



ARLINGTON PERFORMING ARTS CENTER

Business Plan

Preliminary October 2022

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Introduction

Background

Arlington is home to 25-30 arts groups and hundreds of visual artists. Among the many genres represented are theatre, dance, symphony, chamber music, children's theatre, opera, public art and visual and media arts.

However, over the last 5-7 years, the County has experienced a decreasing number of available and suitable performance venues that have closed for various reasons (i.e., Rosslyn Spectrum, Artisphere, Iota). For Arlington's performing arts organizations, this means that they are faced with the choice of either performing outside of the County, shutting down operations or performing at less suitable "found" spaces (i.e., middle schools). For some groups, the latter choice results in greatly reduced attendance, and thus less earned income.

Embracing Arlington Arts (EAA), an independent citizens group comprised of arts supporters, along with key stakeholder partners are proposing a solution to this issue: the development of a new multi-purposed **Arlington Performing Arts Center (APAC)**. Such a facility would not only allow several professional performing arts organizations to remain and/or return to Arlington, but also provide a venue for live music, stand-up comedians, meetings, and day camps. This "arts hub" would also provide another avenue for Arlington Arts organizations and artists to publicize their events on a material display rack, bulletin board and a television streaming videos from Arlington arts performances and events. A new performance venue will ultimately enrich the community and contribute to the growth of the local arts and culture economy.

The proposed APAC is contemplated as having approximately 14,274 sq. foot of performing arts space with a 100-150 seat black box mainstage (approximately 40' x 60') with flexibility to be configured for more or fewer seats, four rehearsal studios, dressing rooms, lobby (with box office), concession stand, backstage space, storage and offices, as well as wall space for an art gallery to feature Arlington artists. Currently, no dedicated performing arts venue of this size exists in Arlington County.

This facility would be a "game-changer" for Arlington County's cultural and entertainment sector presenting not only theater productions but also live music, play readings, receptions, artist exhibitions, improv, a hub for the arts, camps and much more. It also will spur much increased business at local restaurants and serve as a "community" partner by being available as a meeting/events venue for a whole host of local organizations.

"The opportunities that a professional mid-size venue will offer in Arlington are tremendous: It will bring high-quality arts experiences to residents and give local arts groups access to professional rehearsals and performances in Arlington. It's exciting to see multiple sectors come together to support this vision, particularly in our current moment, where the arts are essential to help our community make meaning of and heal from the pandemic." – Katie Cristol, Arlington County Board Chair for 2022

Purpose

The purpose of this document is to provide a business plan for APAC in Arlington.

This document will address:

- Why Arlington needs a new venue
- The mission and purpose of APAC
- How APAC will be operated, managed, and governed
- How much APAC will cost to build and operate
- Additional considerations for subsequent phases on the project

We intend for this document to be shared with prospective artistic partners, developers, investors, funders, and County officials to engage their support in advancing the project to the next phase of development.

Situation Overview

Market Analysis

Arlington is a self-governing County located across the Potomac River from Washington D.C.; part of the DMV area, which includes the Nation's Capital and nearby counties in Maryland and Virginia.ⁱ Arlington is situated within a short driving distance of other urban centers in Northern Virginia, including Alexandria, McLean, Falls Church, Tysons, Reston and Fairfax. We believe that a new performing arts venue in Arlington could serve both the residents of Arlington County and the surrounding areas.

Arlington-at-a-Glance:

- Current population of 233,464
- Median household income of \$120,071 (2019 dollars)
- Average age 34.7 years
- 75.3% of population 25+ have a bachelor's degree or higherⁱⁱ
- #2 on "The best places to live in the U.S." (CBS News 2021)ⁱⁱⁱ

According to the National Endowment for the Arts, attendance at arts events has been shown to increase with income and education levels.^{iv} Across both dimensions, Arlington ranks higher than the national average. Based on the most recent census, Arlington County is number 8 on the list of richest US counties as measured by median household income.^v As noted above, 75% of the adult population over 25 in Arlington has at least a college degree.

In addition to these favorable demographics, the development of Amazon HQ in Pentagon City (currently slated for completion in early 2023) is expected to bring increased economic growth to the region.^{vi}

Why Arlington needs a new venue

Arlington currently lacks adequate indoor performance spaces for its professional performing arts groups, musical groups, and other entertainment events. The County Board recognized this when it twice approved in 2007 and 2012 the inclusion of a quality black box theater in a site plan for a proposed project to be located at 3901 North Fairfax Drive.

The lack of adequate performance space in Arlington and the need for new venues have also been acknowledged by the County in two recent reports:

“...the reduced supply of facilities has impacted the ability of creative providers to maintain and sustain viable operations in Arlington.” – “A Framework for Cultural Spaces,” a Report of the Cultural Facilities Task Force, August 2018^{vii}

“Build essential and purposeful venues and other infrastructure that support high-quality arts activity and provide the Arlington community with opportunities to participate in a variety of artistic and cultural options.” Strategic Plan approved by the Arlington Commission for the Arts, March 2017^{viii}

A full inventory of current performing arts facilities has been compiled by the Cultural Facilities Taskforce^{ix} which lists 20 live performing spaces in Arlington. Of these, 13 are located within school facilities (which lack the ambiance and experience that audiences expect when going to the theatre), 4 are operated by a single organization (Synetic Theatre, Arlington Cinema & Draft House and Signature Theatre’s two stages), and 3 are County operated facilities (Theatre on the Run, Lubber Run outdoor Amphitheatre and the Mobile Stage).

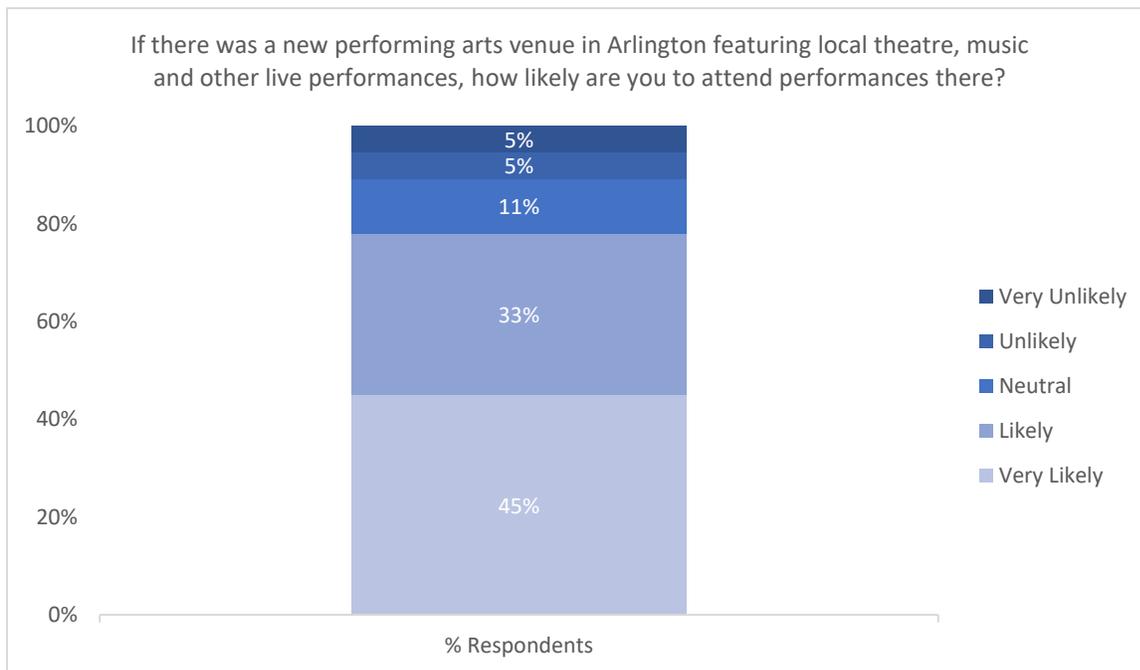
Based on these facts, Arlington lacks a “quality” venue to meet the needs of several professional Arlington theater organizations which, if available, could attract larger audiences and provide a better audience experience. It is worth noting that Arlington currently lacks venues for live music performances and concerts and this venue would greatly fill that void. In addition, there are no Improv classes offered in Arlington although many Arlingtonians go to D.C. to attend Washington improv Theater. APAC could host Improv classes on Monday nights when most theaters spaces are dark.

Many Arlington and regional arts organizations also conduct informal and free play readings for patrons, with talk-back sessions afterwards. Currently there is no suitable or dedicated spaces for these readings. They must be done in either County buildings (with no alcohol or food permitted) or in noisy restaurants/bars. This venue would be ideal to conduct play readings, with patrons able to purchase beer and wine, as well as bring food in from nearby restaurants.

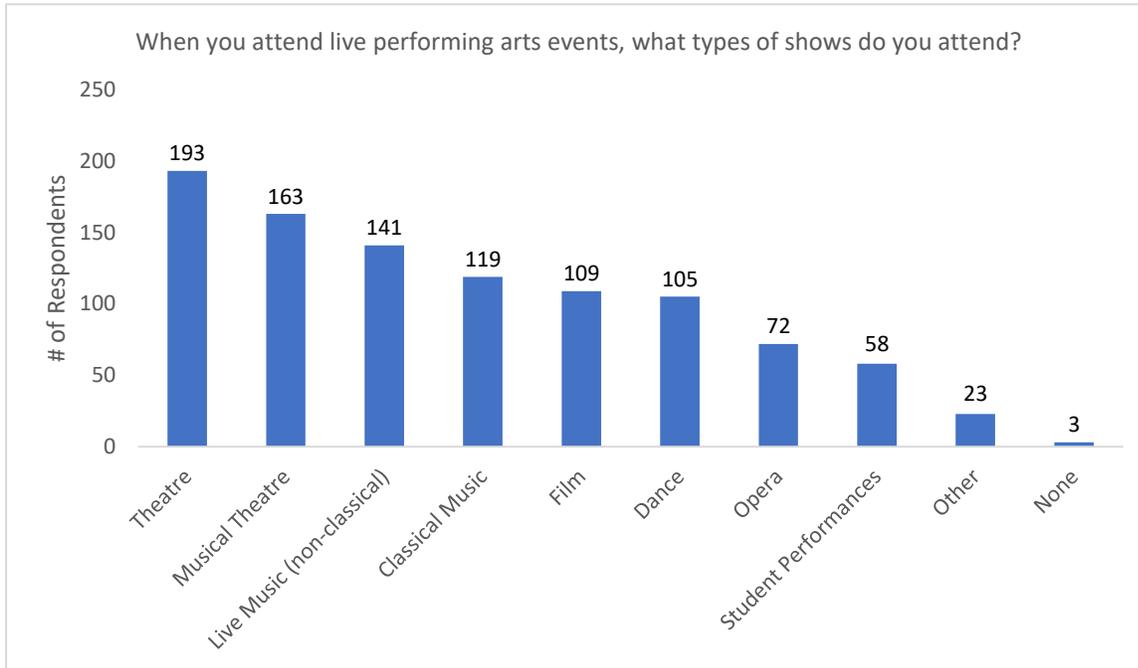
Audience trends

In preparing this business plan, we conducted a brief survey of local arts audiences to better understand local attitudes and participation rates at arts events. The survey was made available through the Embracing Arlington Arts Newsletter, an ARLNow Community Post and through a Facebook post in January 2022 and 223 responses were received. Survey respondents were predominately Arlington residents (86%) or other Virginia residents (11%); and roughly evenly distributed across age groups: under 50 (29%), 50-65 (40%) and over 65 (31%). The majority of respondents reported attending an in-person performing arts event in 2021 (73%), many on a regular basis (30% monthly, 6% weekly). In 2022, 66% of survey respondents report that they plan to attend performances, and those who plan to attend regularly increased slightly (36% monthly, 9% weekly).

Overall, 78% of this group indicate they would attend performances at a new performing arts venue in Arlington (45% are “very likely” to attend and 33% are “likely” to attend):



Additionally, survey respondents reported interest across a broad range of artistic mediums. Close to half of the respondents currently attend theatre, musical theatre, live music (non-classical), film or dance:



Survey respondents who are in favor of a new venue, echo some of the arguments set forth earlier in the document (see “Why Arlington needs a new venue”). A sample of these comments are included below.

“A new, professional-grade performing arts venue is desperately needed in Arlington, VA. We can't keep limiting our talented cultural organizations to sub-standard venues, or the auditoriums in our public schools.” – Arlington Resident, Audience Survey January 2022

“Arlington is in desperate need of more support for small performing arts organizations. The cost of space is prohibitive for small organizations, yet they are vital to quality of life.” – Arlington Resident, Audience Survey January 2022

“I'd be more likely to attend events if the venue was in Arlington- easier to get to, no traffic to think about going into DC and closer to home!” – Virginia Resident, Audience Survey January 2022

“A new performing arts venue has been on the table for some time, especially after Artisphere was closed. We are due for a new state of the art performing center in our diverse and inclusive community that we can be proud of.” – Arlington Resident, Audience Survey January 2022

“Performing groups need a good, reasonably priced performing arts venue in Arlington! It is difficult to work with the schools, which are currently the only such venues available.” – Virginia Resident, Audience Survey January 2022

“Places for improv teams to rehearse and perform are very lacking, with the closure of businesses during the pandemic that used to provide those spaces.” – Arlington resident, Audience Survey January 2022

“It would be great if the venue could also host events (open mic nights, cultural celebrations) and classes in the performing arts to further engage the community.” – Arlington resident, Audience Survey January 2022

As with all community projects, there are opinions on both sides of the argument as to whether a new performing space is needed in Arlington. The survey also raised some questions, which we address below.

Concern #1: *“It’s hard to compete with what I can get in DC... it’s a 6-minute drive to the Kennedy Center. So having a unique character/ angle will be critical.” – Arlington resident, Audience Survey January 2022*

⇒ **Response:** Most of the Arlington based artistic partners that would use the proposed APAC space cannot perform at spaces like the Kennedy Center, which hosts larger-scale performances and cost too much to rent. In addition, the resident theatre organizations likely to be housed in this new space offer more affordable ticket prices than the larger theaters located in DC which in turn opens accessibility to the arts to a much larger segment of our population.

Concern #2: *“Didn’t we already waste enough tax dollars on the Artisphere? The county is literally surrounded with performing arts venues. The market is saturated hence Artisphere’s failure. No, we do not need another underused building—can we have open space instead?” – Arlington resident, Audience Survey January 2022*

⇒ **Response:** Unlike the Artisphere model, this plan assumes no management requirement by the County, no County staff expenses, and all operating expenses being paid by the APAC operating entity. Also, APAC will not only be a “Thursday through Sunday” venue. EAA’s vision includes not only theater productions, but also live music, play readings, receptions, artist exhibitions, camps, improv, as well as be available to community civic associations and organizations for meetings and other gatherings.

Concern #3: *“Hope it’s not taxpayer funded.” – Arlington resident, Audience Survey January 2022*

⇒ **Response:** EAA is not seeking public funding as part of this business proposal. EAA will raise funds to support the new venue from investors, the developer, and private individuals and/or foundations to cover the capital costs of the building. Additionally, this venue will attract visitors from not only Arlington, but

also nearby counties, DC and Maryland who would likely spend their dollars eating at local restaurants here in Arlington.

Concern #4: *“Wherever it is, there MUST be adequate parking, or we won't attend.”* – Arlington resident, Audience Survey January 2022

⇒ **Response:** We are considering proximity to public transport and/or onsite parking as a pre-requisite for any site that would be selected. Current architectural renderings include underground parking.

Economic Impact

We believe a new performance venue in Arlington County will both enrich the community and contribute to the growth of the local economy. The primary economic benefits of a new venue are increased revenue for local businesses located near APAC, and the ability to sustain Arlington based arts groups (and thereby jobs in the arts and culture sector). This not only fulfills the County Board’s original intention of providing a quality, stand-alone flexible theater space in Arlington, but also brings a much-needed performance venue to the County that will help make Arlington an arts and cultural destination.

A performing arts center would bring in foot traffic before or after an event, thereby boosting patronage at nearby retail or shopping establishments. Local restaurants would economically benefit from an entertainment venue located nearby. According to Americans for the Arts, arts and culture events attendees spend an average of \$24.66 per person (excluding ticket prices) and primarily at restaurants when seeing a performance in Arlington. This could amount to meaningful revenue for small businesses around the theatre.

Review of comparable theatres

In preparing this business plan, we spoke with leaders of several comparable theatres in the DMV area to understand more about their theatre operations. The local case studies most closely aligned with what we are seeking to create at APAC are Atlas Arts and the Silver Spring Black Box, both of whom operate residency programs with preferred rental terms.

Theatre	Location	# Seats	Budget*	Programming	Residency
Atlas Arts	Washington, DC	258/196/80/60	\$2.5M	Rentals	Yes
Creative Cauldron	Falls Church, VA	92	\$750K	Producer	No
Keegan Theatre	Washington, DC	120	\$1M	Producer	No
Silver Spring Theater Consortium	Silver Spring, MD	120-154	\$120K	Rentals	Yes
THEARC Blackbox	Washington, DC	150-200	\$50K-\$75K	Rentals	Yes

*Pre-pandemic budget

Operating Plan

Mission & Vision

In preparing this business plan, we solicited input from prospective artistic partners through interviews, a survey and two workshops. This group included the EAA Board of Directors, and representatives from the following organizations: Antidote Sounds, Avant Bard Theatre, Encore Stage & Studio, Monumental Theatre Company, National Conservatory of Dramatic Arts, Prologue Theatre and UrbanArias, Inc.

MISSION

Arlington Performing Arts Center (APAC) is a space dedicated to bringing diverse performing arts to audiences. Our mission is to

- be a home for performing arts groups based in Arlington,
- support performing artists and musicians in the creation of new work,
- partner with the local community, and
- nurture the next generation of performing arts professionals and enthusiasts.

Programming Model

APAC will act as the marketing facilitator, renting the black box, studio, and office space to a variety of artistic partners in the DMV area.

Anchor Tenants	Resident Companies	Non-profit Partners	Rentals
<ul style="list-style-type: none">• Embracing Arlington Arts/APAC• National Conservatory of Dramatic Arts	<ul style="list-style-type: none">• Company 1• Company 2• Company 3	<ul style="list-style-type: none">• Encore Stage & Studio• Antidote Sounds	<ul style="list-style-type: none">• Live Music• Church services• Improv classes• Local businesses• Private events

Anchor Tenants

Anchor Tenants will be permanent, long-term tenants of the APAC who will rent office and/or studio space on an annual lease agreement. At the time of writing, the business plan includes Embracing Arlington Arts/APAC and the National Conservatory of Dramatic Arts as anchor tenants for the new space. The Conservatory runs year-round programming across four semesters, offering daytime (11am-3pm) and evening classes (6-10pm). Current plans for the Conservatory include office space, full-time occupancy of Studios 3 & 4, partial occupancy of Studio 2 and occasional weekend performances in the Black Box theatre and Studio 1 (approximately 4 weekends per year).

Resident Companies

Along with the National Conservatory of Dramatic Arts, 3 Resident Companies would have priority access to black box and studio rentals (Studios 1 & 2). Decisions on programming and use of the space would be discussed in collaboration with the Managing Director of APAC. In addition to having “first dibs” on the programming calendar for the Black Box space, Resident Companies would also benefit from overall marketing efforts and APAC visibility in the community, and they would have the opportunity to collaborate with other artistic partners on programming or joint productions. Over time, we believe they would also benefit from sharing best practices on theatre operations and pooling resources for shared services. Performing arts organizations interested in becoming APAC Resident Companies would be expected to participate in an application process, agree to some minimum number of productions weeks across a residency term, be willing to share space with rentals during runs and be called upon to support APAC fundraising & marketing efforts.

Non-Profit Partners & Rentals

In addition to Resident Companies, we envision that there may be several regular non-profit partners who would rent the Black Box and/or studio space for performances, classes, and camps. Non-profit partners and other rentals would have secondary access to these spaces for rentals after Resident Companies have secured their dates. Remaining venue availability would be open to corporate rentals. This might include short-term rentals for events, meetings and/or fundraising. This venue would also create partnerships with community organizations and other groups who could use APAC for meetings and other events.

It is expected that some of these partners would rent the Black Box theatre during Resident Company runs on nights that would otherwise be “dark” in the theatre. This might include music groups, film screenings, and improv classes on Monday, Tuesday, or Wednesday evenings, as well as church services on Sunday mornings. Encore Stage & Studio and Antidote Sounds have expressed interest in using the space around the schedule of Resident Companies. In addition, there are several other arts groups in Arlington that typically produce single date performances that could also present in the Black Box space. Having a regular and diverse set of artistic offerings are part of the vision to create a vibrant community organization.

Governance Structure

An independent Board of Directors would govern APAC. Resident Companies may not participate on the Board but may participate in an Artistic Advisory Group overseeing venue programming. A search for Board members would be conducted in tandem with a capital campaign.

Management Structure

Management and oversight of the venue would require at a minimum, a few key roles in the early years. These might include:

- A **Managing Director**, will be responsible for the overall leadership, management, and venue operations. The Managing Director will also manage a small team (see below),

and be responsible for, external relations (e.g., with the Board and County), venue rentals with partners, fiscal management, fundraising and marketing. This role will report to a Board of Directors.

- A **Technical Director**, will be responsible for the venue's systems (e.g. lighting, HVAC, sound, A/V, booth, phones, and computers) and maintenance (cleaning and repairs). The Technical Director will also support renters, working with technical staff to support the needs of each production. As needed, the Technical Director may also supervise part-time specialists (e.g., electrician, cleaning staff) as needed to maintain the facilities.
- A **Finance Manager** (part-time) will be responsible for processing contracts and invoices and preparing financial statements.
- A **Patron Services Manager**, will be responsible for assisting with box office & running concessions, as well as be a consistent onsite representative for APAC when partners and vendors are using the venue.
- A **Marketing & Development Associate**, will support the Managing Director on marketing (including social media outreach and media relations), and development (donor tracking, grant writing and donor relations).
- Part-time volunteers (e.g., ushers).

Resident companies and other renters will be responsible for their own production staff (including a stage manager), ticketing and box office. Over time, resident partners may identify opportunities to pool resources to reduce individual company operating costs.

Outside of the purview of APAC, we request that the County continue to make the scene shop at Gunston available to Arlington based arts groups. We currently do not have plans to include space for a scene shop at the new venue.

Financial Plan

Earned Income

Earned Income for the venue will be primarily driven by space rentals from 3 Resident Theatre Companies who can program up to 70% of the available calendar based on current seasons.

Tenant	Rate Type	Usage
Conservatory	Annual	Annual 12-month lease – flat rate of \$9,000 monthly Full-time tenant for Studio 3 & 4 Partial use of Studio 2 (day only, ½ year)
Resident Theatres	Weekly	3x 5-week runs for each theatre company 5 weeks studio rehearsals per run (Studio 1)
Non-profit partner	Weekly	2 weeks of performances in December 4 weeks of summer camps (Studio 1 & Studio 2)
Live Music	Daily	2 evening shows per month (Tuesday or Wednesday)
Corporate	Daily	2 events per month (Tuesday or Wednesday)
Church	Daily	Church service every Sunday morning
Comedy	Daily	Improv classes every Monday except 6 federal holidays

It should be noted that the above schedule leaves sufficient open space in the rental calendar for additional rentals in Studio 2 and therefore increased income for the venue. A preliminary rate card for the space has been developed (shown below) based on comparable benchmarks. This is subject to negotiation and agreement with prospective artistic partners and should be considered directional in nature.

Tenant	Rate Type	Black Box	Studio 1	Studio 2
Partner	Weekly	\$3,000	\$900	\$800
Non-profit	Weekly	\$4,500	\$1,350	\$1,200
Non-profit	Daily	\$650	\$300	\$300
Corporate	Daily	\$1,000	\$500	\$400

In addition to space rentals, we also expect some earned income from concessions (for the purposes of this exercise we are assuming no contribution to net profit from concession sales).

Remaining operating expenses would be covered by grants and donations, and resident partners would be expected to support overall fundraising efforts of the venue.

Operating Expenses

We have assumed five major operating expense categories for this initial budget: people costs, utilities, insurance, maintenance, and taxes. These estimates should be considered preliminary and should be revisited during year 1 of the venue operations.

Salary costs for the 5 administrative roles outlined under “Management” are based on similar roles at comparable theaters in the area.

Utilities, insurance, and maintenance costs are based on similar costs at comparable venues and adjusted for square footage and planned usage.

For taxes, we looked at the commercial tax rate for office/retail/hotel in Arlington County which is \$1.151/\$100 of assessed value.

Five Year Financial Forecast

Year 2-5 forecasts assume a 5% inflation rate on Year 1 dollars. To break-even, we are assuming any shortfall would be covered by contributed funds raised by the Managing Director. Also assumed is that during Year 4 and Year 5 (as visibility of the venue grows throughout the DMV) rentals will increase by a conservative estimate of 1%.

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
EARNED INCOME	\$400,100	\$420,105	\$441,110	\$464,461	\$489,057
Long-term tenants	\$108,000	\$113,400	\$119,070	\$125,024	\$131,275
Partners	\$174,600	\$183,330	\$192,497	\$202,121	\$212,227
Rentals	\$117,500	\$123,375	\$129,544	\$137,316	\$145,555
OPERATING EXP.	\$(424,033)	\$(445,235)	\$(467,496)	\$(490,871)	\$(515,415)
People	\$(227,500)	\$(238,875)	\$(250,819)	\$(263,360)	\$(276,528)
Utilities	\$(36,290)	\$(38,104)	\$(40,010)	\$(42,010)	\$(44,111)
Maintenance	\$(45,000)	\$(47,250)	\$(49,613)	\$(52,093)	\$(54,698)
Insurance	\$(16,839)	\$(17,681)	\$(18,565)	\$19,493)	\$(20,467)
Taxes	\$(98,405)	\$(103,325)	\$(108,491)	\$(113,916)	\$119,611)
NET GAIN/(LOSS)	\$(23,933)	\$(25,130)	\$(26,386)	\$(26,410)	\$(26,358)

Capital Costs

We estimate the total capital cost to build a 14,274 square foot performing arts venue in Arlington to be somewhere between \$8M to \$10M depending on when the construction starts. This is comprised of \$7.5M to \$8.5M in building construction costs and an additional \$1M in theatre and audio-visual equipment to outfit the theatre and studios. We estimate that 50-60% of the building construction costs would be exterior costs and 40-50% would be interior costs to outfit the theater. EAA is seeking support from a developer to build and own the venue, assuming the exterior costs. A capital campaign would be launched to raise remaining funds required to cover the interior costs, and theatre & A/V equipment.

Guidance for these estimates were given by HGA, a national design firm that recently completed the Capital One Hall and other performing arts venues in Virginia. HGA provided guidance on recent cost per square foot estimates based on comparable projects and total cost

ranges for theatrical and audio-visual equipment. In addition, design theater consultants Shalleck Collaborative advised on specific equipment, furniture and production system requirements and costs in 2019. Those figures have been updated to reflect 2022 prices at a 5% capitalization rate.

Building and Construction Costs

	Space	Sq. ft.	\$/sq. ft.	2022	2023F	2024F
Tier 1	Performance venue	2,400	\$600	\$1,440,000	\$1,512,000	\$1,587,600
	Area surrounding stage	1,200	\$600	\$720,000	\$756,000	\$793,800
	Studio 1	1,000	\$600	\$600,000	\$630,000	\$661,500
	Lobby	1,780	\$600	\$1,068,000	\$1,121,400	\$1,177,470
	Entrance	980	\$600	\$588,000	\$617,400	\$648,270
Tier 2	Studio 2	875	\$450	\$393,750	\$413,438	\$434,109
	Studio 3	600	\$450	\$270,000	\$283,500	\$297,675
	Studio 4	600	\$450	\$270,000	\$283,500	\$297,675
	Dressing rooms	800	\$450	\$360,000	\$378,000	\$396,900
	Green room, wardrobe & storage	1,200	\$450	\$540,000	\$567,000	\$595,350
	Office space	1,393	\$450	\$626,850	\$658,193	\$691,102
	Miscellaneous	1,446	\$450	\$650,700	\$683,235	\$717,397
TOTAL CONSTRUCTION		14,274		\$7,527,300	\$7,903,665	\$8,298,848

Theatrical Equipment & A/V

Theatrical equipment and A/V equipment needs for the theatre fall into 4 broad categories: theatre seating, production lighting, production A/V and production rigging (see appendix for list of required equipment).

Category	2019	2022	2023F	2024F
Seating	\$230,000	\$ 266,254	\$ 279,566	\$ 293,545
Lighting	\$112,000	\$ 129,654	\$ 136,137	\$ 142,944
A/V	\$265,000	\$ 306,771	\$ 322,109	\$ 338,215
Rigging	\$276,000	\$ 319,505	\$ 335,480	\$ 352,254
TOTAL COST	\$883,000	\$1,022,183	\$1,073,292	\$1,126,957

Construction timeline

At the time of publication, the EAA board is in active discussions to identify a site for the venue. We estimate that the project has three key phases:

Planning & fundraising (minimum 1 year):

- Identify a site
- Secure a developer and architect
- Plan for Capital Campaign

- Secure Investors

Design Process (10-12 months)

- Initial Programming and Site Assessment (2-6 months)
- Initial Design Concepts (1-3 months)
- Capital Campaign (ongoing)
- Finalize Design Concepts (7-12 months)

Construction Phase (12-20 months)

We anticipate the “Construction” Phase of the project would not start until at least late 2023 or early 2024.

Acknowledgements

This report was prepared by an independent consultant working on behalf of Embracing Arts Arlington. The following organizations have participated in interviews, surveys, and workshops for this business plan and have expressed interest in partnering with APAC:

Antidote Sounds (<https://www.antidotesounds.com>)

Antidote presents live performances featuring the best DC area artists, and from time-to-time national touring artists.

Avant Bard Theatre (www.avantbard.org)

Founded in 1990 as Washington Shakespeare Company of Arlington County, WSC Avant Bard is a performing arts organization dedicated to producing classic works, both time-tested and contemporary, emphasizing a provocative, bold approach in an intimate setting, and showcasing the best emerging talent in the region mentored by seasoned, professional theatre artists. Avant Bard's mission is expressed through its commitment to artistic excellence, collaboration, talent development, and educational and social outreach. Avant Bard strives to ensure that all people can attend performances by keeping basic ticket prices at a modest level and consistently offering more Pay What You Will performances than any other area company.

Embracing Arlington Arts (EAA) (<https://embracing-arlington-arts.org>)

EAA's mission is to advance the vibrancy and health of the arts and culture in Arlington through advocacy and awareness programs, outreach initiatives and projects that enhance equitable access to the arts and cultural environment.

Encore Stage & Studio (www.encorestage.org)

Encore Stage and Studio provides children and youth in Arlington with high-quality theatrical performance and educational opportunities. Our mission is to build life-long appreciation for live theater by involving young people in all aspects of theater arts — onstage, backstage, in the classroom, and in the audience.

Monumental Theatre Company (<https://www.monumentaltheatre.org/>)

Monumental Theatre Company was founded in 2015 by Beth Amann, Jimmy Mavrikes, and Michael Windsor. With the support of individual donors who shared their vision, they were able to begin producing shows in March 2015. Monumental has become a place for young artists to develop their talents from writing to acting and beyond. In 2018, they received the John Aniello Award for Outstanding Emerging Theatre Company at the Helen Hayes Awards.

National Conservatory of Dramatic Arts (<https://theconservatory.org>)

The National Conservatory of Dramatic Arts provides a structured, full time, immersive program that encourages collaboration, imagination, and innovation. Geared toward training the next generation of professional actors, the NCDAs curriculum includes a strong focus on the business of acting. In addition to the techniques that students will apply to their work on stage, they gain needed skills to succeed in other aspects of the industry, including audition and

callback techniques, marketing and branding, business planning, and budgeting. With this well-rounded approach, students graduate NCDA with an understanding of what it takes to enter into the professional creative industry.

Prologue Theatre (<https://www.prologuetheatre.org/>)

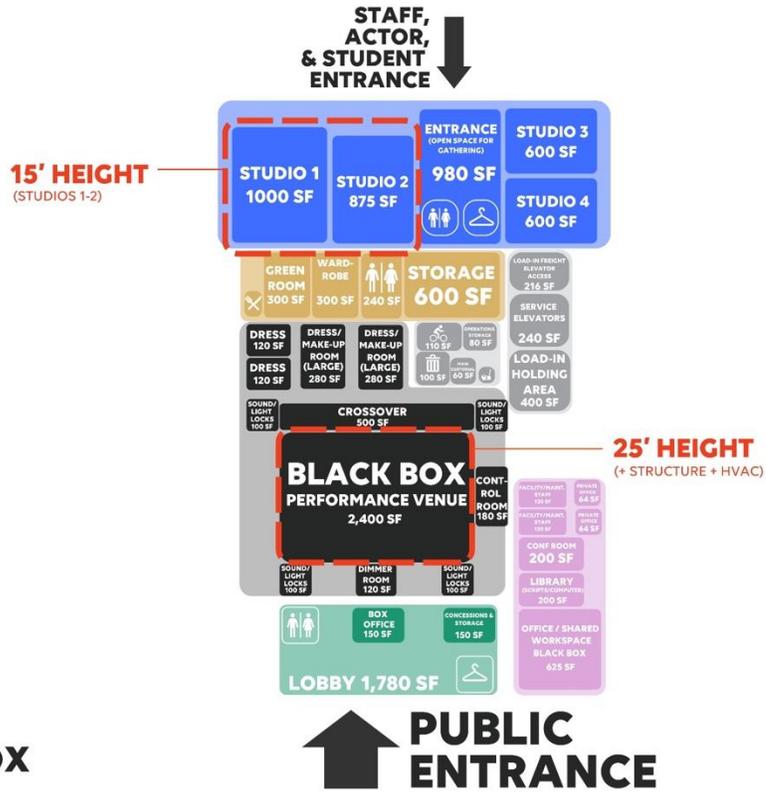
Prologue Theatre understands that it can be difficult, at times, to begin conversations about “certain topics” and focuses on presenting theatre that can serve as that starting point. Through theatrical performance, coupled with community discussion, we strive to challenge our community to examine and discuss their views of the world and those around them. Our focus is on those who are in the process of finding their own voice – whether 15 or 115 years old – and are looking for a place where they can hone those viewpoints by examining world issues within (and with) their community.

UrbanArias, Inc. (www.urbanarias.org)

UrbanArias is an opera company dedicated to producing short, contemporary operas. Everything we produce is 90 minutes in length or shorter and was written within the last 40 years. Our mission is to expose Northern Virginia and DC-area audiences to engaging, accessible, entertaining operas, to provide a professional venue at which both established and emerging composers can present their shorter works, and to commission dynamic, engaging new pieces that fit our parameters. In essence we aim to demystify opera and serious music for those who find it too intimidating and reveal it for the compelling art form that it is.

Appendix

Current Architectural Plans



BLACK BOX
OFFICE
EDUCATION
LOBBY
SUPPORT
BACK OF HOUSE

EAA PROGRAM
14,274 ASSIGNABLE SF

“In 3 words, how do you want the Arlington Performing Arts Center to be described?”



Theatrical & A/V Equipment Needs

Type	Space	Description	Cost*
Seating	Black Box	<ul style="list-style-type: none"> Theatre seating including one bank of motorized telescoping seats, 150 sets total, upholstered theatre chairs with wooden backs and armrests, installed Portable platforming system and loose seating to create alternative layouts. Motorized system based on Jezet/Figuera/Seda standard product 	\$230k
Lighting	Black Box	<ul style="list-style-type: none"> Production lighting, including (48) DMX controlled, relays for production lighting circuits, DMX controlled and circuit wiring devices 	\$52k
	Studios 1&2	<ul style="list-style-type: none"> Production lighting control, including mains fed relay panel, DMX network and distribution devices, low voltage control 	\$30k
	Studios 3&4	<ul style="list-style-type: none"> Production lighting control, including mains fed relay panel, DMX network and distribution devices, low voltage control 	\$30k
A/V	Black Box	<ul style="list-style-type: none"> Production AV Systems including standard classroom system with HDMI connections at front of room, simple control system, large format HD video projector and roll down screen, enhanced audio reinforcements & playback, and equipment rack Wire, pull and system integration and installation Performance system including rolling AV cart with mixing console, amplifiers and effects playback devices, analog tie lines to grid mounted speakers 	\$75k
	Studios 1&2	<ul style="list-style-type: none"> AV Systems, including classroom system with laptop connections at front or room, simple control system, video display and audio playback 	\$150k
	Studios 3&4	<ul style="list-style-type: none"> AV Systems, including classroom system with laptop connections at front or room, simple control system, video display and audio playback 	\$40k
	Black Box	<ul style="list-style-type: none"> Production rigging including drape track and 4' o.c. pipe 	\$108k
Rigging	Studios 1&2	<ul style="list-style-type: none"> Production rigging including (2) drape tracks and 4' o.c. pipe 	\$108k
	Studios 3&4	<ul style="list-style-type: none"> Production rigging including 8x8 pipe grid, drapery rack, drapery and rig points 	\$60k

*Costs are listed in 2019 dollars.

Sources

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^{iv} U.S. Patterns of Arts Participation: A Full Report from the 2017 Survey of Public Participation in the Arts, https://www.arts.gov/sites/default/files/US_Patterns_of_Arts_ParticipationRevised.pdf, (retrieved January 2022).

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^{vii} A Framework for Arlington's Cultural Spaces, <https://arlingtonva.s3.amazonaws.com/wp-content/uploads/sites/5/2019/02/AFrameworkforArlingtonsCulturalSpacesFullReport.pdf>, (retrieved January 2022).

^{viii} Enriching Lives: Arlington Arts and Culture Strategy, <https://arlingtonva.s3.dualstack.us-east-1.amazonaws.com/wp-content/uploads/sites/5/2018/05/Enriching-Lives-Arlingtons-Arts-and-Culture-Strategy.pdf>, (retrieved January 2022).

^{ix} See above, A Framework for Arlington's Cultural Spaces.