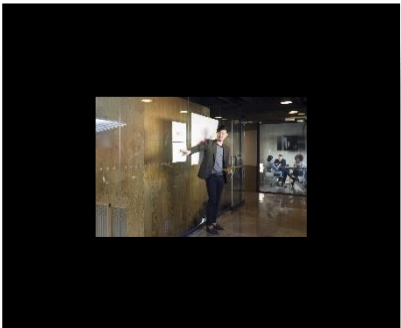
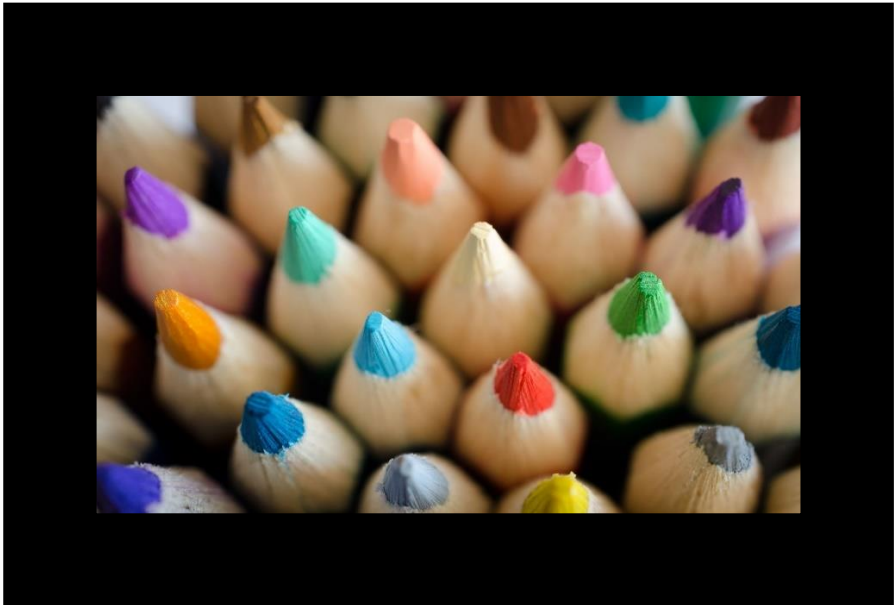
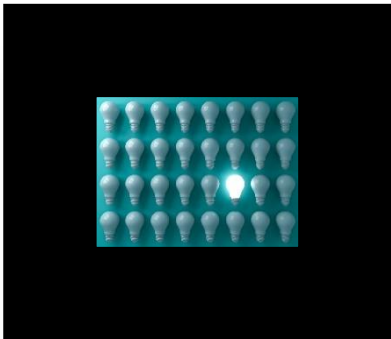


**NEW CULTURAL CENTER
COLUMBIA, MARYLAND**

Howard County Population: **320,000**

Median Household Income: **\$117,000**

EXAMPLES OF OTHER SIMILAR FACILITIES IN THE U.S.



A. CHILDRENS FACILITIES

1. Children's Theatre of Cincinnati, Cincinnati, OH

Population: **302,615**

Median Household Income: **\$54,021**

Incorporated in 1947, The Children's Theatre of Cincinnati focuses on three key programs: Mainstage at the Taft, TCT On Tour, and TCT Academy. Respectively, these are the family-oriented professional productions, outreach productions, and educational programs. TCT began the process of planning for its new home in December 2013, and the company recently moved into the new facility in January 2016. The new building is approximately 30,000 sq. ft. and includes multiple rehearsal spaces, 8 studios, offices, and a 150-seat theatre. The capital campaign for the \$6.5M project is underway, and half of the necessary funds have already been raised. The Children's Theatre is already seeing an increase of 340% in attendance for its TCT Academy classes. With enough space to expand its programming, TCT can better serve a wider audience, now including preschool age children and young adults. Kim Deaton, CEO and Managing Director of TCT, estimates that the educational programs could serve 2,400 children at full capacity. In terms of budget, the actors were already contracted, so the increased expenses mainly consist of payroll for new teachers and additional operating costs. TCT's revenues are nonetheless exceeding projections, primarily due to the increase in class attendance. The TCT also experienced its most successful MainStage series yet, with 97,000 tickets sold last season. That figure trumps those of several other major local arts groups, including the ballet, opera, ensemble theatre, and museum of art. And of course, all tickets sold for shows in the new 150-seat space contributes a pure increase over numbers in the past. One major challenge that TCT faces is the need to continue fundraising while a multitude of other capital campaigns are occurring, particularly that for the new medical center. Also, the TCT is fairly unique in its operations as a children's theatre, and has struggled to find a precedent or guide for its situation.

2. SteppingStone Theatre, Saint Paul, MN

Population: **307,695**

Median Household Income: **\$59,033**

SteppingStone Theatre offers educational theater programs and fully staged productions to serve children and youth. Since the theatre's founding in 1987, more than 750,000 children, families, and educators have attended or participated in SteppingStone Theatre Events. SteppingStone's programs cover three areas: Mainstage performances, featuring about 100

youth performers in 200 performances annually; educational programs, including semester-long classes and summer camps; and outreach, which encompasses artist-in-residence programs at schools, and community education programs. In 2007, SteppingStone Theatre moved from the Landmark Center to its current home in a 100-year old former church. The renovation process included improvements to the exterior, converting the sanctuary into a proscenium theatre with modern lighting and sound capabilities, installing an elevator, and construction of dressing rooms and classrooms. The theatre at this new space seats 426, compared to 125 at the previous space. The company regularly sells about 50% of capacity, which is still a significant increase. Also, SteppingStone has been able to offer more classes since moving into its home. Participation in these classes has not yet reached capacity. SteppingStone's budget increased from \$250,000 in 2007 to just under \$1,000,000 in 2016. Revenues have grown, although the company still struggles to keep expenses in line with revenue. One major expense is repairs and maintenance for the renovated building, which is over 100 years old and still has its share of structural problems. SteppingStone did not see an increase in funding from general operations, although the organization has been able to secure some project grants that would not have been executable in their former facility. An example of this is the Minnesota State Arts Board grant for school residencies, which SteppingStone Theatre now qualifies for.

3. Children's Theatre of Annapolis, Annapolis, MD

Population of Anne Arundel County: **576,000**

Median Household Income: **\$97,800**

Children's Theatre of Annapolis was established in 1959 to provide professional level theatrical opportunities for children. The non-profit organization has grown from holding small performances at schools and churches to staging two full productions a year while also serving the community through workshops and outbound programming. In 2000, CTA found its opportunity to establish a permanent home in a vacant set of buildings on a Nike missile site near Annapolis, then owned by the Department of the Navy. The Anne Arundel County Government acquired the entire property and developed plans to transform it into the Bay Head Park, which would include the CTA's theatre. CTA began the process of transitioning into a new facility in 2004, and was moved in by 2009. The complex encompasses three buildings: the 280-seat Main Stage complete with box office, lobby, and dressing rooms; the Annex, a large multipurpose room; and the Workshop, a fully equipped woodworking and construction workshop. There has been a significant increase in the amount of programming between those transition years and the present day. CTA held 1-2 classes per year at their previous rental locations, and now the organization boasts 8 summer camps, 12 productions, and more programming that is made possible by having its own facilities.

B. Other Community Arts Facilities

1. Arts and Humanities Council of Tuscaloosa County Tuscaloosa, AL

Population: **209,000**

Median Household Income: **\$69,000**

Established in 1970, the Arts and Humanities Council of Tuscaloosa County is the Arts Division of the Tuscaloosa County Park and Recreation Authority. The Arts Council also serves as the umbrella organization for 50 local non-profit arts and cultural groups. The council's mission is to "promote and encourage the arts and humanities in Tuscaloosa County." The website lists 5 staff members and 23 board members. The Arts Council manages two facilities: the Bama Theatre and the Dinah Washington Cultural Arts Center. The historic Bama Theatre was established in 1938, and now hosts events presented by the Arts Council and outside promoters alike. It is occupied over 300 days a year with concerts, local productions, film series, and arts exhibits. The Dinah Washington CAC, located in restored building on the same block as the Bama, is more focused towards renting to local users. The facility contains a multipurpose space, black box theatre, and art galleries. The Arts Council has been successful in managing the two facilities in terms of accomplishing its service missions. For one, the heavily utilized Bama Theatre plays an important role in the cultural ecosystem of Tuscaloosa and West Alabama. The Dinah Washington CAC, despite still undergoing construction, has also been serving the community. The CAC has hosted 117 events since opening in 2013. Both facilities' rental incomes are close to the budgeted figures. The Arts Council's dedication to supporting its member organizations and other local arts and humanities efforts is evident in its programming and rental choices, as well as in the ongoing efforts to restore the two facilities.

2. Springfield Regional Arts Council Springfield, MO

Population: **168,000**

Median Household Income: **\$53,578**

The Springfield Regional Arts Council aims to transform lives and enrich the community through the arts, and supports arts organizations across 27 counties in Missouri. The council was incorporated in 1978, and its first program was the First Night Springfield Festival. Today, the SRAC coordinates community events, and partners with numerous organizations to bring a variety of educational and outreach programming to the region. The SRAC has 4 staff with

several active volunteers, and a 21-member board. In 2002, The Creamery Arts Center opened as a city-owned headquarters for the SRAC and community arts groups. More than 30 organizations use the former dairy and tobacco factory, and 30,000 visitors attend annually. Some resident organizations include the Springfield Ballet, Springfield Symphony Orchestra, Missouri Film Alliance of Springfield, and others. Facilities include a costume shop and set design studio, ballet studios, exhibition hall, arts classrooms, and a film editing bay. The most recent annual report (2013-'14) states that SRAC served 47,708 people and 35 organizations via The Creamery Arts Center facilities. In regards to The Creamery, SRAC is responsible for schedule coordination, tours, and exhibits, among other duties. In addition, the SRAC's own programs work well with the Creamery's capabilities. An example of that is the Arts in the Park Summer Workshops, where K-8 students are bussed to the Creamery every weekday for 8 weeks. Renovations of flooring, HVAC, and windows were also completed.

3. Rapid City Arts Council Rapid City, SD

Population: **77,525**

Median Household Income: **\$49,602**

The Rapid City Arts Council is non-profit composed of 16 staff, 15 board, and also volunteers. Incorporated in 1968, the Arts Council provides arts education programs, and supports artists and arts organizations in the community. The Arts Council also runs Arts Rapid City, an online hub for arts and culture that lists events, classes, and classifieds. Furthermore, the RCAC manages the Dahl Arts Center, a city-owned facility for contemporary visual arts, performing arts, and arts education. The center houses a multipurpose event center, 5 art galleries, an interactive children's gallery, gift shop, classrooms, and an Emerging Artist performance space. In 2009, the Dahl reopened following a \$7.8M renovation funded by City, community, and foundation support. This improvement nearly tripled the size of the facility. Last year, the RCAC hosted 972 events at the Dahl, including both community group events and commercial rentals. Part of the RCAC's success can be attributed to its close relationships with City boards committees and City officials. The Arts Council was one of the main contributors to the Cultural Plan, and serves as an advisory body to City boards and departments.

4. LexArts Lexington, KY

Population: **323,780**

Median Household Income: **\$74,353**

The Lexington Arts and Cultural Council, now known as LexArts, is the Greater Lexington area's "premier cultural development, advocacy, and fundraising organization." The council was formed in 1972 and has dedicated itself to promoting high quality arts experiences for the people of central Kentucky ever since. LexArts' operations include fundraising, advocacy,

technical assistance, communication, and programming initiatives. LexArts manages ArtsPlace, a former YMCA building that was converted to an arts center in 1979. It now offers rehearsal and office space to non-profit organizations, as well as a visual arts gallery. ArtsPlace's gallery, performance hall, and Benefactor's Room are available to rent for private events. Some of the organizations that use the office space at ArtsPlace are the Bluegrass Printmakers Cooperative, Central Kentucky Youth Orchestras, Citizens CREATE!, and the Lexington Ballet Company. LexArts' efficacy is rooted in its dedication to providing support in areas such as technical assistance and office space so that organizations may focus their time and funding towards programming.