

Warren County Port Authority

Arts & Culture Center Feasibility Study

Phase 2 Findings
July 1, 2008



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Contents/Agenda

- Review Phase 1
 - ◆ Leadership Interviews
 - ◆ Market Analysis
 - ◆ Demographics, Lifestyles, MRI Profiles
 - ◆ Competitive Analysis
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 - ◆ Potential Models/Concepts
- Public Survey
- Model Case Studies
- Observations & Discussion
 - ◆ Next Steps

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Phase 1 Review

● Key Issues

- ◆ North and south ends of Warren County orient to Dayton, Cincinnati, respectively
 - Issues with media coverage
- ◆ Project Concept
 - A home for Warren County groups and/or a venue for groups from the region to perform in WC?
 - Many suggest no need for another large hall, but something complementary (300-400, 500-900 seats?)
- ◆ Funding
 - County has no funds to build or operate a Center
 - Funding climate very tough for arts groups

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Leadership Interviews (cont'd.)

● Key Issues (cont'd.)

- ◆ Site
 - Several alternatives identified
 - Countryside Y
 - Former Rivers Crossing site
 - Along I-75 Corridor
 - Armco County Park
 - Downtown Lebanon
 - Otterbein seen as neutral, acceptable to most
- ◆ Community Resources/Partners
 - Sinclair College potential for theater, dance classes
 - Warren County Career Center (technical theater instruction)
- ◆ Programming
 - Difficult to compete with Dayton and Cincinnati due to larger houses, Broadway, blackout rules
 - Many Warren County groups are all amateur
 - Not likely ready to afford use of larger PAC

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Market Analysis

SUMMARY OF KEY DEMOGRAPHICS

Variable	Lebanon - 5 mile radius	Warren County	Dayton & Cincinnati Combined CBSAs
2007 Estimated Population	41,268	206,750	2,930,639
2000 Population	33,434	158,383	2,857,785
Median Age	34.2	35.6	37.0
% Generation Y (5-17 yrs)	21.5%	20.8%	21.2%
% Generation X (18-34 yrs)	33.9%	31.2%	27.1%
% Baby Boomers (35-59 yrs)	22.2%	24.8%	25.9%
% Mature (60+ Yrs)	10.2%	9.6%	12.6%
Median Household Income	\$59,724	\$68,489	\$51,317
% over \$75,000	32.4%	40.2%	26.9%
% with College Degree	21.5%	29.5%	24.4%
Households with Children	40.7%	41.9%	35.5%
% Black	10.9%	3.3%	12.6%
% Asian	1.1%	3.1%	1.6%
% Hispanic (all races)	1.9%	1.6%	1.6%

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Market Analysis (cont'd.)

- Top Prizm segments (out of 66)
- 11 segments account for 61% of population in Warren County
- 11 segments account for 81% of population in 5-mile radius

PRIZM NE PROFILE REPORT

Lebanon Place vs. Warren County

Seg. #	Segment Title	Warren County		Lebanon 5-Mile		%Pen	Index
		Base Count	Base %Comp	Analysis Count	Analysis %Comp		
5	Country Squires	9,011	12.0%	1,885	13.7%	20.9%	114
9	Big Fish, Small Pond	3,571	4.8%	707	5.1%	19.8%	108
11	God's Country	4,372	5.8%	756	5.5%	17.3%	94
20	Fast-Track Families	3,255	4.4%	785	5.7%	24.1%	131
23	Greenbelt Sports	3,267	4.4%	889	6.5%	27.2%	148
25	Country Casuals	3,958	5.3%	488	3.6%	12.3%	67
28	Traditional Times	3,901	5.2%	990	7.2%	25.4%	138
32	New Homesteaders	6,028	8.1%	1,561	11.4%	25.9%	141
37	Mayberry-ville	4,591	6.1%	1,145	8.3%	24.9%	136
42	Red, White & Blues	1,658	2.2%	836	6.1%	50.4%	275
48	Young & Rustic	1,979	2.6%	1,025	7.5%	51.8%	282
	Total	74,832	60.9%	13,743	80.5%	18.4%	100

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Market Analysis (cont'd.)

05 Country Squires

The wealthiest residents in exurban America live in Country Squires, an oasis for affluent Baby Boomers who've fled the city for the charms of small-town living. In their bucolic communities noted for their recently built homes on sprawling properties, the families of executives live in six-figure comfort. Country Squires enjoy country club sports like golf, tennis and swimming as well as skiing, boating and biking.

Group: [Landed Gentry](#)

CY2002 Statistics:

US Households: 1,976,217 (1.83%)
US Population: 6,137,628 (2.14%)
Median HH Income: \$91,046

Lifestyle Traits

1. Have broadband Internet access
2. Go skiing
3. Read USA Today
4. Watch The Disney Channel
5. Drive a GMC Denali

Demographics Traits:

Ethnic Diversity: Mostly White
Family Types: Families
Age Ranges: 35-64
Education Levels: College Grad+
Employment Levels: Professional
Housing Types: Homeowners
Urbanicity: Town
Income: Wealthy



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Market Analysis (cont'd.)

32 New Homesteaders

Young, middle-class families seeking to escape suburban sprawl find refuge in New Homesteaders, a collection of small rustic townships filled with new ranches and Cape Cods. With decent-paying jobs in white-collar and service industries, these dual-income couples have fashioned comfortable, child-centered lifestyles, their driveways filled with campers and powerboats, their family rooms with PlayStations and Game Boys.

Group: [Country Comfort](#)

CY2002 Statistics:

US Households: 1,865,389 (1.73%)
US Population: 5,429,431 (1.89%)
Median HH Income: \$50,213

Lifestyle Traits

1. Buy toys by mail and phone
2. Play volleyball
3. Read Woman's World
4. Watch Wonderful World Disney
5. Drive a Pontiac Montana minivan

Demographics Traits:

Ethnic Diversity: White, AmInd
Family Types: Families
Age Ranges: 25-44
Education Levels: High School
Employment Levels: WC, Service, BC
Housing Types: Homeowners
Urbanicity: Town
Income: Midscale



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Competitive Analysis

Venue	Location	Seats	Notes
Dayton Area			
Fraze Pavilion	Kettering	4,300	• Outdoor amphitheater
Mead Theater (Schuster)	Dayton	2,325	• Multiple presenting series (Broadway) • Managed by Victoria Theater Association • Typical blackout area of 45-70 miles 6-12 months after
Centreville High School	Centreville	1,217	• Opened December 2007, will begin rentals soon
Victoria Theater	Dayton	1,152	• Home to Variety Series, part of Broadway Series
University of Dayton	Dayton	800	• Recently announced plans to develop, with black box • Stated intent to help "meet needs of the Dayton region"
Stivers School for the Arts	Dayton	600	• Public magnet school, hall opened February 2008
Loft Theater	Dayton	219	• Home to Human Race Theater Company
Warren County			
Lebanon Junior High	Lebanon	1,100	• Rented by Symphony, dance schools, 6-12 times/year
Lebanon Entertainment Ctr.	Lebanon	1,000	• Banquet and bowling center opening summer 2008
Franklin High School	Springboro	900	• Used twice monthly by outside renters
La Commedia Dinner Thtr	Springboro	612	• 8 shows/week, 6 productions annually
Springboro High School	Springboro	600	• Infrequent rentals to outside groups (dance recitals)
Lebanon Presbyterian	Lebanon	450	• Used by Lebanon Symphony, 1-2 times/year
Shoe Factory Antique Mall	Lebanon	102	• Home to Lebanon Theater Company
Mason			
Mason HS	Mason	1,174	• Rentals for recitals, community theater (Mason Players), cultural events, as available
Great Wolf Lodge	Mason	1,036	• Theater-style seating in conference center
Mason Middle School	Mason	740	• Rentals for recitals, community theater (Mason Players), cultural events, as available

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Competitive Analysis (cont'd.)

Cincinnati			
Springer Auditorium (Music Hall)	Cincinnati	3,516	• Home to CSO, Opera, May Festival Chorus
P&G Hall (Aranoff)	Cincinnati	2,719	• Multiple resident companies, presenting seasons, Broadway
Marx Theater	Cincinnati	624	• Playhouse in the Park resident theater company
Memorial Hall	Cincinnati	612	• Home to CSO Chamber Players
Jarson-Kaplan Theater	Cincinnati	437	• Multiple resident companies, at Aranoff Center
Shelterhouse Theatre	Cincinnati	229	• Playhouse in the Park resident theater company
Fifth Third Bank Studio	Cincinnati	150	• At Aranoff Center
Other (Butler County)			
Blue Ash PA & Conference Ctr	Blue Ash	1,200	• Recently announced plans for 40k sf center, \$35 million budget, 130 acre city site near airport, seeking state funding
Fairfield High School	Fairfield	800	• Used by summer theater program
Sorg Opera House	Middletown	750	•
Finkleman Auditorium - Miami U Middletown	Middletown	749	• Home to Middletown Symphony Concerts
Parrish Auditorium - Miami U Hamilton	Hamilton	450	• Over 80 dates per year, community theater, rentals
Fairfield Community Art Ctr	Fairfield	237	• Part of center with gallery, community rooms
Fitton Center	Hamilton	160	• Resident theater company, modest music presenting series

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Competitive Analysis (cont'd.)

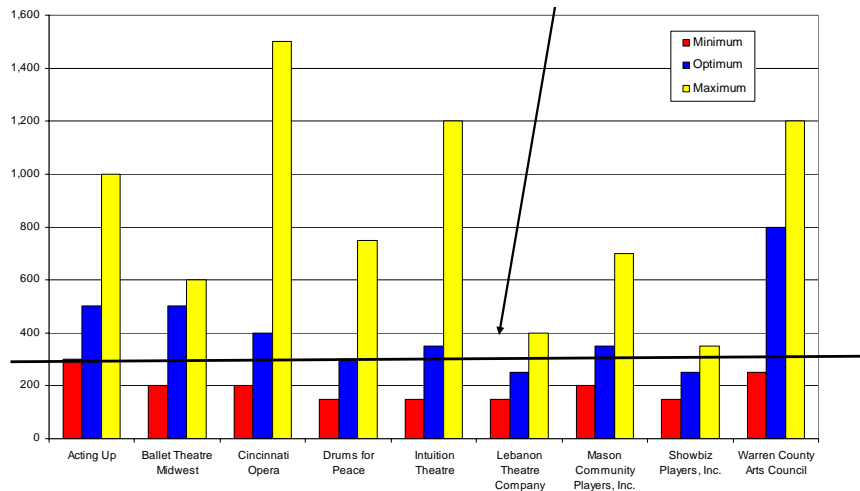
- **Countryside YMCA Arts classes**
 - ◆ 2,093 students in arts and education classes
 - 83 classes offered, some multiple sessions
 - Dance, Visual Art, Music, Theater
 - Average costs \$32-45 for 5 weeks, 45-60 minute classes

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User Needs Analysis Update

- **Smaller Capacity – Preferred # of Seats**
 - ◆ 300-350 seats would accommodate most users



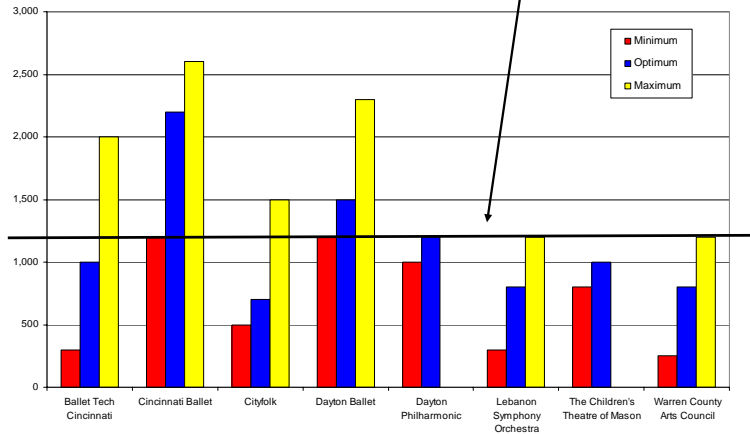
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User Needs Analysis Update (cont'd.)

- Larger Capacity – Preferred # of Seats

- ◆ 1,200 seats would accommodate most users



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User Needs Analysis Update (cont'd.)

- Smaller Capacity – Potential Annual Usage

Organization Name	Performance		Rehearsal/Tech	
	Low	High	Low	High
Acting Up	8	12	10	15
Ballet Theatre Midwest	6	12	12	24
Cincinnati Opera	3	10	2	3
Drums for Peace	1	5	3	15
Intuition Theatre	2	20	1	5
Lebanon Theatre Company	20	35	60	60
Mason Community Players, Inc.	20	30	21	35
Showbiz Players, Inc.	8	16	21	35
Warren County Arts Council	5	10	5	10
	73	150	135	202

- Warren County Arts Council strongly prefers larger venue to make it's envisioned presenting activity economically viable (see following page).

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User Needs Analysis Update (cont'd.)

- Larger Capacity – Potential Annual Usage
 - ◆ Identified rentals only, not “presented” events

Organization Name	Performance		Rehearsal/Tech	
	Low	High	Low	High
Ballet Tech Cincinnati	3	3	1	
Cityfolk	1	5	1	5
Lebanon Symphony Orchestra	4	8	8	16
Dayton Philharmonic	1	5	1	5
The Children's Theatre of Mason	4	8	5	10
Warren County Arts Council	5	10	5	10
	18	39	21	46

- Children's Theater of Mason most likely only interested if building were to be built in Mason.
- Warren County Arts Council envisions growing to become a presenting organization.

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Phase 1 Observations

- Key Issues
 - ◆ What is primary mission?
 - ◆ Sufficient demand, capacity for use by local, regional groups?
 - Average rent willing to pay \$325/show (large capacity too)
 - ◆ Sufficient differentiation from Dayton and Cincinnati venues and programs?
 - ◆ Appears to be significant demand at 350-seat level
 - Should 800-1,200 seat venue be considered as a second phase?
 - ◆ Partnerships and/or sources of operating funding?
 - ◆ Extensive low-priced competition for arts education
 - ◆ It's more about “product” than “audience”

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Public Survey

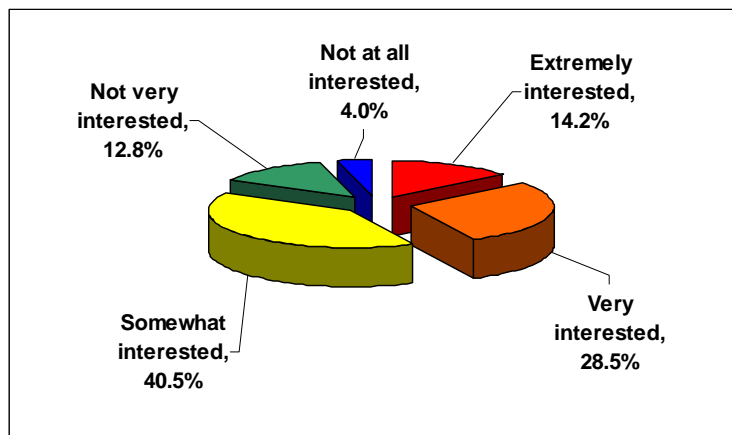
- 351 Heads of Household (18+)
- Warren County telephone exchanges
 - ◆ 175 each south / north of Route 63
 - ◆ Almost evenly split households with and without children
- Random dial method
 - ◆ 3-4 attempts per number

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Public Survey (cont'd.)

- General interest in arts activities
 - ◆ Slightly higher (4%) among residents south of Hwy 63
 - ◆ Modestly higher (9%) among household with kids



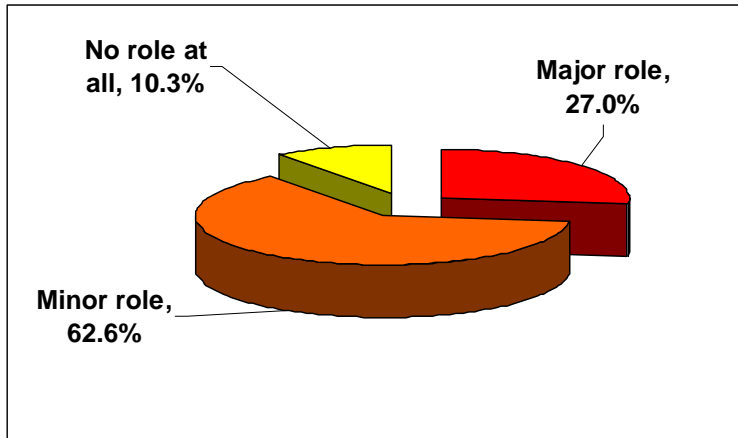
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Public Survey (cont'd.)

- Role of arts in lives of residents

- ◆ Slightly more residents north of 63, and households without children, report “no role” at all



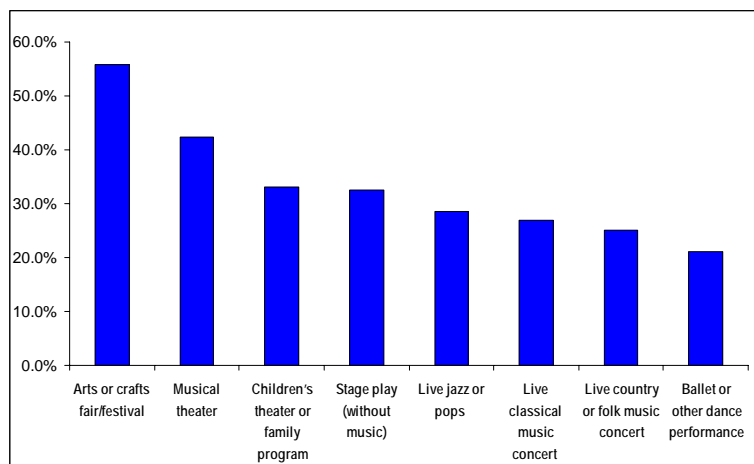
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Public Survey (cont'd.)

- Attended in past year

- ◆ Virtually no significant differences by location, family status
 - Except for attendance at children's/family programs

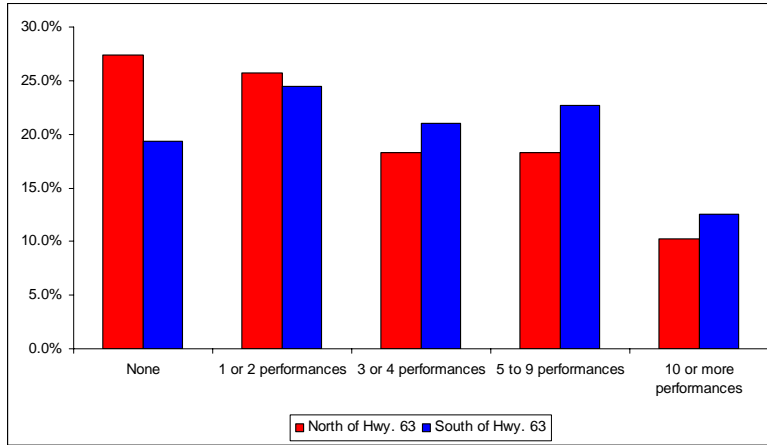


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Public Survey (cont'd.)

- Times attended performing arts in past year
 - ◆ Overall, 76% attended at least once
 - Attendance rate 8% higher south of Hwy. 63, and more frequent attenders

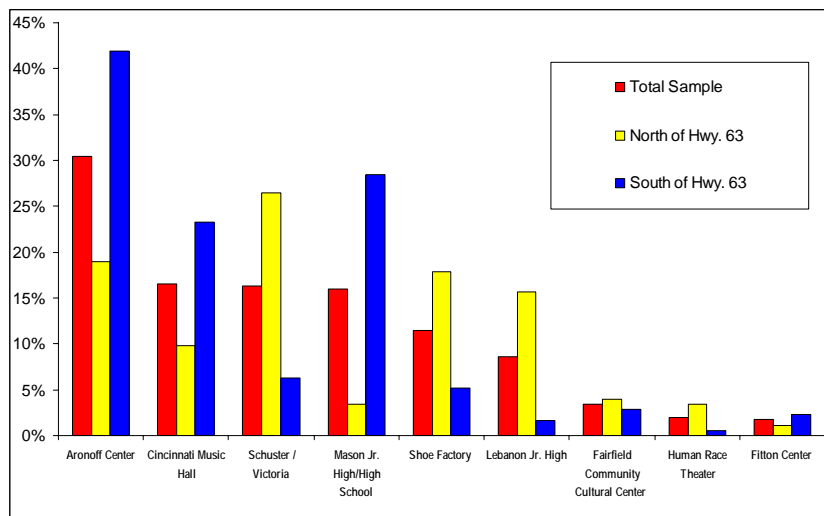


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Public Survey (cont'd.)

- Where attended – pattern mirrors residence



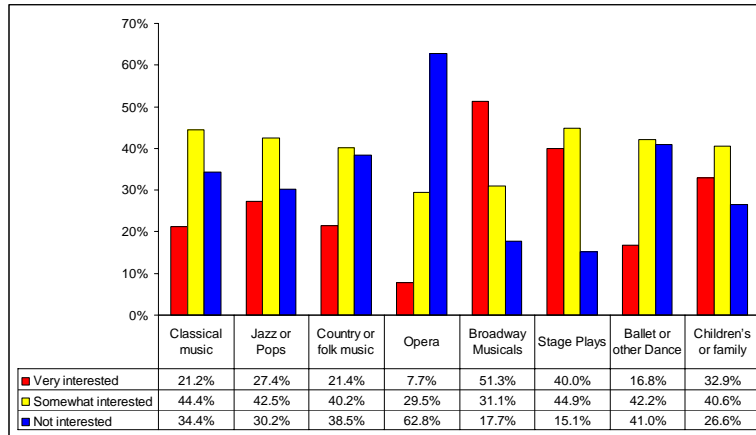
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Public Survey (cont'd.)

● Interest in performing art programs

- ◆ Country Music 10% higher north of Hwy 63
- ◆ Broadway Musicals 10% higher south of Hwy 63
- ◆ Classical Music – “latent interest” south of Hwy 63
 - 50% “somewhat interested” vs. 40% north of Hwy 63



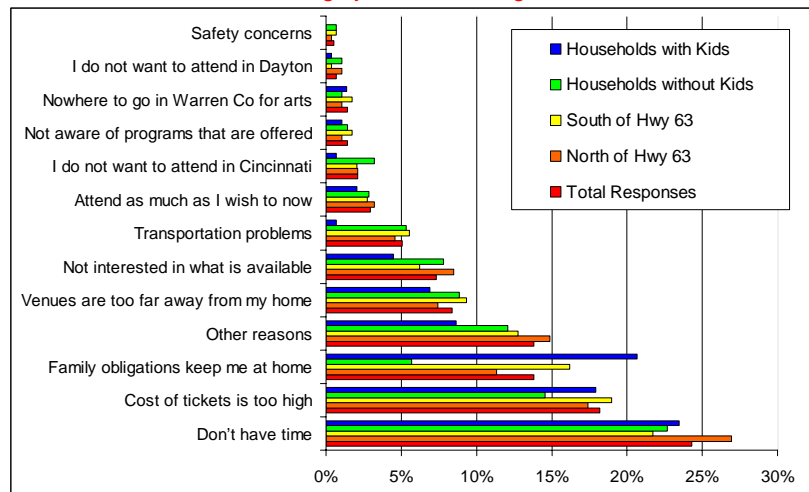
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Public Survey (cont'd.)

● Reasons for not attending more often

- ◆ Geography does not appear to be a deterrent
 - Other reasons largely health- and age-related

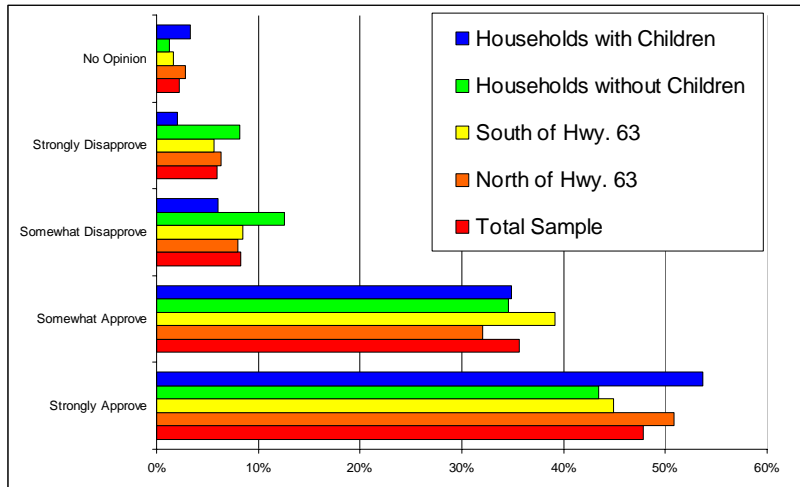


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Public Survey (cont'd.)

- Overall approval of Arts Center concept
 - ◆ Slightly stronger among households with children

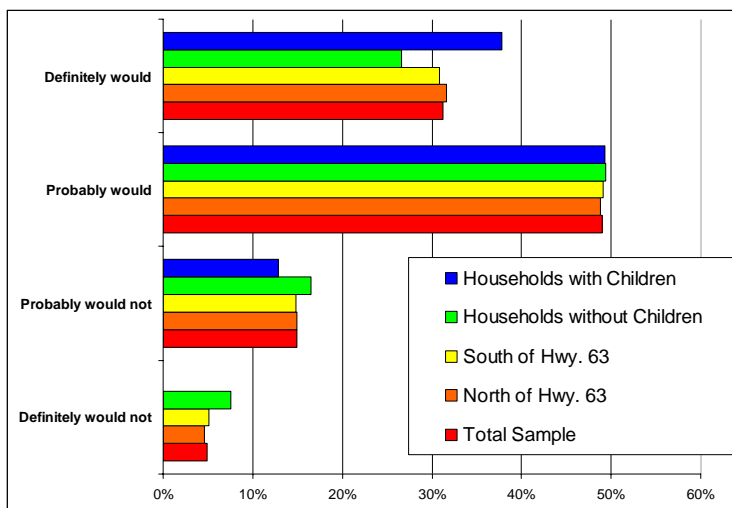


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Public Survey (cont'd.)

- Likelihood of performing arts attendance
 - ◆ Very healthy indicators, higher among families with kids



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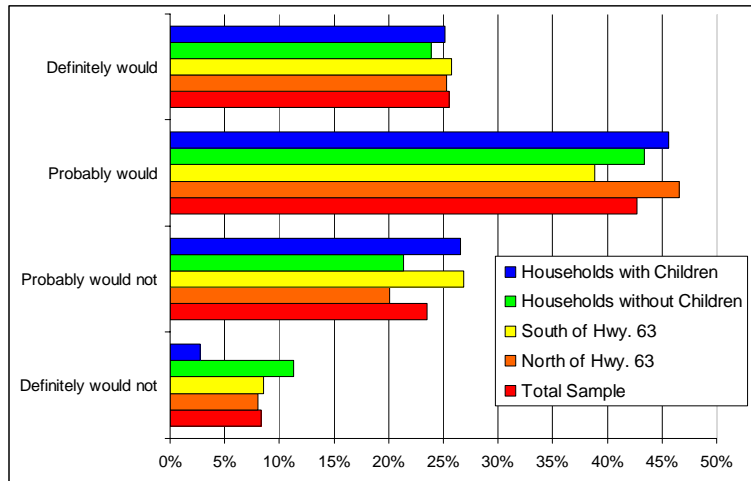
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Public Survey (cont'd.)

- Likelihood of visual arts attendance

- ◆ Slightly lower than performing arts

- 81% vs. 68% "Definitely or Probably Would"



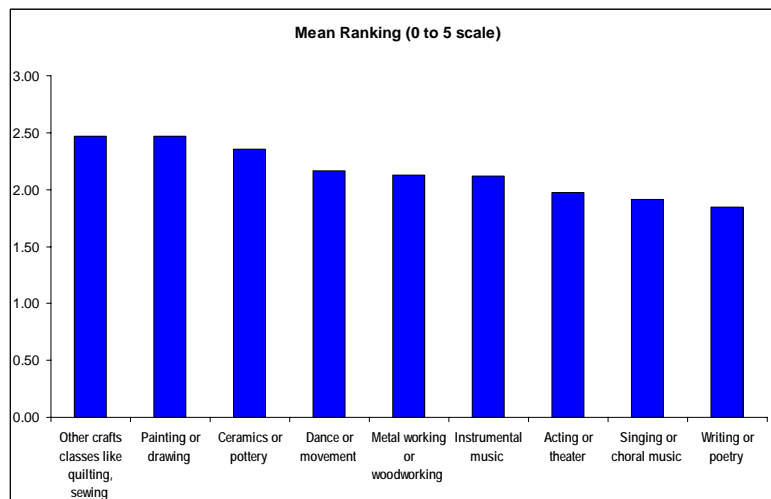
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Public Survey (cont'd.)

- Likelihood of taking arts & crafts classes

- ◆ No difference by geography, Hholds w/ kids rank all higher

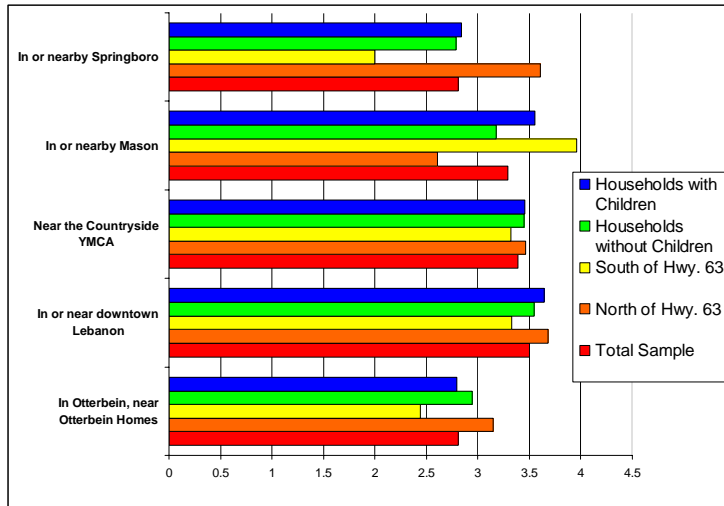


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Public Survey (cont'd.)

- Very little expressed preference for location
 - ◆ Likelihood of attendance does not differ much between all sites

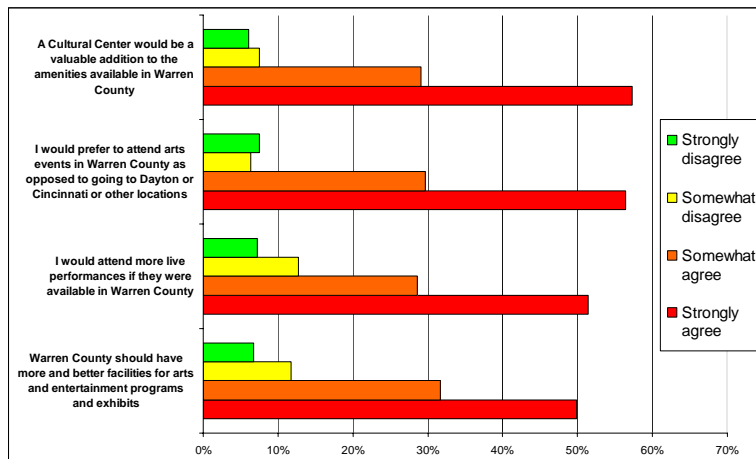


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Public Survey (cont'd.)

- Strong agreement with “attitudinal” statements
 - ◆ 4-5% higher among residents north of Hwy. 63
 - ◆ 4-10% higher among households with children



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Public Survey (cont'd.)

DEMOGRAPHIC PROFILE	Aggregate Respondents (n=351)	North of Route 63 (n=175)	South of Route 63 (n=176)	Households w/o Children (n=159)	Households w/ Children (n=149)
Gender (n=351)					
Female	65.2%	68.0%	62.5%	58.5%	69.1%
Male	34.8%	32.0%	37.5%	41.5%	30.9%
Age (n=335)					
18 - 24	3.9%	5.4%	2.4%	5.8%	2.8%
25 - 29	2.4%	3.0%	1.8%	0.6%	4.1%
30 - 34	5.7%	6.5%	4.8%	0.6%	12.4%
35 - 39	9.3%	7.1%	11.4%	0.0%	21.4%
40 - 44	9.9%	5.4%	14.4%	0.6%	20.0%
45 - 49	12.5%	11.9%	13.2%	7.1%	20.7%
50 - 54	11.0%	12.5%	9.6%	12.3%	11.7%
55 - 59	11.0%	11.9%	10.2%	18.2%	3.4%
60 - 64	10.4%	14.3%	6.6%	20.8%	1.4%
65+	23.9%	22.0%	25.7%	33.8%	2.1%
Marital Status (n=345)					
Married	75.9%	72.4%	79.4%	86.1%	84.5%
Partnered/Not Married	2.3%	2.4%	2.3%	2.5%	2.0%
Single - Never Married	7.0%	7.1%	6.9%	7.0%	4.7%
Divorced or Separated	4.3%	4.7%	4.0%	3.2%	4.7%
Widowed	10.4%	13.5%	7.4%	1.3%	4.1%

Note: The Sample Size (n) for each analysis group is listed in column headings. The number of respondents for each demographic variable is also included with the variable heading.

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Public Survey (cont'd.)

DEMOGRAPHIC PROFILE	Aggregate Respondents (n=351)	North of Route 63 (n=175)	South of Route 63 (n=176)	Households w/o Children (n=159)	Households w/ Children (n=149)
Household Income (n=251)					
Less than \$15,000	4.4%	3.3%	5.5%	1.8%	1.7%
\$15,000 to \$24,999	4.8%	6.5%	3.1%	5.5%	1.7%
\$25,000 to \$34,999	9.6%	8.9%	10.2%	12.8%	3.4%
\$35,000 to \$49,999	10.8%	14.6%	7.0%	14.7%	5.9%
\$50,000 to \$74,999	16.3%	20.3%	12.5%	11.9%	22.0%
\$75,000 to \$99,999	20.7%	19.5%	21.9%	22.9%	22.9%
\$100,000 to \$149,999	20.7%	14.6%	26.6%	21.1%	23.7%
\$150,000 or more	12.7%	12.2%	13.3%	9.2%	18.6%
Ethnicity (n=340)					
Spanish/Hispanic/Latino	1.2%	1.8%	0.6%	1.3%	0.7%
Not Spanish/Hispanic/Latino	98.8%	98.2%	99.4%	98.7%	99.3%
Race (n=338)					
White	95.6%	97.6%	93.5%	96.1%	95.3%
Black/African American	2.1%	1.2%	2.9%	2.0%	2.0%
Asian/Chinese/Japanese/Korean	1.2%	0.6%	1.8%	0.7%	2.0%
Other	1.2%	0.6%	1.8%	1.3%	0.7%
Households with Children (n=308)					
	48.4%	48.3%	51.7%		
Number of Children (n=149)					
0 to 6 years old	43.6%	36.1%	50.6%		
7 to 12 years old	44.3%	41.7%	46.8%		
13 to 18 years old	48.3%	51.4%	45.5%		

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Public Survey (cont'd.)

DEMOGRAPHIC PROFILE	Aggregate Respondents (n=351)	North of Route 63 (n=175)	South of Route 63 (n=176)	Households w/o Children (n=159)	Households w Children (n=149)
Highest Education Level (n=344)					
High School Graduate (or less)	23.8%	31.4%	16.6%	27.2%	15.5%
Vocational school after high school	2.9%	3.0%	2.9%	2.5%	3.4%
Some College	18.0%	18.3%	17.7%	21.5%	15.5%
Associate's Degree	5.8%	8.3%	3.4%	7.6%	4.1%
Bachelor's Degree	33.1%	27.2%	38.9%	27.2%	42.6%
Post-Graduate Study	16.3%	11.8%	20.6%	13.9%	18.9%
Years living in Warren County (n=349)					
1 year or less	2.6%	1.7%	3.4%	1.3%	3.4%
2 to 4 years	16.3%	12.1%	20.6%	13.9%	18.9%
5 to 9 years	20.3%	16.1%	24.6%	16.5%	27.0%
10 to 14 years	16.6%	15.5%	17.7%	13.9%	20.9%
15 to 19 years	6.9%	7.5%	6.3%	5.1%	8.8%
20 years or more	37.2%	47.1%	27.4%	49.4%	20.9%
Number of People in Household (n=344)					
One	10.5%	11.8%	9.2%	0.0%	0.0%
Two	38.4%	34.1%	42.5%	81.1%	2.0%
Three	14.8%	18.2%	11.5%	11.3%	22.1%
Four	20.1%	23.5%	16.7%	5.7%	40.3%
Five	9.9%	7.1%	12.6%	0.6%	22.1%
Six	3.8%	4.1%	3.4%	0.6%	8.1%
Seven	1.2%	0.6%	1.7%	0.6%	2.0%
Eight	1.5%	0.6%	2.3%	0.0%	3.4%

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Public Survey (cont'd.)

● Key Findings

- ◆ Nearly two-thirds of sample report arts play a “minor role” in their lives
 - Indicator of potential “latent” interest and/or busy children-raising lives
- ◆ Festivals/Fairs and Musical Theater most often attended
 - Classical, country, folk music and dance are lowest
- ◆ Overall, 76% attended at least one live performance last year
 - Attendance rate 8% higher south of Hwy. 63
 - Much more frequent attendance south of Hwy. 63
- ◆ Where attended patterns mirror place of residence vis-a-vis Dayton and Cincinnati venues
- ◆ Geography not a deterrent to more frequent attendance
 - Like most communities, time and money cited #1 and #2

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Public Survey (cont'd.)

- Key Findings (cont'd.)
 - ◆ Across-the-board strong approval ratings for concept
 - ◆ Nearly 80% “very or somewhat likely” to attend performing arts
 - ◆ Modest indicated demand for arts/crafts classes
 - Highest mean rankings only 2.5 out of 5-point scale
 - ◆ Very little expressed preference for location
 - Likelihood of attendance does not differ much between sites
 - ◆ Strong agreement with “attitudinal” statements
 - Highest among residents north of Hwy. 63, households with children
 - ◆ Sample
 - Nearly one-quarter are seniors
 - Significant differences by geography in income, education levels
 - Much longer length of residence north of Hwy. 63

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Model Case Studies

- Four sites identified based on:
 - ◆ Similarity of market size
 - ◆ In range of 300 seats
 - ◆ Community theater company as “resident” or “anchor” tenant
 - Occasional use by other community users

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Model Case Studies (cont'd.)

- Fargo–Moorhead Community Theatre

- ◆ Market Size = 183,610
- ◆ FMCT founded in 1946
 - Used area schools and auditoriums for 20 years
- ◆ Emma K. Herbst Playhouse built in 1967
 - Donations of labor and materials
- ◆ Expansion/renovation in 1995
 - Fundraising campaign
- ◆ Facility
 - 372 seats, thrust stage
 - 1995 renovations included improved seating, new control booth, sound and lighting equipment, art gallery lighting and picture rail in the lobby, a concessions/kitchen area, greenroom



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Model Case Studies (cont'd.)

- FMCT (cont'd.)

- ◆ Staffing
 - 8 full-time, 50 part-time and contract
- ◆ Budget
 - \$600,000 annual budget
 - 45% earned income (ticket sales, concessions, etc.)
 - 32% charitable gaming proceeds
 - 23% fundraising, grants, sponsorships
- ◆ Usage
 - Primarily FMCT, 6-8 productions a year
 - Occasional rentals to other community arts groups
 - Built and operated by FMCT, remains under their control
 - Prairie Theatre Academy
 - Youth and adult theater classes, summer camp program
 - Northern Prairie Performing Arts
 - School outreach program (performances and workshops)

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Model Case Studies (cont'd.)

● Amarillo Little Theater, Texas

- ◆ Population = 241,215
- ◆ History
 - Founded 1927, current Mainstage Theatre built in 1957
- ◆ Facility
 - 453-seat Mainstage Facility
 - Offices, box office, scene shop, costume storage, two dance studios
 - Adventure Space (separate building 2 blocks away)
 - 180-seat black box, classroom, rehearsal space
- ◆ Operations
 - 6 full-time, 6-10 part-time/contract (teachers)
 - \$900,000 annual budget
 - 80% earned income (ticket sales, tuition, program ads)
 - 20% donated from production sponsorships



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Model Case Studies (cont'd.)

● Amarillo Little Theater (cont'd.)

- ◆ Usage
 - Used exclusively by Amarillo Little Theatre
 - Mainstage Season: 5 Broadway-style musicals and plays
 - Adventure Series: 4 contemporary/Off-Broadway-style productions, presented in black box theatre
 - Academy Productions: 2-3 shows presented by students
- ◆ Education Programs
 - Dance Academy (300 students/semester)
 - Theatre Academy (120 students/semester)
 - Summer Arts day camp
- ◆ Other Venues
 - City of Amarillo recently built a 1,300-seat PAC (opened 2006)
 - \$32 million project, owned and operated by city
 - Used by local groups
 - Funded primarily through private donations, on city land



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Model Case Studies (cont'd.)

● Racine Theatre Guild, Wisconsin

◆ Population 193,918

◆ History

- Founded 1938
- Playhouse built in 1977 on city-owned land
- RTG merged with Racine Children's Theatre in 1999
- Recent \$500,000 campaign funded building renovations
 - Seats, roof, HVAC



◆ Facility

- 385-seat Thrust stage
- Main level includes lobby, concessions, coat check, box office, administrative offices, restrooms
- Lower level includes dressing rooms, props/wardrobe storage, production office, green room/classroom, costume shop, kitchenette, fully equipped scene shop

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Model Case Studies (cont'd.)

● Racine Theatre Guild (cont'd.)

◆ Operations

- 3 full-time, 4 part-time staff
- \$600,000 annual budget
 - 85% from earned income
 - 15% grants, contributions (much of contributed income is from Racine UAF)



◆ Usage

- Used primarily by RTG
- Occasionally rented by outside groups as available
 - 5-6 times/year
 - August weekends used by 2 community groups and symphony, when RTG is dark

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Model Case Studies (cont'd.)

● Racine Theatre Guild (cont'd.)

◆ RTG Productions and Presenting

- 5 Regular Season productions
- 3 Bonus Season
- 4 Children's Theater
- Presented Jazz Series – 3 concerts
- Presented Comedy Tonight series – 4 one-night shows



◆ Education

- Musical Theatre Workshop classes
- Student Performing Arts Kompany (SPARK)
 - 6-8th graders

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Model Case Studies (cont'd.)

● Peoria Center for the Performing Arts, AZ

◆ Population 108,364 (suburban Phoenix)

◆ History

- Opened 2007, \$13 million-dollar project
- Built as joint venture between City and Theater Works
 - Anchor tenant operates Center under 20-year lease
 - Theater Works is responsible for general building maintenance
 - City is responsible for landscaping, parking lot and repairs to major mechanical/building systems



◆ Facility (20,000 sq. ft.)

- 280-seat Main Stage
- 80-seat Black Box Theater
- Visual Art Gallery, 2 classrooms, dressing rooms, rehearsal space, office space



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Model Case Studies (cont'd.)

● Peoria (cont'd.)

◆ Operations

- 12 full- and part-time staff (Theater Works)
- \$680,000 annual budget
 - 39% of budget from ticket sales

◆ Usage (Theater Works)

- 6 show season Main Stage
- 3 show season Black Box Theater
- 5 show Youth Theater season
- Workshops and camps for children



◆ Rental Costs

- Main Stage non-profit daily rate \$750, weekly rate \$2,500
- Black Box non-profit daily rate \$400, weekly rate \$1,200

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Model Case Studies (cont'd.)

● Peoria (cont'd.)

◆ Usage Detail

- Theater Works uses both spaces 70% of Thurs-Sunday
 - Theater Works willing to reduce productions to accommodate community demand
 - “Rentals did not materialize,” forcing dark days
 - Now requiring rental deposits one year in advance
- Second theater company uses both spaces 15% Thurs-Sun
- Available to other groups approximately 15% of dates
- Black Box and Studio rented during daytimes
 - Available approximately 30% of time
- Co-productions between Theater Works and “resident company”
 - Ticket income 50/50 split
 - Company pays all production costs



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Model Case Studies (cont'd.)

- Key Observations
 - ◆ Models of 300-seat theater owned and operated by community theater companies
 - Built in an earlier generation
 - ◆ Peoria model
 - Joint venture between city and non-profit theater company
 - 20-year lease agreement
 - Appears to balance usage
 - Resident company is operator, provides consistent use
 - Policies allow for use by other groups

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Next Steps

- Develop Building Program
 - ◆ Capital Cost Estimates
- Develop Operating Pro Forma
 - ◆ Staffing
 - Other expenses
 - ◆ Revenues
 - Options before fundraising
 - ◆ Management and Governance
- Implementation and Phasing

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