

WHEATON ARTS & HUMANITIES CENTER FACILITY PLANNING

MONTGOMERY COUNTY, MARYLAND

*Kick-Off Presentation
April 9, 2018*

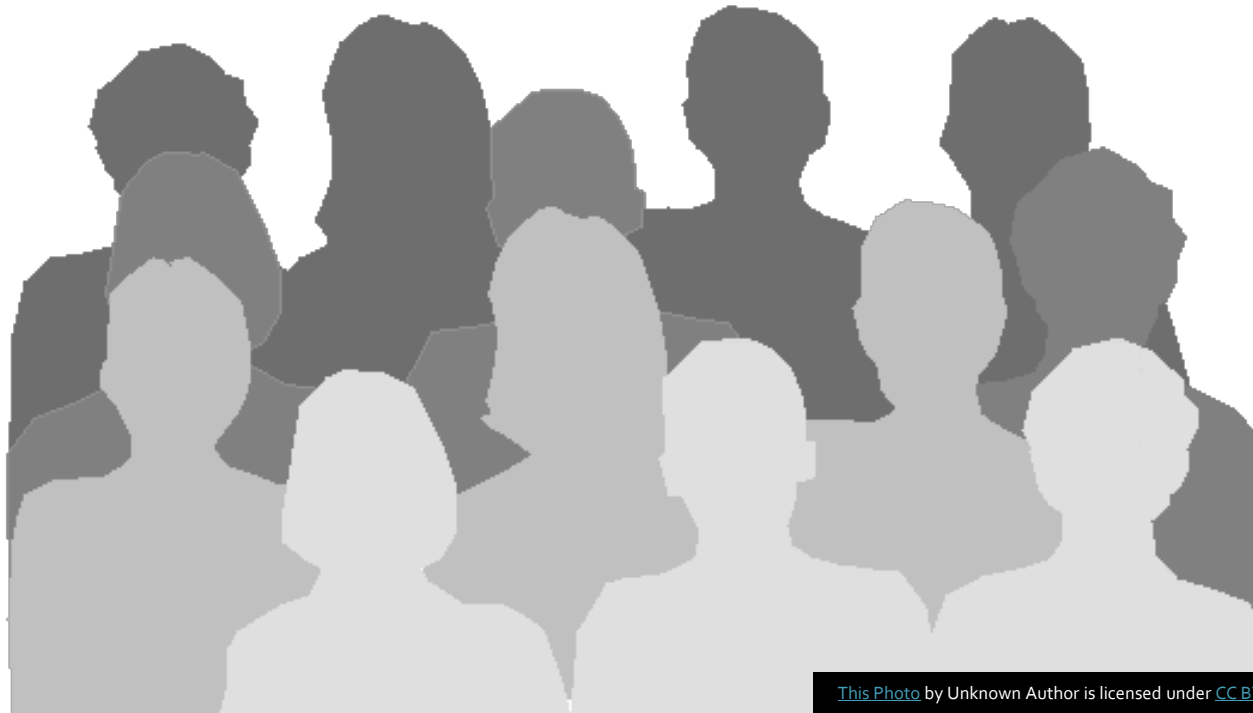
*Victor Gotesman
Teresa Koberstein
Performing Arts Facilities Planning*

WHEATON LODGE #228
1ST & 3RD THURSDAYS
7:30 P.M.

WHEATON/KENSINGTON
ROTARY CLUB
ROYAL MILE PUB
TUESDAY 12:15 PM

Agenda





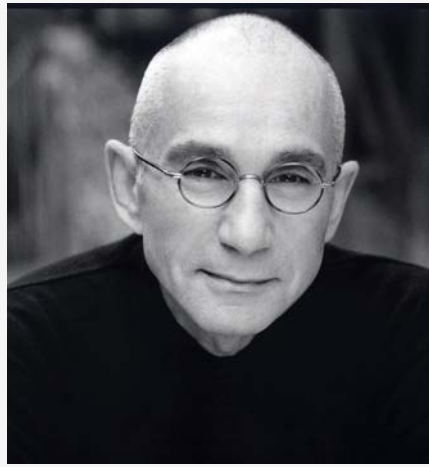
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Introductions

Project Team Strengths

- Comprehensive understanding of the needs of arts organizations and cultural facilities;
 - Leadership in market research, benchmarking, competitive analysis, cultural planning, and community engagement;
 - Experience in all areas of organization and venue management, including governance, business and operating models, management and staffing structures, financial planning, and program development;
 - Expertise in determining program mix based on existing organizational needs, market demand, and opportunities for new facilities.
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Victor Gotesman



- More than four decades of executive level positions and performing arts project consulting
 - Opened and led the Cerritos Center for the Performing Arts in Los Angeles and the (NY) Times Center in New York City
 - Consulted on the development of dozens of performance space projects around North America
 - Has led both presenting and producing organizations
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Teresa Koberstein



- Extensive financial management expertise in non-profit and for-profit sectors
- Cultural sector management experience with presenting and producing organizations
- Market research expertise
- Consulted on the development of new spaces in North Lake Tahoe, CA and Boulder, CO as well as the renovation of Hancher Auditorium in Iowa City, IA.

Project Approach

- Project Background
 - Objectives
- Scope & Methodology
 - Timeline



Background


- Montgomery County, Maryland is interested in understanding the need, composition, and size of a potential arts facility for Wheaton.
 - Wheaton is a census-designated area in Montgomery County with a population of approximately 50,000 people, situated within the Washington, DC metropolitan area.
 - The needs of the arts community have not recently been assessed and there has not been an analysis of the competitive environment, market, or goals for an arts facility in Wheaton.
 - Residents, cultural sector, and civic leaders of the area have expressed a need and desire to create a facility through a strategic planning process that envisioned an arts hub for the community and the surrounding area.
 - Wheaton has been selected by the State of Maryland as an Arts and Entertainment District, joining Silver Spring and Bethesda. Developers who create spaces for artists to live and work can be exempt from paying certain property taxes on the value of the renovations for a period up to 10 years. Designated districts are also exempt from admissions and amusement taxes.
 - A planning study will explore the vision for new arts facilities in Wheaton. Such a study will discover the community and cultural sector needs for new arts facilities and determine the structure, size, and scope of the arts facility concept.
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Objectives

- Explore cultural facility needs of the community through an inclusive engagement process;
- Assess competitive facilities, programs, and services in the Greater Montgomery County area and explore strategic program partnership opportunities for facility use;
- Review and analyze market demographics to determine the level of potential participation in the programs of new arts facilities including commute times, likelihood of and barriers to attendance, and other information about the region relative to the arts facilities development;
- Benchmark comparable projects and successful operating models in similar size communities;
- Shape the mission and vision for a new arts facility in the context of local and regional community needs that may be accommodated in new facilities;
- Develop an organizational operating plan for new arts facilities, with associated pro forma operating estimates based on the anticipated facility configuration and amenities.



*Scope of
Work &
Methodology*



Scope and Methodology:

The team will review available written materials, existing archives, preliminary studies, planning documents, design concepts/drawings (if available), reports, strategic plans, project development plans, and other relevant documents.

Material Review



Scope and Methodology:

Working Group

We will convene a Working Group which will receive an overview of the planning process, review the goals for the plan, and participate in the following areas:


- *Advise on the arts facility planning study and business plan process;*
- *Help identify community programming and utilization goals for the facility;*
- *Provide general information on the region and preliminary facility needs; and*
- *Be a resource to the consulting team*



Scope and Methodology:

Stakeholder Engagement

- **Stakeholder Interviews** - Individual and/or small group interviews will be conducted with stakeholders from the Wheaton community, including local arts and cultural leaders, presenters of touring attractions, civic leaders, funders, donors, cultural advocates, and government officials from Wheaton and the County.
- **Focus Group** – One (or more) focus group, with key area stakeholders, will be convened. The focus group will include representatives from the local arts community, educational, and civic organizations that may be potential users of a new facility.
- **Town Hall Meeting** - A town hall meeting will be held to ensure broad-based constituent participation, including representatives of the diverse communities of Wheaton.
- **E-Surveys** - Following the town hall and focus group discussions, E-Surveys will be distributed to residents of Wheaton and to regional arts and culture organizations that may potentially use new facilities.



Scope and Methodology:

Market Analysis

- **Demographic Analysis** – We will gather and analyze population trends in the Wheaton area to determine the size and composition of the projected audience market, focusing on the overall market area in 20-minute, 40-minute, and 60-minute drive times; data will include demographics of the region in the context of national studies associated with likely arts participation.
- **Local Arts Facility Assessment** – We will gather, review, and analyze **existing arts and culture facilities** in Montgomery County, focusing on their programming, size, space utilization, and structure, to gain a better understanding of their capabilities, limitations, and gaps in service. We will **tour facilities** in geographic proximity to the Wheaton city center that could impact the potential audience market area.
- **Space Utilization** - Findings from the stakeholder interviews with potential facility users, as well as from e-surveys, will be compiled and analyzed to illustrate how arts space will be used and the frequency of that use.
- **Benchmarking** - To complement the local facility assessment and market analysis in the previous step, we will conduct a national benchmarking study, identifying and analyzing up to three (3) comparable arts and cultural facilities with a multi-use programming model.

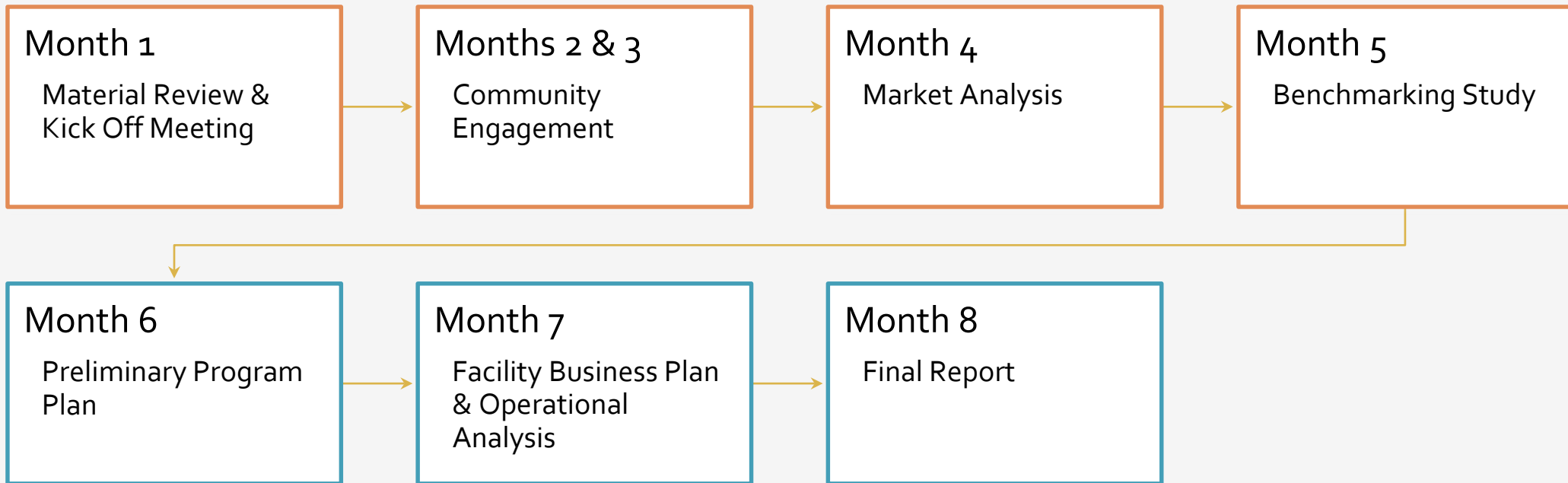


Scope and Methodology:

Facility & Operational Business Plan

- **Preliminary Program Plan** – A plan will be developed, including a pro forma programming concept (content) and schedule for a new facility incorporating identified uses, the number of events in the new facility, and indicating their timing and duration on a sample annual calendar of events.
- **Business Plan & Operating Analysis** – We will prepare a business plan and financial operating estimate for a new facility that will include:
 - *artistic, management, production, and operational staff requirements*
 - *an estimate of annual costs for administration, marketing, development, production, and building expenses*
 - *projections of earned revenue*
 - *estimates of contributed income requirements*
 - *recommendations for ownership and governance of the proposed facility*

Estimated Timeline



Next Steps

- Stakeholder Engagement
- Site Visits
- Data Compilation & Review
- Plan Next Visit to Wheaton



Discussion