conduct a major capital campaign.

- (1) A long-term **strategic plan** for both the Panida Theater and the Little Theater
- (2) A well-designed **capital campaign plan** for the **Panida Century Fund**

Panida strategic plan

The Panida's strategic plan describes the vision for the future and concretely sets forth the objectives for the next five years and beyond – and critically establishes the revenue and operational goals that will allow for the plan's success.

The Panida has had to redefine itself as more than a movie venue due to the business impact of the internet, streaming, and home theater alternatives.

The same trends that have negatively affected the entertainment industry may offer positive impacts for the spectrum of live performing arts – providing cultural opportunities and social connections for community members. Sandpoint is at a threshold of a new golden time in for the live performing arts to which the Panida can uniquely cater – music concerts, live theater, dance and variety shows.

As the Panida witnessed a shift in its first century from vaudeville to talkie films, approaching the second century the Theater will face new developments in technology and redefining business operations. The Panida's strategic plan is the road map to execute its mission with concrete goals and objectives.

Panida Century Fund campaign

The fundraising campaign to achieve major facility upgrades described in the strategic plan has measurable goals through phased fundraising efforts over the next five years. Each phase constitutes a milestone for which the funds raised will promptly be put to purpose.

Total goal for the Panida Century Fund campaign: \$1.9 million

PHASE I: FOUNDATION

Meets immediate needs for Main Theater and basic functional needs to more fully utilize the Little Theater in the immediate future.

Phase I goal: \$273,100

Fundraising achieved by December 2022. Work completion May 2023.

- Restore marquee: \$35,000
- Little Theater, new roof with 20-year warranty: \$36,046.59
- Main Theater, new roof with 20-year warranty: \$135,818.55
- Refinished auditorium floor: \$40,000
- New carpet: \$12,000
- Little Theater upgrades for performance and meeting space: \$12,500
- Update back stage dressing room, off-stage quick change: \$345.72
- Reorganize projection booth: \$1,345.85



Little Theater Facelift, 2022

PHASE II: CASTING CALL

Provides time and resources to achieve the major fundraising requirements of Phases III and IV.

Phase II goal: \$100,000

Fundraising achieved by May 2023. Work ongoing throughout campaign.

- Contractor to facilitate and develop strategic plan: \$50,000
- Architect to update plans for theater renovations: \$50,000

PHASE III: SETTING THE STAGE

Meets longstanding, deferred maintenance needs and upgrades for the main theater.

Phase III goal: \$798,000

Fundraising achieved January 2024. Work accomplished September 2024.

- Sprinkler system: \$160,000
- Exterior walls and paint: \$25,000
- Interior wall repair and refinishing: \$370,000
- New auditorium seating: \$125,000
- Update HVAC controls: \$2,500
- New flooring: \$24,000
- New aisle lighting: \$4,000
- Remodel bathrooms: \$10,000
- Move ticket booth to center of entry doors: \$7,500
- New concession counter: \$15,000
- Creation of meeting and reception space upstairs: \$25,000
- Office relocation: \$5,000
- Renovations and deferred maintenance needs: \$25,000

Phase IV: RAISING THE CURTAIN

Provides for an extensive remodel of the Little Theater to fully realize its potential to augment both the Main Theater lobby and backstage, plus provide a state-of-the-art smaller "black box" performance space.

Phase IV goal: \$715,000

Fundraising achieved May 2025. Work accomplished Sept 2026.

- Arched entrance between Little Theater and Main Theater to expand existing theater lobby: \$25,000
- Remodel Little Theater small stage auditorium for "black box" productions: \$250,000
- Build 850-square foot addition at rear of building to augment Main Theater and Little Theater backstage: \$340,000
- Freight and ADA elevator for Main Theater dressing room, auditorium, and back stage level: \$100,000

PHASE V: STATE OF THE ARTS

Provides for the “finishing touches” to enhance performance capabilities, all in preparation of the 2027 centenary and a schedule of corresponding events.

Phase V goal: \$75,000

Fundraising achieved May 2026. Work accomplished January 2027.

- Trap door
- Orchestra pit
- Improved backstage access
- New sound board
- New lighting
- Renovate, upgrade, or replace the fly system, lighting, sound systems as needed, including stage surface and electrical.



Lighting production, Flamenco Seattle



Lake Pend Oreille Repertory Theater, *Young Frankenstein*

STANDING OVATION: THE PANIDA THEATER ENDOWMENT FUND

In July 2022 the Panida board established an endowment fund with the Innovia Foundation. The long-term goal is to generate interest from principal to complement the annual revenue of theater operations.

- A \$10,000 contribution to initiate the fund has already been provided by an anonymous donor.
- The Panida Theater board is committing a fixed 2.7% of contributions to the Panida Century Fund to be rolled into the endowment fund.
- 2.7% of revenues from operations ongoing in the future will be earmarked for the fund to maintain minimally a \$5,000 annual contribution.
- Dedicated endowment contributions will be actively promoted to Panida supporters who will consider one-time as well as estate and legacy gifts.

Schedule for the Panida Century Fund campaign

Consolidated campaign timeline itemized above.

Phase I: Fundraising achieved December 2022. Work accomplished May 2023.

Phase II: Fundraising achieved May 2023. Work ongoing through campaign.

Phase III: Fundraising achieved January 2024. Work accomplished Sept 2024.

Phase IV: Fundraising achieved May 2025. Work accomplished September 2026.

Phase V: Fundraising achieved May 2026. Work accomplished January 2027.

Standing Ovation: Never-ending endowment fundraising.

Campaign Execution

The Panida Century Fund Committee operates under the Panida Theater board of directors and has a **steering committee** composed of volunteers, board, and staff:

Chris Bessler, chair, past Panida board member. Veronica Knowlton, Panida Theater managing director. Jim Healey, Panida board chair. Foster Cline, Panida board director and fundraising committee chair. Jimmy Matlosz, Panida board director and facilities committee chair. Zabrielle Dillon, Panida board director and arts and cultural chair.

The steering committee convenes a bi-annual **Panida Century Fund Advisory Council** with members by invitation from among longtime Panida volunteers, stakeholder groups, businesses, and nonprofit organizations. The advisory council represents a wide spectrum of community interests, provides ideas and feedback for fundraising efforts, and engages individuals to help the committee connect with potential donors.

Donor groups for the Panida Century Fund

The campaign will segment appeals among the following donor groups:

1. **Major private donors**, over \$5,000 gifts – The largest proportion of private giving. Donation tiers will be formulated to inspire large gifts of \$10,000, \$25,000, and \$50,000-plus.
2. **General support**, under \$5,000 gifts – Essential in order to provide everyone a stake in the Panida according to their individual means. General support is a motivator for contributions from a wide spectrum of the community.
3. **Fundraising events**. Raising both funds and awareness.
4. **Corporate donors**. Appealing to innovative businesses that understand the economic benefits and community importance of the Panida. Solicit in-kind donations from builders, contractors, and others who are willing to donate professional services.
5. **Foundations**. Solicit identified foundations and also continue investigating other opportunities.
6. **City, state and federal sources**. The National Endowment for the Arts, federal programs for rural economic vitality, Sandpoint Urban Renewal Agency, and state and federal historical and arts commissions are potential sources.

Each of these segments has an action plan under way to identify and appeal to its donor group. The Century Fund campaign will actively search out new opportunities as they arise.

Conclusion

This is a working plan that will be adjusted and augmented as goals are achieved.

PANIDA

T H E A T E R

SANDPOINT IDAHO
SINCE 1927