



MEMO

To: City of Rancho Cordova
From: AMS Planning & Research
Date: May 15, 2019
Project: Rancho Cordova Performing Arts Feasibility Study
Re: Comparative Case Studies

In order to help illustrate success for a new performing arts venue in the City of Rancho Cordova, and to inform recommendations moving forward, AMS conducted research of peer institutions in comparable markets. Criteria for selection of comparable venues includes first and foremost a focus on flexible, multi-use spaces (including flexible performances spaces, artist studios, and makerspaces) in comparable markets to Rancho Cordova. AMS has selected the following institutions for closer study:

- *Torpedo Factory Art Center* | Alexandria, VA
- *Firehouse Arts Center* | Pleasanton, CA
- *Jacks Urban Meeting Place (JUMP)* | Boise, ID
- *Arlington Arts Center/Arts Incubator* | Arlington, VA

Key Observations

Several themes have emerged from our research:

- Rental of studio space is in high demand in many communities and can offer modest sources of earned income
- In the case of a not-for-profit model, exhibitions contribute minimally to earned income, but drive contributed revenues
- Many facilities have been adapted and renovated to fit the needs of the arts communities they serve, as they were once used for other purposes; therefore, the spaces vary greatly in size and building program



Comparable Venue Summary Chart

Torpedo Factory Art Center *Firehouse Arts Center* *JUMP* *Arlington Arts Center*

<i>City</i>	Alexandria, VA	Pleasanton, CA	Boise, ID	Arlington, VA
<i>Staff Count</i>	7	7	10	5
<i>Operating Structure</i>	Owned and operated by the City of Alexandria	Owned and operated by the City of Pleasanton	Owned and operated by not-for-profit "JUMP"; funded by the Simplot Family Foundation	Owned by Arlington County; operated by not-for-profit AAC
<i>Facilities</i>	76,000 SF; 7 galleries, 82 studios/classroom/workshop spaces; café and gift shop	20,000 SF total; 221-seat flex theater, 591-seat theater; 1,800 SF classroom space; 2,000 SF fine art gallery; grand lobby, Parkside patio	70,000 SF; Amphitheater, 5 studios (recording, dance, woodworking, conference room, kitchen), 2 ballrooms, tractor museum	17,000 SF; 9 galleries, 12 working studios, 3 classrooms
<i>Total Operating Expenses</i>	\$1,000,000	\$1,261,000	TBD	\$514,000



Torpedo Factory Art Center¹

Alexandria, VA



The mission of the Torpedo Factory Art Center is to foster connections among artists and the public that ignite the creative spirit. We provide dynamic interactions with the arts through our community of visual artists, exhibitions, and programs. We offer art up close, in person, and in progress.

Selection Rationale

This comparable organization was selected to highlight a net-neutral, city-operated model for a space focused on providing gallery and studio space to the community and a rental venue for classes and events driven by community groups. As operator, the City of Alexandria does not actively pursue programming the venue by soliciting exhibits or education programs; rather, tenants and other partners provide the content in the space, and the city is a more passive operator of the facility itself. The Torpedo Factory's model allows the City to provide a venue and some services to support community arts groups, while taking on minimal risk in programming.

Facts in Brief

Facilities

Opened in 1974; 76,000 sq. ft. space includes 7 galleries, 82 studios, classroom and workshops spaces, café and gift shop

Operating Structure

Operated by the City of Alexandria

Staff

7

¹ All data based on website research and an interview with Director Brett Johnson on 5/20/19



Operating Budget (2018)

\$1,000,000 (approximately)

Programming

Exhibits, classes and workshops, special events (by artists, partners or renters)

Background

The Torpedo Factory was originally owned by the Federal Government and operated as a torpedo factory and storage facility. In 1969, the building was purchased by the City of Alexandria, and opened as an art center in 1974. Today, the center is home to over 165 professional artists who work, exhibit, and sell their art. The center draws over 500,000 visitors annually.

Community Context

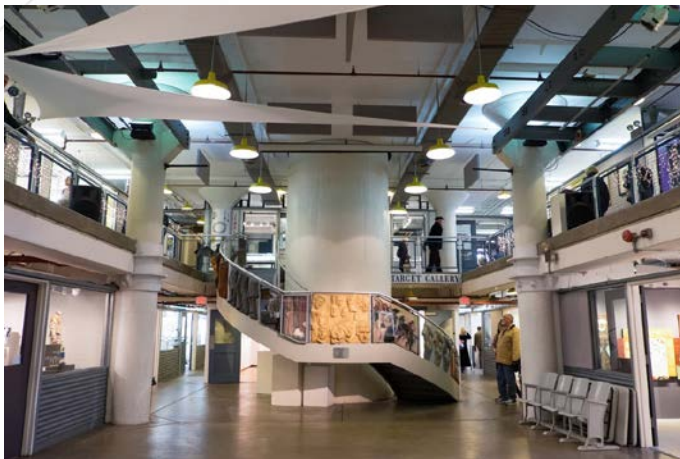
Community	Population	Land Area (sq. miles)
Alexandria, VA	160,035	15.48
CBSA		
Washington et al, DC-VA-MD-WV	6,133,552	5,564

Facilities

Now considered a landmark in the City of Alexandria, the three-story Torpedo Factory building was built in 1918 to manufacture torpedoes. It includes seven galleries, 82 publicly accessible artist studios, classrooms, workshop spaces, and a café and gift shop. In addition to these designated areas, the Torpedo Factory has approximately 24,500 square-feet of common space.² The 660 SF “Target Gallery” serves as the exhibition/presentation space for Torpedo Factory, while the other six galleries are rented privately and will occasionally offer public exhibitions. All galleries combined account for 4,889 SF. Common spaces are available for rent, including the Main Hall (220-450), Mezzanine, and Third Floor (25-200).



² Some of the square-foot figures are taken from *A Study of the Torpedo Factory Art Center*. (1 February 2010). Management Analysis, Incorporated.



Programming

Most programming at The Torpedo Factory is primarily created by tenants and partners, rather than the City operator, who plays host to these groups. The venue sees annual audience of



about 500,000 at its exhibitions; six contemporary exhibitions³ are presented by the Factory in the 660 SF “Target Gallery” annually. The other gallery spaces are used on a private rental basis, offering space for private exhibitions. Private event rentals account for 40-45 events annually (mostly weddings), while the studio spaces are rented with a 3-year lease on a constant basis by galleries or groups of artists. Education programs are provided by the Art League, who enrolls over 6,000 students in annual programs at the Torpedo Factory and other venues in Alexandria; their programming includes visual arts lectures, workshops, and classes. The Torpedo Factory does offer some performing arts programs in its spaces, including a series on the second Friday of the month which includes a DJ or other performance event concurrent with an exhibition, and a small holiday program in December.

Partnerships

As it is operated by the city’s Office of the Arts⁴, the Torpedo Factory considers the city and its departments to be notable partners in operating the space. Additionally, ED Brett Johnson cites *Visit Alexandria* as a partner in marketing, and *The Art League* and George Mason University as key programmatic tenants. The Torpedo Factory also partners regularly with area veteran support groups to provide programs for the large veteran segment of Alexandria’s population.

Operating Structure

Torpedo Factory has been through several different operating structures, including a for-profit artist-operator, private not-for-profit operator, and city operator. Recently, the City voted to maintain its operatorship of the space after having reacquired operations from the not-for-profit operator three years ago.

Currently the City of Alexandria is Torpedo Factory’s owner and operator of record, and all employees are on the City’s payroll. The Torpedo Factory considers *The Art League*, who provides the majority of the programming in the building, to be one of its key tenants. Johnson says that he is happy with the structure of the City owner/operator; even though it can be slow and bureaucratic, the organization is allowed to maintain its unique brand from the city, and they don’t need accountants or lawyers on staff as they are provided by the City. The City is responsible for any capital improvements via taxpayer dollars.

A staff of seven City employees operate the venue, including a Director, Curator of Exhibitions, Curator of Public Programming, Rental Events Coordinator, Registrar (for leases), Gift Shop/Facilities Manager, and Marketing Manager.

Financials

The Torpedo Factory operates on a budget of just over \$1 million. Studio rentals to area artists and arts groups make up the bulk of earned revenue (about \$800,000)⁵, supplemented by \$140,000 in event rental fees,⁶ \$30,000 in target gallery sales revenues, and \$30,000 in gift shop

³ Solo shows and group shows

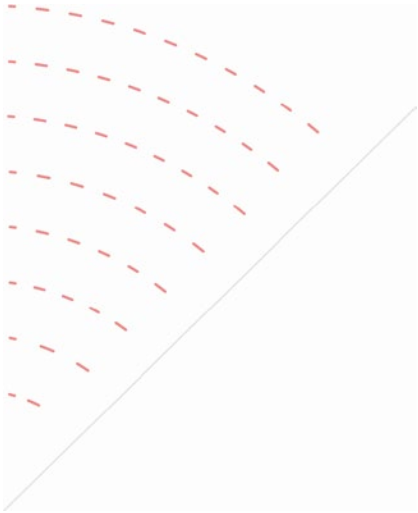
⁴ Office of the Arts city department reports to Parks and Recreation

⁵ Studio rentals fees generally cost \$16/SF per year

⁶ Rental fees range from \$1,600-6,100 for 7-hour rental, depending on time of year



revenues. The organization's operations are self-sustaining and do not require City subsidy; the Torpedo Factory is self-funded for operations. Johnson says the organization is currently engaged in a strategic planning process, and plans to engage in pursuing sponsorship revenue in the future in order to grow its capacity.





Firehouse Arts Center⁷

Pleasanton, CA



The Firehouse Arts Center is dedicated to inspiring passion through the arts.

Selection Rationale

This comparable organization was selected to highlight a city-operated model for a more performing-arts oriented space, in which resident companies can offer performances and education programming to further arts access to the community. The multi-use venue also provides space for private rentals, and some visual art exhibition space.

Facts in Brief

Facilities	20,000 SF total; 221-seat flex theater; 1,800 SF classroom space; 2,000 SF fine art gallery; grand lobby, Parkside patio
Operating Structure	Owned and operated by City of Pleasanton
Staff	5 full time, 14 part time
Operating Budget (2018)	\$1,800,000
Programming	90% self-produced programs (resident theater companies), 10% rentals

Background

The Firehouse Arts Center opened in September 2010. The facility structure incorporates a historic fire station built in 1929. The firehouse was on the national list of historic buildings, so the design of the arts center incorporating it followed National Park Service guidelines for adaptive reuse of historical buildings, which requires a visual demarcation between new construction and the preserved historic building.

⁷ All data based on website research and 2018 interview with Community Services Manager Michele Crose



Community Context

Community	Population	Land Area (sq. miles)
Pleasanton, CA	83,007	24.28
CBSA		
San Francisco-Oakland-Hayward	4,729,484	2,470

Facilities

The facility design reflects its unique setting adjoining Lions Wayside Park in the choice of materials and color schemes. It has “green building” components, making extensive use of recycled materials, solar panels, and high efficiency climate controls.

Within the FAC are the following spaces:

Theatre - the FAC theater space is 20,000 square feet. It has 221 seats that can be configured to allow flexibility in staging. There is a below-grade, tiered area for end-of-house proscenium-type performances. The proscenium stage can be covered with platforms to become a flat floor or reconfigured for thrust, arena, or cabaret staging. The theatre is equipped with state-of-the-art lighting, sound, and video systems and has two full-time theater technicians to operate the systems for users of the venue.



Galleries - a large, 2,000-sq-ft art gallery is located off the FAC atrium lobby. It is divided into two exhibition spaces. The smaller space is located in the original Firehouse #1 Engine Bay. The smaller gallery space is 814 square feet, has 59 linear feet of wall space and a picture railing and wire cable art hanging system.



The larger gallery room is called the Harrington Gallery. It is 1,240 square feet, has 70 linear feet of wall space, and a 12-foot ceiling. The Harrington Gallery has seven juried group exhibitions per year. Artists pay a \$30 application fee. The gallery keeps 30% of the income from sales.



Parkside Patio - the 3,000 sq. ft. Parkside Patio is located off the hourglass shaped lobby adjacent to Lions Wayside Park. It is suitable for dinners and receptions.



Classrooms - there is 1,800-sq.ft of classroom space in the FAC in which art classes are held.



Programming

Programming at the FAC includes performances, arts exhibits, rehearsals, and youth performance opportunities. 90% of the programs at the Firehouse Arts Center are self-



produced, but the city has also hosted up to 100 touring acts in a given year with a presenting budget of \$400,000. There are two resident theatre companies who use the space. The companies sign a 3-year renewable contract for use of the theatre. The Civic Arts Stage Company produces plays based on classic children's literature using young actors, age 10-18 to perform them (chosen by audition). There is a program tuition fee for actors cast in productions. The other resident company, Creatures of Impulse, is a teen improvisational theatre group (ages 14-18) that performs improv mainly focused on long-form narratives (plays without a script). Additionally, the local Tri-Valley Repertory Theatre has recently begun using the space for some performance runs.

Operating Structure

The FAC was built by the City of Pleasanton to promote civic participation in the arts. The City owns and operates the center. The City also funds the facility, including staff salaries, benefits and maintenance costs.

The facility is maintained by the City's Maintenance Department and managed by 5 full-time and 14 part-time staff and volunteers. Staff include a Civic Arts Manager, Theater Technician/House Manager/Volunteer Manager (2), Programming & Supervision, Media Relations, Art Gallery Manager, Poet Laureate, Youth & Teen Performing Arts Manager, Website & Marketing Manager, Box Office staff (2), Theater techs (4), Youth Programming/Camp Staff (4), and Contract Administrator.

Financials

The City of Pleasanton funds the \$1.8 million budget of the FAC through its general fund. Some limited fundraising takes place currently, with efforts underway to raise more private funding in the near future in order to lessen the pressure on the city's general fund. All earned revenue from rentals and ticket sales is directed back to the City's general fund. The FAC is not expected to recoup expenses, but does contribute over \$600,000 back to the general fund annually.



Jack's Urban Meeting Place⁸

Boise, ID



Creating an environment for inspiring human potential.

Selection Rationale

JUMP is a unique model; focused on flexibility, this comparable organization was chosen to highlight the breadth of possibilities for the use of spaces, and the creative programs that Rancho Cordova can implement to serve the community broadly, whether self-produced or outsourced. The JUMP incorporates a number of public art elements and whimsical design and interior features that make it a 'special' place for the community.

Facts in Brief

Facilities

Amphitheater, 5 studios (recording, dance, woodworking, conference room, kitchen), 2 ballrooms, tractor museum. JUMP is adjacent to the Simplot Corporation global headquarters in downtown Boise.

Operating Structure

Owned and Operated by 501c3 "JUMP", which is largely funded by the Simplot Family Foundation.

Staff

10, and 15+ studio coordinators

Programming

Classes, community events, special events

⁸ All data based on website research and an interview with Director Maggie Soderberg on 5/22/19



Background

JUMP began as a collection of vintage tractors with no home in 1998. Rather than create an underutilized museum, founder J.R. Simplot decided to use his collection as the anchor for creating a lively and unique community space. The space was determined in downtown Boise with outdoor spaces and libraries/brainstorm spaces known as 'studios', and the not-for-profit organization followed. The \$70 million JUMP campus, which opened in 2015, is understood as a vibrant imaginative ecosystem with community participation as its engine.

Community Context

Community	Population	Land Area (sq. miles)
Boise, ID	226,570	82.8
CBSA		
Boise City-Nampa, ID	730,426	11,833

Facilities

JUMP is a downtown campus with a three-acre urban garden, amphitheater, 5 studios, 2 ballrooms and a tractor museum with 52 antique tractors dispersed throughout the grounds. The studio spaces host creative opportunities in different media, including a recording studio for music and film production with audio and video equipment, a dance studio to explore movement and prepare for recitals, a woodworking space with tools to build things, conference/thinking space for brainstorming, and a kitchen space for culinary exploration. Six spaces are available for rent for community fundraisers, galas, conferences, or educational lectures. Also, a massive slide that spans the length of the building is available for play.





Programming

Self-produced programs and rentals by nonprofit groups of all kinds make up the primary activity at JUMP. Programs and classes offered for community engagement and development include culinary offerings like the benefit program *Tapas: Food & Fun for a Cause*, dance classes like *Adult Hip Hop Dance*, fitness and wellness classes like *The Power of Breath*, and multimedia classes like *Learning Video Production*. Meanwhile, rentals by community not-for-profits and local artists round out the remainder of activity. JUMP only engages in mission-related rental activity, and thus does not offer space for weddings, birthdays, retirement parties, etc. Recently, rental demand is increasing and has included such users as film producing organizations, rap artists, refugee support organizations in Boise, a high school drama group, and a Kentucky Derby charity for a not-for-profit. Catering for rental events is also offered in-house through Thomas Cuisine Management.

Operating Structure

From inception, JUMP has been owned and operated by a not-for-profit. Upwards of 10 staff members operate the building and coordinate activity, including two directors, an experience coordinator, community engagement director, office administrator, IT & AV Manager, Facilities Managers and Coordinators, and “Tractor Doctor”. The remaining 15+ studio coordinators, who provide programming for each studio, are considered independent contractors.



Arlington Arts Center⁹

Arlington, VA



Arlington Arts Center is a 501c3 nonprofit contemporary visual arts center dedicated to presenting and supporting new work by regional artists in the Mid-Atlantic States. Through exhibitions, educational programs, and subsidized studio spaces, AAC serves as a bridge between artists and the public. The goal is to increase awareness, appreciation of, and involvement in, the visual arts in Arlington County, VA and the region.

Selection

This comparable organization was selected to highlight a collaboration between not-for-profit and municipality in providing support for community. The county offers space to support artists but does not take on the burden of programming, which is offered by the not-for-profit through education offerings to the community.

Facts in Brief

Facilities	17,000 SF; 9 galleries, 12 working studios, 3 classrooms
Operating Structure	Owned (long term lease) by Arlington County; Operated by 501c3 AAC
Staff	5
Operating Budget (2018)	\$530,000
Programming	Studios, exhibitions, educational programs

⁹ All data based on website research and an interview with Executive Director Holly Koons on 5/20/19



Background

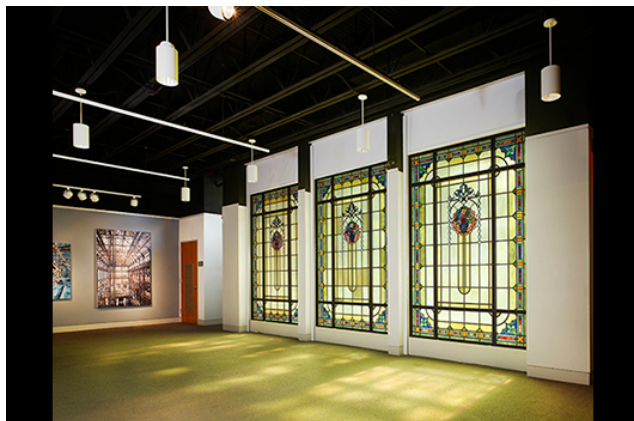
Arlington Arts Center was established in 1974 and has been housed since 1976 in the historic Maury School building. The space underwent an extensive renovation in 2005 and has been placed on the National Register of Historic Places and designated as an Arlington County Landmark. The not-for-profit AAC holds a long-term lease with Arlington County to operate within the building, offering exhibitions, space to residents, and education programs.

Community Context

Community	Population	Land Area (sq. miles)
Arlington, VA	234,965	24.28
CBSA		
Washington et al, DC-VA-MD-WV	6,133,552	5,564

Facilities

The Arlington Arts Center (AAC) offers 17,000 square feet including 9 galleries, 12 working studios, 3 classrooms, and a lawn suitable for public art. Stained glass panels, part of Arlington County’s Public Art Collection, adorn the main event space which boasts Tiffany Windows after an extensive renovation in 2005. Access to a kitchen is also provided for private rentals. Studio spaces range from 300 square feet for a solo space, to 600 square feet for a shared, two-artist space.







Programming

Programming at AAC, which serves an annual audience of 300,000, centers around contemporary exhibitions, education, and resident artists. Quarterly changing exhibitions offer emerging and established artists alike a platform to experiment. Annual SOLOs exhibitions are juried by notable artists, critics, curators and collectors. Also, AAC presents themed group exhibitions on socially relevant topics, with works by regional, national and international artists. In conjunction with AAC's presented exhibitions are lectures, workshops and panel discussions which offer the opportunity to dialogue. The exhibition program is completely subsidized in operations, but drives contributed income.

Education programs are offered year-round for beginners and seasoned artists of all ages. Hundreds of small classes are taught annually by experienced professional artists¹⁰ to toddlers, children, teens and adults, and include techniques such as drawing, painting, clay modeling, and collage, as well as art history. Koons says education programs for kids are very popular and growing, as parents need places to send their children after school and during the summer. Summer camps are also offered for kids age 5-18.

AAC's competitive Resident Artist program provides subsidized studio space to 12 artists. Studios are kept private, except when they are open to the public 4-5 times annually. Residents are also required to give 4 hours each month in service of the organization; most service the front desk on the weekend. Residencies last for 2 years and can be renewed up to a total of 6 years¹¹.

Private rentals include rehearsal dinners, weddings, retirement gatherings, fundraisers, memorial services, and birthday parties. Koons says that rental activity has picked up in recent years and provides about \$30,000 in annual revenue. AAC could increase rental activity but does not have any more public gallery space to offer for special events.

Due to the high Hispanic population in Arlington, an annual 'Day of the Dead' festival event has developed on the campus and become a tradition; it has a small exhibition and attracts a diverse audience.

Partnerships

Given the relationship with Arlington County, the Cultural Affairs Department is considered a key partner; the County has a nationally recognized and respected public art program and owns the property outside the art center. Other partners include the *Ballston Business Improvement District* (for programming and sponsorship), *Leadership Arlington* (for programming), *Arlington Chamber of Commerce*, and several other civic organizations.

Operating Structure

Arlington County owns the building, and it is operated by 501c3 Arlington Arts Center. The not-for-profit has been in the building since 1975 and rents the space from the County for \$1 per

¹⁰ Teachers are considered independent contractors

¹¹ One studio is reserved for short-term residencies lasting 2-9 months



year in a 25-year renewable lease. Expenses are shared between the County and AAC; the nonprofit pays for the most basic operating expenses, and the County pays primarily for major capital improvements. Staffing includes an education coordinator¹², Marketing/Admin Coordinator, Curator, and a part-time Rentals Manager.

Financials

AAC operates on a \$530,000 budget. Earned revenues are driven primarily by education offerings, including year-round evening classes and summer camps, while contributed revenue is driven by exhibitions and residencies. Rentals deliver about \$30,000 in earned revenue annually. Most contributed revenue comes from foundation grants and individual contributions, but AAC receives a small project-based grant of \$25,000 annually from the County. AAC recently ended its membership program due to a lack of incentive with its free programs offerings, and thus relies on a small contingent of 200-250 individual donors for contributions.

¹² AAC is considering additional education staff