

## **OPERATING MODELS AND COMPARISON—PERFORMING ARTS CENTERS**

The below includes a summary of operating models for the Mountain View Center for the Performing Arts, the Leshar Center for the Performing Arts, Livermore Valley Arts, Campbell Heritage Theatre, and the Grand Theatre Center for the Arts.

### **Mountain View Center for the Performing Arts, City of Mountain View**

The Mountain View Center for the Performing Arts (MVCPA) is a municipally owned and operated venue, boasting a 600-seat MainStage theater; SecondStage, a 150- to 250-seat black box theater; and ParkStage, a small outdoor amphitheater that can seat up to 250 people. The MVCPA operates strictly as a rental house and does not produce nor present any productions on the three stages.

Currently, the MVCPA hosts three Resident Companies: TheatreWorks Silicon Valley (TWSV), Peninsula Youth Theatre (PYT), and Upstage Theater (Upstage). TWSV and PYT reserve the MainStage and Upstage and PYT reserve SecondStage.

The MVCPA is operated by the City, with City employees, including nine full-time, two permanent part-time, and 25 hourly employees and 300 volunteer ushers.

### **The Leshar Center for the Performing Arts, City of Walnut Creek**

The Leshar Center for the Performing Arts (Leshar) is a municipally owned and operated venue boasting three theaters: a 785-seat main stage, a 297-seat theater, a 135-seat black box theater, and an art gallery in the heart of downtown Walnut Creek.

Leshar has one Resident Company, their own producing company, the Center REPertory Company (Center), which uses the 297-seat middle theater. The Center produces six productions annually and operates Young REP, a summer theater education program for teens and young adults during the summer months, which is off-season for the Center.

They host a presenting season in their main stage theater, known as Cornerstone Productions, which consists of a diversely curated season of 15 to 20 performances with headline acts that bring patrons regionally to downtown Walnut Creek. Similar to the MVCPA, the facility is operated by the city, with city staff of 23 full-time, 100 hourly employees, approximately 33 full-time equivalents as well as 300 volunteer ushers.

All venue users use their ticketing system, audience services team, and production team. Only city staff are allowed to operate the equipment, and only production company members and clients are allowed backstage.

### **Livermore Valley Arts, Livermore, California**

The Bankhead Theatre is operated by Livermore Valley Arts, an independent 501(c)(3), nonprofit organization. The theater boasts a 507-seat theater with a small outdoor plaza for small events. The Bothwell Arts Center serves as an incubator for the Tri-Valley's vibrant arts community offering workspaces for artists. The staff are employed by Livermore Valley Arts, 23 full-time, 27 part-time, and a volunteer core of 200 people.

There are nine resident companies using, on average, 100 dates a season for rehearsals and performances. The nine companies are Cantabella Children's Chorus, Christian Youth Theater, Del Valle Fine Arts, Livermore-Valley Opera, Livermore-Amador Symphony, Pacific Chamber Orchestra, Tri-Valley Theatre Company, Valley Concert Chorale, and the Valley Dance Theatre.

### **Campbell Heritage Theatre, City of Campbell**

The Campbell Heritage Theatre is owned by the City of Campbell and is operated by VenueTech Management Group. The historic theater was built in 1938 as part of the Campbell High School Auditorium and seats 802 people.

There are two city employees who oversee VenueTech; the remainder of staff on-site are VenueTech employees who provide ticketing, audience services, and production staff. The Friends of the Heritage Theatre, a not-for-profit, provides volunteer ushers.

There are no resident companies. The City of Campbell pays VenueTech from the general fund to operate the facility and to present between 10 to 12 artists a season.

### **Grand Theatre Center for the Arts, City of Tracy**

The Grand Theatre (Grand) is a municipally owned and operated interdisciplinary arts center boasting a 500-seat main stage, 150-seat black box theater, three art galleries, and nine instructional classrooms offering professional and community-based fine arts-curated arts program. Currently, the Grand has no resident companies but, in the past, housed two, and anticipates adding the program back in the future.

The city operates the facility with city employees, including seven full-time, two part-time, and 30 hourly employees, with a core of 200 volunteer ushers and gallery docents. All rental clients must use their ticketing system, and the staff operates all the equipment in the building.

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City	Mountain View	Livermore	Walnut Creek	Tracy	Campbell
Theaters	MVCPA	Livermore Valley Arts	The Leshar Center for the Arts	Grand Theatre Center for the Arts	Campbell Heritage Theatre
	(1) MainStage	(1) Bankhead Theater	(1) Hofmann Theater	(1) E. K. Theatre	(1) Main Auditorium
	(2) SecondStage	(2) Courtyard	(2) Margaret Leshar Theater	(2) Studio Theatre	
	(3) ParkStage		(3) Vukasin Theater		
			(4) outdoor plaza on sidewalk		
# of Theaters	2	1	3	2	1
Seats	(1) 600	(1) 507	(1) 785	(1) 547	(1) 802
	(2) 163 up to 217	(2) 60	(2) 297	(2) 56-104	
	(3) 300 lawn		(3) 133		
Number of Events	(1) 31	(1) 140	(1) 96	(1) 35	87 rental days
	(2) 28	(2) 11	(2) 45	(2) 25	
	(3) 1		(3) 40		
			(4) 7		
Performances	(1) 204	(1) 92	(1) 151	(1) 115	71
	(2) 120	(2) 7	(2) 203	(2) 25	
	(3) 10		(3) 103		
			(4) 10		
Number of Staff	9 FTE and 31 hourly staff	23 FTE/50 total staff on payroll	23.5 FTE; 100 hourly staff approx 33 FTE	9 FTE and 12 hourly staff	2 FTE + 10 PTE
Rentals	Yes	Yes	Yes	Yes	Yes
<u>Presents</u>	No	Yes	Yes	Yes	Yes
Produces	No	No	Yes	No	No
Resident Companies	3	6	1	0	0
% of use by Resident Companies	52%	30%	100% of (2)	N/A	N/A
Venue Owned by	City	City	City	City	City
Operated by	City	501(c)(3) Nonprofit	City	City	Venue Mgt. Company
Total Operating Budget	\$1,948,572	\$4,200,000	\$8,240,667	\$2,725,970	\$1,171,483
Revenue from Operations	\$1,206,967	\$2,200,000	\$5,267,413	\$402,977	\$936,400
% Cost Recovery	62%	52%	64%	15%	80%
City Support	General Fund	Some Grant \$ from Arts Commission	General Fund, Measure O, Parking Fund	General Fund, + Nonprofit Partner	General Fund
Other		\$10,000	\$2,973,254	\$2,322,993	\$200,000
Nonprofit Contribution	\$0	\$2,100,000	\$305,000	\$20,000	\$0