OUR COMMUNITY IMPACT

INTERLOCHEN
Center for the Arts
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Incorporated as the National High School Orchestra Camp in 1927 (the nation’s first summer music camp for students), Interlochen Center for the Arts has become a significant contributor—culturally and economically—to the Grand Traverse region, the state of Michigan and the nation. Since unemployed area farmers built the Interlochen Bowl and first camp buildings in the fall and winter of 1927-28, Interlochen has helped this region grow and prosper into a national and international destination, contributing to the quality of life of the Grand Traverse region. From a tiny summer camp serving 115 students, a staff of 30 and a budget of $150,000 in that first summer of 1928, Interlochen has grown today to a year-round international destination for the arts, education and culture, engaging 4,000 students a year ages 8 to 90, with a full time staff of 439 and an additional seasonal staff of 1,100, serving 250,000 audience members and guests in more than 600 events, and hundreds of thousands who listen or watch through public broadcasting or online/digital opportunities. Interlochen earned $44M in 2016 from all sources. It is one of Michigan’s largest arts and cultural organization by revenue, something its founders would be proud to see, but perhaps not surprised.
WHAT IS INTERLOCHEN?

Interlochen Center for the Arts is the umbrella organization that encompasses five distinct program areas: Interlochen Arts Camp, Interlochen Arts Academy, Interlochen Public Radio, Interlochen Presents and Interlochen College of Creative Arts.
Interlochen began as the nation’s first music camp, incorporated by founder Joseph Maddy in 1927 as the National High School Orchestra Camp. Over the next several decades, the camp continued to expand in both enrollment and offerings, being officially renamed the National Music Camp in 1932. While music was the founding discipline, it was always planned to add other arts, including theatre (1931), visual art (1934), dance (1940) and creative writing (1976). As technology, and art alongside it, continued to evolve, so did Interlochen, adding innovative programs such as the singer-songwriter program and Motion Picture Arts. In 1974, the National Music Camp officially changed its name to Interlochen Center for the Arts, and summer programs were renamed Interlochen Arts Camp. Today 2,700 students from all 50 states and more than 40 countries spend their summers at Interlochen in more than 40 different programs.
As the Camp continued to flourish, Maddy wanted to expand to a year-round high school for the arts. Interlochen Arts Academy, the nation’s first independent fine arts boarding school opened its doors in 1962 to 124 students. Interlochen Arts Academy has grown to 500 students from 46 states and 32 countries and is the only boarding high school that offers programs in all major artforms.
Radio helped spread the word about Interlochen from the beginning. A radio broadcast booth was built in The Bowl when it was first constructed. The CBS and NBC networks began to carry World Youth Symphony Orchestra broadcasts on Sunday evenings in 1928. After many years of planning, WIAA went on the air eight hours a day in 1963. IPR became a charter member of the National Public Radio in 1971. It serves more than 400,000 households in northern Michigan with seven stations and engages thousands of listeners through web streaming. IPR’s seven stations are divided between two services: Classical IPR, which provides commercial-free classical music programming, and IPR News, which provides top-quality local, state and national news to northern Michigan listeners.
Concerts and events have always been an essential part of the Interlochen experience. Early Interlochen performances were concerts by students, world-class instructors and guest artists. The inaugural Interlochen Arts Festival was held in 1964 and featured the Philadelphia Orchestra in residence for a month. Today, Interlochen Presents stages 600 student, faculty and professional performances, in summer and winter festivals, reaching audiences of nearly 250,000 each year.
Arts education can last a lifetime. Since 2005, Interlochen College of Creative Arts has offered arts education experiences to adults and arts professionals. Housed in the Mallory-Towsley Center for Arts Leadership, ICCA offers programs for artists of all ages. Nearly 1,000 students ages 25 to 90 may choose from nearly 100 different seminars, workshops and institutes throughout the year, as well as online programming.
INCOME AND EXPENSES
In 2016, Interlochen Center for the Arts earned $44 million in revenue. A private nonprofit 501C3 organization, Interlochen is almost entirely privately funded. The majority of Interlochen’s total revenue—ticket sales, Camp and Academy tuition, and merchandise sales—account for 76% of Interlochen’s income. Interlochen’s private donors provide another 23% of the institution’s total income. As of Dec. 2016, Interlochen’s latest campaign, CREATE AMAZING, has raised $103 million. $90 million of these funds were donated by individuals residing outside the Benzie, Grand Traverse and Leelanau counties. Interlochen receives some government compensation for its roles as a cultural institution from the Michigan Council for Arts and Cultural Affairs and as a member of National Public Radio through the Corporation for Public Broadcasting, which currently total about 1% of Interlochen’s total income.

**2016 Revenue**

$43,857,095

- **Net Tuition**: 69%
- **Gifts**: 23%
- **Earned Income (including investment gain or loss)**: 1%
- **Ticket Sales**: 6%
- **Government Support**: 1%

Interlochen’s 2016 expenses total $43.6 million. Interlochen’s world-class faculty and staff receive 63% of these monies in salaries, wages and benefits. Day-to-day operations are another 20% of the organization’s expenses. Another 5% is allocated for goods and services, 8% to administration and 4% to depreciation.
The economic impact of Interlochen can be calculated using the Americans for the Arts Economic Impact Calculator. A 2010 study by Americans for the Arts found that the average arts audience member spent $24.60 beyond the cost of their ticket on items such as meals, souvenirs, lodging and transportation. Non-local audiences usually account for approximately 32% of the total attendees at arts events; these non-local attendees usually spend twice as much as their local counterparts, at approximately $40.00 as compared to the local figure of $17.50. Using these figures, it is estimated that 1,510 full-time equivalent (FTE) jobs in northwest Michigan are supported by Interlochen and its patrons. Interlochen’s patrons are estimated to generate $34 million in revenue for northwest Michigan. In addition, local and state governments receive almost $2 million in taxes from Interlochen and its patrons.
Interlochen Center for the Arts is currently one of northern Michigan’s largest employers: Munson Healthcare (7,000), Traverse City Area Public Schools (1,200), Hagerty Insurance (700) and Sara Lee (550) employ more full-time employees. Interlochen’s 449 year-round employees and 1,017 seasonal employees received $27 million in wages and benefits in fiscal year 2016. Most full-time and many seasonal employees choose to make their homes in the Grand Traverse region. $22 million of the $27 million that Interlochen pays to its employees returns to the northern Michigan economy.
OUR STUDENTS ...

Interlochen Arts Camp

2,545 Campers
From 48 Countries and 52 States and Territories

The four countries with the most campers in attendance outside of the United States

- China: 36
- Hong Kong: 29
- Canada: 20
- United Kingdom: 14

The six states with the most campers in attendance

- Michigan: 295
- Illinois: 249
- California: 232
- New York: 192
- Texas: 152
- Ohio: 137

Interlochen Arts Academy

510 Students
From 37 Countries and 49 States

The four countries with the most students in attendance outside of the United States

- China: 46
- South Korea: 12
- Canada: 9
- Mexico: 7

The six states with the most students in attendance

- Michigan: 82
- California: 31
- Illinois: 29
- Texas: 20
- Florida: 19
- Ohio: 16
Each week, 44,000 listeners tune into one of IPR’s two channels, IPR News (22,000 listeners each week) and Classical IPR (21,000 listeners per week). IPR currently serves 20 counties in the state of Michigan through on-air broadcasting. A new tower recently completed in Emmet County increased IPR’s reach and signal strength to the northern counties, across Beaver Island and into the eastern half of the upper peninsula. Beyond Michigan, IPR reaches millions of listeners around the world through mobile and online streaming.

IPR is primarily funded through individual gifts and local underwriting. In the 2016 fiscal year, 56% of IPR’s $1.4 million budget was supported by individual gifts and grants. In addition, more than 90 local businesses support IPR through underwriting, accounting for 17% of IPR’s funding. As a charter member of National Public Radio, IPR also receives 19% of its funding from the Corporation for Public Broadcasting.

The impact of IPR to northern Michigan can be calculated by the loyalty of its listeners. Their testimonials speak to the vital role that IPR plays in our region.
In 2016, over 90,000 people purchased tickets to one of Interlochen’s 600 performances: over 50,000 (55%) were Michigan residents, and 40,000 (42%) were from the northwest region of the state. In addition to Michigan residents, Interlochen’s concerts entertain patrons from all 50 states and several countries who travel to Michigan to experience performances at Interlochen.

Thousands of patrons also attended productions at no cost. On average, 75% of student performances are open to the public and free of charge; several guest performances are also offered at no cost to patrons.

Interlochen performances generate millions of dollars in revenue for other businesses in northwest Michigan. Interlochen’s patrons do not only visit our campus: they also patronize hundreds of local restaurants, hotels, wineries, golf courses and retail locations throughout our region.
Nearly 1,000 adults participated in ICCA programming in 2016. Many ICCA participants enrolled in more than one program. 17% of ICCA enrollees resided in northwest Michigan; 83% utilized area hotels and restaurants during their Interlochen visit.
INTERLOCHEN LOCAL SPENDING
In addition to the funds that Interlochen students and patrons generate, Interlochen itself spends millions of dollars for the goods and services of local businesses. In fiscal year 2016, Interlochen paid $20,796,271 to external vendors. In-state vendors accounted for $11,940,208 of this spending, and $8,934,439 was paid to businesses and vendors in the Grand Traverse vicinity. Interlochen regularly hires local contractors to conduct building projects and renovations: in 2016 Interlochen spent $6,559,970 on construction and renovations, relying primarily on local construction and trade companies for materials and labor. Over the past five years, Interlochen has spent a total of $13,327,198 on construction and renovation projects, with local businesses as the primary beneficiaries. Interlochen also spends more than $300,000 per year on local marketing and advertising for performances and adult education programs.
Interlochen hosts nearly 250,000 campus visitors each year, the majority coming from out-of-state. Campus visitors rely on local hospitality businesses, including hotels, restaurants, resorts, and means of transportation during their journey to and stay at Interlochen. Approximately 5,000 round-trip tickets out of Traverse City’s Cherry Capital Airport are affiliated with Interlochen each year: parents and students traveling for Camp or Academy; guest artists traveling to and from campus; and employees traveling on business. Interlochen is also considered a destination of interest for tourists and is actively promoted by the Traverse City Convention and Visitors Bureau.
INTANGIBLE IMPACT
Beyond its economic effect on the community, Interlochen also contributes to the greater Traverse City area in a variety of ways. Many Interlochen alumni have chosen to make Michigan their home. Of the 95,000 living alumni, over 15,000 live in the state of Michigan; 1,500 have permanent residences in northwest Michigan. Many parents, especially of Academy students, choose to permanently relocate to northwest Michigan to be closer to their student. Many never leave after their student graduates.

Interlochen alumni positively impact their community through both a strong artistic and educational background. Since 1980, 43 Interlochen Arts Academy graduates have been chosen as Presidential Scholars—more than any other high school in the nation. 17% of the musicians in the nation’s major orchestras are Interlochen alumni. Interlochen Arts Academy students continue their academic activities after graduation: 100% of graduates are accepted into prestigious four-year colleges, conservatories and universities.

In 2016, the National Center for Arts Research named Traverse City tenth on its small-to-medium city index of arts-vibrant communities in the United States. Interlochen was directly recognized in the report as being a major cause for Traverse City’s cultural vibrancy. Thanks to the contributions of Interlochen and other arts organizations, Traverse City ranked second in program revenue and eighth in program expenses. Interlochen’s influence also places Traverse City in the top 1% for arts education spending.

Interlochen employees, faculty and students, as well as the institution as a whole, participate in the Grand Traverse community in a variety of capacities.
Interlochen as an institution is a vital player in the community life of the Grand Traverse region. Interlochen employees have for years been founders, performers or members of various arts councils, performing arts organizations, and community and civic arts, cultural, civic and social welfare organizations.

In 2014, Interlochen joined the local fiber arts community in the creation of a “fibershed” movement that connects artists from farm to fiber. The result is an annual “fiber arts weekend” hosted at Interlochen that features hands-on workshops and discussions about local sourcing of fiber products. Interlochen staff and area fiber artists continue an ongoing discussion on ways to increase fiber arts education and entrepreneurship in northern Michigan.

Interlochen is also an advisor to Networks Northwest on arts and culture. In 2016, Interlochen and Networks Northwest hosted an Arts and Culture Summit which brought together 75 local arts leaders to discuss the creation of a Northwest Michigan Arts and Culture Network. Discussions are underway to host another summit in 2017.

Another way that Interlochen contributes to the community is by providing accessible, family-friendly entertainment. Besides the vast number of free student performances, Interlochen also hosts an annual Winterlochen festival that features performances and hands-on activities. Interlochen also uses performance as a means of supporting local organizations through a series of benefit concerts for groups such the Interlochen Area Chamber of Commerce Basler Scholarship and the Interlochen Public Library.

Interlochen is at the forefront of promoting arts leadership both in the Grand Traverse community and at large. Interlochen is a part of the Leadership Grand Traverse program through the Traverse City Chamber of Commerce. Twice per year, Interlochen opens its campus to local business leaders for a campus tour and a discussion of local and state arts issues. Beyond the Grand Traverse area, Interlochen utilizes the Logan Arts Leadership Institute (LALI) to train young adults in arts leadership and management. LALI provides free arts leadership curriculum, both on campus and online, that covers topics such as fundraising, marketing and finance under the direction of a panel of arts leaders to hundreds of students around the world every year.
EMPLOYEES AND FACULTY
Many Interlochen faculty and staff are active members of the community and serve as volunteers, members and board members at many local institutions. Interlochen employees are involved with the following institutions, to name a few: Traverse Bay Children’s Advocacy Center, Addiction Treatment Services, Traverse City Arts Commission, Traverse City Film Festival, National Writers Series, Athena, the League of Women Voters, the Women’s Resource Center, Parallel 45 Theatre, Old Town Playhouse, Interlochen Public Library, the Green Lake/Betsie River Association and the Michigan Writers Board. Ten members of Interlochen’s Academy and Camp faculty lend their talents to the Traverse Symphony Orchestra.

Drew Buchholz, Senior Charitable Gift Officer, was appointed Chair of the Michigan Council for Arts and Cultural Affairs by Michigan Governor Rick Snyder. MCACA encourages and cultivates arts and cultural activities throughout the state of Michigan.

Several members of the Interlochen Arts Academy faculty have partnered with Kirkbride Hall at The Commons in Traverse City to produce professional-level concerts in Traverse City. Comparative arts faculty, along with their students, have partnered with Child and Family Services. Faculty members provide classes and workshops to caregivers of foster children. Visual arts faculty and students partner with the Cowell Family Cancer Center at Munson Medical Center.
Interlochen Arts Academy students regularly participate in community events, both as part of their curriculum and on their own. Visual arts students have participated in many community projects such as the redesign of exhibits at the Great Lakes Children’s Museum. As a part of this partnership, visual artists created a large outdoor mural of the Mackinac Bridge. Academy visual arts students are partnering with Munson Medical Center learning how art can be a part of the healing process, teaching drawing and painting classes, and arranging a performance of *The Sleeping Beauty* with Interlochen dance students at the Cowell Family Cancer Center.

Comparative arts students are also frequent community partners. They regularly welcome students from local elementary schools to educational performances on the Interlochen campus, and travel to elementary schools to share their knowledge in teaching units geared to young students.
The impact of Interlochen, both economically and intangibly, cannot be overstated. As Interlochen prepares for its second century, it also prepares for a second century as an artistic and community leader. Interlochen remains committed to supporting and advancing the economic prosperity and cultural experience of the Grand Traverse region and the well-being of its friends, patrons and neighbors.

In 2006, Interlochen Center for the Arts was awarded the National Medal of Art by President George W. Bush at a White House Oval Office ceremony. Interlochen is the first Michigan arts organization or individual to receive this prestigious award. It is a symbol of Interlochen’s enduring impact and leadership as an arts organization, and recognition that great institutions of international importance can grow and prosper in the Grand Traverse region.

From employment for farmers in 1927 to broadcasting on IPR to adult education programs, Interlochen has been a good neighbor to its community by providing employment, entertainment and enrichment to the Grand Traverse region. As Interlochen has built an international reputation as a leader in the arts, Traverse City has become an internationally-recognized destination for arts, culture and recreation. Interlochen and Traverse City exist as partners, and rely upon each other for continued success.