

Downtown Hayward Performing Arts Center Implementation Plan



LAUREN BARRERA
BRITTANY SCOFIELD

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CITY AND REGIONAL PLANNING DEPARTMENT
CALIFORNIA POLYTECHNIC STATE UNIVERSITY
SAN LUIS OBISPO

Table of Contents

Introduction	5
Chapter 1 - Background and Information	7
Contextual Background	9
Performing Arts Centers in Proximity to Hayward	12
Chapter 2 - Case Studies	19
Livermore Valley Performing Arts Center Case Study Summary	22
Rhythmix Cultural Works Case Study Summary	24
Performing Arts Center, San Luis Obispo Case Study Summary	26
Yerba Buena Center for the Arts Case Study Summary	28
Benefits and Challenges	30
Chapter 3 - Hayward Performing Arts Center	33
Vision	35
Goals	35
Policies for Development	36
Chapter 4 - Recommendations	37
Recommendations for Programming	39
Incentives	40
Grants	41
Staffing Options	43
Cost Analysis	43
Conclusion	45
Bibliography	47
Appendix	51
Phone Interview Questions	53
Detailed Case Studies	54
List of Tables and Figures	
Figure 1.1 - City of Hayward Context Map	9
Figure 1.2 - BART Station Opportunity Site Concept Proposal	10
Figure 1.3 - Aerial Photo of the Downtown Hayward Performing Arts Center Site	11
Figure 1.4 - Performing Arts Center Locations	17
Table 4.1 - Common Operational Budget Breakdown	43
Table 4.2 - Square Footage Costs	44

Introduction

Request for Performing Arts Center in Downtown Hayward

The Downtown Hayward Performing Arts Center is an important aspect of the Envision Downtown Hayward plan that was created by the Community Planning Lab class in Fall of 2011 and Winter of 2012. During the public outreach efforts, conducted by the Community Planning Lab earlier in the year, community members were asked what their ideas and visions were for the future of Downtown Hayward (The Community Planning Lab, 2012). Many of the participants responded by saying they wanted to see more cultural amenities in the Downtown area. A suggestion to achieve an increase in cultural amenities that was repeatedly stated among community members was that a performing arts center be placed in the area. Concerns have also been raised about this use and if it will be successful in Downtown Hayward, thus it was necessary that a further analysis be performed.

Purpose and Scope of the Report

The purpose of this report is to perform an analysis and create an implementation plan for the proposed Downtown Hayward Performing Arts Center. This will include an analysis of successful Performing Arts Centers which will provide clear recommendations for future development, average costs and budget, and user information. By doing an analysis of how this project can be implemented, the City of Hayward will be able to guide the project and have a successful plan for a thriving Performing Arts Center that is useful for many purposes. The City has a goal for a lively, vital, active Downtown and by having a Performing Arts Center, it will allow for a variety of Downtown uses and an increase in activity and walkability throughout the entire Downtown.

Methodology

The vision, policies for development, and recommendations for programming for the Downtown Hayward Performing Arts Center stemmed from the case studies analysis. The case study analysis information was gathered from in-depth research of each facility, as well as personal and phone interviews with various members of each organization. This information was then analyzed to determine what information was useful for the development of a Performing Arts Center in Downtown Hayward. From here it was determined that the Performing Arts Center should provide the community with shows not only in dance, theater, and music, but should also provide educational programs for both youth and adults. From the case studies it was also established that funding sources for performing arts centers typically come from incentive type programs and grants. From this information a brief cost analysis and operating budget was determined and addressed.

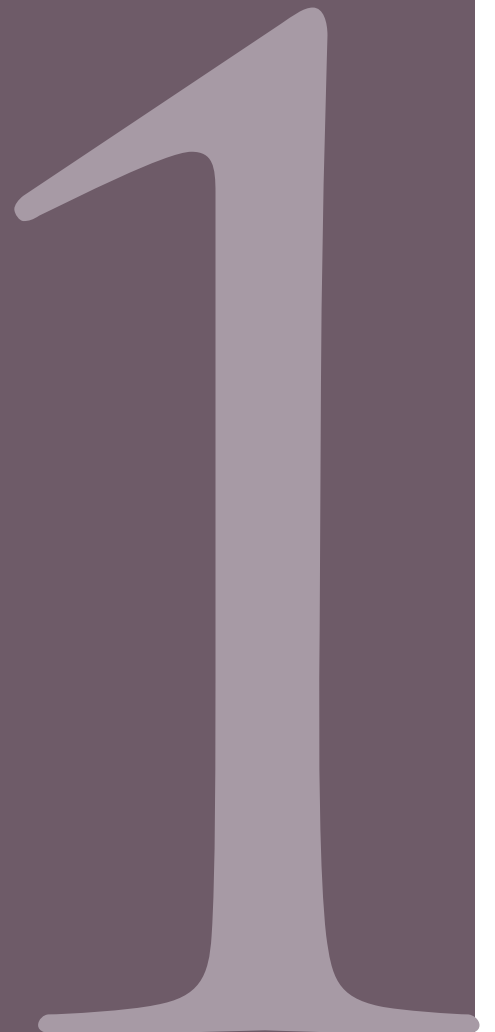
Performing Arts Centers

Performing arts centers have the potential to provide a community with a variety of benefits. These benefits include an increased awareness and appreciation of the Arts, cultural education, family and children activities, as well as, economic development. By providing activities and programs that can be enjoyed by all ages, as well as, income levels, performing arts centers provide cultural amenities that are celebrated within a community. In many communities, they are seen as a focal point for its members. Along with this, performing arts centers also provide a base for an area that attracts many visitors and patrons, which can have a positive impact on the economic vitality of an area.

Performing arts centers are typically a multi-use facility that offers areas for a range of activities. These activities may include music, theatrical, and dance performances, as well as lectures, seminars, meetings, and films. Creating spaces for a multitude of activity types allows performing arts centers to be versatile.

Chapter

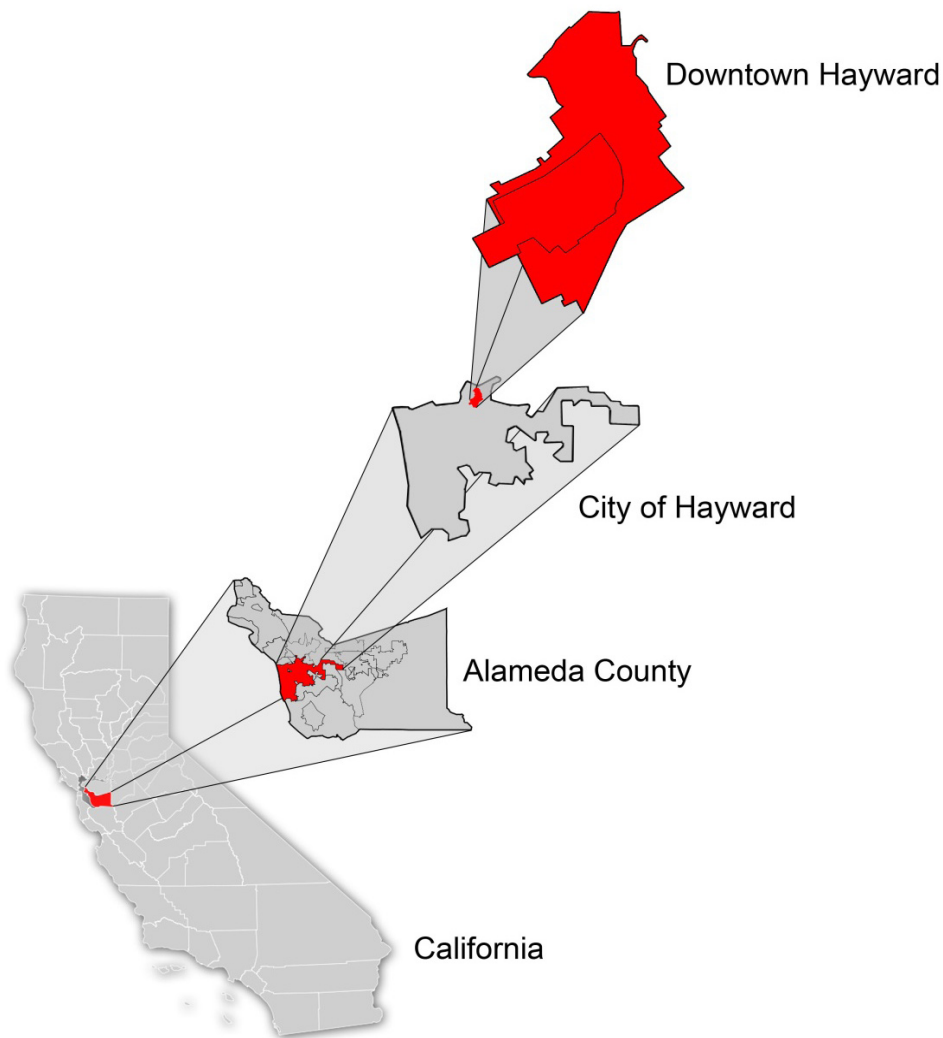
Background Information



Contextual Background

Hayward California is located in the central part of the San Francisco Bay Area in Alameda County. It has a population of about 144,000 people. Downtown Hayward is located at the northern end of the City and is comprised of approximately 302 acres, with a downtown core of approximately 102 acres (Figure 1.1)

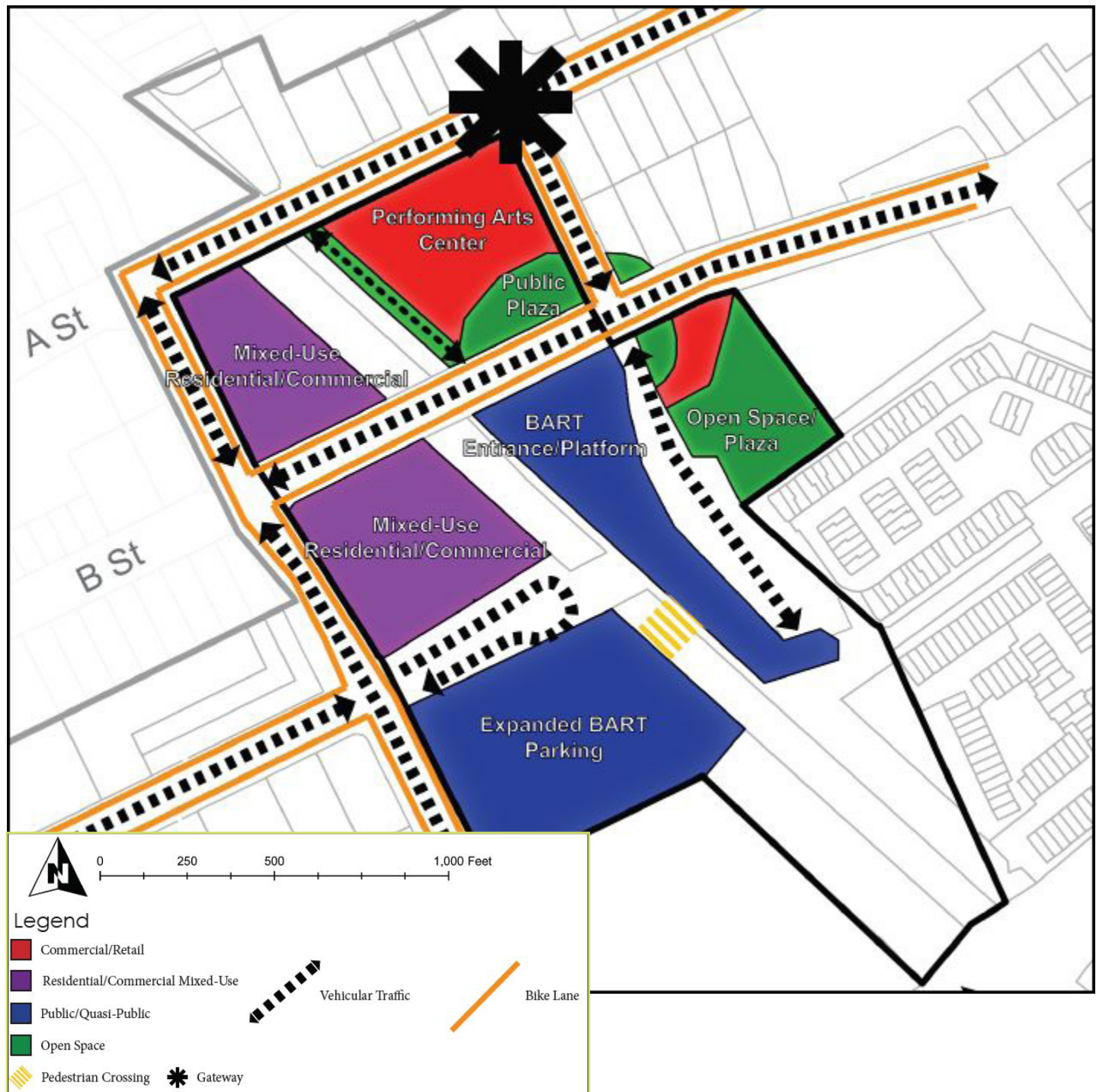
Figure 1.1 - City of Hayward Context Map



Source: Envision Downtown Hayward Plan, 2012

In the Envision Downtown Hayward plan, the Community Planning Lab class at California Polytechnic State University, three opportunity areas within the Downtown area were recognized and conceptual development plans were created through information gathered from community input, as well as assessed needs. The third opportunity area was the Hayward BART station and parts of the adjacent area. Acting upon input from the community members, a performing arts center was proposed in the opportunity area concept plan (Figure 1.2). For a more detailed discussion regarding the opportunity site, please refer to the Envision Downtown Hard Plan, 2012.

Figure 1.2 - Bart Station Opportunity Area Concept Proposal



Source: Envision Downtown Hayward



Figure 1.3-Aerial Photo of the Downtown Hayward Performing Arts Center Site

The Downtown Hayward Performing Arts Center is proposed to be located on B Street, in between the Hayward BART station and the Hayward City Hall. The site is on the south western end of Downtown Hayward and may serve as a gateway point to the area, please refer to Figure 1.3. The parcel is currently owned by the San Francisco Bay Area Rapid Transit District, and is designated for special purposes. It is currently undeveloped with the exception of storage and equipment. The nearest performing arts centers are the Douglas Morrison Theatre, which is approximately 1.5 miles away, and the Performing Arts Center at Chabot College, which is approximately 3 miles from the Downtown Hayward Performing Arts Center location. Due to the proximity of the two facilities, careful consideration must be given to the development of the Downtown Hayward Performing Arts Center in an effort to not compete with the surrounding facilities.

Performing Arts Centers in Proximity to Hayward

In order to gain a contextual understanding of the surrounding locations that are in proximity to Hayward, a map (Figure 1.4) and summary of the surrounding performing arts centers was conducted and is presented in the following section. The performing arts center descriptions and numbers correlate with Figure 1.4.

1. San Francisco War Memorial and Performing Arts Center

The San Francisco War Memorial and Performing Arts Center (SFWMPAC) is a landmark cultural institution that is comprised of 5 main facilities: the War Memorial Opera House, Louise M. Davies Symphony Hall, Herbst Theatre, The Green Room and Harold L. Zellerbach Rehearsal Hall. The SFWMPAC puts on performances from many of the Bay Area's prestigious art presenters which include the San Francisco Opera, Ballet, and Symphony. The San Francisco War Memorial and Performing Arts Center hosts a variety of concerts, performances, films, dinners, photography, and celebrations. (SFWMPAC, 2009).

2. Orpheum Theatre – San Francisco

The Orpheum Theatre is located in the Civic Center district of San Francisco and is recognized as a historical landmark. It has been renovated since its 1926 opening, allowing more space for Broadway shows. The Orpheum Theatre is owned by SHN (Shorenstein Hays Nederlander) which focuses on bringing a true Broadway experience to all of San Francisco. The Orpheum solely focuses now on Broadway shows, but in the past provided a mixture of art performances. The Orpheum Theatre allows those who live and are visiting San Francisco a true Broadway experience (SHN 2012).

3. Yerba Buena Center for the Arts

YBCA is a multidisciplinary arts center that is located in the heart of the Yerba Buena Cultural District in downtown San Francisco. YBCA aims to present art in new ways with its programs in performance, visual art, film and video, as well as to connect with the Downtown community. YBCA has two main facilities that hold a 12,000 square feet of gallery space, a 94-seat Screening Room, flexible performance/meeting space and a 750-seat Theater. YBCA serves as a platform for introducing all kinds of art that is representative of all (YBCA).

4. Rhythmix Cultural Works – Alameda

Rhythmix Cultural Works has a vision as being the cultural hub of Alameda by inspiring the community to engage in the arts. It provides a venue for dance, music, and theater performances by both local and visiting artists. It also provides after-school classes and summer programs in dance, music, and arts for children, as well as evening and weekend programs for adults. A key component of the center is diversity which is seen in the inclusion of regional and international arts. Rhythmix Cultural Works is also committed to the community in serving local artists, as well as being accessible to all members of the Alameda area. Rhythmix Cultural Works was established in 2007. The facility was a repurposed industrial building that includes an art gallery, a multi-purpose classroom, and a 150 seat performance space (Rhythmix Cultural Works 2011).

5. Livermore Valley Performing Arts Center

The Livermore Valley Performing Arts Center is a non-profit establishment. The facility includes two theaters and an arts center. The Bankhead Theater is a 500 seat theater and is used as a home for local performing arts organizations as well as performances from around the Bay Area. It also acts as a space for seminars, meetings, and public events. The Regional Theater is a 2,000 seat theater which is to be completed by 2014. This theater will offer Broadway touring shows, concerts, dance performances, lectures, seminars, meeting, conferences, and community events. The Bothwell Arts Center acts as an “arts incubator”. The space offers a rentable classroom, rehearsal, event, and studio rental space (Livermore Valley Performing Arts 2011).

6. Stanford Lively Arts

Stanford Lively Arts was established in 1969 at Stanford University in Palo Alto, California. This Performing Arts Center produces and presents music, theater, dance, spoken word, and multi-media events. Stanford Lively Arts does a wonderful job working with the community as well as the university, following their vision of a “sustained culture of creativity – one in which the arts integrate with the academic disciplines, flourish as a vital part of campus and community life, and inspire new perspectives on our lives and culture” (Stanford Lively Arts, 2012). The Stanford Bing Concert Hall is a 112,600 square foot performing arts center that seats 844 and is used by different campus organizations as well as the Palo Alto community. . It is used by Stanford campus organizations and the surrounding Palo Alto community. Along with the performing arts center, the Concert Hall also includes a lobby, green rooms, dressing rooms, spaces for master classes and rehearsals, receptions, pre-show events and offices for staff.

7. Center for the Performing Arts San Jose

The San Jose Center for the Performing Arts was designed by the Frank Lloyd Wright Foundation. The performing arts center is landmark for Downtown San Jose. This performing arts center holds a mixture of functions such as: concerts, lectures, symphony and ballet performances and musical theater, supported by full staging facilities, reception, box office, concessions, coat check for patrons, rehearsal rooms and an after-theater reception area, creating an experience to be remembered. The theater seats 2,665 along with 10 wheelchair seats, and an infrared system that allows anyone who is hearing-impaired to listen to audio. (SanJose.Com).

8. Fox Theater – Oakland

The Fox Theater in Oakland, California, is live music venue. The venue has the ability to hold a capacity of 1,500 to 2,800 people. It provides an area for concerts, large meetings, conventions, large receptions. It also includes a restaurant and a bar. The Fox Theater first opened in 1928 and was an iconic building at the time and was considered a “movie palace,” (The Fox Theater 2011). It was recently renovated and reopened in 2009 and hopes to serve as an anchor for the revitalization of the Uptown District in Oakland. The Fox Theater is located about a half of a block from the BART (The Fox Theater 2011).

9. Douglas Morrison Theatre

This theatre is owned and operated by the Hayward Area Recreation and Park District. The theatre holds 250 seats and is extremely valuable for the community of the entire Bay Area. The theatre is funded by property tax dollars and has an annual budget that consists of \$320,000, returning approximately \$240,000 in revenue from ticket sales, costume and equipment rentals. Additional revenue comes from donations to their Patron Program. “The mission of this theatre is to involve and enlighten the community through the experience of live theater.” (dmtonline.org, 2011).

10. Paramount Theatre of the Arts

Oakland’s Paramount Theatre is one of the finest remaining examples of Art Deco, designed by renowned San Francisco architect Timothy L. Pflueger and completed in late 1931. As one of the first Depression-era buildings, it is known for incorporating multiple artists styles into its architecture. It has been restored to honor its original style while incorporating new styles and standards as well, helping to serve all types of arts. The Paramount Theatre is the home of the Oakland East Bay Symphony and, as one of the San Francisco Bay Area’s premiere performing arts facilities. This theatre hosts many events annually that include music concerts, variety shows, theatre, and movies (Paramount Theatre of the Arts).

11. Cal Performances – University of California, Berkeley

Located on campus at the University of California, Berkeley, Cal Performances provides a setting for a wide range of events including concerts, dance, music, theatre, lectures, symposia, and seminars. Cal Performances presents, produces, and commissions both well-known and emerging artists. Cal Performances serves both students and the public by providing performances, education, and community programs. The facility includes five venues; Zellerbach Hall, Zellerbach Playhouse, Hertz Hall, Wheeler Hall, and the William Randolph Hearst Greek Theater. Cal Performances presents over 100 performances annually and serves around 300,000 patrons (Cal Performances 2012).

12. Berkeley Repertory Theatre

The Berkeley Repertory Theatre is a nonprofit organization that was established in 1968. It has an annual audience of 180,000 people, and serves 20,000 students. It has two stages and a school, and has also won a Tony Award for Outstanding Regional Theatre. It provides a space for performances, presentations, meetings, lectures, small parties, meetings, and rehearsals. The Berkeley Repertory Theatre premieres new plays, and in the last five years has helped to send five shows to Broadway (Berkeley Repertory Theatre).

13. Chabot College PAC

Chabot College's Performing Arts Center opened in 1967 and holds 1,432 seats and is available for multiple performances, corporate meetings, fundraising, and conferences. The performing arts center has many features that bring quality performances to the Bay, these features include: a professional quality stage lighting and sound system, video projection, dressing/make-up rooms, backstage video and audio monitoring, green room, box office and a professional support staff. As well as this large theatre, there is another theater called the Little Theater, which is a 200 seat capacity intimate viewing space perfect for meetings, movies and other smaller scaled productions (Chabot College, 2010).

INSERT PAC MAP
FIGURE 1.4

Chapter

Case Studies



Case Studies

Looking closely at other projects in a Case Study Analysis allows us to foster a deeper understanding of how performing arts centers operate and what makes them successful. Analyzing the structure of the organizations, as well as the types of activities they provide the community, overall benefits that are recognized, and funding mechanisms help to provide a better context of the development and implementation of performing arts centers as a whole. Four performing arts centers were selected for thorough exploration which included the Livermore Valley Performing Arts Center, Rhythmix Cultural Works, Yerba Buena Center for the Arts, and the Performing Arts Center, San Luis Obispo. All of these establishments have been successful in their communities. Each performing arts center has a unique aspect that is relatable to Hayward, which is why they were chosen. The information gathered was then used to construct benefits and challenges in relation to placing a performing arts center in Downtown Hayward. The following information is a summary and take away points from each of the case studies that were conducted. For a more in-depth discussion please refer to the Appendix section of this report.



Livermore Valley Performing Arts Center



Summary of Livermore Valley Performing Arts Center

The Livermore Valley Performing Arts Center is not-for-profit facility located in the City of Livermore, California. The facility consists of the 500 seat Bankhead Theater, the Bothwell Arts Center, and the 2,000 seat Regional Theater. The Livermore Valley Performing Arts Center was a product of the city's downtown redevelopment effort as an attempt to increase vitality in the area. The idea of a Performing Arts Center in the area was first assessed in 1998. Construction of the Bankhead Theater was finished in 2005, and the Regional Theater is scheduled to be completed by 2014. Information from the Livermore Valley Performing Arts Center is relevant for a study for Downtown Hayward due to its proximity to the Hayward area, as well as its important role in the redevelopment of Downtown Livermore.

Summary of Phone Interview with L. Alexander

What types of activities and events do you provide?

- Full range of activities
- Resident companies, local groups, national groups, and international groups
- 180 events per year

Are there any events that happen annually?

- Resident companies do seasons – symphony orchestra 4 times a year, opera 2 times a year

How do you think the community has benefitted from having a performing arts center?

- Since LVPAC opened, 2 dozen new restaurants opened downtown – money goes back to the community
- 1.2 million dollars worth of ticket sales, and %75 goes back to resident companies
- The LVPAC has had a 3 million in economic impact

Do you work with any other entities in the community?

- The LVPAC partners with local downtown merchants, the Chamber of Commerce, and Wine Growers

How was the land acquired?

- By city as part of redevelopment effort, which was then given to performing arts center

Where does the funding for the performing arts center come from?

- Through a combination of ticket revenue and private fundraising
- Private fundraising accounts for around 60% of revenue

What is your revenue vs. cost annually?

- For 2009 – revenue \$6,807,813 cost \$3,831,759 (taken from annual nonprofit report)

What does your staff consist of? (volunteers, interns, paid positions)

- 12 full time staff members, 30 part time staff members, and 300 volunteers

What have the challenges been in keeping the facility running?

- Contributions are down
- They have not raised ticket prices or rents
- Spending more reserves

What recommendations would you give a starting up Performing Arts Center? What would make it run successfully?

- Very carefully understand community and interests -
- Ask if there is a unique existing arts organizations needing a place to perform?
- Acknowledge competition and existing facilities

Take away points from this analysis

By providing the community with a place to enjoy the arts, as well as partake in the arts by providing a space for artists to work, the Livermore Valley Performing Arts Center has succeeded in providing the community members with an art experience. As part of the redevelopment efforts of the City of Livermore, the Livermore Valley Performing Arts Center has not only flourished, but has increased economic vitality within the Downtown area, as shown by the overall economic impact and the many new restaurants and shops that have emerged in the area after the Center was established. The Livermore Valley Performing Arts Center was able to be successful because its founders understood the community's interests and recognized that there were a number of artists and artists organizations that needed a place to perform in the area.

Rhythmix Cultural Works



Summary of Rhythmix Cultural Works

Rhythmix Cultural Works is a non-profit community based arts center that is located in Alameda, California. The organization began as a world music ensemble and cultural exchange program in 1999. In 2007, Rhythmix Cultural Works opened the doors to its home facility and provides a venue for both regional and international arts. It is recognized in its role of bringing arts experience and economic vitality to the community. The organization seeks to increase cultural awareness through experience of the arts, as well as providing artists with a space to develop and present their work. Rhythmix Cultural Works has also enhanced the efforts of the City of Alameda in revitalizing the area. Rhythmix Cultural Works is important to delve deeper into understanding because of its proximity to Hayward, as well as its programming that mirrors what the community members of Hayward stated that they would like to see.

Summary of Phone Interview with J. Koike

What types of activities and events do you provide?

- Performances of music, theater, dance, comedy, world music to classical music
- Classes in Zumba, belly dancing, art chorus, drumming, marimba, and more
- Cultural arts and gallery that has a new show every 2 months
- Wednesday nights art jam – people come and bring art to work on
- Performance art bingo once a month, popular event

Are there any events that happen annually?

- Gallery does “many masters” in November and December every year
- Annual student show
- Summer camps

How do you think the community has benefitted from having a performing arts center?

- It has been said that [Rhythmix] is “bringing fun back to Alameda”
- Experience high quality art close to home

Do you work with any other entities in the community?

- Boys and Girls Club, Girls Inc, Unified School District, and other businesses

How was the land acquired?

- Private, bought it

Where does the funding for the performing arts center come from?

- Events, foundations, and individuals

What is your revenue vs. cost annually? If there is a deficit in the amount made, how is this made up?

- Still in the deficit, rely on donations

What does your staff consist of? (volunteers, interns, paid positions)

- 2 full time positions, 2 part time positions, the rest are volunteers

What have the challenges been in keeping the facility running?

- Everyone needs to realize the importance of the arts

What recommendations would you give a starting up Performing Arts Center? What would make it run successfully?

- Work with a small community to build and start relationships with the community
- Continue to outreach and partner with the community

Take away points and from this analysis

Rhythmix Cultural Works has been able to be successful in being the “cultural hub of Alameda,” do to its vast array of programming and events that the organization holds. Also, by providing the community with many different classes and choices, Rhythmix Cultural Works is able to engage the community in the arts to a higher extent. Relying on donations is a major form of funding for the organization, and time must be spent in ensuring that funds are being contributed in order to allow Rhythmix Cultural Works to be able to continue to be successful.

Performing Arts Center, San Luis Obispo



Summary of Performing Arts Center (PAC), San Luis Obispo

The Performing Arts Center (PAC) of San Luis Obispo is a state of the art performance facility located on California Polytechnic State University's campus. This facility opened in September of 1996 and has two main venues. The Christopher Cohan Center includes a 1,289 seat Sidney Harman Hall, a 180 seat Philips Hall classroom, and a Pavilion that is used for multiple purposes and can hold up to 400 people. Another part of the PAC is the Alex and Faye Spanos Theatre that holds 498 seats. The PAC is a world class Performing Arts Center that attracts people from all over for the range of shows it offers. The PAC is part of a partnership with the City of San Luis Obispo, Cal Poly State University and the Foundation for the Performing Arts Center. This is a very unique partnership in that there are not many Performing Arts Centers that have partnerships that have three partners involved. The community had a strong influence in what Cal Poly and the City of San Luis Obispo chose to do with the undeveloped site, many wanted an Arts Center that they could attend a variety of shows, and Cal Poly and the City looked at this project as a great opportunity. The PAC offers a unique opportunity for the City of Hayward to get involved with the Cal State East Bay and works together in the development of a successful Program list that works together with the Universities performances and Chabot Community College. The PAC shows how to be successful even in this tough economy and how to attract large audiences.

Summary of Phone Interview with R. Regier

What types of activities and events do you provide?

- A variety are held, plays, speakers, dance, music, student events, etc. are held. Cal Poly Arts is in charge of activities and events.

Are there any events that happen annually?

- The Nutcracker, WOW week, conferences and other Cal Poly priority dates that the programming department books.

How do you think the community has benefitted from having a performing arts center?

- The University really has had a huge benefit, calling it the “Front Porch”, welcoming visitors
- Students are able to perform, work, do projects, get a full hands on experience
- Helps to create more of an identity, image, and also helps boosts the local economy

Do you work with any other entities in the community?

- The City of San Luis Obispo, Cal Poly, Foundation for the Performing Arts Center (FPAC), donors, and ticket holders.

How was the land acquired?

- It was owned by Cal Poly, by forming a partnership with the City of San Luis Obispo along with the Foundation they developed the Performing Arts.

Where does the funding for the performing arts center come from?

- Comes from the Foundation, Endowment Fund, Grants, the City of San Luis Obispo, sponsors, etc., and Cal Poly

What is your revenue vs. cost annually? If there is a deficit in the amount made, how is his made up?

- Revenues have gone down a bit, but we have budgeted for this. Mostly earn revenue from rentals and fees.

What does your staff consist of? (volunteers, interns, paid positions)

- 14 Full time employees and 250 Part-time
- Consists of a mixture of volunteer, paid and internships from the university.

What have the challenges been in keeping the facility running?

- Tickets sales have dropped a bit, fewer groups and attendants, but will pick up again soon.

What recommendations would you give a starting up Performing Arts Center? What would make it run successfully?

- Staying neutral in the programming and funding can help the focus stay where it is needed.
- Programming involves taking risks
- Provide a sinking fund, which is a savings account for future changes/updates/repairs

Take away points from this analysis

What has really made the Performing Arts Center of San Luis Obispo successful is their unique partnership between Cal Poly and the City of San Luis Obispo. Without the University, the PAC would not exist. By being affiliated with Cal Poly, it has helped attract many arts groups and visitors that live outside of San Luis Obispo to come and see shows. Another aspect that has helped to make the PAC successful is by having the Foundation and the University handle different parts of operation. It has allowed each group to focus on a successful outcome and to devote complete focus to each specific part of operation. The community has really had an incredible role in supporting and speaking up about what they would like to see in their Performing Arts Center. The PAC is such an iconic, innovative, and special facility that should be looked at as a remarkable example for all future performing arts centers. The City of Hayward can take away some great ideas for types of partnerships and operations that help make the financial aspect well thought out.

Yerba Buena Center for the Arts



Summary of Yerba Buena Center for the Arts

Yerba Buena Center for the Arts (YBCA) is located in San Francisco, California. This Performing Arts Center is a multi-disciplinary arts center that is incorporated in the heart of the cultural district in Downtown San Francisco. The YBCA offers a variety of programs that support the arts which include: visual art, film and video. It is comprised of two buildings that are landmarks for Downtown San Francisco. These building hold a 12,000 sq. ft of gallery space, a 750 seat theater, a 94 seat screening room, and a flexible meeting and performance space. This facility was chosen for a case study due to the large culturally diverse community of San Francisco, as well as offering a variety of programs that have really brought excitement to the Downtown Community. Hayward can look at this Center for the Arts as an example on how to properly set up a schedule of events as well as incorporating the entire cultural community, not just targeting the elite art community.

Summary of Phone Interview with Yerba Buena Associate

What types of activities and events do you provide?

- There are a whole range of activities and events
- Everything from dances, plays, speakers, film screens, and galleries, etc.

Are there any events that happen annually?

- Holiday time there are multiple Ballets (Nutcracker), ODC Dance performances, etc.

How do you think the community has benefitted from having a performing arts center?

- Yes, definitely brings in many local groups
- Offers a center for different parts of the community to rent out the facility.
- Also, the community has gained economically, bringing in business to local restaurants, parking, etc.

Do you work with any other entities in the community?

- Jazz Groups, ODC, other local performance groups

How was the land acquired?

- Through the City of San Francisco's Redevelopment Agency

Where does the funding for the performing arts center come from?

- Different places, this is a non-profit, mainly grants and the a portion from the City.

What is your revenue vs. cost annually? If there is a deficit in the amount made, how is his made up?

- The total revenue for 2009-2010 was roughly \$17.6 million, while total expenses were \$16.4 million. (Taken from the 2009-2010 Annual Report)
- This information is public, annual reports show they are even, but a more detailed report is available online.

What does your staff consist of? (volunteers, interns, paid positions)

- Administrative, internships, production, Local B-18 (unions), volunteers. Both paid and volunteer positions.

What recommendations would you give a starting up Performing Arts Center? What would make it run successfully?

- Make as many connections as possible and having support from your community.

Take away points from this analysis

Yerba Buena Center for the Arts is a successful Performing Arts Center that is unique in many aspects. It pays close attention to the diverse artists community of San Francisco and values presenting new contemporary art that challenges assumptions made. They are committed to innovation and presenting art in new ways, presenting all forms of art. This engages the audiences in the full experience at YBCA that transforms their experience and impacts them greatly. In Downtown Hayward, they can focus on the diverse community while introducing the large amount of mural artists. By focusing on Hayward's unique and diverse population, they can create their identity through their experienced artists.

Benefits and Challenges

BENEFITS

Connection with the University

The proximity of Cal State University, East Bay, has the potential to foster a strong connection between the student and faculty population to the Downtown Hayward Performing Arts Center. California Polytechnic State University's Performing Arts Center was made possible due to the connection between the City of San Luis Obispo and the University. This unique partnership has allowed the state of the art facility to be successful.

Artist Community

Recognizing the artist community within Hayward is essential in gaining support for a performing arts center. Community involvement and outreach are vital to making and keeping a performing arts center alive. In many cases it is the community members that provide much needed funding and initial support to make a performing arts center possible.

Creating an Identity

Hayward has the potential to connect with its diverse population through a variety of artistic expressions. Through this, Hayward can introduce their true cultural identity as a community. The opportunity to create an identity will aid in attracting new visitors to explore what Hayward has to offer.

Youth Population

Creating programming that caters to the youth will provide children with opportunities to explore and appreciate the arts, while expressing themselves. Summer camps and after school programs allow children to take part in activities that will have a positive influence in their lives and within the community as a whole.

Proximity to BART

Downtown Hayward's proximity to the Hayward BART station will help to bring visitors to the area. Accessibility is a key component in the success of many establishments.

Economic Base

Placing a performing arts center in Downtown Hayward will have a positive economic affect on local businesses, such as restaurants, shops, and hotels. The Downtown Hayward Performing Arts Center provides a base in bringing people to the area. In the Case Study Analysis, all four case studies have proven to create a positive economic impact within their communities.

Creation of Jobs

A performing arts center will create opportunities for employment, as well as internships and volunteer positions. Job creation has a positive effect on the community, and also has the potential to bring more visitors and residents into Downtown Hayward.

CHALLENGES

Construction Costs

The initial start-up costs of building a performing arts center tend to be high. Finding large amounts of funding mechanisms will be difficult, especially with the economy in a recession.

Operating Costs

Funding a performing arts center can be difficult to determine on a yearly basis, due to donor fluctuations and readily available support. Ticket sales and rental fees only make a marginal amount of profit in comparison to the overall operating costs. A strong donor foundation and volunteer program will be needed to keep the performing arts center running.

Land Acquisition

Currently, the land is owned by San Francisco Bay Area Rapid Transit District and is located near the BART station. Though the land is currently unused, the transferring of ownership of land may be expensive, unless the City of Hayward can come to an agreement with San Francisco Bay Area Rapid Transit District to give the land to the City or allow for the development of the performing arts center on the land for a less than market rate cost.

Chapter

**Downtown Hayward
Performing Arts Center**



Vision

The Downtown Hayward Performing Arts Center will be an integrated community facility that will showcase both local and regional art. The Performing Arts Center will be a dynamic fusion of art and innovation that will serve as a viable economic base in the Downtown. The Performing Arts Center will also offer flexible gathering spaces for conferences, meetings, and other community events. It will enhance the public's enjoyment of the arts and supports community growth and connectedness.

Goals

- Create a space that can be used for a variety of art forms including art, dance, theater, film and other performance types.
- Provide local artists with a venue in which they can showcase their art in all forms.
- Establish a stronger connection with the community as a whole by offering events that can be enjoyed by all.
- Take advantage of the location of the site by creating an identifiable facility that is recognizable by the entire Bay Area.
- Enhance economic activity by encouraging visitors to dine, shop, and stay in Downtown Hayward.
- The Performing Arts Center should be an iconic building that will attract attention and sparks interest in the Downtown area, bringing visitors in.

Policies for Development

The following policies will help guide development of the Downtown Hayward Performing Arts Center and establish a strong connection with the community. The following policies were developed from information that was gathered and analyzed in the case studies. The case studies aided in determining what makes a performing arts center successful, which is useful for the development of the Downtown Hayward Performing Arts Center. By encouraging communication among all members and entities within the community, it allows all members to give valuable feedback and help through the phases of development. These policies will guide the implementation of the Performing Arts Center in Downtown Hayward.

1.1 Establish a strong connection between CSU East Bay and the City of Hayward in order to encourage use of the facility and collaborative programming among the two.

1.2 The facility will hold a medium sized, 500-750 seat theater that will accommodate film, dance, theater, music, and other performance types. A large lobby will offer a flexible gathering space for other community events. Along with this, smaller multi-purpose rooms will offer space that can be used for meetings, conferences, conventions, and lectures. Due to the fact that Chabot College Performing Arts Center is a larger performance facility with approximately 1,200 seats, smaller programs will be best suited for Downtown Haywards Performing Arts Center to not compete with Chabot College's facility.

1.3 Programming and facility use should take the Chabot College Performing Arts Center schedule and programming options into consideration in order to not compete with the facility.

1.4 The City of Hayward should work with San Francisco Bay Area Rapid Transit District to negotiate a settlement for the land and development of the facility.

1.5 The City should create a strong community connection to the Performing Arts Center by voicing its development, in order to establish a wide range of donors among the community members.

1.6 Development should plan for an iconic building that will attract attention and sparks interest in the Downtown area, bringing visitors in.

1.7 Development should be done in multiple phases. By phasing out the project it allows the general public to watch the project progress and encouraging donors to come forward.

1.8 Proper sound barriers should be installed in order to provide the facility with maximum performance capability. Using a combination of landscaping as well as effective insulation and construction materials this can be achieved.

Chapter

Recommendations

4

Recommendations for Programming

The programming that is provided should engage in a wide array of artistic expressions that can be enjoyed by all. Dance, film, theater, and music performances from a variety of different backgrounds should be offered in order to compliment the diverse culture that is present in Hayward. Both local, and regional performers should be encouraged to showcase their artistic talents. The Downtown Hayward Performing Arts Center can provide a wide variety of classes in various forms of art in order to include more community members, and also provide a possible source of funding. This will also target the youth population within the community by providing after school programs, weekend programs, and summer classes. The following recommendations for programming were developed for the Downtown Hayward Performing Arts Center from information gathered from research and the case studies.

Classes

Educational classes in various arts programs, including but not limited to art, dance, music, and theater, will provide various members of the community with cultural amenities and enhanced appreciation of the arts as a whole.

Seasonal Activities

By providing seasonal programming options, the Performing Arts Center can gather a larger and more reliable audience base. Seasonal activities may include holiday themed performances, various art classes or camps that are held annually, and quarterly events.

Youth Engagement

The children and youth within the community can benefit by being offered a variety of programming activities. These activities may include classes in art, dance, and other performance types. These youth activities may also work in conjunction with after school programs, weekend programs, and summer camps for the arts.

Family Activities

Along with including activities for the youth, providing family programming facilitates an inclusive atmosphere for many members within the community. Family activities may include family oriented shows, activities, and classes.

Community Theater

Theater performances can showcase the local artists, and art groups. This will also create a strong community tie to the Performing Arts Center as well as an increased cultural identity. Preference should be given to local organizations in the programming schedule.

CSU East Bay and Chabot College

Working with the students, faculty, and school programs at Cal State East Bay and Chabot College will help to involve more of the community members, while also increasing usage of the facility. It will also provide more of a link between the University members and Downtown Hayward.

Funding Mechanisms

The largest hurdle for many communities in attaining a performing arts center is funding the project, both during the construction phase and for the day-to-day operations. There are options available that help to ease the financial burden of a performing arts center including incentives, grants, and the way the facility is staffed. All of these are addressed in the following discussion, as well as a simplified operational budget and a simplified construction cost analysis.

INCENTIVES

There are many incentive options that are available for the funding of Performing Arts Centers, the largest of which being through tax deductions and incentives as a nonprofit organization. Incentive options may also be made available to the community in an effort to receive donations, contributions, and support. This is a common way in which many performing arts centers receive most of their funding, as discussed in the case studies proceeding this chapter.

Nonprofit Organizations

Many performing arts centers are nonprofit, 501(c)(3), organizations. Obtaining a nonprofit organization status is highly recommended for a Performing Arts Center in Downtown Hayward. Nonprofit organizations are tax-exempt and are also able to receive contributions that are tax deductible from people, businesses, or other organizations. This factor gives people and groups within the community an incentive to offer charitable donations, thus increasing the funding available for the Performing Arts Center.

According to the Internal Revenue Service, 501(c)(3) organizations “must be organized and operated exclusively for exempt purposes,” (Internal Revenue Service, 2012). Exempt purposes include those that are “charitable, religious, educational, scientific, literary, testing for public safety, fostering national or international amateur sports competition, and preventing cruelty to children or animals,” (Internal Revenue Service, 2012). A nonprofit Performing Arts Center would fall under categories that are considered exempt, including charitable, being that it would advance education and benefit the community as a whole. Along with this, nonprofit organizations must not be benefitting a private good or private interest of any sort.

Donors and Donations

The tax write-off incentive makes contributing to the Performing Arts Center both feasible and appealing for members of the community. It is necessary for the Performing Arts Center organization to foster a strong community relationship in order to garner support for funds, and cater to the community’s needs. This initiative is exemplified in many case studies, in which most performing arts centers receive donations of various amounts for both the construction of the facility itself, as well as the year to year operational budget.

There are various ways that people and organizations typically donate to the performing arts center. Donors may contribute a certain amount of money on either a one time, monthly, yearly, or other incremental amount of time basis. This money may be used as part of the performing arts center's general fund, or the donor may make stipulation as to what the money can be used for, which would then be honored by the performing arts center organization. Many performing arts center organizations also create categorical donation amounts, in which a certain amount of money must be donated to be considered part of each donation level. The donation levels increase incrementally with the amount of the donation. With this, often times the members of each level may receive certain benefits. These benefits may include recognition, discounted tickets, priority seating, and many other advantages. Another common way in which donors make a contribution to a performing arts center is by sponsoring the construction or maintenance of certain areas or aspects of the facility. Features of the performing arts center that are typically sponsored include the theater or theaters, the lobby, meeting and convention rooms, seats, and specialty equipment that will be used by the performing arts center, as the case with the pipe organ at the Performing Arts Center in San Luis Obispo. Donors who wish to do this typically receive recognition of their contribution.

GRANTS

Funding for Performing Arts Centers comes from a combination of sources; grants are just one part of the financial contributions needed to sustain any Performing Arts Center. The acquisition of grants was also exemplified in various case studies as a large funding source for many other performing arts centers. Downtown Hayward should apply for multiple grants to help with the expenses. Below are a few grants that are available to help support the arts and education of the arts. By offering many education classes to the community, the Downtown Hayward Performing Arts Center can be eligible for multiple types of grants. These grants were taken directly from the County Superintendents Arts Initiative: Reinventing Arts Education in California, and are available for performing arts centers. The Downtown Hayward Performing Arts Center should look into these grants or similar ones to help fund and support the Performing Arts Center.

Matching Grants

Companies challenge other companies or businesses, saying that they will match what another company donates in order to raise funds. This is incentive for companies to come together, allowing them to be recognized for their contribution, while also doubling what the Performing Arts Center would have received without the match.

American Express Cultural Heritage Grants

American Express offers support for the arts through their Cultural Heritage Grants. Funding for the arts is available in two areas: direct support for important cultural institutions and major projects in the visual and performing arts that are representative of national, regional, and local cultures, and access to the arts and assistance to organizations in developing new audiences. Past grants are summarized and the information for application is on the site (County Superintendents Arts Initiative).

American Orff-Schulwerk Association Grants

The American Orff-Schulwerk Association is a professional organization of music and movement educators dedicated to the creative teaching approach developed by Carl Orff and Gunild Keetman. Orff Schulwerk offers a variety of funding for training, instruments, or creative projects in educational settings. You must be a member to download grant applications. The organization membership form is also available online (County Superintendents Arts Initiative).

AT&T Grants

AT&T Foundation funds are targeted toward specific projects. The Arts & Culture Program supports innovative artistic projects by nationally and internationally recognized arts and cultural institutions. Previous grant winners are listed as are application procedures for grants with local and national scope. An online resource for grant seekers is on the site (County Superintendents Arts Initiative).

Bank of America Grants

The Bank of America Foundation considers the arts a crucial ingredient in the economic and cultural development of a community, and supports arts education, arts organizations, and programs that address audience growth and accessibility in the visual and performing arts. The site includes guidelines and grant applications (County Superintendents Arts Initiative).

Ben & Jerry's Foundation Grants

The Ben & Jerry's Foundation is a nonprofit, charitable foundation, established in 1985 through a donation of stock from Ben & Jerry's Homemade, Inc. The Ben & Jerry's Foundation doesn't prioritize any particular issue area for funding, they do focus on the types of activities and strategies an organization uses for creating social change in any number of areas. Ben & Jerry's does support programs and projects that are examples of creative problem solving. A guideline of previous grant winners and application information is available on the site (County Superintendents Arts Initiative).

Children's Music Workshop Grant Resources

The Children's Music Workshop Grant Center includes category links to federal, regionally specific, and private grant sources for the arts. Some sites contain guides to writing grants and helpful hints. There is also a selection of fundraising ideas and instrument donation sites for music (County Superintendents Arts Initiative).

Chinese Historical and Cultural Project

A nonprofit organization founded in 1987 to promote and preserve Chinese American history and culture. The site provides a wealth of information and links. The organization sponsors small grants to schools and nonprofit organizations. The grant application can be completed through an online form or printed and submitted by mail. The mission of the HELP program is to encourage cultural diversity education in Santa Clara County, California (County Superintendents Arts Initiative).

Funding Sources on the Internet

Fundsnet Online Services is a privately owned Web site created for the purpose of providing nonprofit organizations, colleges, and universities with information on financial resources available on the Internet. This site includes links to arts and education grants, as well as resources for fundraising and grant writing (County Superintendents Arts Initiative).

Humanities Grants

Humanities Focus Grants and National Education Projects Grants go to schools, colleges, universities, libraries, museums, and other cultural institutions to improve formal humanities education in the United States from kindergarten through college and university. Grants opportunities include professional development and educational projects. This site offers links to specific grants with applications and updated deadlines (County Superintendents Arts Initiative).

STAFFING OPTIONS

In an attempt to reduce operational costs, and keep ticket and rental prices at an affordable rate, many performing arts centers have a large volunteer based program. In all of the performing arts centers that were analyzed as case studies, volunteers were used as a staffing resource. Volunteer programs also engage the community by allowing members to be a part of performing arts center. Community involvement will, in turn, increase the support for the performing arts center throughout the community. It fosters strong cultural ties to the facility. It also allows for students to explore and experience the professional world of the arts. Internships should be offered for local students from CSU East Bay and Chabot College, and other students from local schools as well. A full-time paid staff should accompany the volunteer staff in order to ensure a stable operational facility.

COST ANALYSIS

In order to understand the operational costs of Performing Arts Centers, many non-profit organizations annual reports were analyzed in order to perform an operational cost analysis. The common revenues and common expenses were evident in these cases and an average percentile breakdown per item is displayed in table 4.1.

Table 4.1 - Common Operational Budget Breakdown

Common Operational Budget Breakdown	
Common Revenues	Typical Percentage of Budget
<i>Contributions/City of Hayward Support</i>	70%
<i>Ticket Sales/Program Services</i>	5%
<i>Rentals</i>	20%
<i>Other Income</i>	5%
Total:	100%
Common Expenses	
<i>Performing Arts</i>	15%
<i>Visual Arts</i>	25%
<i>Film/Video</i>	5%
<i>Community Outreach</i>	7%
<i>Educational Programs</i>	15%
<i>General Operations</i>	10%
<i>Fundraising</i>	7%
<i>Benefits for Members</i>	1%
<i>Salaries/Compensation</i>	15%
Total:	100%

Source: YBCA Annual Report, 2009-2012 and Livermore Valley Performing Arts Center Annual Report, 2010

In the table 4.2, the average construction costs for a mid-range, medium-sized facility is broken down into the suggested uses for the Downtown Hayward Performing Arts Center. The suggested square footage for the facility is roughly 20,000 sq. ft., not including parking requirements. A \$350-\$500 per square foot range was chosen based on standards for other mid-range Performing Arts Centers (Civic Center Group, 2006). Costs are also shown for larger facilities ranging from 25,000-50,000 square foot, should the City of Hayward decide to adopt a larger facility.

Table 4.2 - Square Footage Costs

Square Footage Costs			
Use	Sq. Footage	\$350/Sq.Ft.	\$500/Sq.Ft.
<i>Lobby/Flexible Use Area</i>	2,500	\$875,000	\$1,250,000
<i>Theater</i>	10,000	\$3,500,000	\$5,000,000
<i>Convention Center</i>	3,000	\$1,050,000	\$1,500,000
<i>Classrooms</i>	3,000	\$1,050,000	\$1,500,000
<i>Other</i>	1,500	\$525,000	\$750,000
Total:	20,000	\$7,000,000	\$10,000,000
For Larger Facilities	25,000	\$8,750,000	\$12,500,000
	30,000	\$10,500,000	\$15,000,000
	50,000	\$17,500,000	\$25,000,000

Source: Civic Center Group, 2006

Conclusion

This study aimed to provide recommendations that can be used to successfully implement a performing arts center in Downtown Hayward. Through an indepth case study analysis and a study of the surrounding performing arts center locations, recommendations for both the development and programming of a performing arts center were made.

The policies for development include developing an iconic facility with a medium sized theater to accomodate performances, a large lobby to provide flexible gathering space, and smaller multi-purpose rooms that can be used for educational classes, lectures, meetings, and conventions. It is also recommended that the facility be developed in phases. The policies also include non-facility related recommendations including establishing a strong connection and communicative relationship with CSU East Bay and Chabot College, and a negotiation settlement for acquisition of the land with San Francisco Bay Area Rapid Transit.

The recommendations for programming that were created from information that was researched and gathered in the case study analysis include providing educational classes for both the youth populations and adults, establishing seasonal activities that happen annually, providing family activities, focusing on community theater with an emphasis on local arts groups, and working with students, faculty, and school programs at CSU East Bay and Chabot College.

Financial impediments create the largest barrier in the development of the Downtown Hayward Performing Arts. To address this, funding mechanisms and financials options were discussed. These funding mechanisms and recommendations include using incentives, such as becoming a nonprofit organization and reaching out to the community for donations and donor programs, acquiring various grants, and instilling volunteers in congruence with a full time members as a staffing option.

Though the development of a performing arts center in Downtown Hayward may be a challenge, it should be viewed more as a potentially beneficial and valuable component of Downtown Hayward. It will not only enhance the Downtown community as a whole, it will also provide the community members with entertainment options and increase the cultural identity within Hayward.

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Appendix

Contents

1. PHONE INTERVIEW QUESTIONS
2. CASE STUDIES

Phone Interview Questions:

The following questions were asked during personal phone interviews with members of the performing arts centers that were a part of the case studies. For a summary of the responses given by the interviewed individuals, please refer to each case study, located in Chapter 2 - Case Studies.

What types of activities and events do you provide?

Are there any events that happen annually?

How do you think the community has benefitted from having a performing arts center?

Do you work with any other entities in the community?

How was the land acquired?

Where does the funding for the performing arts center come from?

What is your revenue vs. cost annually? If there is a deficit in the amount made, how is this made up?

What does your staff consist of? (volunteers, interns, paid positions)

What have the challenges been in keeping the facility running? (especially in this economy)

What recommendations would you give a starting up Performing Arts Center? What would make it run successfully?

Case Studies

LIVERMORE VALLEY PERFORMING ARTS CENTER



Analysis of the Livermore Valley Performing Arts Center

The Livermore Valley Performing Arts Center is not-for-profit facility located in the City of Livermore, California. The facility consists of the 500 seat Bankhead Theater, the Bothwell Arts Center, and the 2,000 seat Regional Theater. The Livermore Valley Performing Arts Center was a product of the city's downtown redevelopment effort as an attempt to increase vitality in the area. The idea of a Performing Arts Center in the area was first assessed in 1998. Construction of the Bankhead Theater was finished in 2005, and the Regional Theater is scheduled to be completed by 2014. Information from the Livermore Valley Performing Arts Center is relevant for a study for Downtown Hayward due to its proximity to the Hayward area, as well as its important role in the redevelopment of Downtown Livermore.

Physical Characteristics

The Livermore Valley Performing Arts Center consists of three main venues. The Bankhead Theater is a 507 seat community theater that hosts mostly local performing art groups. Occasionally regional events and nationally recognized artists also present their performances here. The state-of-the-art facility has a full stage that is able to be utilized for theater, music, dance, lectures, conferences, and other civic events.

The Regional Theater is planned to be completed in the year 2014. It will be a 2,000 seat theater that aims at bringing national and international performances, including Broadway performances, to the area. The Bothwell Arts Center is an extension of the Livermore Valley Performing Arts Center in that it provides art incubators to the area. It provides affordable rental space that may be used for rehearsals, performances, classrooms, as well as rentable studio space for artists. The spaces that are rentable include a 30 foot by 40 foot room with a full stage set up and approximately 66 seats, a 72 foot by 48 foot multi-purpose room, a 24 foot by 48 foot room, a 20 foot by 18 foot arts classroom, a lobby that can be used for meetings, visual artists studio space, and a kitchen. The Bothwell Arts Center has also recently opened another site, the Downtown Arts Studio, which was a renovated abandoned liquor store. This site provides 16 working studios for artists. Two-thirds of this space is used for open, dedicated studio space, and the rest is used for semi-private working space.

Accessibility

The Livermore Valley Performing Arts Center is located in the Downtown Area. Interstate 580 is the nearest freeway within proximity to the Livermore Valley Performing Arts Center. There are also many public buses lines that serve the Livermore Valley Performing Arts Center and connect to areas such as the nearest BART station in Dublin and Pleasanton and the Altamonte Commuter Express Train.

Types of Programs

Approximately 180 events are held per year at the Livermore Valley Performing Arts Center. These events include a variety performances of music, dance, and theater, as well as lectures, seminars, meetings, and civic events. Along with these show types, the Regional Theater is also anticipated to showcase Broadway touring shows, headliner concerts, international artists, and opera. Resident companies that do performances at the Livermore Valley Performing Arts Center provide the programming for the facility. On average, the symphony orchestra performs approximately four shows annually, and the opera performs around two shows per year.

The Bothwell Arts Center offers users with rentable space that can be used for events such as meetings and classrooms, as well as rentable studio space, intended to allow the artists in the community to be able to flourish. The facility provides many community events including such as an annual art walk, an annual art festival Downtown, a biannual Mardi Gras Party, and monthly art events in the Downtown area. Along with this, the facility also provides various educational programs for the arts.

Target Demographics

The Livermore Valley Performing Arts Center provides activities for all ages. The programming and event types that are held at facility provide a range of shows that can be enjoyed by a variety of individuals and families alike. Along with this, children are provided with activities such as the “Art Gym,” which is an educational art program, and a children’s studio art class. Adults are also offered various art programs that allow them to expand their artistic skills, as well as dance classes. Both youth and adults are also presented with music programs.

Within the community the Livermore Valley Performing Arts Center works with various other entities. With the Educational Outreach Program, the Livermore Valley Performing Arts Center works with school districts within the region to provide students with art and entertainment exposure. The resident companies that work with the Livermore Valley Performing Arts Center include the Cantabella Children’s Chorus, Del Valle Fine Arts, Livermore/Amador Symphony, Pacific Chamber Symphony, Livermore Valley Opera, Sycamore Strings Academy, Tri-Valley Repertory Theatre, Valley Concert Chorale, and Valley Dance Theatre. The Bothwell Art Center is also home to the City of Livermore’s Pathway to Picasso Program for children. Many of the Resident Companies are also not-for-profit entities. The Livermore Valley Performing Arts Center also works with many local entities including local Downtown merchants, the Chamber of Commerce, the Livermore Valley Winegrowers, and many others.

Funding

The land for the Livermore Valley Performing Arts Center was acquired by the City of Livermore as part of their redevelopment, and was given to the Performing Arts Center. The facility has a staff that consists of about 12 full time employees, 30 part time employees, and 300 volunteers. The funding for the Livermore Valley Performing Arts Center comes from a combination of ticket sale revenue, and private fundraising. The types of fundraising include events, such as the annual ArtWalk, as well as annual sponsors, annual members, naming recognition, the naming of seats or bricks, which is a tax deductible

donation, and event sponsorships, in which companies may sponsor a performance or series and receive benefits and recognition. Fund for the Bothwell Arts Center is also raised through the rent from the various artist's studios and multi-purpose rooms.

In the year 2009, the revenue for the Livermore Valley Performing Arts Center was approximately \$6.8 million and the costs for the year were approximately \$3.8 million (Nonprofit Report for Livermore Valley Performing Arts Center). When faced with economic hardships, the Livermore Valley Performing Arts Center notices that contributions are lower than normal and they have to rely on their reserve funds. Indicators of success within the community

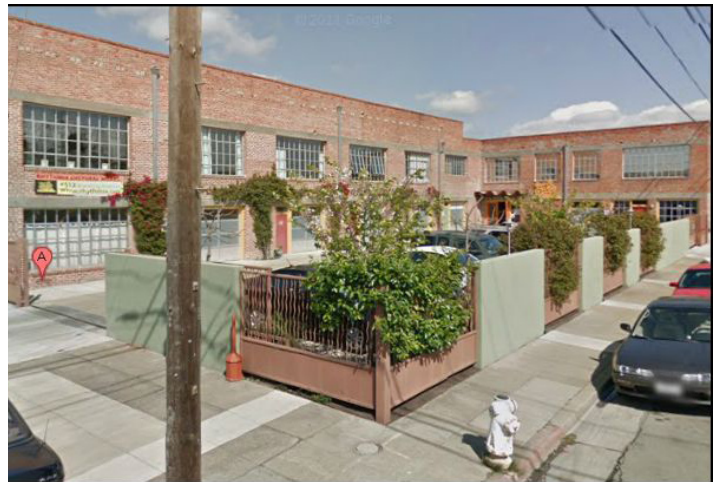
Since the Livermore Valley Performing Arts Center was established in Downtown Livermore, nearly two dozen restaurants in proximity to the area have opened. Along with this, 75% of the 1.2 million dollars in ticket sales go back to the resident companies within the community. The Livermore Valley Performing Arts Center overall has had approximately 3 million dollars in economic impact within the community.

The success of the facility is also seen in the fact that there is a waiting list for the private and semi-private studios that are available for rent by local artists. In response to this, The Downtown Art Studio facility was opened approximately four years after the Bothwell Arts Studio.

Take away points and from this analysis

By providing the community with a place to enjoy the arts, as well as partake in the arts by providing a space for artists to work, the Livermore Valley Performing Arts Center has succeeded in providing the community members with an art experience. As part of the redevelopment efforts of the City of Livermore, the Livermore Valley Performing Arts Center has not only flourished, but has increased economic vitality within the Downtown area, as shown by the overall economic impact and the many new restaurants and shops that have emerged in the area after the Center was established. The Livermore Valley Performing Arts Center was able to be successful because its founders understood the community's interests and recognized that there were a number of artists and artists organizations that needed a place to perform in the area.

RHYTHMIX CULTURAL WORKS



Analysis of Rhythmix Cultural Works

Rhythmix Cultural Works is a non-profit community based arts center that is located in Alameda, California. The organization began as a world music ensemble and cultural exchange program in 1999. In 2007, Rhythmix Cultural Works opened the doors to its home facility and provides a venue for both regional and international arts. It is recognized in its role of bringing arts experience and economic vitality to the community. The organization seeks to increase cultural awareness through experience of the arts, as well as providing artists with a space to develop and present their work. Rhythmix Cultural Works has also enhanced the efforts of the City of Alameda in revitalizing the area. Rhythmix Cultural Works is important to delve deeper into understanding because of its proximity to Hayward, as well as its programming that mirrors what the community members of Hayward stated that they would like to see.

Physical Characteristics

The facility of Rhythmix Cultural Works consists of a 150-seat theater with professional stage lighting and sound, an art gallery, and a multi-purpose classroom. The building is a renovated industrial building, which was the first of its kind in Alameda.

Accessibility

The facility is located close to several stops offered by the Alameda Contra-Costa Transit bus line. Rhythmix Cultural Works is also relatively close to the Fruitvale Bart Station, which is approximately a ten minute bike ride. It is also within close proximity to the Interstate 880 in the Bay Area.

Types of Programs

Rhythmix Cultural Works provides a variety of programming, events, and activities. These include a variety of dance performances, as well as classes in various dance forms, music, theatrical performances, exhibitions and a wide variety art classes. The various classes in dance, theater, and art take place on a daily basis, which is kept constant every week. Along with this, Rhythmix Cultural Works also international cultural exchange programs, in which they have been successful in embarking on six cultural exchange trips to Cuba and Japan.

The facility also offers various rooms that are for rent, which can be used for meetings, conferences, receptions, group gatherings, and parties. The Rhythmix Cultural Works performance is also available for rent, which includes a sprung dance floor, lighting, and sound system.

The art gallery, known as the K Gallery, exhibits both regional and international arts, crafts, multimedia, and digital art. also hosts arts shows and Wednesday night 'Art Jams' in which visitors come to enjoy music, drinks, and food, and are encouraged to be creative and work on art. Rhythmix Cultural Works also hosts a performance art bingo night one a month. Along with this, there is an annual student art show, as well as summer art camp programs for the youth.

Target Demographics

Rhythmix Cultural Works seeks to promote diversity, which is shown in their available classes and programming types. All ages are encouraged to participate in various art programs that are hosted by the facility. There are many art, dance, and theater classes that are aimed at children from the ages of four to thirteen, as well as classes for teens and adults. The classes also range from beginners to more advanced levels. A wide range of art offerings are available for all ages at an affordable rate. Weekend and evening programs are available for adults as well as the whole family. Since its opening in 2007, Rhythmix Cultural Works has served approximately 30,000 visitors.

Rhythmix Cultural Works hosts gathering for many entities within the community. These entities include the Alameda Boys and Girls Club, Girls Incorporated of Alameda County, the Alameda Unified School District, Alameda Collaborative for the Children Youth, the Greater Alameda Business Association, and the Alameda Chamber of Commerce, and various businesses within the area. Rhythmix Cultural Works also works with various local arts organizations, including the Virago Theater, Alameda Children's Musical Theater, Alameda Spiritual Living Center. With an intimate performance space, Rhythmix Cultural Works is dedicated to serving local artists and artist organizations. Rhythmix Cultural Works also fosters an emphasis in international relationships with arts organizations, one of which being the Kodo Arts Sphere America.

Funding

The land for Rhythmix Cultural Works was acquired privately by the owners of the organization. The staff at Rhythmix Cultural Works consists of two full time employees, two part time employees, and volunteers. Volunteer opportunities at the organization include database management, event promotion, event staffing, marketing and community outreach, and fundraising. The funding that supports Rhythmix Cultural Works comes from ticket sales from events, money received from the various programs, classes, and facility rentals, grants, donations from foundations, and donations from individuals. Approximately 15% of its operating costs come from ticket sales, and 5% comes from grants, and the rest from donations. From the donations received, only approximately 25% of the funds are used for operational costs, and the other 75% is used to fund the various programs. Due to the fact that Rhythmix Cultural Works is a non-profit organization, any donations made are tax deductible.

Indicators of success within the community

The community benefits from Rhythmix Cultural Works due to the fact that they are being provided with a "high quality art experience, close to home," as stated by Rhythmix Cultural Center founder, Janet Koike. In a phone interview, Janet Koike also stated that a patron of the Rhythmix Cultural Center mentioned that the organization is "bringing the fun back to Alameda." Rhythmix Cultural Works also believes that an increased growth in their audience has resulted in a positive economic effect on local businesses, and will continue to do so in the future.

Take away points and from this analysis

Rhythmix Cultural Works has been able to be successful in being the “cultural hub of Alameda,” do to its vast array of programming and events that the organization holds. Also, by providing the community with many different classes and choices, Rhythmix Cultural Works is able to engage the community in the arts to a higher extent. Relying on donations is a major form of funding for the organization, and time must be spent in ensuring that funds are being contributed in order to allow Rhythmix Cultural Works to be able to continue to be successful.

PERFORMING ARTS CENTER, SAN LUIS OBISPO



Analysis of Performing Arts Center (PAC), San Luis Obispo

The Performing Arts Center (PAC) of San Luis Obispo is a state of the art performance facility located on California Polytechnic State University's campus. This facility opened in September of 1996 and has two main venues. The Christopher Cohan Center includes a 1,289 seat Sidney Harman Hall, a 180 seat Philips Hall classroom, and a Pavilion that is used for multiple purposes and can hold up to 400 people. Another part of the PAC is the Alex and Faye Spanos Thearre that holds 498 seats. The PAC is a world class Performing Arts Center that attracts people from all over for the range of shows it offers. The PAC is part of a partnership with the City of San Luis Obispo, Cal Poly State University and the Foundation for the Performing Arts Center. This is a very unique partnership in that there are not many Performing Arts Centers that have partnerships that have three partners involved. The community had a strong influence in what Cal Poly and the City of San Luis Obispo chose to do with the undeveloped site, many wanted an Arts Center that they could attend a variety of shows, and Cal Poly and the City looked at this project as a great opportunity. The PAC offers a unique opportunity for the City of Hayward to get involved with the Cal State East Bay and works together in the development of a successful Program list that works together with the Universities performances and Chabot Community College. The PAC shows how to be successful even in this tough economy and how to attract large audiences.

Types of Programs

The PAC has a variety of activities and events that are family-friendly and of high quality artistic events. They offer a mixture of comedy shows, dance, family shows, film, music, speakers, and theatre performances. The PAC has roughly 160 events and sells close to 80,000 tickets each year. One of the events they put on every year is the Nutcracker, with is a Holiday favorite of the community. The PAC is not in charge of programming though, Cal Poly School of Arts is in charge of put the events on and deciding what types of performances will be held at the PAC. The school has a certain number of priority dates that they can schedule either Fall Conference, Wow week, or other conferences/performances.

The Forbes Pipe Organ was part of a vision for the Performing Arts Center; it took some time to get the funding to put this "king of all instruments" in. A couple originally wanted the Pipe Organ so much that they donated money towards the installation of one being put at the Performing Arts Center eventually. Tragically the couple was killed in a car accident and the cost of development exceeded what the Foundation originally expected. Luckily the family of the couple agreed to allow the money to go towards other costs to pay for the PAC. Many years later, local philanthropists Bert and Candace Forbes made a large donation to the Foundation for the Performing Arts Center to have this organ built. Harman Hall is home to the marvelous pipe organ that is the same grand scale as many cathedrals and concert halls in the world's largest cities. The organ took almost a year to build and was designed by C.B. Fisk in Gloucester, Massachusetts. Fisk is a renowned organ builder in the United States, assembling it in their warehouse before breaking it down to travel in two moving fans to Cal Poly. In 2006 the Pipe Organ made it to Cal Poly and has since been a special part of Harman Hall and is certainly an attraction to be remembered by all.

Target Demographics

The PAC strives to provide activities for all, including students, seniors, those who live outside of San Luis Obispo, the community within San Luis Obispo and Cal Poly. Their mission is to encourage a full, broad-based facility that features a varied schedule of high quality arts events that are designed to serve a diverse audience. They actively support all local arts groups and promote the use of their facility and its services offered to potential clients outside of the community that will enhance local arts groups. Students who are active in the local community, especially students in the arts program at Cal Poly, are provided with a great opportunity to get involved with the scheduling of events and get a chance to really showcase their ability in representing many local arts groups. While many students are involved and are a target audience for the PAC, many faculty and staff attend performances as well as other members of the community and donors. Those who purchase tickets and attend shows regularly can agree that the Foundation really listens to the ticket holders in what types of shows/performances they would like to attend. The major entities that have an active role in the Performing Arts Center are the City of San Luis Obispo, Cal Poly, and the Foundation for the Performing Arts Center. The community has always been a very influential in helping Cal Poly decide what performances to offer. Cal Poly does a great job in offering a mixture of comedy, dance, music, film, speakers, and theatre that are pleasing to all audiences.

Funding

The project site for the PAC is located on Cal Poly land and was given as a donation by Cal Poly for the development of the project, while the City agreed to donate 1/3 of the overall costs. The PAC costs \$30 million to construct in 1996, and was an expensive new development for the City, but the hopes was that this will be a world-class Performing Arts Center and would be an icon for the University and the City of San Luis Obispo. The staff consists of 14 full-time employees and 250 part-time employees as well as volunteers and students who help to run shows, backstage, tickets sales, and production. The main revenue for the Foundation comes from rental fees. Since the Foundation does not deal with the programming of events they do not receive money from ticket sales. The PAC has been able to handle the current state of the economy with the slight drop in ticket sales. By having the PAC only handle promoting and rental fees, this has kept the PAC as a neutral party and has allowed them to focus on competition and funding sources. Cal Poly has taken a loss since they are in charge of presenting events, with the drop in ticket sales, they have taken a small loss, but should soon start to rise again. One of the aspects in costs that the PAC has been successful at is providing a "Sinking Fund". A sinking fund is known as savings account that is specifically for future things that will need to be replaced. The Foundation sets aside \$375,000 each year for major equipment, repair, or replacements. This has been a strong financial decision that has worked well for the PAC, this year they are replacing the theatre seats and fortunately they have the money since they have set it aside. To offset this deficit the number of performances have dropped slightly, this year they have put on about 100 performances so far, which has helped with some of the costs, but there is not much the University can do, but just to hope for an increase in ticket sales in the future.

Accessibility

The Performing Arts Center is located at the entrance of Cal Poly State University. It is easily accessible by Highway 101 exiting Grand Ave. The PAC is an iconic building for Cal Poly and is a known attraction by those who visit San Luis Obispo with its unique materials and curved roof. There are multiple bus lines that run to the PAC throughout San Luis Obispo that connect to northern and southern cities.

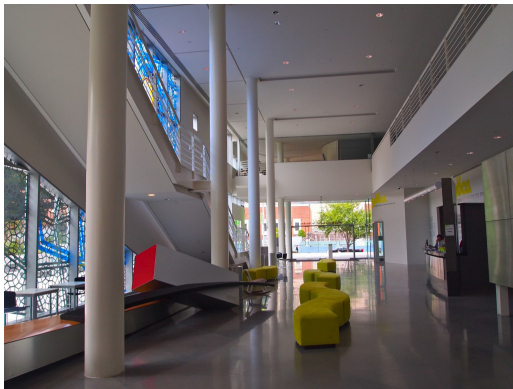
Indicators of success within the community

The Community continues to rave about their Performing Arts Center. The University and professionals looking to relocate in San Luis Obispo are always first shown around the state of the art facility. This facility is very well kept and is a priority for the University. The success of this facility has really been tested over the years and especially in this economy, but seems to be an attraction for the City of San Luis Obispo and Cal Poly for a very long time. The community is so proud and is actively involved in either attending shows/performances or participates in the presentation of all the events.

Take away points from this analysis

What has really made the Performing Arts Center of San Luis Obispo successful is their unique partnership between Cal Poly and the City of San Luis Obispo. Without the University, the PAC would not exist. By being affiliated with Cal Poly, it has helped attract many arts groups and visitors that live outside of San Luis Obispo to come and see shows. Another aspect that has helped to make the PAC successful is by having the Foundation and the University handle different parts of operation. It has allowed each group to focus on a successful outcome and to devote complete focus to each specific part of operation. The community has really had an incredible role in supporting and speaking up about what they would like to see in their Performing Arts Center. The PAC is such an iconic, innovative, and special facility that should be looked at as a remarkable example for all future performing arts centers. The City of Hayward can take away some great ideas for types of partnerships and operations that help make the financial aspect well thought out.

YERBA BUENA CENTER FOR THE ARTS



Analysis of Yerba Buena Center for the Arts

Yerba Buena Center for the Arts (YBCA) is located in San Francisco, California. This Performing Arts Center is a multi-disciplinary arts center that is incorporated in the heart of the cultural district in Downtown San Francisco. The YBCA offers a variety of programs that support the arts which include: visual art, film and video. It is comprised of two buildings that are landmarks for Downtown San Francisco. These buildings hold a 12,000 sq. ft of gallery space, a 750 seat theater, a 94 seat screening room, and a flexible meeting and performance space. This facility was chosen for a case study due to the large culturally diverse community of San Francisco, as well as offering a variety of programs that have really brought excitement to the Downtown Community. Hayward can look at this Center for the Arts as an example on how to properly set up a schedule of events as well as incorporating the entire cultural community, not just targeting the elite art community.

Types of Programs

YBCA offers a wide range of activities and programs at their facility. They perform a number of ballets, variety of dance performances, speakers, film screens, and galleries. They have many annual ballets especially around the holidays they have multiple Nutcracker Ballets. Another annual event is ODC Dance. The Center is helping to establish a framework of thought and ideas that invite exploration and engagement. They really have a wide array of strong film, visual arts and performance programs that YBCA is known for.

Target Demographics

San Francisco is known for the vibrant culture and mixture of ethnicities and social groups. YBCA tries hard to represent the cultural community of San Francisco; they state that part of their mission statement is: "The vitality of life in the Bay Area depends on our continued exposure to varied perspectives and beliefs. As well, our legacy depends upon our commitment to new art, ideas and means of expression. YBCA embraces the challenge of working with people from different backgrounds, with different life experiences and alternative points of view. Underlying our commitment to diversity is mutual trust, respect and being open to other perspectives, even if it makes us uncomfortable at the moment" (ybca.org). YBCA reaches out and works together with many Jazz music groups and Performing/Artist groups while also reaching out to the strong technology based companies, mixing art and technology in a very innovative way. YBCA strives for a Center for the Arts that brings in the entire community focus on all cultures and their artistic expression.

Funding

The Center for the Arts facility is a non-profit organization that was acquired through San Francisco's Redevelopment Agency. Now that the Redevelopment Agency no longer exists, the City of San Francisco holds right to the land for Yerba Buena Center for the Arts. Their staff consist of a mixture of full-time employees, part-time employees, volunteers, and interns. There are more than 350 volunteers that help operate this facility along with employees who on production of all the events, and the

administrative employees who help aid everything behind the production. YBCA works with a group called the Local B-18 who helps serve all theatre employees as well as provides internships for those pursuing careers in theatre. As far as how this facility is funded, they are made up by many different aspects for revenue. According to their 2009-2010 annual financial report in 2010 their total revenue was \$17.6 million, coming from support from the San Francisco Redevelopment Agency, contributions, ticket sales, community programs, commercial rentals, investment, sales, and other fees. The amount that YBCA expensed for 2010 was \$16.4 million. Program services are one part of expenses, which are performing arts, visual arts, film/video, community programs, and commercial rentals. Supporting services is another aspect of expenses which are general administration and operations, fundraising, and the house raffle. The net assets at the end of 2010 come to a total of \$2.2 million in unrestricted.

Accessibility

The Center for the Arts is located towards the center of San Francisco, not far from the main shopping areas, YBCA is located off of 3rd Street and Mission St. and just a few short blocks from the Powell or the Montgomery Street BART/MUNI stations, YBCA is also accessible from dozens of major bus lines and accessible through Highway 101 and Interstate 280.

Indicators of success within the community

The community has really embraced the Yerba Buena Center for the Arts. There have been many articles written about YBCA raving about how useful it has been with the type of events that have held. PRWeb states that “Yerba Buena Center for the Arts (YBCA) has long been a popular choice for technology conferences, civic events, and nonprofit fundraisers, but YBCA’s downtown San Francisco event venues are increasingly being booked by creative industries including design, marketing and cultural gatherings. Four recently announced events scheduled for 2012—TYPO SF, KA Connect, PromaxBDA Game Marketing Summit, and AIGA’s Gain: Design for Social Value Conference—typify this trend. ‘As a contemporary art center, YBCA’s visual and performing arts programs are not about consumption, but about provoking audiences to rethink their aesthetic experience,’ said Scott Rowitz, YBCA’s Managing Director” (prweb.com, 2012). This really helps to show how unique YBCA is and how the Center really strives to offer programs/events that are innovative and represent the cultural diversity of San Francisco. YBCA continue to give back and strive to represent all artists styles in San Francisco.

Take away points from this analysis

Yerba Buena Center for the Arts is a successful Performing Arts Center that is unique in many aspects. It pays close attention to the diverse artists community of San Francisco and values presenting new contemporary art that challenges assumptions made. They are committed to innovation and presenting art in new ways, presenting all forms of art. This engages the audiences in the full experience at YBCA that transforms their experience and impacts them greatly. In Downtown Hayward, they can focus on the diverse community while introducing the large amount of mural artists. By focusing on Hayward’s unique and diverse population, they can create their identity through their experienced artists.