The Performing Arts Center
at 51 Walden

Making Performing Arts Accessible for All
Performing Arts and Access for All

**Access.** The historic building at 51 Walden Street in Concord, MA has an enviable record of providing access. Access to history, dance, drama, music, opera. Access to recreation for young people, to holiday celebrations and to veterans memorials; access to the building’s “joyous purpose” where the performing arts are practiced, performed and celebrated as a tangible component of the Town’s vibrant culture. At 51 Walden, all people – regardless of physical abilities – enjoy access to each other in a community where imagination and innovation abound, and all are committed to sustaining a heritage that nourishes the human spirit.

In 2017 we are expanding our commitment to access. We know that art in all its forms is indispensable to the human experience, and we are determined to ensure that the performing arts at 51 Walden remain accessible to all people for future generations.

51 Walden has been stalwart in its service, dutifully adapting to changing needs of the community for more than 100 years. We are ready to take up the work of injecting new life into its aged bones and to refreshing and updating its ability to serve the changing needs of a modern community. We now focus our efforts on raising the funds necessary to expand access for all people regardless of physical limitations, to improving our ventilation and public facilities, and to building a financial cushion to adapt to changing needs as they arise.

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"I've narrated and hosted many entertaining, enlightening, and celebratory events at 51 Walden, a real gem in desperate need of some polishing! This is a charming facility in need of a modern makeover so we can keep the performing arts alive and thriving in the most beautiful historic town in all of New England and its surrounding communities."

— Access 51 Honorary Chair, Joyce Kulhawik
Since 1887, 51 Walden has been a valued resource in the Town of Concord and the surrounding communities. Named to the National Historic Register in 2007, the building is now home to three resident performing arts groups, several dance programs, and an opera company. Nearly 500 people come to the building each week for rehearsals and dance classes. This diverse group includes three-year-old ballerinas, ballroom dancers, musicians and thespians of all ages. Audiences for performances frequently number 300 or more. The Concord Orchestra, The Concord Band and The Concord Players stage dozens of performances annually, including concerts, plays and musicals designed for multi-generational audiences. Performances, concerts, weddings, youth concerts, holiday celebrations and even memorial tributes contribute to the life and spirit of this cherished resource.

Our need is urgent. Our sturdy, but elderly facility is expensive to maintain and repair. Our building must be brought into compliance with current Massachusetts accessibility regulations by March 2018 in order to remain open for continued use. Closure of 51 Walden would risk the loss of some or all of the vibrant cultural activity that takes place within its walls.
Collaboration for Success; Immediate Concerns

In response to this urgent need, 51 Walden and its three resident groups have united to undertake a capital campaign. By working together for Access 51, we will be able to update our accessible ramp to help visitors safely navigate entry, especially in poor weather conditions; enlarge the landing pad at the base of the ramp to allow adequate space for wheelchair turning; replace the railings to provide stability and extra support; and re-adapt the doorway to allow for a larger opening and greater access.

In addition, we will purchase a portable stage lift that will provide access for patrons and performers from the audience floor level to both the drama and music stages. We will enlarge the gender-neutral accessible bathroom on the first floor level to include grab bars, proper turning radius and access to the sink for wheelchair or walker users. We will add a bi-level drinking fountain that allows access to water for wheelchair users and people with limited back mobility. We will also connect the building’s remaining 100-year-old, outdated plumbing to the building’s more modern system, bringing parts of the building into the 21st century.

Finally, we will improve the ventilation in the building by installing an aggressive exhaust system that will pull in outside air to increase comfort for not only the residents of 51 Walden but for the thousands of patrons who attend events during the year and permit greater use of the building during the summer months. It will also pave the way for future heating and cooling upgrades.

The total estimated cost of these improvements is $300,000.
Thinking Ahead, a Capital Fund

Keeping a building that has been in constant use for over a century in compliance with modern building requirements is an ongoing challenge. We have been responsible stewards of the building’s purpose and finances. Often, however, with an old facility, sudden and immediate physical concerns arise, making the conservation of funds for future improvements difficult. We plan to use this occasion to begin a capital fund to set aside money for maintenance and improvement projects which are major in nature and likely to occur in the coming years. We propose establishing a reserve maintenance fund of $200,000.

### The Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Immediate Need: Code compliance projects</td>
<td>$150,000</td>
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<tr>
<td>Audience/Member comfort and Infrastructure improvements</td>
<td>$150,000</td>
</tr>
<tr>
<td>Capital Fund for Future building improvements/needs</td>
<td>$200,000</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$500,000</strong></td>
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The Concord Orchestra led by conductor, Richard Pittman.

Trombones: Band members Peter Norton, David Tweed, Sam Reynolds, and Ron Kwon.

Betty Mason and Cliff Bean show off the poster for the Players’ 1960 production of Cole Porter’s Kiss Me Kate.
Can We Do It? YES!

- We have a proven history of meeting financial and structural challenges. In 2007, 51 Walden and its resident groups raised $240,000 for structural improvements to the drama stage and to re-build the green room. In 2010 51 Walden raised nearly $50,000 to update the fire escapes and egresses. We are committed to making the essential physical improvements required by Massachusetts accessibility regulators to stem future problems.

- Our organizations have the respect and participation of Concord residents and members of surrounding communities. Our programming serves thousands of audience members. Over 25% of the 6,000 households in Concord are now, or have been involved with 51 Walden. Our history is one of determined success.

- 51 Walden and its three performing arts groups are on sound financial footing.

- A volunteer committee of constituents and stakeholders from all three resident groups have dedicated resources to this project. It is a committee comprised of professionals in finance; development; data base management; academia; non-profit management; the arts and capital project management, all of whom are fully committed to preserving 51 Walden and its mission.

Annually, Opera 51 performs fully-staged operas as fundraisers for 51 Walden. Here actors portray members of the Capulet family from Romeo and Juliet in 2016.

Orchestra members, L to R: Karen Shaver, Carol Sohn, Bill Ossman, and Bruce Kinmonth perform.

Wee ballerinas twirl in their weekly ballet class in the upstairs dance studio.
Our committee has developed a two-year plan to achieve our goals. Working with consultants who are expert in the field of capital campaigns and maximizing the expertise of our committee members we will design a strategy that will engage the entire Concord community in our mission. We will reach out to individual donors, foundations, corporations, and appropriate local and state funders with approaches tailored to each constituency.

- We've already begun. Pledges of over $100K have already been committed through private, personal solicitations.
- We have secured 100% participation from 51 Walden Board and our three resident groups boards.
- We will prepare proposals for targeted private and community grant foundations.
- We will explore corporate sponsorship opportunities.
- Special fundraising events utilizing the extensive talents of the three resident groups are being planned.
- Crowd-sourcing apps, like GoFundMe, are being considered for the public phase.
- We will consider adding a temporary capital surcharge on ticket sales for one year.

**Gift Pyramid: Here’s What It Will Take**

- 2 gifts of $50,000
- 4 gifts of $25,000
- 10 gifts of $10,000
- 15 gifts of $5,000
- 20 gifts of $2,500
- 30 gifts of $1,000
- 40 gifts of $500
- Other ($25,000)
# 51 Walden Timeline

*Every ten years since 1932 the Players present Little Women (above in 2012) in honor of Louisa May Alcott who founded, with her sister, Anna, the Concord Dramatic Union in 1857 – a forerunner of today’s group. Seated center as Marmie, is Jan Turnquist, the director of LMA’s home, Orchard House.*

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1887</td>
<td>Designed by architect John Chapman and built as a Town Armory</td>
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<tr>
<td>1912</td>
<td>Building damaged by fire</td>
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<tr>
<td>1920</td>
<td>51 Walden rebuilt and renamed The Veterans Building</td>
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<tr>
<td>1922</td>
<td>Architect C. H. Blackhall designs a stage for the building; construction completed</td>
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<tr>
<td>1919-1957</td>
<td>Used by Concord Players for Regular Performances; Concord Minutemen and American Legion housed in the building; dog training classes held in the building; modest modifications made to improve the building</td>
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<tr>
<td>1958</td>
<td>Slated for Demolition, but Town doesn’t approve funds for tear-down</td>
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<tr>
<td>1959-1971</td>
<td>Concord Players continue to stage performances; building serves as a youth center</td>
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<tr>
<td>1972</td>
<td>Friends of the Performing Arts (FOPAC) incorporated as a non-profit to renovate the building and operate it as a center for the performing arts; funds raised to renovated lobby, dance studio, and performance hall; Town leases building to FOPAC for $1.00 annually</td>
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<tr>
<td>1975</td>
<td>Building dedicated as Concord’s permanent Bicentennial Memorial; Band joins the Players as resident group</td>
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<tr>
<td>Mid 1970's</td>
<td>Concord Players build a workshop in the back of 51 Walden; Concord Orchestra installs acoustical panels and reverberation enhancement</td>
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<tr>
<td>Mid 1990's</td>
<td>FOPAC modernizes bathrooms; Players raise money and perform structural improvements to stage and proscenium.</td>
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<tr>
<td>2006-2007</td>
<td>Collaborative effort by resident groups with FOPAC raises over $200,00 for major stage renovation; 51 Walden named to the National Historic Register</td>
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<tr>
<td>2008</td>
<td>FOPAC received a $75,000 grant from the Town’s Sawyer Trust Fund to replace outdated oil-fired boilers with energy efficient gas boilers and to replace/repair the drafty windows in the lobby and dance studio.</td>
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<tr>
<td>2016</td>
<td>FOPAC changes its name to 51 Walden</td>
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Access 51 Campaign Leadership

Joyce Kulhawik, Honorary Chair
(S)He-who-has-yet-to-be-named, Co-Chair
Dorrie Bean, Co-Chair
George Gagliardi, Treasurer
Mary Hennings, Secretary
Peter Siebert, Database Administrator

Gail Penrod, President, 51 Walden
Carole Wayland, Executive Director, 51 Walden
Tracy Wall, President, Concord Players
Carol Sohn, Concord Orchestra
Ken Troup, Concord Band
Linda McConchie, Concord Players
John Hutchins, 51 Walden

Access 51
Making Performing Arts Accessible for All
51 Walden Street
Concord, MA 01742
(978) 369-7911
director@51walden.org

Please join us!

We can be justly proud of our historic building and its century-old tradition of providing support and access to the performing arts for thousands of people. We are certain that the community will once again rally to the support of 51 Walden
51 Walden is a 501 (c) (3) non-profit tax exempt organization, which was founded in 1972 under the name Friends of the Performing Arts in Concord (FOPAC) and was changed to 51 Walden in 2015.

Its mission is:

To maintain a venue at 51 Walden Street and provide an environment where individuals and groups involved in music, drama and other arts may perform for the enjoyment of the community.

Leadership

Carole Wayland, Director

Executive
Gail Penrod, President
Sara Ballard, Vice President
George Gagliardi, Treasurer
Carole Wayland, Secretary

Members at Large
Dorrie Bean
Dave Brownell
Phil Drew
Rob Hamilton
John Hutchins
Veronica Kenney, Orchestra Rep
Deborah Peirce
Dan Schrager
Rick Shamel
Peter Siebert
Jim Smith, Band Rep
Susan Tucker, Players’ Rep

Appendix – 51 Walden Leadership
Concord Band

The Concord Band was founded in 1959 as a marching unit for Concord’s Patriot’s Day parade, but since 1970 has been exclusively a concert organization, playing fourteen or more concerts each year. The sixty-five-member all-volunteer Band performs regularly at its permanent home, the Performing Arts Center at 51 Walden Street in Concord, performs a six-week concert series outdoors at its summer home for the last 31 years at Fruitlands Museum in Harvard, Massachusetts, and plays every Independence Day at Concord’s “Picnic in the Park.” The Band has also played summer concerts in the towns of Belmont, Bolton, Hudson and Littleton, Massachusetts, and Milford and Nashua, New Hampshire and participates frequently in the annual Boston Festival of Bands held in Faneuil Hall each June. James O’Dell is the Band’s third music director, assuming the position in 2009.

In 2013, the Concord Band was the first community band in New England to receive the Sudler Silver Scroll from the John Philip Sousa Foundation. This award “recognizes community concert bands of outstanding musical excellence” and is “North America’s most prestigious award for community concert bands”. Members of the Band represent many area communities and a wide variety of professions. Band members have played in the organization for an average of nearly sixteen years; sixteen have been members for twenty-five years or more. Many are alumni of prestigious college, military, or professional bands.

Over the years, the Band has engaged numerous noted national and New England guest conductors, including the legendary Frederick Fennell. Since 1967 the Band has either commissioned or has had written for it 79 new works for symphonic wind ensemble—possibly more than any other community band in the world. Some of these commissions have become staples in the American concert band repertoire.

Band Leadership

Kenneth Troup, President, Publicity
Charlie Learoyd, Vice President
Debbie Franks, Treasurer
John Rabinowitz, Secretary
Dan Diamond, Fundraising
David Tweed, Personnel, Webmaster

Concord Band members Louanne Mackenzie and Carolyn Bruse perform at the Band’s summer home, The Fruitlands Museum in Harvard, MA
Concord Orchestra

The Concord Orchestra was founded in 1953 as a volunteer community orchestra. Its seventy members include professional musicians as well as serious amateurs. Richard Pittman has been the music director since 1969.

Each season, the Concord Orchestra presents three formal concerts, a family concert, and a pops concert. A young artist concerto competition is held each year. The winner performs a concerto with the orchestra, while the two runners up give pre-concert recitals.

Audiences come primarily from the metrowest area but also come from metro Boston, central Massachusetts, southern New Hampshire, and Rhode Island.

The orchestra frequently performs with local school and community groups including the Concord Middle School Strings, Lexington High School Women’s Chorus, Fenn School Treble Chorus, Westford Academy String Orchestra, Bedford High School Strings, Concord Academy Chorus, Concord Chorus, and Concord Women’s Chorus.

Orchestra Leadership

Richard Pittman has been the music director and conductor of the Concord Orchestra since 1969.

Board of Directors
Tim Arnold, President
Avril Waye, Treasurer
Grant Anderson, Secretary

Members at Large
Susan Jackson
Sharon Kiel
Cam Owen
Caren Ponty
Mike Rosen
Alexia Schulz

The Concord Orchestra fosters young talent.
**Concord Players**

The Concord Players trace their history back to 1857 and the Concord Dramatic Union, founded by Louisa May Alcott and her sister, Anna. In 1919 they became the Concord Players and have been contributing to the Town’s cultural vitality ever since. The organization is committed to using theatre and performing arts as cultural enrichments to community and as educational tools for its members, performers and audiences who come from Concord and surrounding communities.

All aspects of operations, production and financial oversight of this non-profit 501 c 3 are managed by an all-volunteer board and staff. The group mounts three mainstage performances annually, drawing from technical and on-stage talent from the entire Eastern Massachusetts Region.

The organization is financially self-sustaining, meeting its annual operating and production budgets entirely through earned revenue, and maintain and steward a substantial financial reserve. Occasional fund raising grants have been received for special projects and purchases of soft goods and technical equipment which the Players frequently loan to other performing arts groups. Over the years, the organization has made substantial additions and improvements to the building at 51 Walden.

The Concord Players is a good neighbor and responsible corporate citizen, regularly participating in charitable events, fund raising efforts for other non-profits and Town celebrations. As proud recipients of multiple national and regional awards for excellence in theatre, The Concord Players look toward a future of continued artistic and financial success through collaboration and partnership with 51 Walden and groups in the Town of Concord at large.

**Concord Players’ Leadership**

**Executive Committee**
Tracy Wall, President
Brian Harris, Vice President
Paul Murphy, Vice President
Kathy Lague, Treasurer
Amanda Casale, Secretary

**Board**
Charlie Atherton, Finance Committee
Craig Howard, Play Selection Committee
Brian Kelly, Member-at-Large
Corinne Kinsman, Membership
Linda McConchie, Member-at-Large
Paula McNabb, EMACT Rep
Andrea Roessler, Publicity
Meg Streff, Special Events
Susan Tucker, 51 Walden Rep

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*Appendix – Players*
Portable Lift Benefits

Ascension portable wheelchair lifts are the preeminent choice for facilities that need flexible and convenient ADA access, often in several locations with multiple performance stages. Use the lift when and where you need it, then store it away until your next event. World-class Ascension lifts with no machine tower or access ramp are designed for one person to move and set up in just a few minutes. Once set up, The Protégé sits firmly on its stable base with casters stored safely inside the locking storage compartment, so you leave it in place indefinitely or move it as needed for maximum flexibility.
Appendix - Accessible Restroom Plan
Appendix – Ventilation Plan