



# Community-based arts facilities

Healdsburg, CA

November 12<sup>th</sup>, 2020

# Agenda

- Survey of community arts centers
- Forces and trends in the sector



# Webb Management Services

## Background

- Management consulting practice for cultural planning, organizations and facilities
- Feasibility studies, business plans and strategic planning
- Clients are governments, arts groups, developers and educators
- In our 23rd year, starting our 460th project



# 1: Survey of Community Arts Centers

# Survey of Community Arts Centers

- Community arts centers vs. performing arts centers
- The simplest way to think of arts centers is in terms of what's included



[Image courtesy of BRIC Arts Media]























# How else do we think about these buildings?

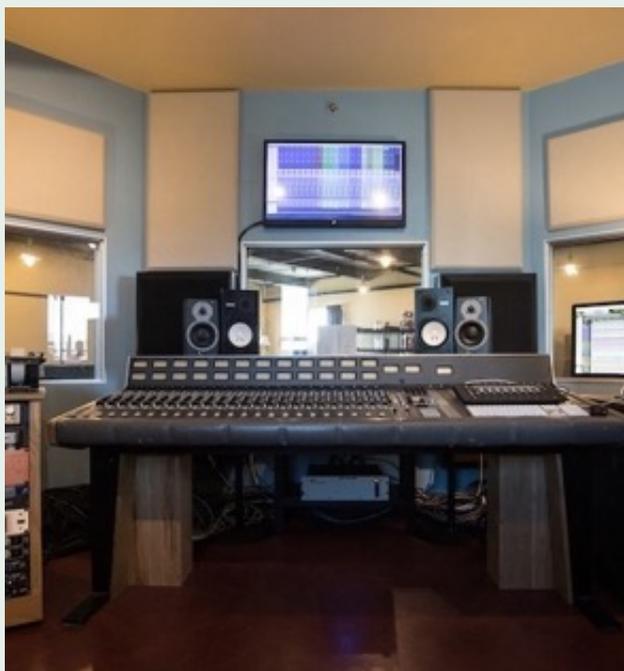
- Building types
- Development models
- Activation models
- Constituencies supported
- Community goals served
- Operating models
- Funding models



[Image courtesy of Durham Performing Arts Center]

# Building Types

- New construction
- Old theater renovations
- Adaptive re-use projects



# PACE Center | Parker, CO

## New Construction, City-Owned

- 534-seat mainstage theater, rehearsal hall, galleries, classrooms, media center, conference room, teaching kitchen, outdoor facilities and 250-seat amphitheater.
- Opened in 2011, the 53,000 sq. ft. facility cost \$21.5M.
- Over the years, PACE has presented a variety of local, regional, national, and world-renowned acts.
- Professionally curated gallery host 6 exhibits a year.

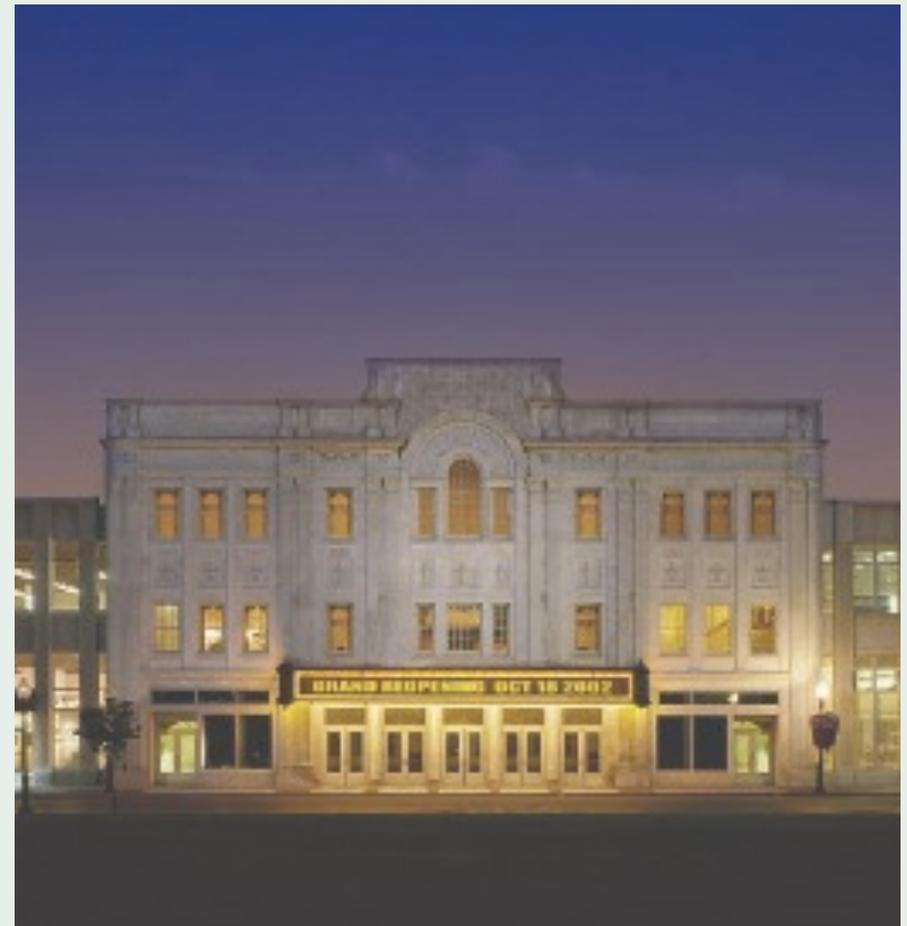


[Image courtesy of PACE Center]

# Artsblock | Wausau, WI

## Theater Renovation & District Anchor

- Artsblock started as a historic theater renovation of the 1,250-seat Grand Theatre, which reopened as a center for the arts in 1987.
- The success of that redevelopment prompted leadership at the Performing Arts Foundation to create Artsblock.
- The \$15 million Artsblock project connected the Grand, the Performing Arts Foundation offices and the Center for the Visual Arts building through the addition of public lobbies, galleries and meeting rooms.



[Image courtesy of the Grand Theatre]

# Cary Arts Center | Cary, NC

## Adaptive Re-use

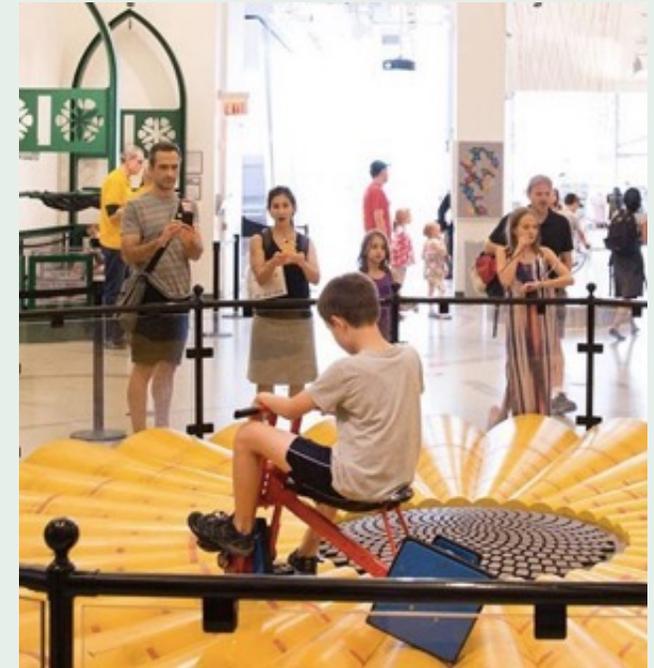
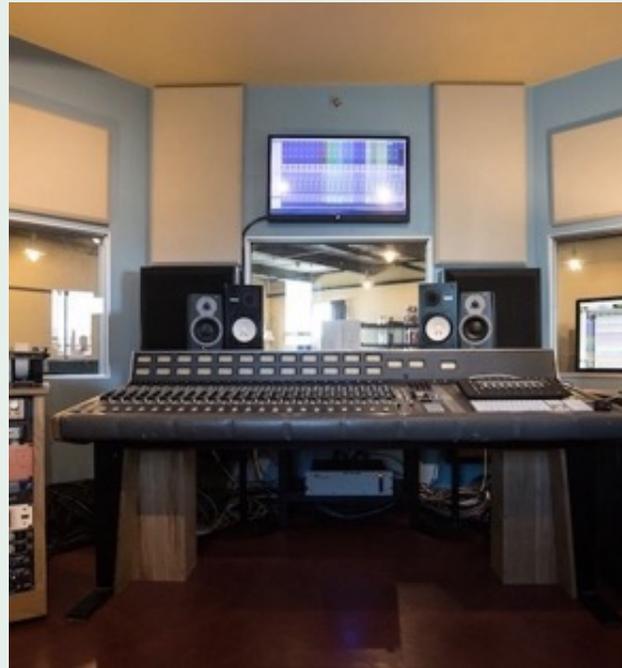
- Renovated 1870s high school, now serving as the hub of arts activity in Cary, NC.
- Town funded the \$13M renovation.
- Opened in 2011, the 48,000 sq. ft. facility include a 431-seat theater, classrooms, galleries, conference rooms and artist studio space.
- Visual, performing and cultural arts classes are offered to youth and adults.
- Artists of all ages and experience levels have access to open studio hours for pottery, woodworking, glass, sewing and jewelry-making.



[Image courtesy of Cary Arts Center]

# Development Models

- Private sector leaders or developers
- Local government
- Educational partners



# Jackson Hole Center for the Arts |

## Jackson, WY

### CAC with Resident Arts Companies

- 78,000 sq. ft. creative campus is home to 19 resident art organizations.
- The \$35M facility includes a 525-seat performance theater, 2 art galleries, 15 studios, 21 administrative offices, 3 classrooms and meeting spaces.
- The Center's Lobby and Lawn are also available for use by resident organizations and private renters.
- Underutilized spaces throughout the campus are activated with art installations through the Center's Creative Initiatives program.



[Image courtesy of Jackson Hole Center for the Arts]

# Sharon Lynne Center for the Arts |

## Brookfield, WI

### CAC in Bedroom Community

- Opened in 2002, the multi-disciplinary arts facility situated in a 400-acre park welcomes over 55,000 a year.
- The \$10.5M facility includes a 619-seat main stage, a 160-seat flexible theater, art gallery, multi-purpose studio, dance studio and indoor/outdoor meeting and event spaces.
- Lifelong arts learning taught by local, partner arts organizations.
- Interactive sculpture garden serves as a distinct recreational and educational exhibit.



[Image courtesy of Sharon Lynne Center for the Arts]

# Handel Performing Arts Center | Hartford, CT

## University Arts Center

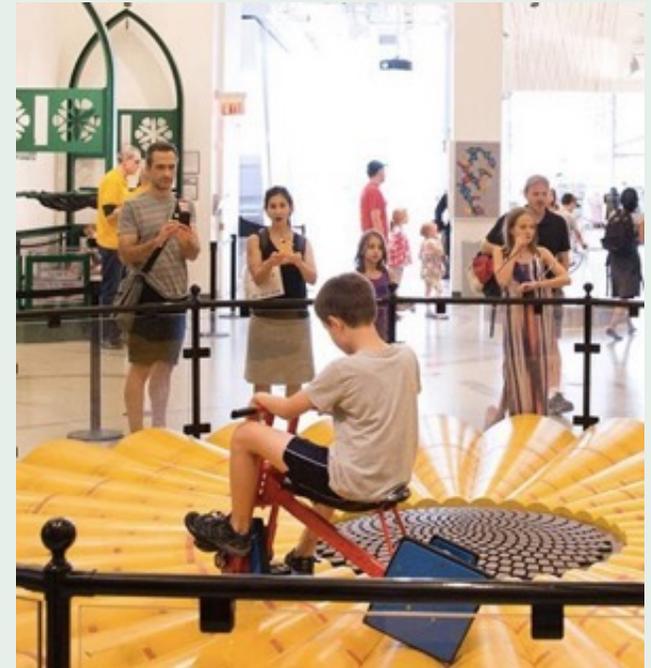
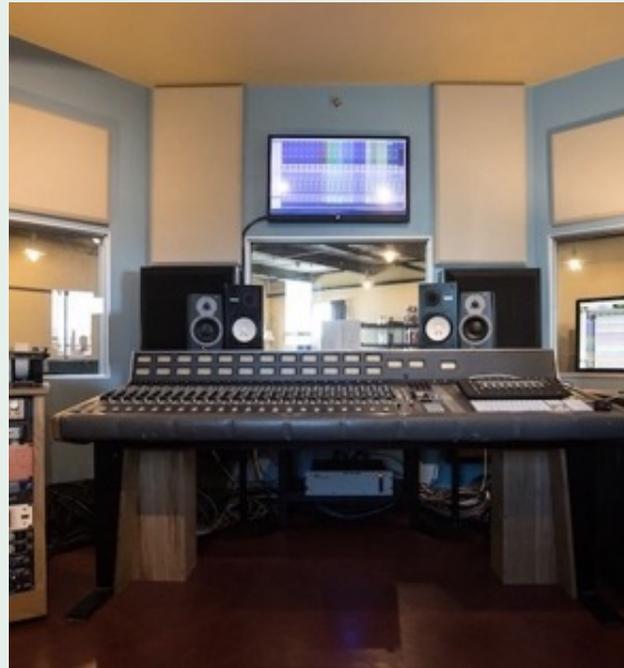
- Former car dealership, the 55,000 sq. ft. University of Hartford's Mort and Irma Handel Performing Arts Center is credited with rehabilitating Hartford's Upper Albany District- one mile from the main campus.
- The \$22M facility includes a 300-seat theater, 100-seat performance space, rehearsal studios, offices and backstage spaces.
- Opened in 2008, the Community Division boasts arts education programs for youth and adults in music and dance.



[Image courtesy of Mort & Irma Handel PAC]

# Activation Models

- Producing
- Presenting
- Rentals
- Programs



# Goddard Center | Ardmore, OK

## Producing Venue

- Built in 1970, the Goddard Center features a 325-seat theater, four galleries, a dance studio, four visual arts classrooms and a sculpture garden.
- Since its opening, The Goddard has been home to the Ardmore Little Theatre, a community theatre group established in 1955.
- The community theatre company uses the facility for administration, rehearsals, performances and educational programming.
- Additionally, the Goddard presents regional and national touring acts.



[Image courtesy of Ardmore Little Theatre

# Mayo Performing Arts Center |

## Morristown, NJ

### Presenting Venue

- MPAC is a thriving performance facility in the heart of Morristown. Originally built as a movie theater in 1937, the building fell into disrepair in the 1980s.
- In 1994, a group of community volunteers worked to revive it, developing it into a fully functioning performance hall.
- Today, more than 150 volunteers, 1,500 subscribers, and 1,200 donors support the 1,319-seat facility.
- The MPAC stage is activated over 160 days a year with a variety of regional and national touring acts.



[Image courtesy of MPAC]

# Tempe Center for the Arts | Tempe, AZ

## Rental Venue

- Opened in 2007, the 88,000 sq. ft. facility includes a 600-seat flexible performance hall, a 200-seat theater, 3,500 sq. ft. gallery and a multiuse room.
- Programming at the Center includes 6 resident groups, rentals from promoters and presenting organizations such as the Phoenix Symphony and occasional presented events.
- The Center hosts many social events—weddings and more—in the multifunction room and other spaces, which generates significant revenue and activity year-round.

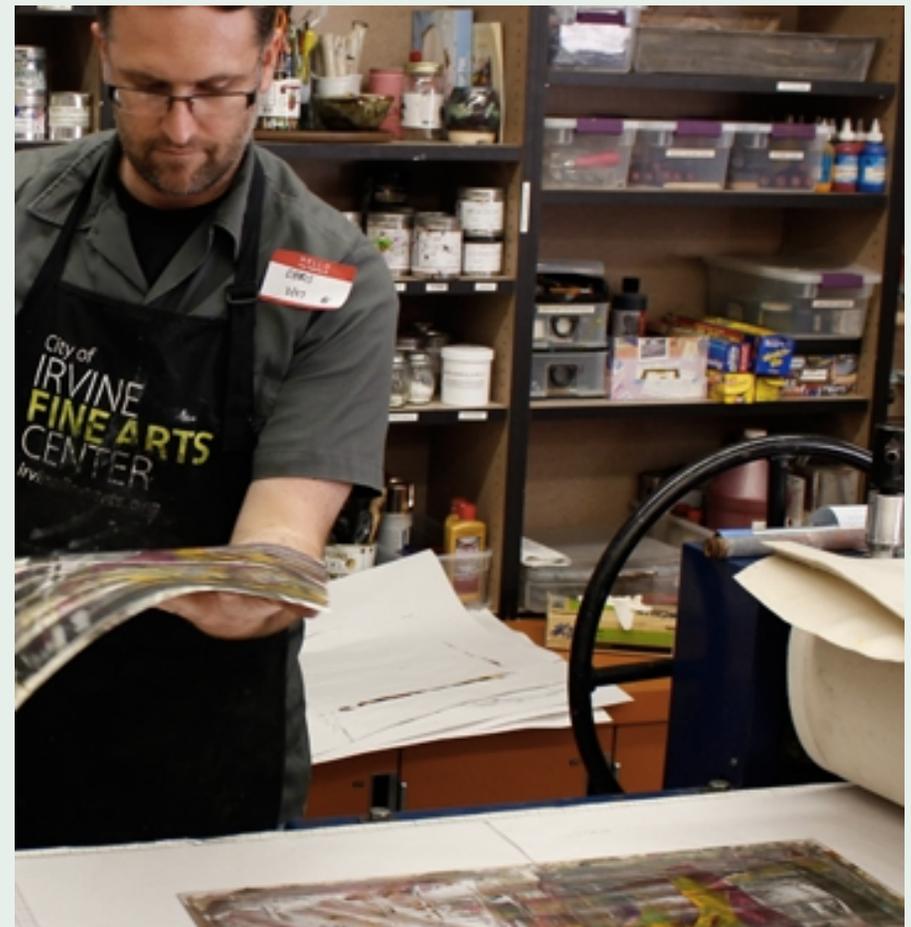


[Image courtesy of Theatre Projects]

# Irvine Fine Arts Center | Irvine, CA

## Programming Venue

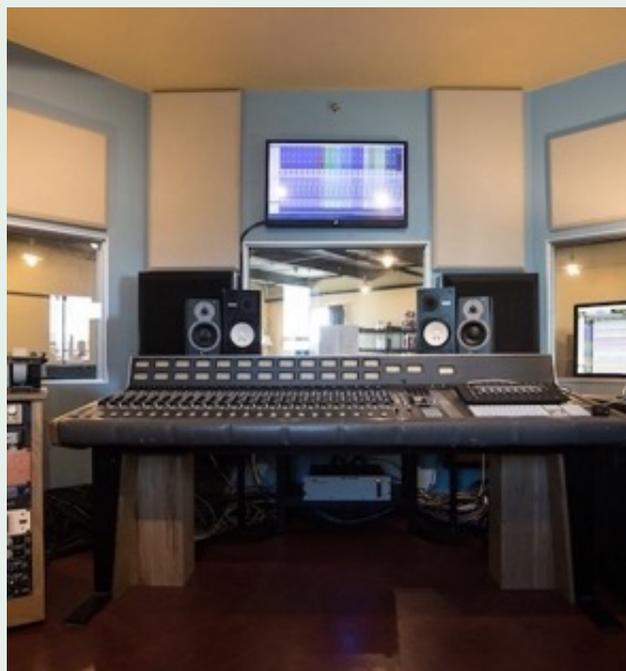
- 18,000 sq. ft. Center provides art classes and camps in ceramics, photography, culinary arts, jewelry-making, painting and more.
- The Center is a heavily programmed, presenting art exhibitions, arts classes, arts events and youth camps and arts education up to 12 hours a day, six days a week.
- The main gallery showcases regional visual artists.
- Open Studio Program for ceramics, jewelry, photography and printmaking offers rental space.



[Image courtesy of Irvine Fine Arts Center]

# Constituencies Served

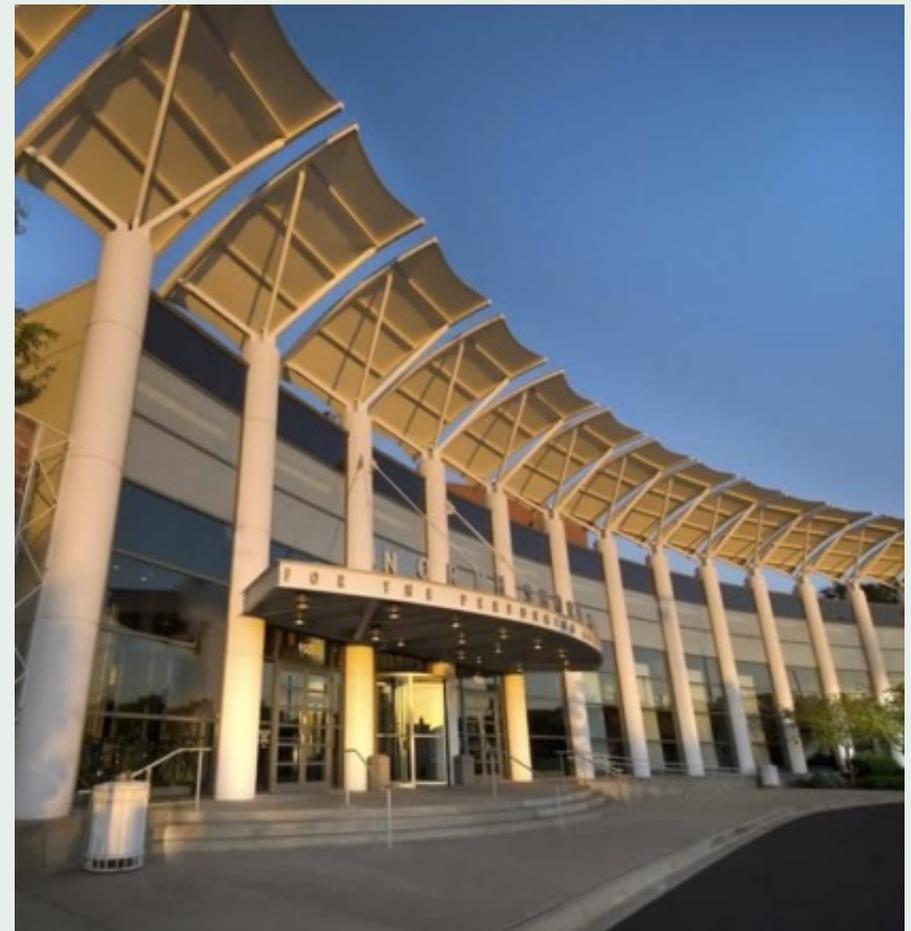
- Audiences
- Active arts participants
- Artists and arts organizations



# North Shore Center for the Performing Arts | Skokie, IL

## For Audiences

- Opening in 1996, the 839-seat proscenium theater and 342-seat smaller theater serve residents in the northern suburbs of Chicago.
- Residents were interested in attending performing arts events in their community, avoiding the long commute into downtown Chicago.
- The \$18M Center is activated by a robust presenting series and 3 resident arts companies.
- Around 350 event days per year with 540+ annual events.



[Image courtesy of Chicago Plays]

# The Art Center | Highland Park, IL

## For Active Arts Participants

- The Center offers more than 450 art classes annually to Highland Park and surrounding communities.
- Disciplines offered include photography, ceramics, metalsmithing, as well as cultural dance and music.
- Regional and national artists are showcased in the four gallery spaces.
- Classrooms, studios and gallery space are available for private rental, with the Center providing access to a prep kitchen, tables and chairs.



[Image courtesy of Highland Park Arts Center]

# Sunset Center | Carmel-by-the-Sea, CA

## For Artists & Organizations

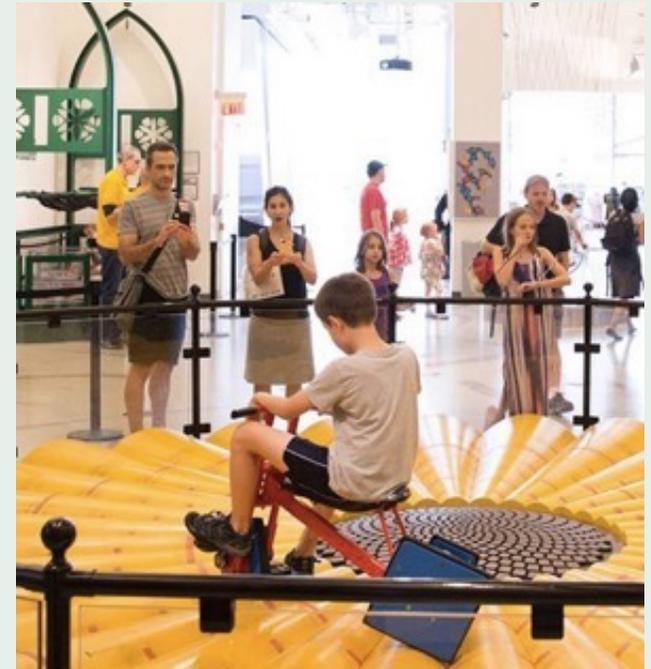
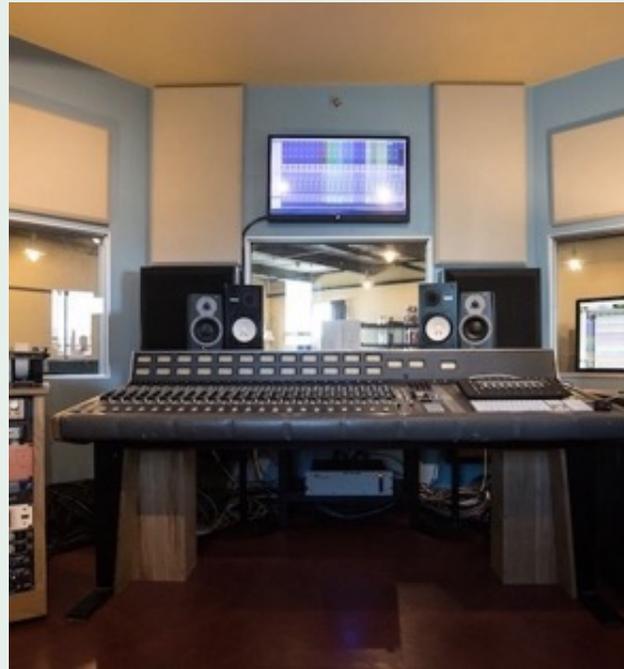
- Originally built in 1931 as an auditorium for the local high school, the City acquired the Center in 1964.
- For nearly forty years, the Sunset Theater was home to symphonies, chamber musicians, singers, actors and dancers.
- In the mid-90's a public/private partnership was formed to modernize and renovate the 718-seat auditorium.
- The \$21.4M renovation provides local arts groups with the state-of-the-art facility to host their performances.



[Image courtesy of Sunset Center]

# Community Goals Served

- Quality of life
- Economic development
- Cultural tourism



# Dairy Arts Center | Boulder, CO

## Quality of Life Project

- Founded in 1992, the 42,000 sq. ft. former milk-processing facility is now Boulder's largest, multi-disciplinary arts center.
- Performance spaces include a 250-seat theater, primarily used for dance; a 116-seat theater; and a 99-seat flexible theater.
- The McMahon Gallery features large, sculptural art when not rented for private events, and the workshop space provides artists with classroom and rehearsal space.
- Community arts organizations host ongoing classes in the flex spaces.



[Image courtesy of Dairy Arts Center]

# Lakewood Cultural Center | Lakewood, CO

## Economic Development Project

- Performing and visual arts venue located in open-air shopping district.
- Facilities include a 320-seat theater, fine art and dance studios, art galleries and meeting event spaces.
- An adjoining plaza provides renters with outdoor event space that accommodates food service and outdoor entertainment.
- The City offers a wide array of arts education programming in visual arts, music, dance and cultural arts.



[Image courtesy of Lakewood Cultural Center]

# Spruce Peak Arts Center | Stowe, VT

## Cultural Tourism Project

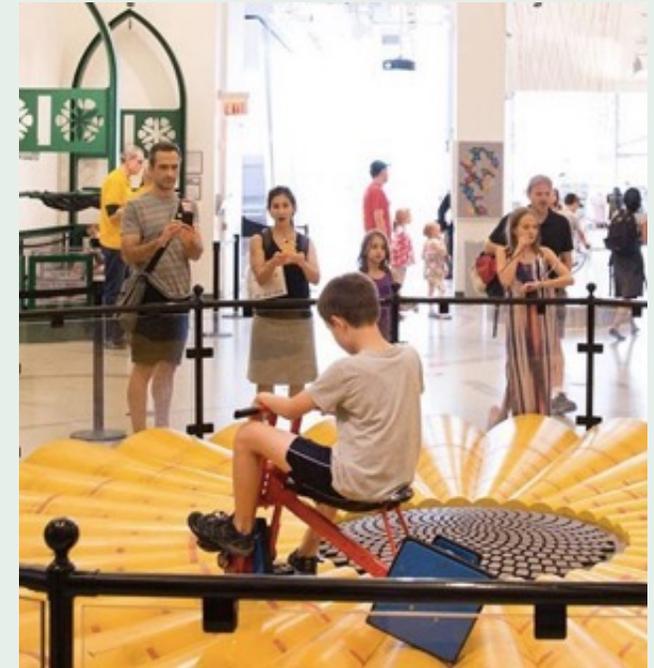
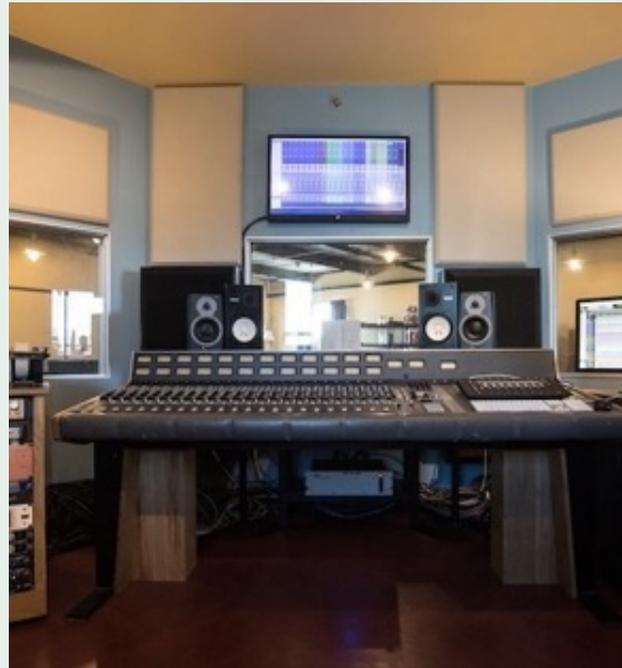
- Opened in 2010, the 420-seat multi-use theater is nestled in the heart of the Stowe Mountain Resort, a world class skiing destination.
- The 12,500 sq. ft. facility hosts theater, music, dance, film, lecture and multimedia events.
- The \$9M Center attracts audiences from four unique market segments:
  1. Stowe and the surrounding towns
  2. Larger northern Vermont region
  3. Ski area visitors
  4. Out-of-state Stowe home and condo owners.



[Image courtesy of Spruce Peak Arts Center]

# Operating Models

- Public: schools or government
- Private: nonprofit, user or contractors



# Chandler Center for the Arts |

## Chandler, AZ

### School District & City Partnership

- Result of Mayor's quest to attract businesses and increase economic development and high's school's need for a new auditorium.
- Shared use facility that hosts major performing artists each weekend and school arts curriculum during the week.
- A turntable, divisible auditorium creates two separate, intimate performance spaces or one 1508-seat theater.
- A Youth Arts Council provides teens with opportunities for community service and career development.



[Image courtesy of Chandler Center for the Arts]

# Lake Forest Civic Center | Lake Forest, CA

## Government-run Community Facility

- The \$73M complex includes a Performing Arts Hall & City Council Chambers, City Hall, Policing Center, Community & Conference Center and Senior Center.
- Opened in 2019, the Performance Hall is 200-seat, state-of-the-art facility.
- Hall used for City Council and Commission meetings, plays, musicals, pageants and graduations.
- Community Center and Senior Center offers program and meeting space for a wide range of residents.



[Image courtesy of Lake Forest Civic Center]

# Seminole Theatre | Homestead, FL

## Contractor-run Arts Center

- In 2015, Theatre reopened after extensive renovation.
- \$5 million bond referendum included installation of new technical equipment and improved customer amenities.
- City issued multi-year management agreement with Pinnacle Venue Services.
- Since then, Pinnacle has been acquired by Oak View Group, a sports and live entertainment management company.
- OVG assumed operation of the Seminole.



[Image courtesy of Seminole Theatre]

# Argyros Performing Arts Center |

## Ketchum, ID

### Non-profit Operated Arts Center

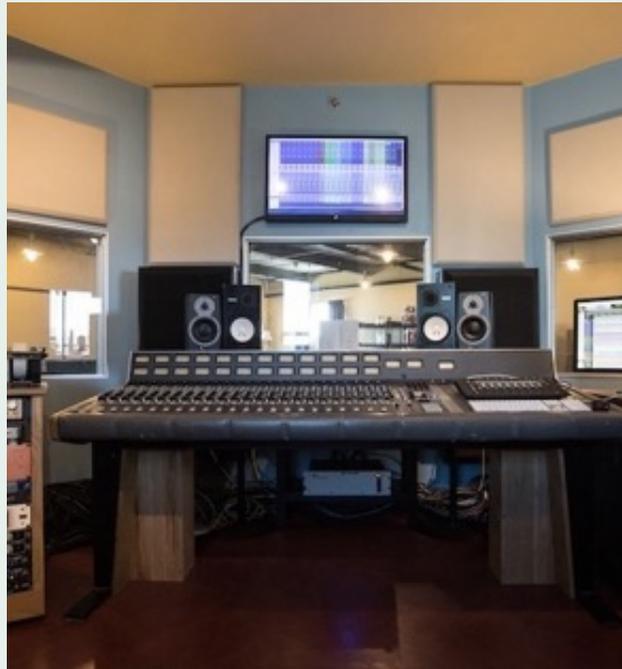
- Sun Valley Performing Arts, the non-profit organization who manages the Argyros and oversaw the fundraising for the Center.
- The \$14.5M facility opened in 2018 and includes the 462-seat Tierney Theater with retractable seating, a 49-seat studio for small performances and events and a café with a large outdoor plaza.
- The 25,000 sq. ft. facility is home to the Sun Valley Summer Symphony, Ballet Sun Valley, Sun Valley Film Festival and Opera Company.



[Image courtesy of Visit Sun Valley]

# Funding Components

- Capital funding
- Operating support
- Endowment



# Funding Components

## Capital Funding

Capital Funding Comparables							
	Sunset Cultural Center	Edmonds Center for the Arts	Suffolk Center for the Arts	BRIC House	Arcadiana CFA	3S Artspace	Arlington Center for the Arts
Market	Carmel, CA	Edmonds, WA	Suffolk, VA	Brooklyn, NY	Lafayette, LA	Portsmouth, NH	Arlington, MA
Year Opened	2003	2006	2006	2014	2011	2015	2018
Project Type	Adaptive Reuse	Adaptive Reuse	Adaptive Reuse	Adaptive Reuse	New	Adaptive Reuse	Adaptive Reuse
<b>Capital</b>							
<i>Local Gov</i>	\$9,000,000	\$18,500,000	\$6,800,000	\$24,000,000	\$4,000,000	-	-
<i>Other Gov</i>	-	-	-	-	-	-	\$187,000
<i>Foundation</i>	-	-	-	\$12,000,000	-	\$600,000	-
<i>Private</i>	\$12,400,000	-	\$2,000,000	\$3,000,000	\$4,000,000	\$1,768,576	\$550,000
<i>Corporate</i>	-	-	-	\$2,000,000	-	\$250,000	-
<i>University</i>	-	-	-	-	\$4,000,000	-	-
<i>Other</i>	-	-	-	-	-	-	-
<b>Total</b>	<b>\$21,400,000</b>	<b>\$18,500,000</b>	<b>\$8,800,000</b>	<b>\$41,000,000</b>	<b>\$12,000,000</b>	<b>\$2,618,576</b>	<b>\$737,000</b>

# Funding Components

## Operating Budgets

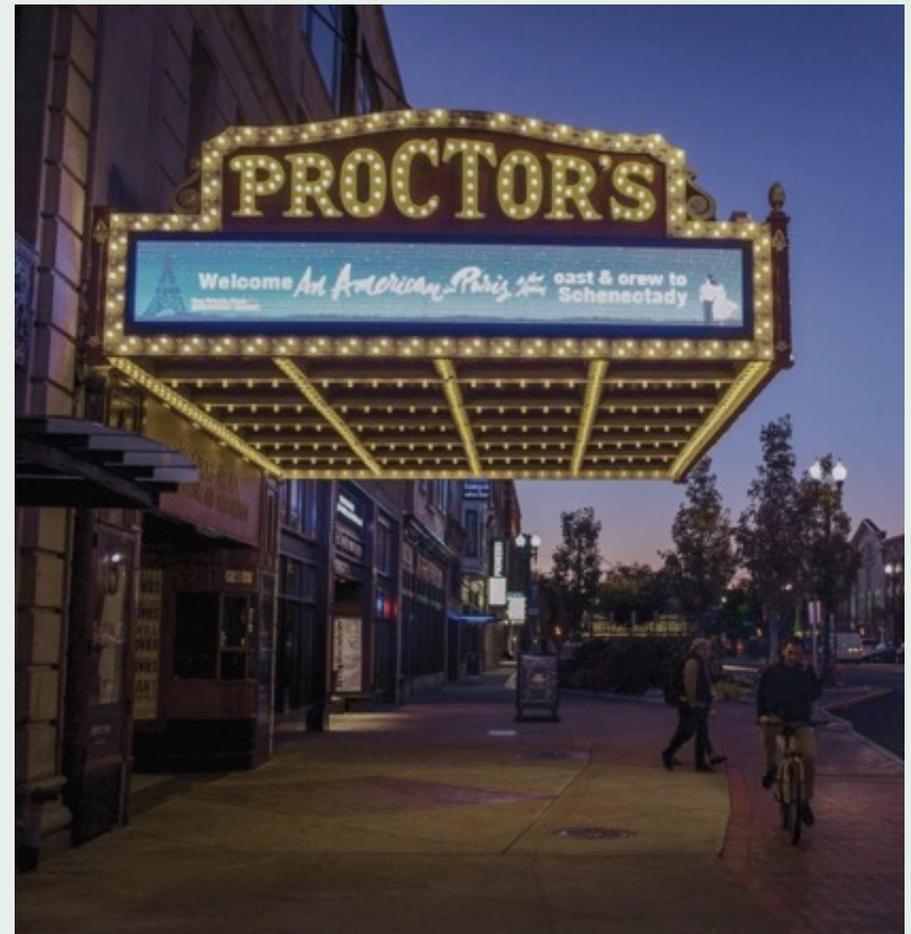
### Reference Points: Income

	Goddard Center   Ardmore, OK	Crooked Tree Arts Center   Petoskey, MI	Durango Arts Center   Durango, CO	The Carnegie   Covington, KY	Schauer Arts Center   Hartford, WI
Year of Budget	2018	2016	2014	2016	2016
Total Operating Expenses	\$727,786	\$2,157,405	\$853,496	\$1,419,486	\$1,223,116
Total Earned Income	\$217,487	\$690,765	\$440,161	\$537,099	\$856,331
Total Contributed Income	\$570,784	\$1,499,447	\$317,403	\$685,947	\$283,499
Operating Surplus (Deficit)	\$60,485	\$32,807	(\$95,932)	(\$196,440)	(\$83,286)
Earned Income (as % of Operating Expenses)	30%	32%	52%	38%	70%

# Success is all about balance

## Between...

- The various constituents to be supported and the community goals served by the project.
- Earned income and contributed income.
- Producing, presenting, renting and programming.
- Mission-based activity and revenue-generating activity.

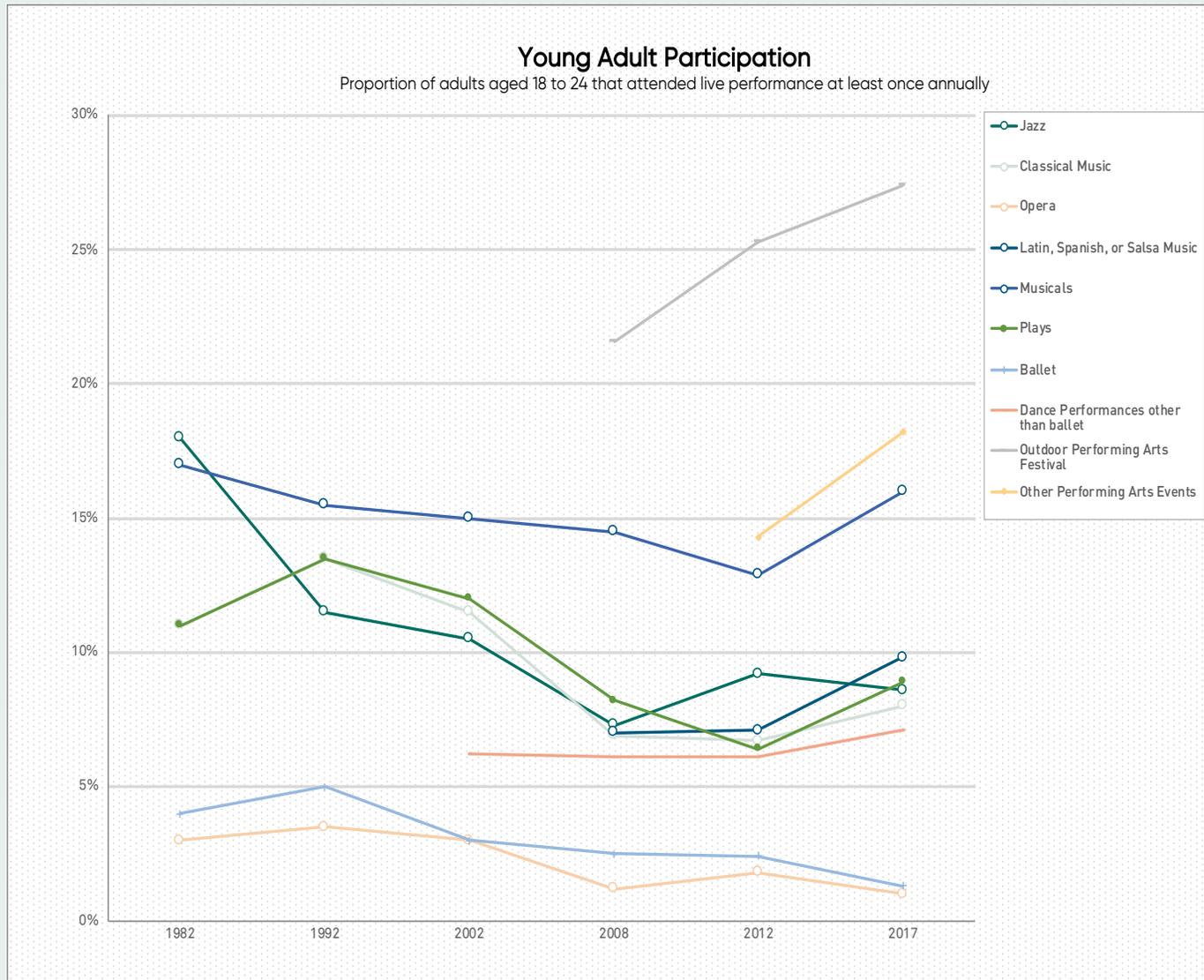


[Image courtesy of Discover Schenectady]

# 2: Forces & Trends in the Cultural Sector

# Bad news

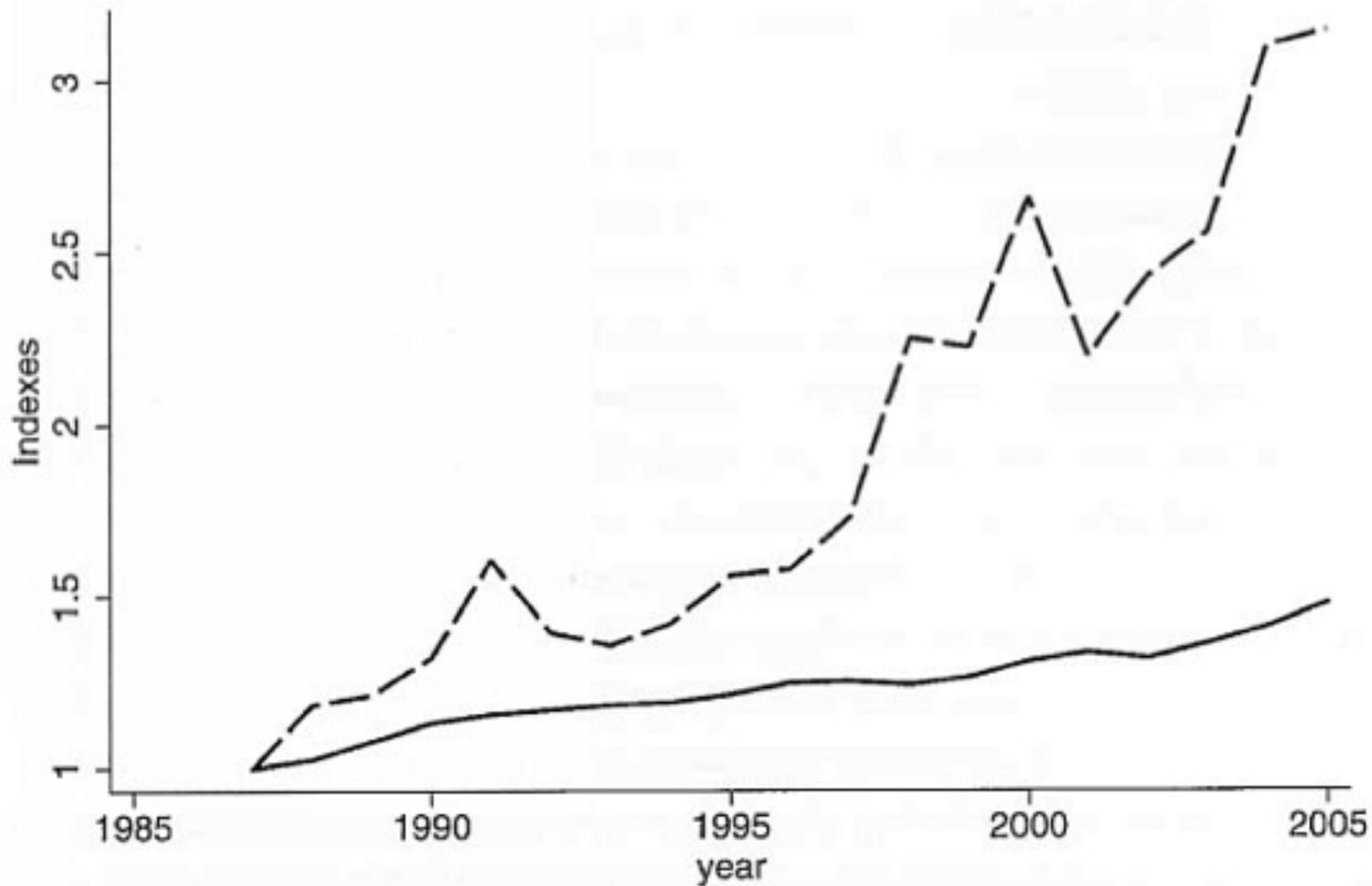
## Steady Decline in Young Adult Attendance



[National Endowment for the Arts, Survey of Public Participation in the Arts, 2017]

# Bad news

## Baumol's Cost Disease

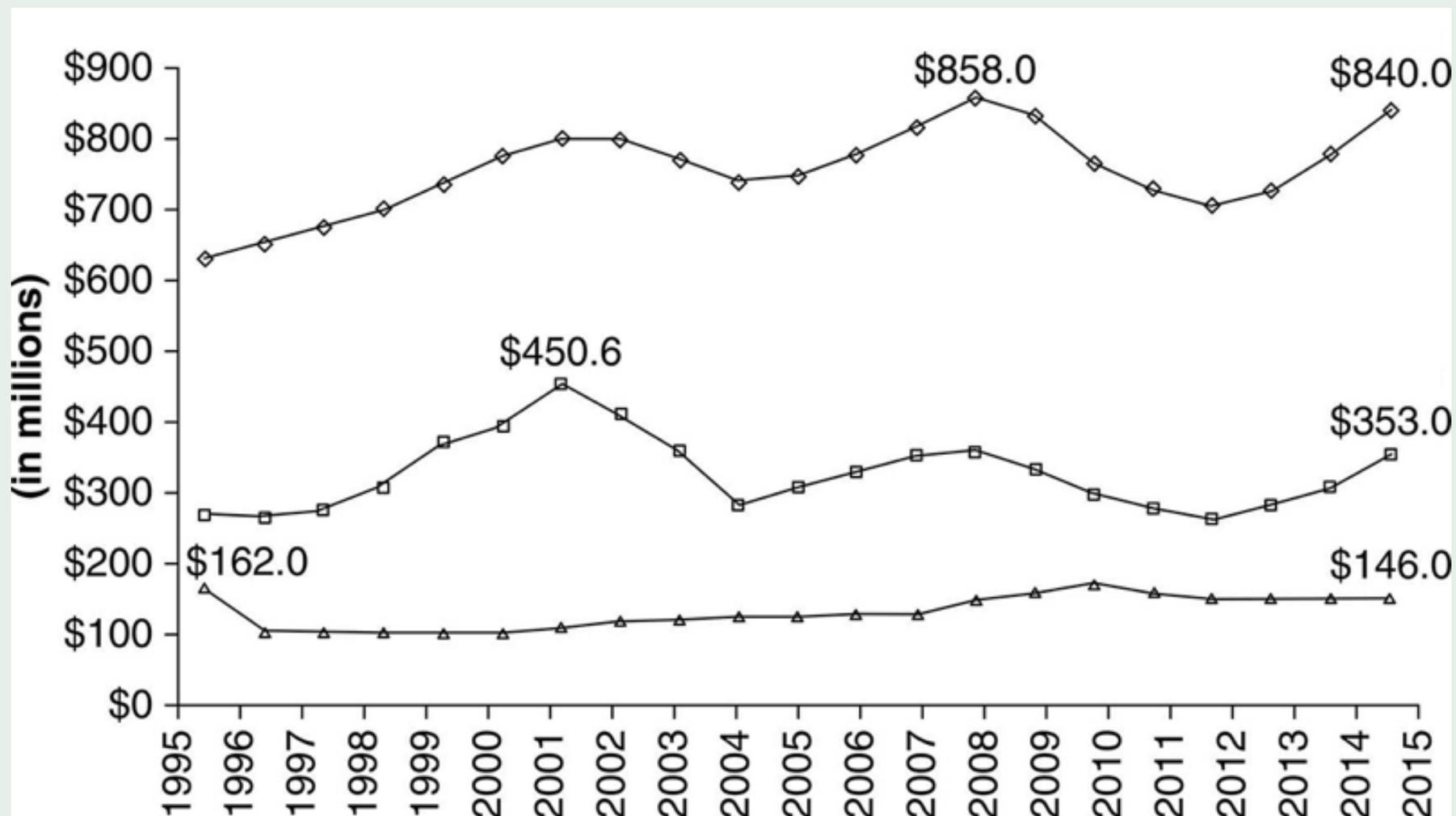


--- Expenses per concert

— Producer Price Index

# Bad news

## Government Support of the Arts



[Urban Cultural Policy & the Creative Economy, Julie Hawkins, CQ Press]

# Bad news

## Competitive Fundraising Landscape

### Contributions by source (by percentage of the total)

	% of total giving in 2018		% change from 2017	inflation adjusted
 29% to Religion   \$124.52 billion	29%	↓	-1.5%	-3.9%
 14% to Education   \$58.72 billion	14%	↓	-1.3%	-3.7%
 12% to Human Services   \$51.54 billion	12%	=	-0.3%	-2.7%
 12% to Foundations   \$50.29 billion	12%	↓	-6.9%	-9.1%
 10% to Health   \$40.78 billion	10%	=	0.1%	-2.3%
 7% to Public-Society Benefit   \$31.21 billion	7%	↓	-3.7%	-6.0%
 5% to International Affairs   \$22.88 billion	5%	↑	9.6%	7.0%
 5% to Arts, Culture, and Humanities   \$19.49 billion	5%	=	0.3%	-2.1%
 3% to Environment/Animals   \$12.70 billion	3%	↑	3.6%	1.2%
 2% to Individuals   \$9.06 billion	2%	-	-	-

= indicates growth in current dollars with a decline after adjusted for inflation

[Giving USA, 2019]

# Bad News

## COVID-19 & the Arts

### Impact: Creative Economy

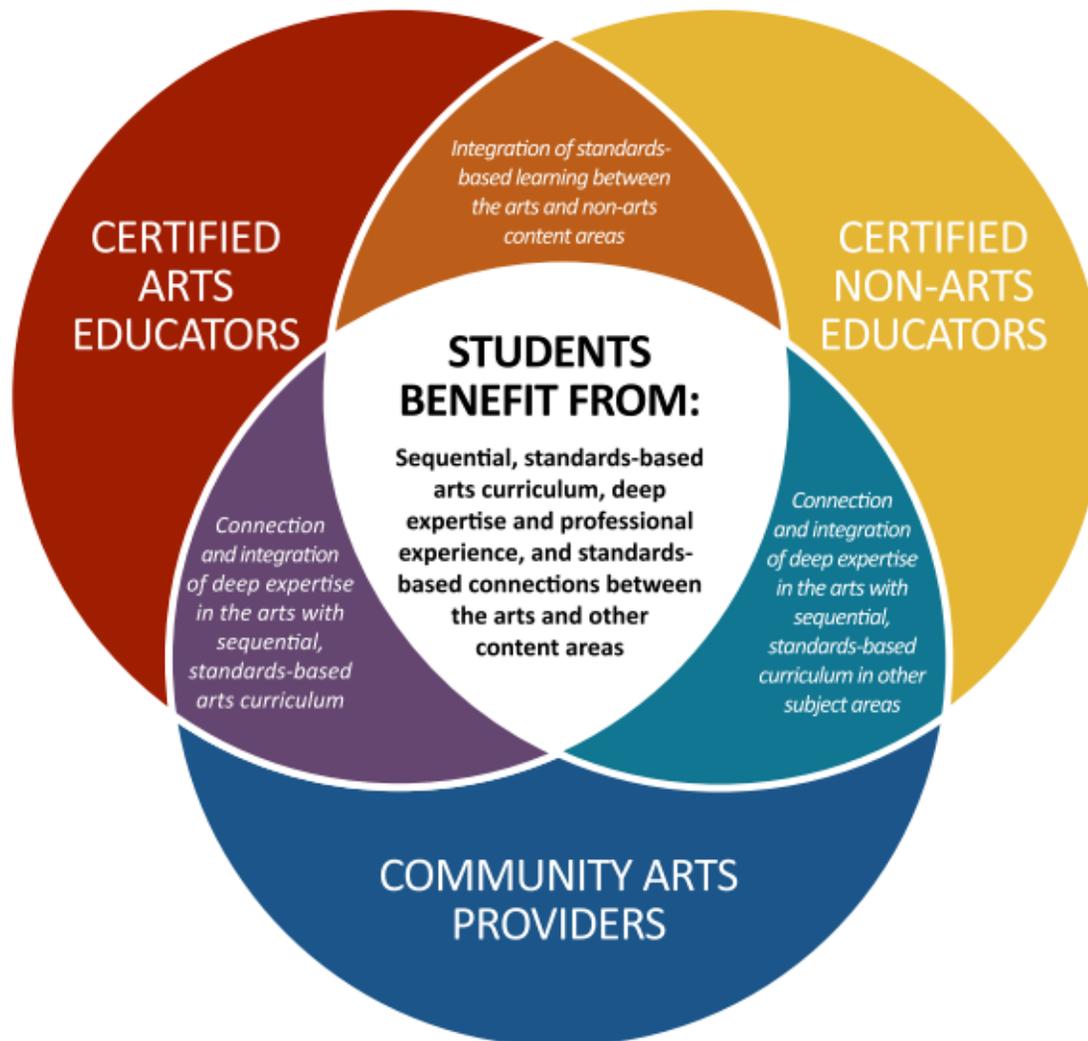
- “We estimate losses of 2.7 million jobs and more than \$150 billion in sales of goods and services for creative industries nationwide, representing nearly a third of all jobs in those industries and 9% of annual sales. The fine and performing arts industries will be hit hardest, suffering estimated losses of almost 1.4 million jobs and \$42.5 billion in sales. These estimated losses represent 50% of all jobs in those industries and more than a quarter of all lost sales nationwide.”



[Brookings Institute, 2020]

# Good news

## Emergence of Sector-Sponsored Arts Ed

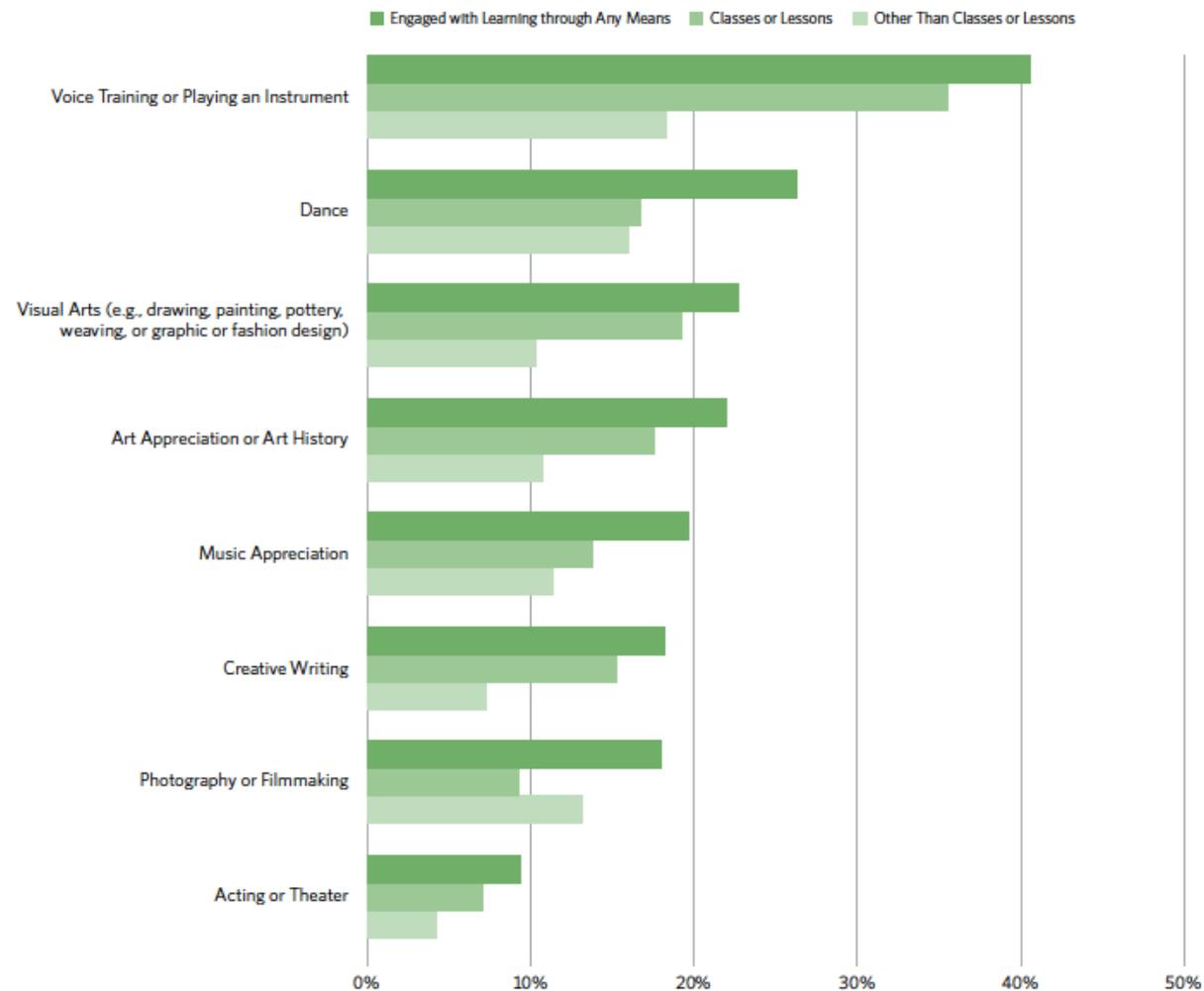


[Americans for the Arts, 2013]

# Good news

## Wide Ranging Interest in Active Arts Participation

Percentage of U.S. Adults Who Ever Engaged in Arts Learning, by Subject and Type of Learning: 2012



[National Endowment for the Arts, 2012]

# Good news

## Value Proposition Recognizes Economic Impact of Arts & Culture

# \$804.2 B

contributed to the U.S. economy in 2016

4.3% OF GDP

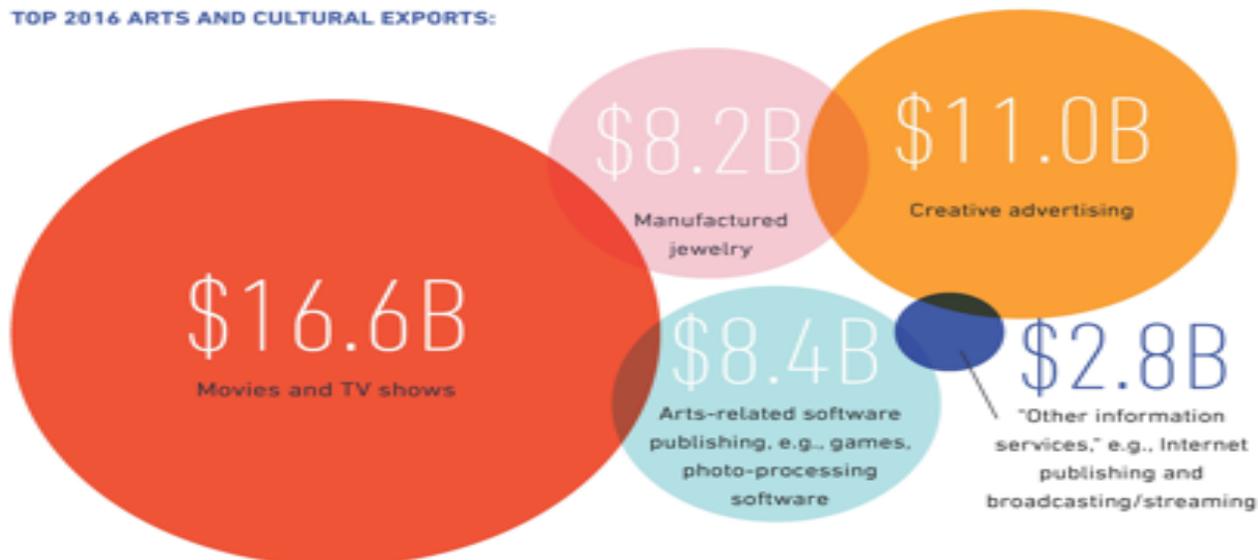
# 44.5%

growth in GDP contribution from arts and cultural production between 1998 and 2016.



The U.S. arts and cultural sector runs a trade surplus (\$24.8 billion in 2016) that has generally been growing since 2006.

### TOP 2016 ARTS AND CULTURAL EXPORTS:



[National Endowment for the Arts, 2017]

# Good news

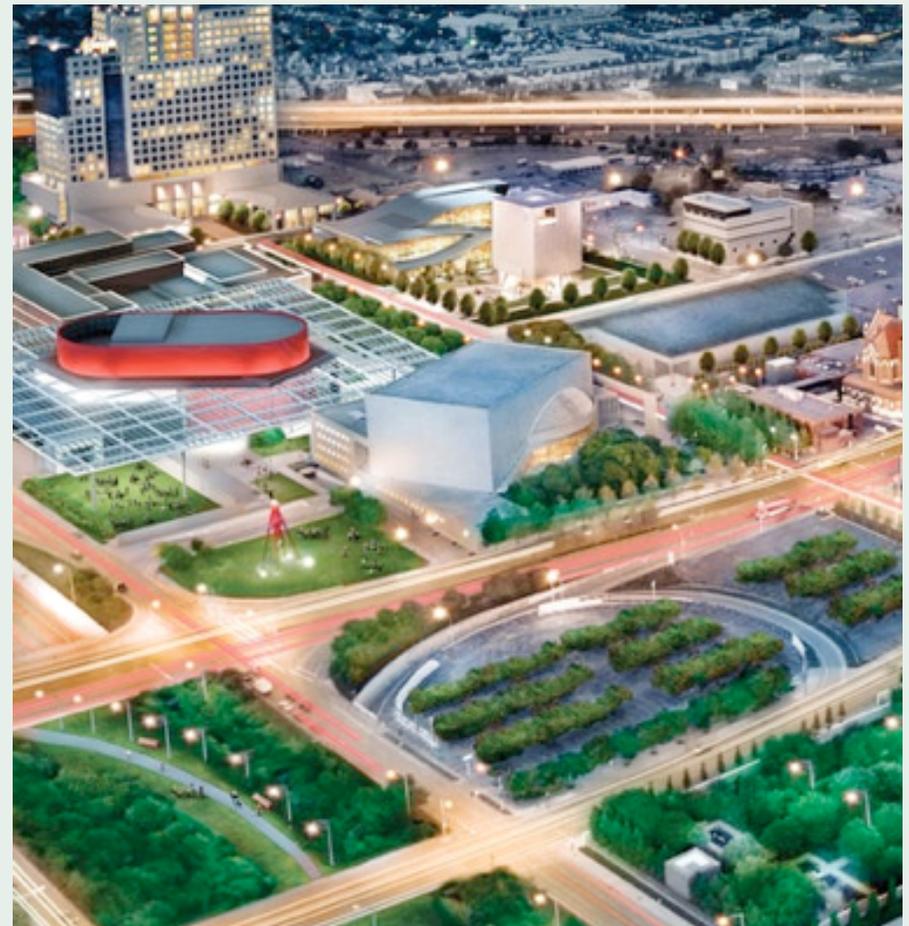
## Emphasis on Healing, Emotional & Social Benefit of the Arts



[National Endowment for the Arts, 2017]

# How Facilities Respond

- Embracing a broader definition of cultural activity
- From “Friday Night Lights” to the “Community Living Room”
- Streaming is here to stay
- Partnering with educators
- Evolving from palaces to districts
- Supporting active and passive participation
- Enhancing the social experience
- Maintaining low cost of access
- Addressing economic and community development issues
- Facing outward



[Image courtesy of Dallas Arts District]

# Questions?