

City of Boise Performing Arts Facility

Situation Analysis & Exemplars



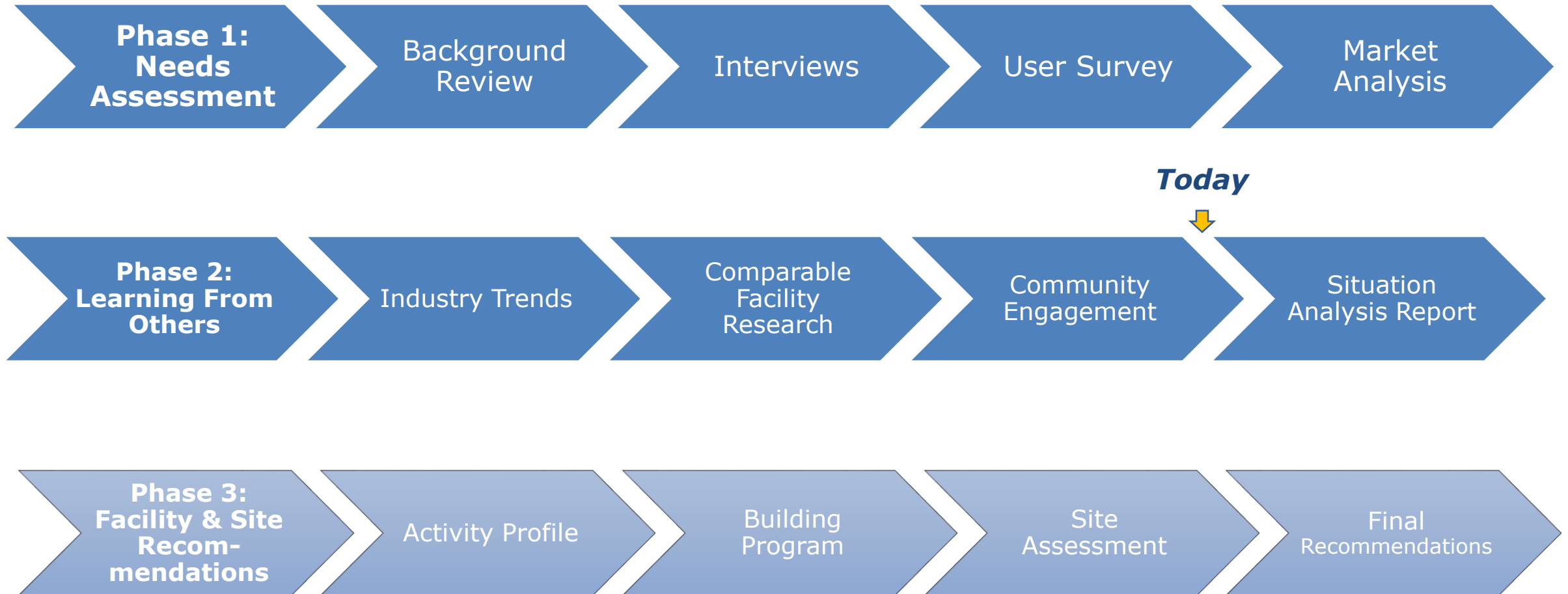
for the Arts and
Entertainment
Industries

Agenda

- Review scope and process
- Research components
 - Background
 - Market context
 - Venue inventory
 - Needs assessment
- Emerging Direction
- Case studies
- Q&A



Our process



Market Context



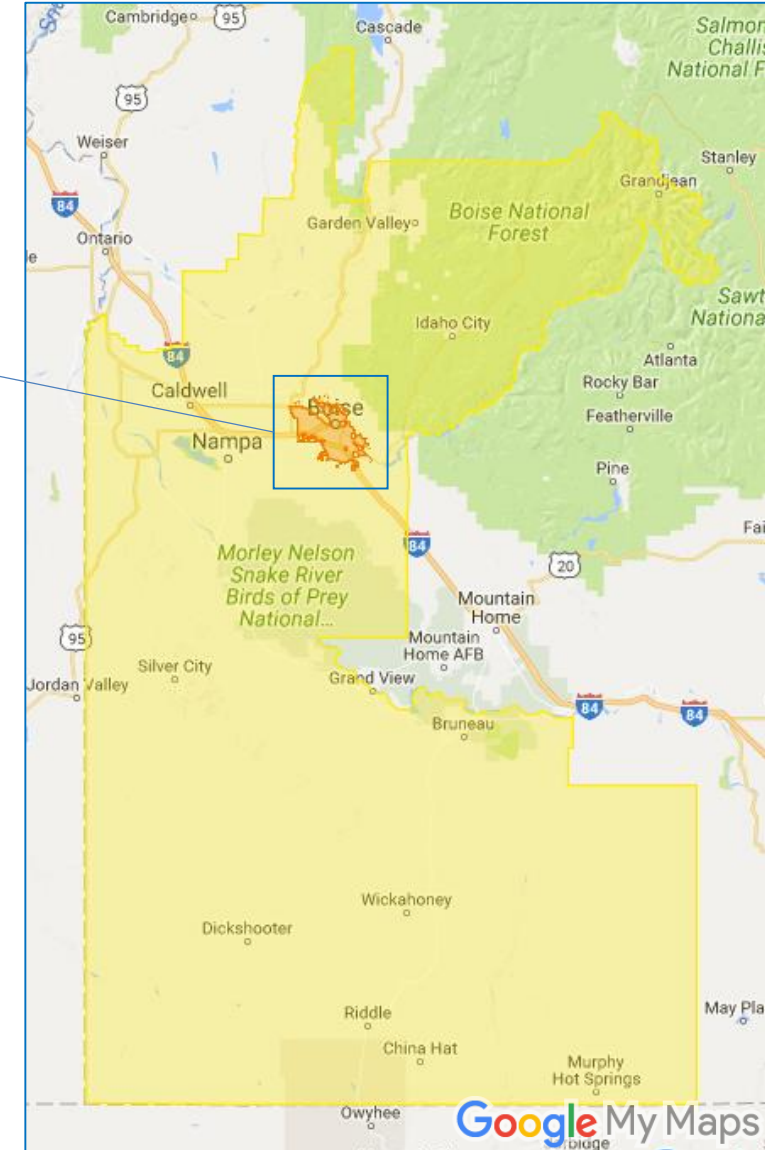
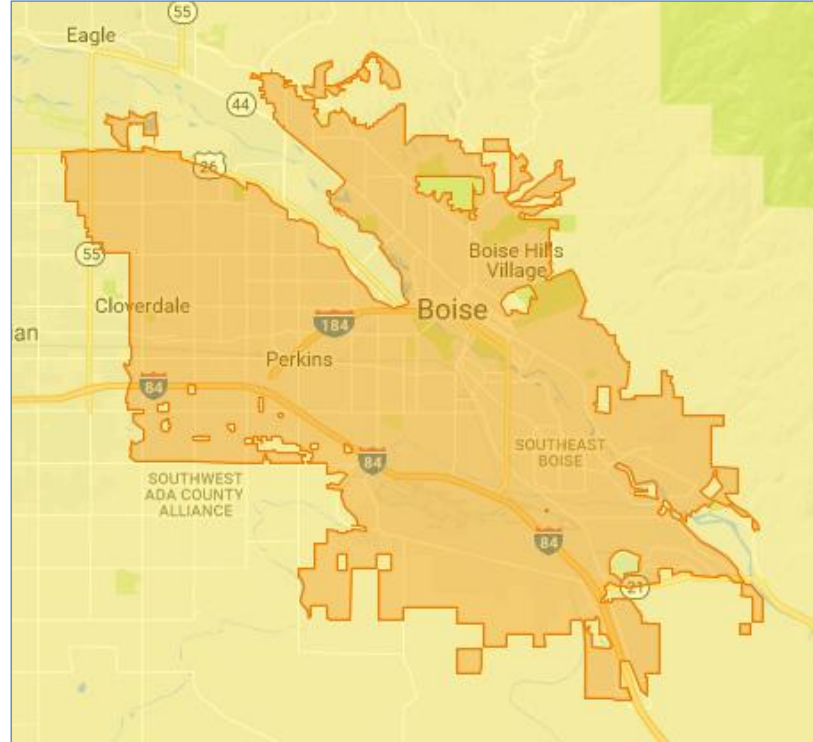
Market Analysis

Primary Market Area

- City of Boise (Census Place)
- **Population:** 220,678
- **Households:** 93,958

Total Market Area

- The Boise Area (CBSA)
- **Population:** 695,765
- **Households:** 254,583

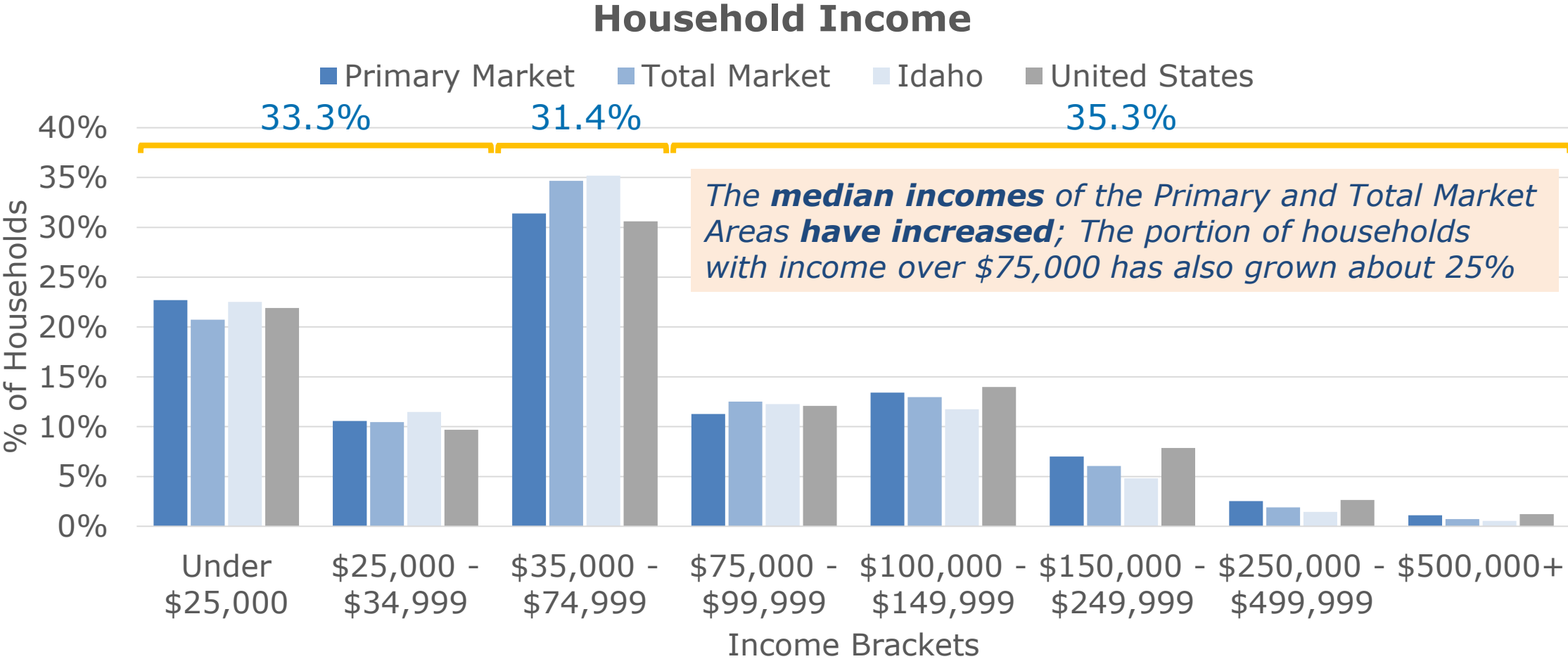


Comparing this to our previous report... ★
The actual rate of Primary Market population growth was twice the 2011 projected rate

Primary Market 196,914, 5.9% projected
Total Market 626,073, 10.2% projected

Demographics: Primary market household income is less than the US

Median household income in the primary market is \$53,033 (US is \$57,462)

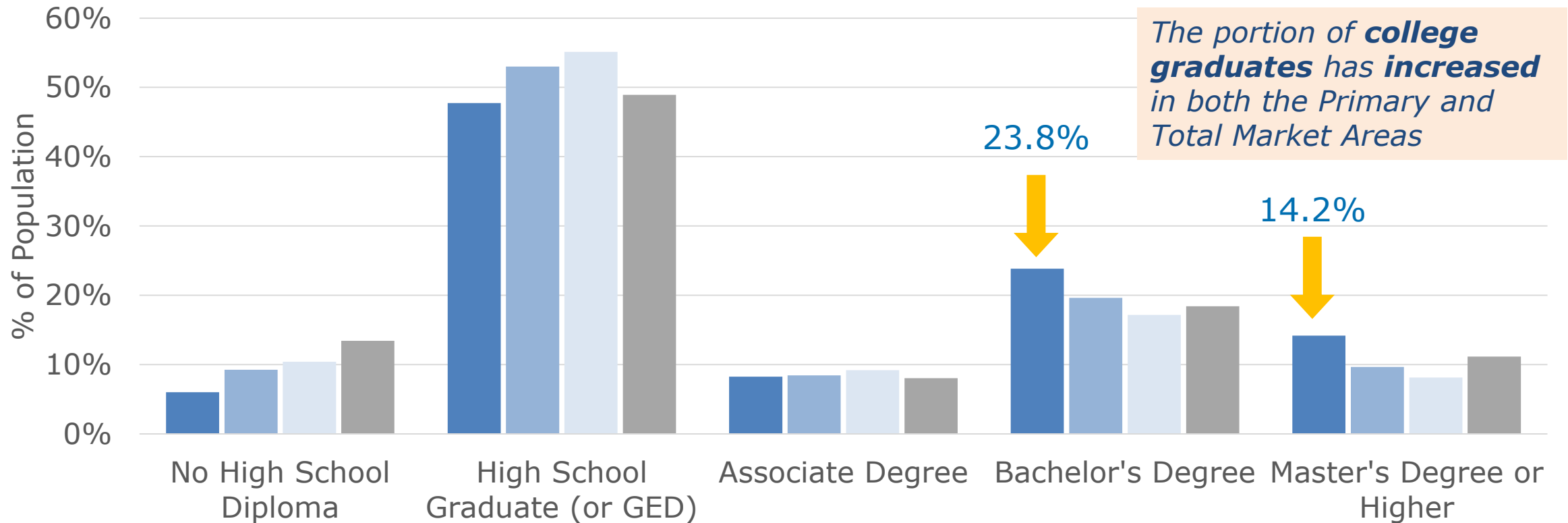


Demographics: Generally higher than average education levels

38% of the primary market has a college and/or graduate degree

Population (Age 25+) by Education Attainment

■ Primary Market ■ Total Market ■ Idaho ■ United States



Interviews

AMIS
PLANNING & RESEARCH

for the Arts and
Entertainment
Industries

Input received from 35 stakeholders including leading arts & cultural organizations

Arts Leader In-person interviews:

Boise Public Libraries
Boise State University
Capital City Development Corporation (CCDC)
City of Boise
Egyptian Theatre
JUMP
Preservation Idaho
The Empty Boat
Boise Chorus
Project Flux Dance
208 Ensemble
Artbent Productions
Ballet Idaho
Boise Baroque
Boise Contemporary Theatre
Boise Philharmonic
Idaho Dance Theatre
Idaho Shakespeare

Opera Idaho
The Cabin
Big Tree Arts
Boise Auditorium District
Global Lounge
Homegrown Theatre
Tree Fort

Survey respondents:

Boise Little Theater
Boise Rock School
Go Listen Boise
LED Dance
Mladi Behar
Stagecoach Theater
Story Story Night
Tree Fort
Wassmuth Center for Human Rights
Bydand Theater Company
...and more!

Specific expectations identified for a facility were diverse

- A space that creates a sense of occasion and intimacy
- Accessibility in pricing and venue use availability
- Flexibility to accommodate a variety of activities and users
- Availability for all age groups, especially teens and younger adults
- Local focus for venue use
- Low operating costs and transparent policies and practices
- Downtown location
- Capital budget aligned with City resources and potential private support

Competitive Inventory

Competitive inventory reveals gaps in venue quality and access, but not capacity

Core competitive venues

- Boise Contemporary Theatre
- Egyptian Theater
- Morrison Center - Performance Hall
- Morrison Center - Danny Peterson Theatre
- BSU Special Events Center
- John Brandt Performing Arts Theater (Nampa)
- The Knitting Factory
- Linen Building Event Center
- Powerhouse Event Center
- Idaho Shakespeare Festival Amphitheater
- Visual Arts Collective

Venues not in "core" competitive landscape

- BSU Taco Bell Arena
- CenturyLink Arena
- Centennial High School Performing Arts Center
- Julius M. Kleiner Memorial Park Amphitheater
- Northwestern Nazarene University - Brandt Center, Swayne Auditorium
- Ming Studios
- The Rose Room
- The College of Idaho - Jewett Auditorium
- Kuna High School Performing Arts Center
- Boise Centre on the Grove (Eyries, Glen, Perch, Summit, and Water rooms)
- Morrison Center - Dance Studio

Venues recently closed

- The Crux
- The Water Cooler

Competitive inventory observations

- No one venue has the desired blend of accessibility, sense of occasion, and technical capabilities
- Modern technical and acoustic features of great interest to the performing arts sector, but there is limited ability to increase rental fees or other venue costs
- Quality user and audience experience is of rising interest, with emphasis on sense of occasion for participants of varying ages, abilities, and means



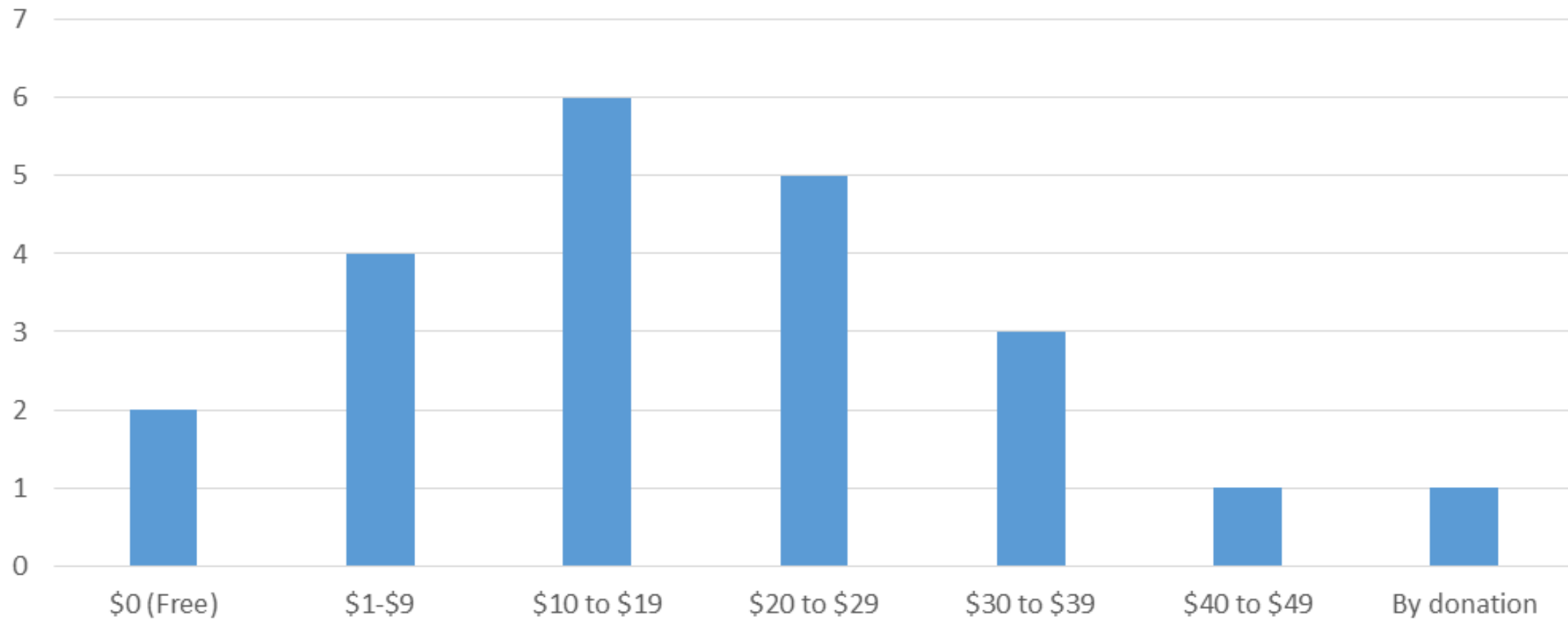
User Needs Assessment

Description of Respondents

- 21 responses to questionnaire and on-line survey
 - questionnaire=9, survey=14
- Over 90% (19) of respondents were performing arts *producers*
- Over 70% (15) of respondents currently rent performance or rehearsal space
- Respondents as a group offer over **450 class sessions** per year
 - This excludes School of Rock, which hosts well over 150 on their own
- Respondents produce **460 performances** or public events each year
- The median annual operating budget among respondents is \$312,500
- Total annual **attendance of 160,000** with a median of 3,000 per organization

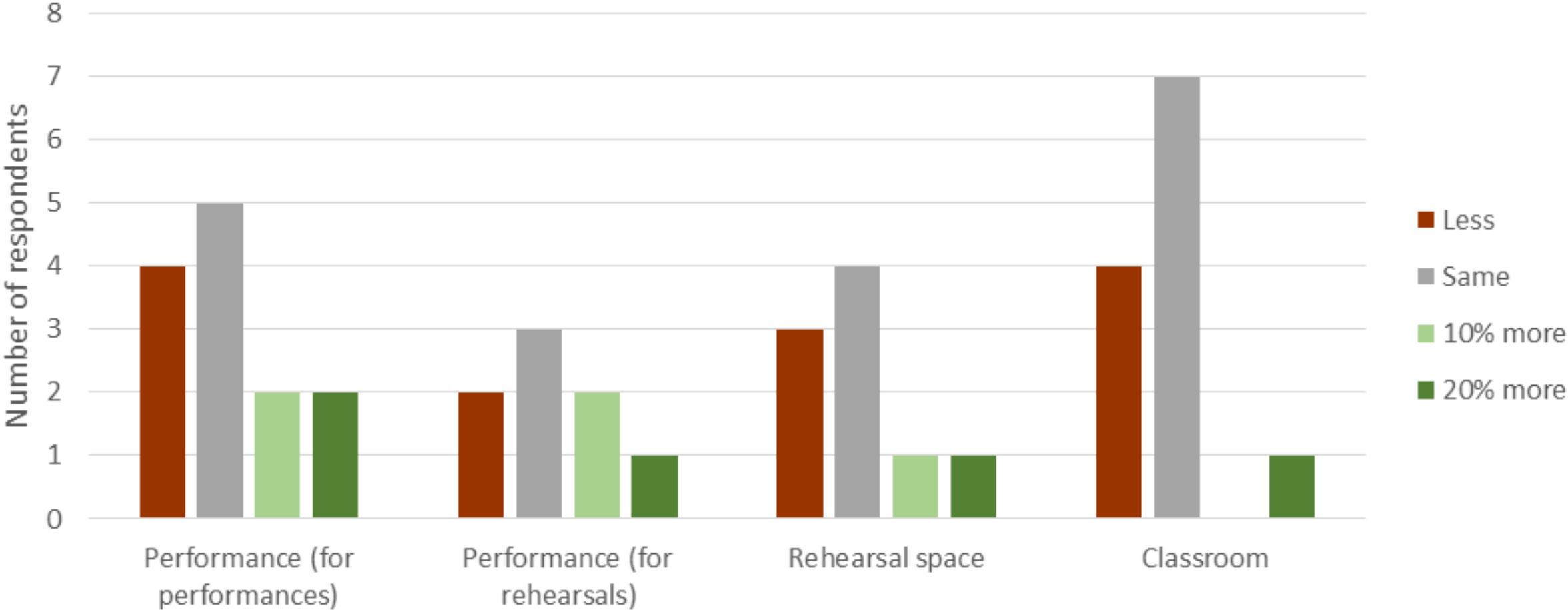
Ticket pricing

Most commonly offered ticket price (n=22)



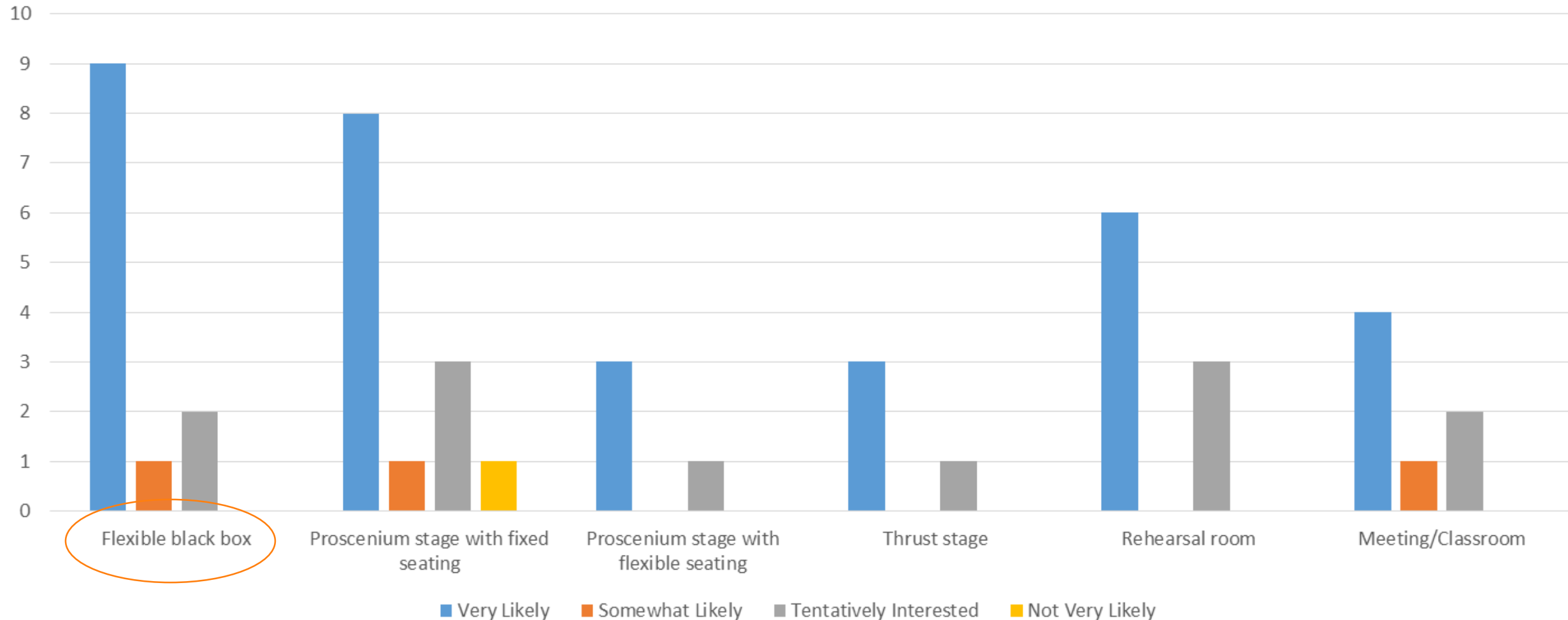
Tolerance for higher rental fees is limited

Users' willingness to pay for rental space (total respondents=13)



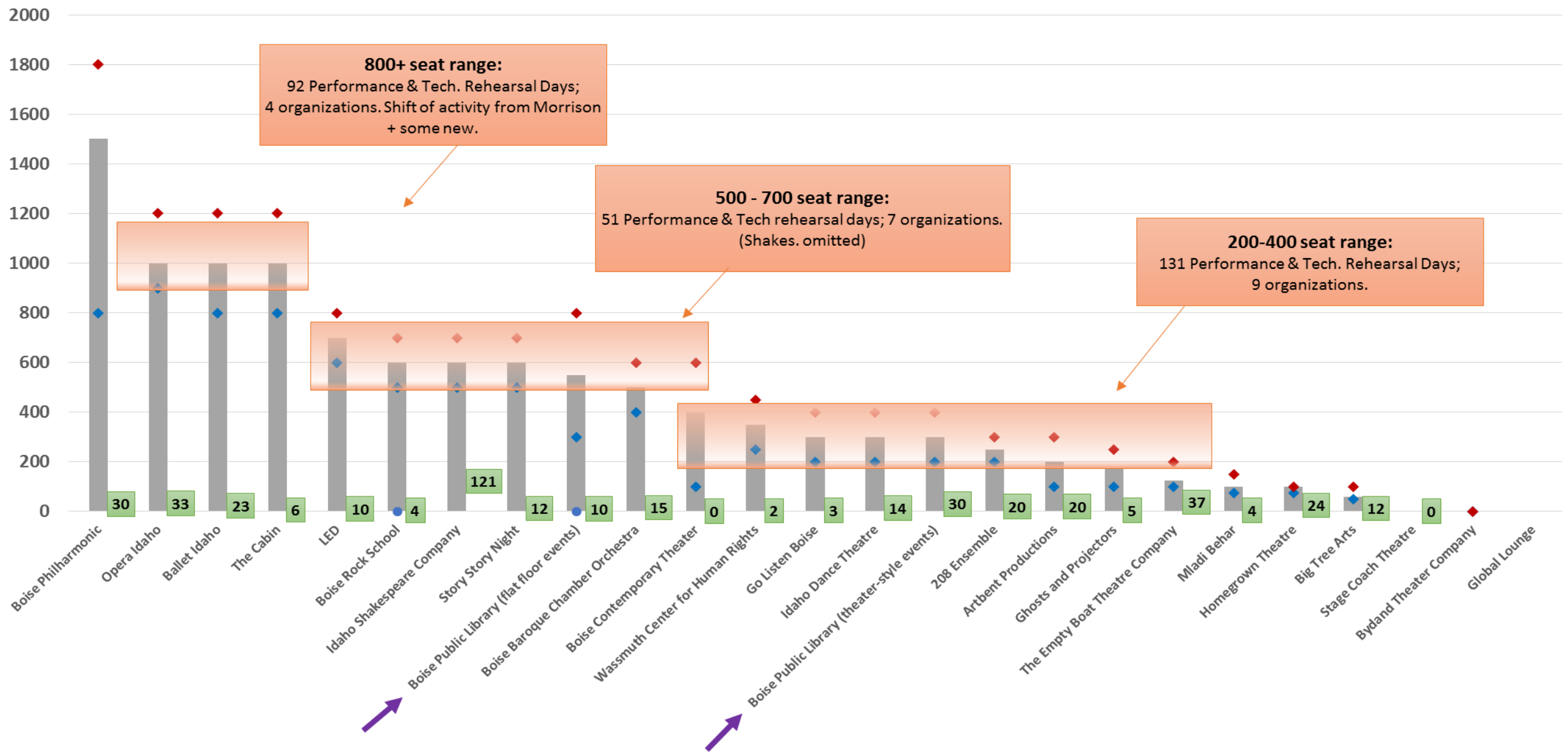
Flexible black box and fixed-seat proscenium theatres generated the most interest...

Interest in a new venue by type of space (n=22)



Projected use days by venue capacity

Performance Space Seating and Use (all uses and all "very," "somewhat," and "tentatively" interested users, n=23)



Emerging Direction



Emerging facility recommendations

- Financially **accessible** for artists and audiences
- Accommodating to a variety of disciplines and deliver a **quality experience**
- Appropriately **sized for users** of varying technical sophistication
- Takes advantage of **the library site** and associated City support and momentum



Photos: LED Dance, This Way to the Egress Dance Project (left, Zilla Photography); World Refugee Day (center, Idaho Office for Refugees); Tennis on Treefort Main Stage (right, Joe Jaszewski)

Emerging design implications

- Changeable configuration able to seat ~300
- Sense of occasion
 - not a 'multipurpose' room
- Quality experience for audiences and artists
- Convenient parking



Right: BAM Fisher, Brooklyn, NY

Flexible spaces can accommodate a diversity of forms and styles



Photos: Left, Artist rendering of BAM Fisher (Akustiks acoustic engineering firm); center, "Do Not Disturb," an all-ages production by Spanish circus company Vaiven Circo, referencing Charlie Chaplin, Buster Keaton (2017); right, Flamenco Vivo (2013)

Opportunity – The Library Site



for the Arts and
Entertainment
Industries

What Fits? 3 options being considered

PROGRAM SUMMARY: OPTION 300 SEATS
CIVIC CENTER FOR EDUCATION & CULTURE (CCEC)
CITY OF BOISE

LIBRARY	
LEVEL 1	60,007
LEVEL 2	32,287
LEVEL 3	15,834
LEVEL 4	15,200
TOTAL GSF	123,328

ARTS & HISTORY	
ARTS & HISTORY DEPARTMENT	10,890
GALLERY	3,100
ARCHIVES	6,271
GROSSING	5,065
TOTAL GSF	25,326

THEATER 300 SEAT BLACK BOX	
AUDIENCE CHAMBER	4,768
FRONT OF HOUSE	5,312
PERFORMANCE AREAS	3,170
TECHNICAL / BACKSTAGE AREAS	3,042
GROSSING	4,888
TOTAL GSF	21,180

TOTAL PROGRAM SPACE GSF	169,834
--------------------------------	----------------

PROGRAM SUMMARY: OPTION 700 SEATS
CIVIC CENTER FOR EDUCATION & CULTURE (CCEC)
CITY OF BOISE

LIBRARY	
LEVEL 1	60,007
LEVEL 2	32,287
LEVEL 3	15,834
LEVEL 4	15,200
TOTAL GSF	123,328

ARTS & HISTORY	
ARTS & HISTORY DEPARTMENT	10,890
GALLERY	3,100
ARCHIVES	6,271
GROSSING	5,065
TOTAL GSF	25,326

THEATER 700 SEATS	
AUDIENCE CHAMBER	11,001
FRONT OF HOUSE	12,429
PERFORMANCE AREAS	4,143
TECHNICAL / BACKSTAGE AREAS	6,107
GROSSING	10,104
TOTAL GSF	43,784

TOTAL PROGRAM SPACE GSF	192,438
--------------------------------	----------------

PROGRAM SUMMARY: 300 SEAT SHARED SPACES
CIVIC CENTER FOR EDUCATION & CULTURE (CCEC)
CITY OF BOISE

LIBRARY	
LEVEL 1	60,007
LEVEL 2	32,287
LEVEL 3	15,834
LEVEL 4	15,200
TOTAL GSF	123,328

ARTS & HISTORY	
ARTS & HISTORY DEPARTMENT	7,390
GALLERY	3,100
ARCHIVES	6,271
GROSSING	4,190
TOTAL GSF	20,951

THEATER	
AUDIENCE CHAMBER	4,768
FRONT OF HOUSE	-
PERFORMANCE AREAS	3,170
TECHNICAL / BACKSTAGE AREAS	3,042
GROSSING	4,207
TOTAL GSF	15,187

TOTAL PROGRAM SPACE GSF	159,466
--------------------------------	----------------



Cost per square foot realities

Venue Capacity	Venue GSF	Capital Cost*	Estimated Cost/SF
1,200 (1 main hall)	75,000	\$53M (estimated 2017 dollars)	\$700 (2017 dollars)
2,500 (main hall) 137 (black box)	185,000	\$119M (actual 2016 dollars)	\$650 (2016 dollars)
900 (main hall)	75,000	\$58M (estimated 2016 dollars)	\$800 (2016 dollars)
365 and 250	45,000	\$25M (actual 2016 dollars)	\$555 (2016 dollars)

Comparable Facilities



for the Arts and
Entertainment
Industries

Selected Facilities

- Victoria Gardens Cultural Center, Rancho Cucamonga, CA
 - Theater and library co-located
- Tempe Center for the Arts, Tempe, AZ
 - Studio theater included for community-based organizations
- Yerba Buena Center for the Arts, San Francisco, CA
 - Studio theater connects to outdoor space and adjacent amenities

Rancho Cucamonga, CA: Victoria Gardens Cultural Center & Lewis Family Playhouse



Lewis Family Playhouse, City of Rancho Cucamonga

FACTS IN BRIEF

Year Opened: 2006

Project Cost: \$33.8 million (Victoria Gardens Cultural Center as a whole, LFP theatre included)

Theatre Description: 90,000 square feet, state-of-the-art performing arts facility with 536 seats

Location: Victoria Gardens Cultural Center, as one of three major components **including the City's Main Library**, and Celebration Hall meeting and banquet space.

Owner/Operator: City of Rancho Cucamonga (Department of Community Services)

Activities: Has resident theatre company, produces events, presents national touring productions and concerts by headline artists; rents to community arts organizations, and with rentals offers full season of performing arts.

- Synergies with the other facilities in Victoria Gardens development;
- Mix of resident company, community productions, touring artists;
- City maintains the facility and operates the rental program;
- Has not-for-profit "Friends of the LFP" and raises funds for programs, marketing, student ticket donations.

Tempe Center for the Arts



Tempe Studio Theatre & Gallery



Tempe, AZ Studio Theatre at the PAC

FACTS IN BRIEF:

Year Opened: 2007

Project Cost: \$65 million

Theatre Description: three venues; a performance hall with proscenium stage (600 seats), a studio theatre (200-seat, flexible use black box) and the lounge at lakeside (capacity seating 180).

Owner/Operator: City of Tempe, Community Services Department

Funding: Friends of the Tempe Center for the Arts raises funds to cover the shortfall between the City's support and earned revenue.

Activities: Three resident companies (musical theatre, chamber music, jazz) and a mix of self-produced programs presenting original local art, discounted rental rates for not-for-profit local groups, commercial rental rate.

- The Studio Theatre provides maximum flexibility for the artistic needs of the arts community.
- Ballot initiative to increase the sales tax by .1% funded the design and construction of the facility.
- The City Performing Arts Fund provides operational support, maintains the facility.
- Friends of the TCA raise funding to cover the gap between city funds and earned revenue.
- It provides a venue for the local arts community at a reduced rate and produces local arts programs (e.g., a local Songwriters Showcase), and rents to commercial clients.

Yerba Buena Center for the Arts



Yerba Buena Center for the Arts San Francisco

FACTS IN BRIEF:

Cost: Redevelopment Agency's capital investment of \$40 million came from the Yerba Buena Gardens Development Project tax increment funding, land sales, developer payments and hotel tax bonds.

Description: YBCA has two buildings; the 6,700-sq. ft Galleries and Forum Building, which accommodates 450 seated and 850 standing, and the 65,500-sq. ft proscenium theatre with 750 seats.

Owner/Operator: The S.F. Redevelopment Agency owns the YBCA facility, but it is operated by the not-for-profit YBCA organization.

Location: Cultural Anchor of Yerba Buena Gardens Development (includes business and residential)

Activities: Presents and exhibits cutting edge art of local artists (several companies have performing seasons); presents some national and international artists; subsidizes rentals for not-for-profits; community engagement for social change

- The Gallery and Forum Building space is flexible and can be configured for a variety of performances, meetings, and special events.
- YBCA also operates the outdoor plaza
- Main Theatre has 750 seats with a spacious stage, excellent sight lines, and state-of-the art technology.
- Operating budget of \$15 million includes earned revenue from programs and presentations as well as substantial funding from the City, business, individual donations, and memberships.

What's Next?



Next steps



Thank you!

AMIS

PLANNING & RESEARCH

for the Arts and
Entertainment
Industries

Yerba Buena Center for the Arts



- **We generate culture that moves people.**
- Our mission is fulfilled through five key platforms:
 - The presentation of leading edge contemporary art
 - The incubation of game changing creative ideas
 - A commitment to inquiry, and asking the urgent questions of our time
 - Convenings that bridge people, communities, and sectors
 - Civic coalitions that create lasting change and policy shift