



BUSINESS PLAN
FOR THE
MAMMOTH ARTS AND CULTURAL
CENTER
(MACC)

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PREFACE

Arts and Culture are integral to the lives of all people. They make us smile, laugh, dream, feel good, and invoke a variety of emotions that help us enjoy life and the community in which we live. The Arts encourage expression, refinement, and the creative exchange of ideas.

All people and especially communities can learn from others. We have looked at many other community partnerships and have tried to understand what makes a great Arts and Culture town that people want to live in and others want to visit. That is why the scope of our project is more than just a building, what will be built is a regional Arts and Culture campus.

We believe that the people of the Eastern Sierra and visitors to our community deserve a special place devoted to the enrichment of lives through the quality presentation of arts, music and cultural activities. The Mammoth Lakes Foundation, Cerro Coso Community College and the Town of Mammoth Lakes will create a partnership that works for the community. We will create an Arts and Cultural campus that enhances our future both socially and economically and enriches the lives of future generations. Our goal is to make the Americans for the Arts list in "The 100 Best Small Arts Towns in America".

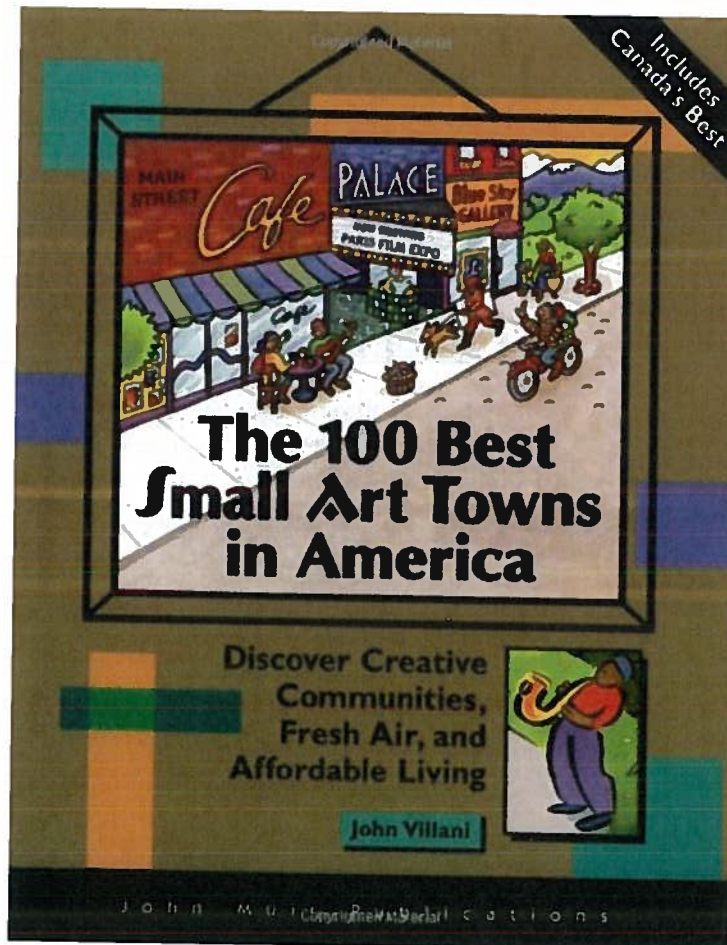


TABLE OF CONTENTS

1.0 Executive Summary	1
2.0 Company Summary	2
2.1 Organization Structure.....	2
2.2 Organization Staffing	3
3.0 Services	4
3.1 Staff Artists.....	4
3.2 Resident Artists	4
3.3 Visiting Performers	4
3.4 Facility Rental	4
3.5 Non-pay Venue Usage.....	4
4.0 Market Analysis	5
5.0 Strategy and Implementation Summary	6
5.1 MACC Vision	6
5.2 MACC Mission.....	6
5.3 MACC Operations and Strategic Directions	6
5.4 MACC Implementation Timeline	7
6.0 Revenue Analysis and Projections	8
7.0 Operating Expense Analysis and Projections	9
8.0 Overall Financial Performance – Net Income Analysis	10
9.0 Facility Design and Cost	11
9.1 Facility Design.....	11
9.2 Facility Cost	12
10.0 Financing the Project	13
11.0 Economic Impact	14
12.0 Conclusion	16
13.0 Acknowledgements	17
14.0 Appendices	21
14.1 Appendix A - MACC Staffing	22
14.2 Appendix B - Jarrett Jackson Market Analysis.....	24
14.3 Appendix C - Projected Detailed MACC Revenue	35
14.4 Appendix D - Projected Detailed MACC Expense	36
14.5 Appendix E - South Gateway Concept Plan – MACC Project	38
14.6 Appendix F - MACC Conceptual Design.....	39
14.7 Appendix G - AEP IV Extract	40

1.0 EXECUTIVE SUMMARY

This document provides a business plan for the Mammoth Arts and Cultural Center (MACC). The MACC is a comprehensive project to create a campus which will make Mammoth Lakes one of the premier arts and culture destinations in the West. It includes the space and flexibility for adding facilities to support additional programs and services. The MACC will be owned and operated by Mammoth Lakes Foundation (MLF) as a DBA with a separate Board Of Directors. The initial staff for the MACC will be comprised of a mix of personnel from the current MLF and new hires. Services provided by the MACC will include production and performance of cultural events and entertainment as well as facility rental. The market for the MACC is initially expected to generate 30,000 yearly tickets and will support non-ticketed attendances such as free performances for students.

The MACC campus will include two indoor theaters, an outdoor amphitheater, an outdoor patio, office space, conference rooms, an event function room, and a storage building. The center piece of the campus is the Performing Arts/Event Center (PAEC), a state of the art 300 seat theater with a 2,000 square foot lobby that can be used for private parties, weddings, meetings, receptions and art shows. Work is ongoing for the later addition of a Mono Arts Council fine arts teaching and exhibition facility which includes both indoor and outdoor spaces. The grounds will be landscaped for outdoor classes, sculpture exhibits, and plein-air painting.

The grand opening of MACC is planned to support events beginning in summer 2019. A number of tasks must be accomplished to support that schedule. Agreements must be reached between the MLF, the Kern County College District (KCCD), and the Town of Mammoth Lakes (TOML). A Project Committee (PC) will be formed to oversee the MACC Campus development. We have a working project concept design that will be the basis for the completed plan. The PC will select the Architectural and Construction Management (A&CM) firms. The PC will refine the site concept plan which includes a schematic design, interior and exterior design, elevations and construction cost estimate. Upon PC approval of the final plan and budget approval, the project will move to working drawings. After working drawings are complete the project will go through another cost estimating before being forwarded to the California Division of State Architect (DSA) for review and approval. Upon DSA approval, a contract will be signed for MACC construction which, upon completion, will result in a summer 2019 grand opening.

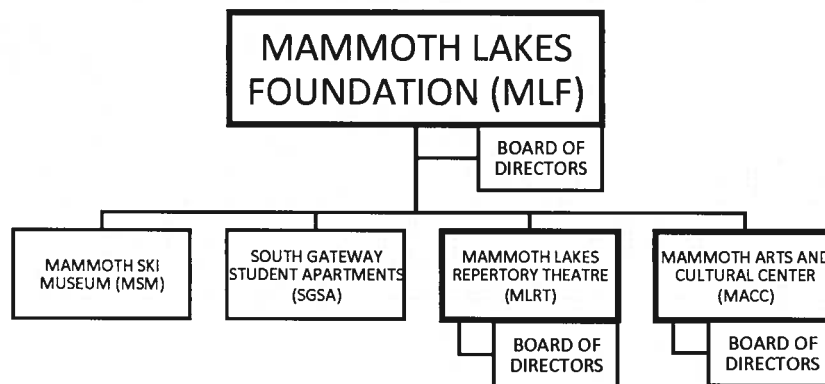
Total MACC development cost is estimated at \$15,000,000. Current commitments provide 90% of projected needed funding. MLF will plan and initiate a capital campaign to reach its final goal of funding the MACC. The Performing Arts/Events Center has funding in place based on current budget estimates. The MACC is initially expected to generate just under \$1,000,000 each year through ticket sales, benefactors, sponsors, grants, corporate sources, guest artists, rentals, TOML funding and concessions. Budgeted operating expenses are comparable to the expected revenue. *The key to making the MACC work and to securing the commitments from the funders is a long term commitment from TOML for ongoing operating funds.*

2.0 COMPANY SUMMARY

The 501(C)3 Mammoth Lakes Foundation (MLF) public benefit organization was formed in 1989 to support education, arts and culture. After the Mammoth Lakes campus of Cerro Coso Community College (CCCC) was established by Dave McCoy in 2000, the Dave and Roma McCoy Learning Center opened in 2003 and the South Gateway Student Apartments opened in 2008. The MLF has \$8M in land and buildings that are used by the public and also owns 40 acres of land which will be used for future community benefit. MLF has experienced management committed to operations, fundraising, programming, education and services. MLF assets include offices, equipment, infrastructure, a support cadre of 12,000 donors, and the ability to add additional responsibilities while controlling overhead expenses.

2.1 ORGANIZATION STRUCTURE

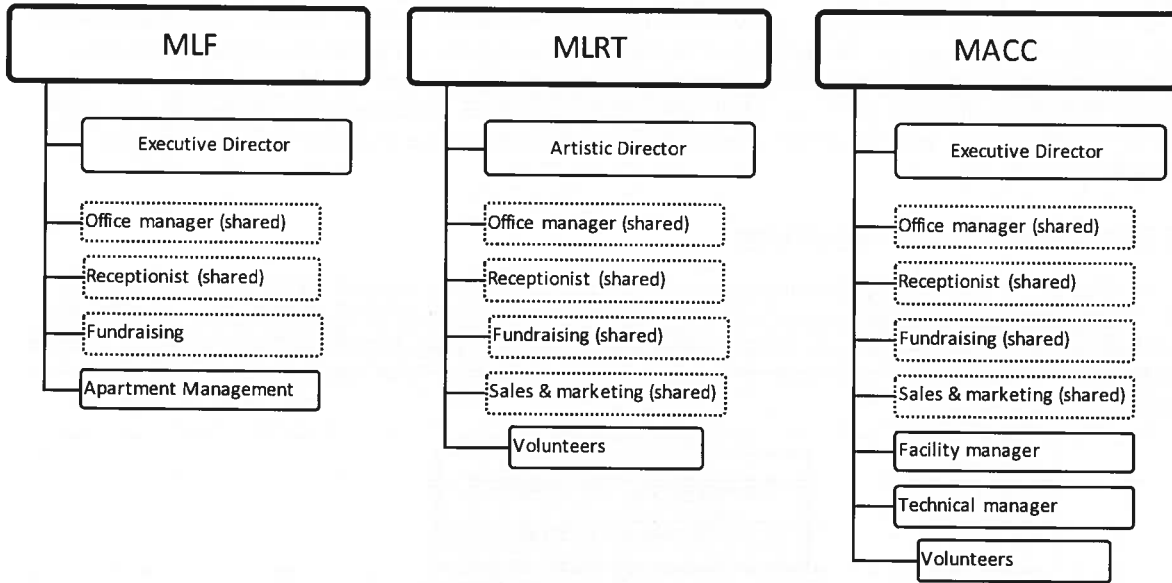
The decision on MACC organizational structure was heavily influenced by the viability and stability of MLF. Today, the MLF has three successful DBA organizations: the Mammoth Ski Museum (MSM), the South Gateway Student Apartments (SGSA), and the Mammoth Lakes Repertory Theatre (MLRT). After considering several other options, adding the MACC as a fourth MLF DBA made sense. The new structure is shown below.



The existing MLF Board of Directors (BOD) will continue to govern the educational and property functions performed today. As has been successful in the MLRT DBA, the new MACC DBA will be governed by a new BOD with oversight by the MLF Executive Committee. The MACC BOD will be created as defined in a master operating agreement between the KCCD, TOML, and MLF. The BOD will contain a balanced representation of college, town, community and non-profit stakeholders. The agreement will also specify operational parameters, funding responsibilities and usage priorities. As in the past for MLRT, volunteers will be a key to running the MACC. Office space for all staff will be in the reconfigured Edison building. MACC facility maintenance may be performed under the SGSA apartment maintenance contract. Some of existing MLF equipment will be transferred to the MACC.

2.2 ORGANIZATION STAFFING

Since the current staff of MLF has much of the experience required for performance of most of the functions of the MACC, they will comprise the initial staff for the MACC. The notional initial staffing of MLF, MLRT, and the MACC provided below is a mix of current personnel and new recruited personnel.



MACC staffing was defined based on liaison with management of six comparable venues. Appendix A provides a comparison of the proposed MACC staffing as well as a detailed list of staff duties and budgeted salaries. Initial standup of the above personnel structure should occur late in 2017. As construction nears completion in 2019, the workload will increase and a more mature support structure will be defined in which more functions may be contracted out.

3.0 SERVICES

The MACC will provide services through events staged by staff artists and resident artists, for visiting performers, through rental of facilities and eventually in the visual arts center.

3.1 STAFF ARTISTS

The MLRT will remain as a DBA under the MLF and the MLRT Artistic Director and other performers will function as Staff Artists. As a Staff Artist organization, the total proceeds of the MLRT will be revenue for MACC. Existing community theater productions, contract entertainment and the film festival will continue to be presented with a budgeted attendance of 10,000 seats and an additional 2,000 free seats will still be provided as part of entertainment for kids programs.

3.2 RESIDENT ARTISTS

The new relationship of Resident Artist will be established between the MACC and the following local currently performing organizations; Chamber Music Unbound, Sierra Classic Theater, and the Eastern Sierra Symphony Association (formerly Sierra Summer Festival). Benefits of the MACC facility for the groups will include scheduling priority, joint marketing, annual programming schedule, and ticketing. In addition, the MACC will have a climate controlled room for storage of temperature and humidity sensitive instruments such as the CMU Steinway grand piano. Resident artists will have a ticket surcharge or fee for using the MACC. They will still function as an independent organization and will retain their revenue.

3.3 VISITING PERFORMERS

The MACC venues will be available for rental by visiting performers not associated with MACC as staff or resident artists. The MLRT recently hosted a nationally known comedian and the online tickets sold out within four minutes. The agency who booked the show said they can bring more high visibility entertainment to Mammoth Lakes if we have the 300 seat MACC theater.

3.4 FACILITY RENTAL

The MACC venues will be available for event rentals such as meetings, conferences, art shows and weddings. Based on research performed by a professional development officer/grants manager, Jarrett Jackson, it is reasonable to expect that these events will generate 5% of the total MACC revenue. A copy of the Jackson study report is provided as Appendix B.

3.5 NON-PAY VENUE USAGE

An often overlooked venue use is non-pay events. Actors, musicians and other artists need access to the venue for rehearsal time. The school systems and government agencies are expected to use the venues for student performances, graduations, meetings and seminars, etc. The staff and resident artists will continue to provide events such as the Mono County "Poetry Out Loud", the eight to ten performances of "Theater for Young Audiences" for kids field trips, staged reading of new playwright works, Cerro Coso College orchestra performances, and the numerous other CMU events such as Academy master classes, "Kids Concerts" for grades K-5, "Youth Concerts" for grades 6-8, "Bach to the Future" for grades 9-12, music school concerts, and individual student recitals.

4.0 MARKET ANALYSIS

Extensive research of the market for MACC has been conducted for the past several years through site visits to and liaison with management of comparable facilities throughout the West. Recently, a professional development officer/grants manager, Jarrett Jackson, was engaged to research an operating pro forma for the Mammoth Lakes PAEC. Jarrett researched seven comparable facilities and her detailed report which is Appendix B. The averages on the second page of that report are of particular interest; it is however noted that only three of the venues shared detailed data. The number of seats in the venues ranged from 136 to 1,185 with an average seating of 431. The average number of days each facility is used was 319 and the average annual attendance, ticketed and non-ticketed, is 45,000. Five of the organizations are both producers and presenters while two are only present events; five also have resident companies. The average number of full-time employees is ten with an average salary expense of \$551,487 which is averages 40% of budget. The operating budgets range from \$393,820 to \$3,020,870 with an average budget of \$1,265,971. The average revenue is \$1,258,202 and five organizations operated at an average deficit of 3.7%. Sources of revenue were:

Program Service/Box Office	38%
Grants/Sponsorship/Individual gifts	21%
Government	0% to 38%
Events	<0% to 51%
Rentals	28%
Other (in-kind, investments, bar, concessions, membership dues	12%

The seating capacity of the venues in markets comparable to Mammoth Lakes is provided below.

VENUE	CAPACITY
Egyptian Theatre, Park City, UT	266
Sun Valley Center for the Arts, Sun Valley ID	240
Millennium Pace, Whistler, BC	200 - 250
Center for the Arts, Crested Butte CO	250 - 300
Columbia Performing Arts Center, Hood River, OR	136 - 175
Taos Center for the Arts, Taos, NM	275

The variability among other venues is primarily caused by location and varying market conditions. The MACC is scaled to be a world-class venue which provides year-round services while consistently maintaining positive revenue. The 300 seat capacity was selected to balance the conflicting requirements of adequate seating and reduction of overhead expenses. The MACC budget for year 2019 is based on 30,000 ticketed seats (paid and non-revenue) which is aggressive but doable. Five percent of budgeted revenue comes from rental of facilities. All facilities will include a mix of both rehearsal and performance days, rental events and other community use. By having a robust mix of staff and resident performed events, in-house production of events, import of professional entertainment, and rentals the facility will generate revenue year-round.

5.0 STRATEGY AND IMPLEMENTATION SUMMARY

The MACC strategy is based on the vision, mission, and operation and strategic directions created in February 2010 when MLF convened a cultural center steering committee. The committee consisted of 22 community members representing visual and performing arts, hospitality, construction, development, business, education, and local government. The report development was facilitated by former Town planner, Bill Taylor. The committee was charged with updating needs and usage assessments, reviewing the physical development program, outlining opportunities, and proposing a feasible operational and financial program for the center.

5.1 MACC VISION

The Vision for the Mammoth Arts and Cultural Center is a center that stimulates expression, artistic and cultural creativity. We also recognize that the arts are integral to the lives of all people. Supporting the Vision are the core principles of:

- Celebrating the Eastern Sierra heritage of art, culture, and creative expression
- Providing enrichment, inspiration, and education

5.2 MACC MISSION

The MACC vision is “The Mammoth Arts and Cultural Center celebrates and inspires creativity through education, exhibits, and events.” Supporting the Mission are the core objectives of:

- Providing places to create and experience visual and performing arts
- Supporting the mission of Cerro Coso Community College to educate, innovate, inspire, and serve
- Incorporating state of the art design and technology in the areas of
 - Theater
 - Music
 - Electronic and traditional media
- Incubating and supporting artists and nonprofit organizations
- Connecting to and supporting other community artistic resources and programs
- Supporting community economic and social goals
 - Increasing the range and quality of resident and visitor experiences
 - Attracting new visitation and Cultural tourism
- Environmentally sustainable construction and operation

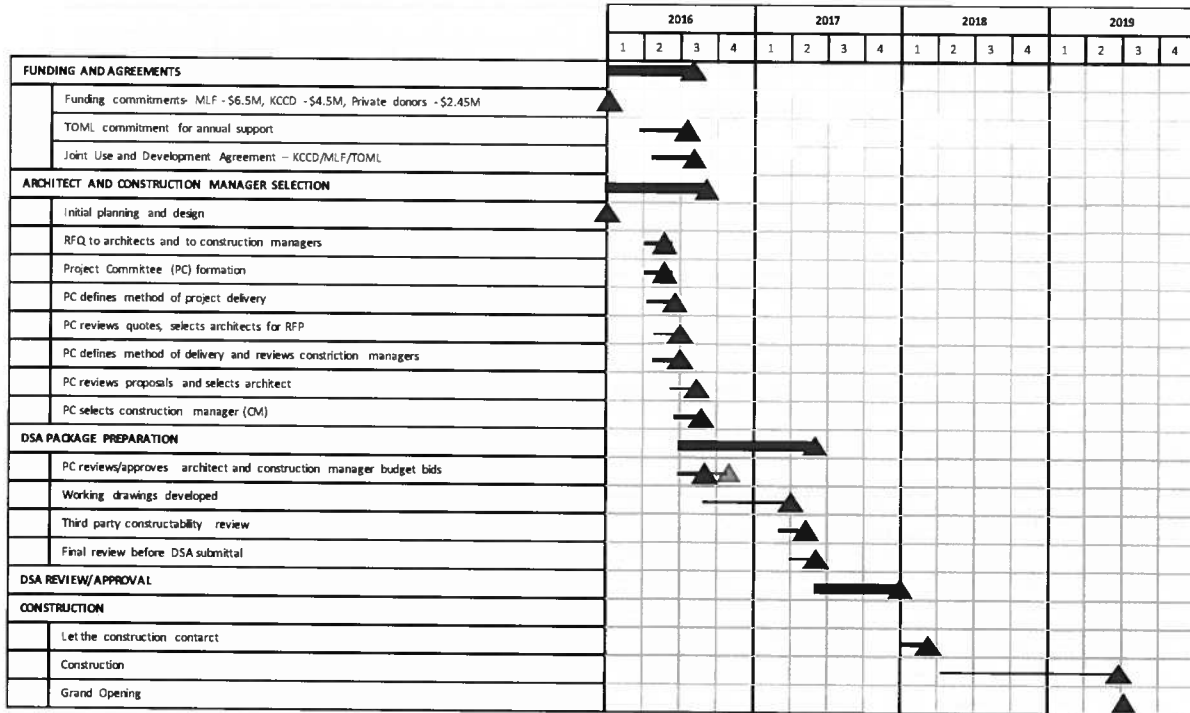
5.3 MACC OPERATIONS AND STRATEGIC DIRECTIONS

To implement the Vision and Mission of the MACC, major strategic directions are incorporated into the business planning.

- Provide educational programs in line with the needs of the local community
- Establish a sound, sustainable organizational structure and self-perpetuating governing body
- Develop a compelling visitor experience, through animation, and quality programing
- Design and build a contemporary facility to support performing arts, entertainment, a variety of events and community activities
- Create a state of the art sustainable building at a reasonable cost
- Ensure financial stability
- Implement an efficient operations and management program
- Baseline programming will be developed by in-house artistic director and resident artists. Additional programming will be contracted by MACC management.
- The MACC will be marketed as a rental facility for a variety of uses. This will likely create some conflict and advanced scheduling will be a necessity.

5.4 MACC IMPLEMENTATION TIMELINE

The timeline for MACC development supporting the vision, mission and operations and strategic directions is provided below.



Several agreements have to be finalized before selection of an Architect and Construction Management (A&CM) agent. The agreements include:

- A Joint Use and Development Agreement between MLF & KCCD (In draft form but not yet approved).
- A funding agreement with Tambour Foundation (completed March 2016)
- An agreement between Town & MLF for ongoing operating support (TBD)

A project committee (PC) charged with selecting the A&CM will be designated by MLF. To meet a summer 2019 opening date, the PC needs to be operational by the end of May, 2016. The PC will be made up of people who have shown a strong interest in arts and culture, who have the time to work on a tight schedule over the 24-months, and who bring expertise to the process. The PC will select A&CM firm which should be on contract during the summer of 2016. That contract requires first selecting several prospective firms (through a Request for Qualifications) which have theater experience and which are on a California Division of State Architect (DSA) approved list, issuing a Request for Qualifications to those firms, receiving and reviewing qualifications, and finally selecting and contracting with the A&CM firm.

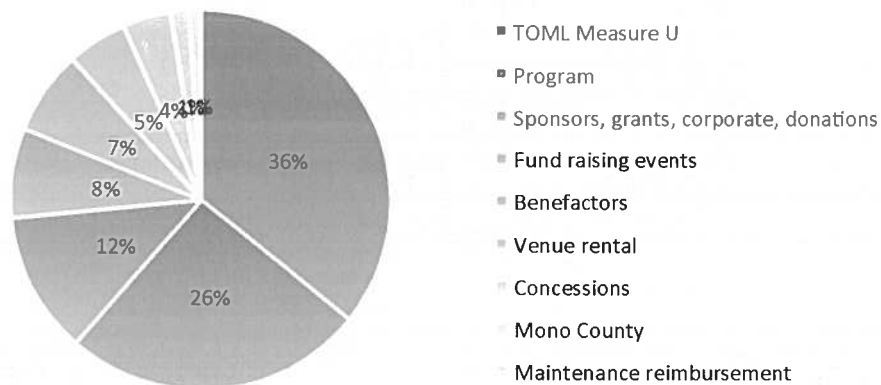
The A&CM will develop a schematic and conceptual design including interior and exterior designs, elevations and a construction cost estimate. The schematic and conceptual design will be reviewed and approved by the PC. The PC will also review a final budget and move forward or request a revision of the plans. The final working plans and construction documents will be submitted to DSA for approval, the DSA may request additional revision.

After final approval, a contract will be let and construction is expected to take 15 months resulting in a grand opening which supports the 2019 summer season.

6.0 REVENUE ANALYSIS AND PROJECTIONS

A revenue forecast has been generated based on various sources. Programs are expected to have an initial total paid attendance of 30,000 in the three venues. A fifty member Advisory Board of benefactors will be established with a yearly member fee of \$1,000. Two hundred additional yearly memberships will be available for \$100. Larger sponsorships with attendant benefits and recognition, grants, corporate sponsorships, and two annual donation campaigns will also generate revenue. Concessions and shared expense reimbursements for venue use will also contribute. Categorized revenue is provided in the figure and table below. Detailed projected revenue is provided in Appendix C.

REVENUE SOURCES

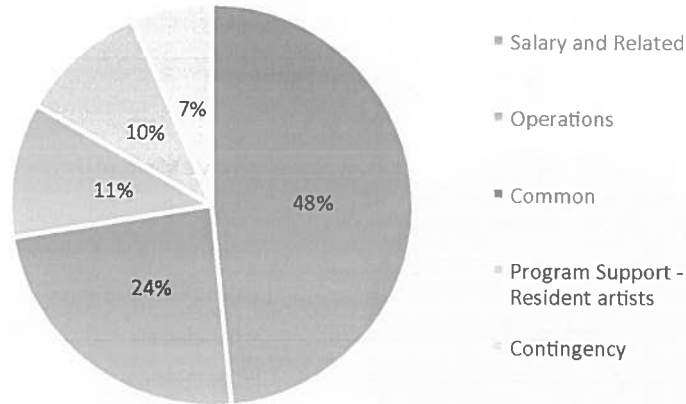


TOML Measure U	\$350,000	36%
Program	\$250,000	26%
Sponsors, grants, donations	\$132,500	14%
Fund raising events	\$75,000	8%
Benefactors	\$70,000	7%
Venue rental	\$50,000	5%
Concessions	\$40,000	4%
Maintenance reimbursement	\$10,000	1%
TOTAL	\$977,500	100%

7.0 OPERATING EXPENSE ANALYSIS AND PROJECTIONS

The projected 2019 operation and maintenance costs of the MACC are provided in the chart and table below. A detailed breakout of the costs is provided as Appendix D.

\$977K OPERATING EXPENSES



CATEGORY	EXPENSE	PERCENT
Salary and Related	\$472,650	48.4%
Operations	\$234,300	0.0%
Common	\$106,100	10.9%
Program Support - Resident artists	\$100,000	10.2%
Contingency	\$63,914	6.5%
TOTAL	\$976,964	76.0%

8.0 OVERALL FINANCIAL PERFORMANCE – NET INCOME ANALYSIS

The projected first year overall financial performance based on the expected revenue and operating expenses specified in the prior two business plan sections is a net profit of \$536. That number is based on 30,000 annual tickets of which 4,000 of which are non-revenue. The following table shows net income for a conservative scenario in which assumes no growth in use and ticket sales but with a 2% per year growth in revenue and expenses.

YEAR	Income	Expense	Net
2019	\$977,500	\$976,964	\$536
2020	\$997,050	\$996,503	\$547
2021	\$1,016,991	\$1,016,433	\$558
2022	\$1,037,331	\$1,036,762	\$569
2023	\$1,058,077	\$1,057,497	\$580

9.0 FACILITY DESIGN AND COST

9.1 FACILITY DESIGN

The MACC project will create a comprehensive Arts and Culture campus with a physical plant which includes two indoor theaters, an outdoor patio and amphitheater, a fine arts teaching and exhibition facility including both indoor and outdoor spaces, office space, conference rooms, an event function room, and a storage building. Space is provided for set construction and costume organization. Transportation to the MACC will be through additional parking easily accessed via College Parkway, an Eastern Sierra Transit Authority stop, and the TOML bike trail system. The MACC will be located on nine acres of MLF property which currently contains only the Edison Theater. The campus is adjacent to the Cerro Coso Community College (CCCC) and is an easy walk for K-12 school students. The site provides inspiring views of the Sherwin Range to the south, the Long Valley and White Mountains to the east, and Mammoth Mountain to the west. A conceptual design for the campus is provided as Appendix E.

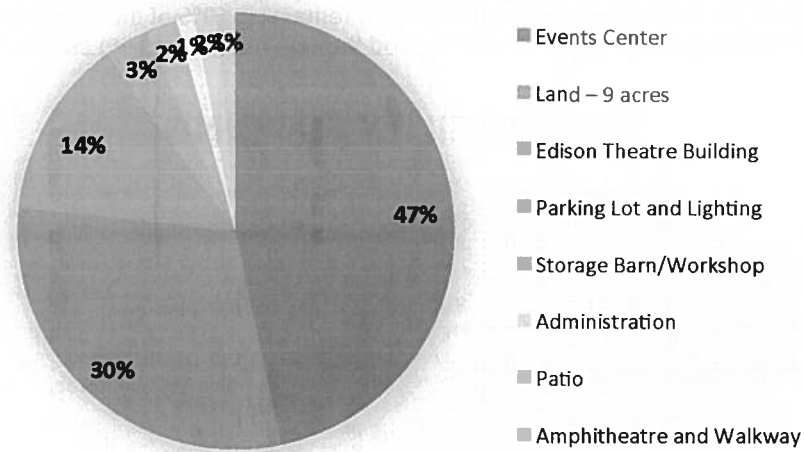
The center piece of the MACC is the Performing Arts/Event Center, a state of the arts 300 seat theater with a flexible 2,000 ft² lobby for private parties, weddings, meetings and receptions. A conceptual design of the facility is provided as Attachment F. The facility will include a catering kitchen, service area, restrooms (with an extra large capacity for women), ticket office, coat check, private reception room, control booth for sound and lighting, dressing rooms, green room, storage, climate controlled room for sensitive instruments, outside BBQ area and other amenities. A conceptual design is provided in Appendix F.

The existing Edison Theater will provide provide a 100 seat venue for smaller audiences or small group rehearsal and will allow concurrent performances. It will be the administrative headquarters for the staff and support smaller events which do not require the larger PAEC. A single management staff will support the entire complex.

9.2 FACILITY COST

The development of MACC requires capital investment as shown in the following figure and table.

\$15M FACILITY COSTS

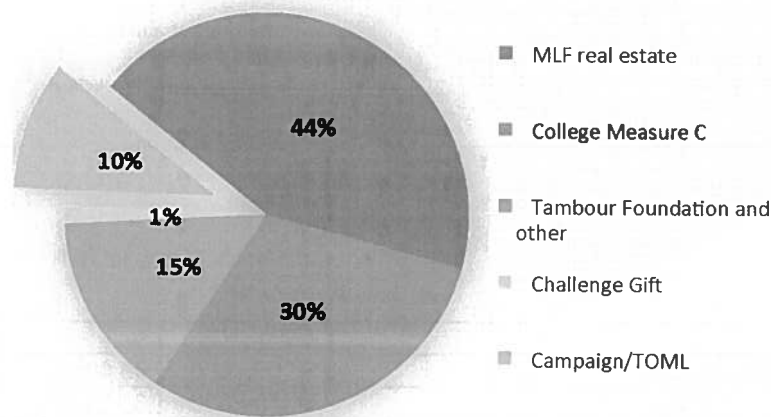


	AMOUNT	%
Events Center	\$7,000,000	48.30%
Land – 9 acres	\$4,500,000	31.00%
Edison Theatre Building	\$2,000,000	13.80%
Parking Lot and Lighting	\$500,000	1.70%
Storage Barn/Workshop	\$350,000	1.70%
Administration	\$200,000	1.40%
Patio	\$250,000	1.00%
Amphitheatre and Walkway	\$200,000	1.00%
TOTAL	\$15,000,000	100.00%

10.0 FINANCING THE PROJECT

Development of the MACC will be financed as shown in the following table. The Mammoth Lakes Foundation Board of Directors has committed to contribute real estate comprised of the nine acres of land and the Edison Theatre building. KCCD management has committed Measure C bond funding for construction of the PEAC. The MLF and KCCD commitments will be finalized upon completion of the agreement between KCCD, TOML, and MLF. The Tambour Foundation has finalized an agreement for funding of \$2,250,000 and a second homeowner has committed \$200,000 as part of the Tambour Foundation Challenge Grant. Construction of the Fine Arts Teaching Facility will be deferred until the Mono Art Council provides the required funding. Current commitments provide for 90% of the funding needed for developing the initial campus. Funding for the remaining 10% of the development cost will be generated through discussions with the MLR/TOML and through the an ongoing capital campaign.

\$15M FACILITY FUNDING



SOURCE	AMOUNT	%
MLF real estate	\$6,500,000	43.3%
College Measure C	\$4,500,000	30.0%
Tambour Foundation and other	\$2,250,000	15.0%
Challenge Gift	\$200,000	1.3%
Campaign/TOML	\$1,550,000	10.3%
TOTAL – GRAND OPENING CAMPUS	\$15,000,000	100.0%

11.0 ECONOMIC IMPACT

The economic impact of Arts and Culture has been extensively documented by the Americans for the Arts, a Washington DC nonprofit, see <http://www.americansforthearts.org>. In 2012, Americans for the Arts published the 378 report, "Arts & Economic Prosperity IV" (AEP IV), which provides statistics based on survey of 9,721 arts and culture organizations and 151,802 of their attendees. Project economists from the Georgia Institute of Technology customized input-output analysis models for each study region to provide specific and reliable economic impact data about the nonprofit arts and culture industries, specifically full-time equivalent jobs, household income, and local and state government revenue. This allows for the uniqueness of each local economy to be reflected in the findings.

The MACC economic impact was assessed using AEP IV data for a locale included in the Jarrett Jackson study which is very similar to Mono County and Mammoth Lakes, i.e. Gunnison County and Crested Butte CO. The assessment addressed two questions:

Will non-residents travel to Mammoth Lakes specifically to attend MACC arts events?

What is the yearly fiscal impact of MACC?

The assessment was based on the following tables from the AEP IV report.

Table 25: Travel Part Characteristics of Attendees to Nonprofit Arts and Culture Events Per Study Region During 2011

Table 22: Average Resident Per Person Audience Spending Induced by Attendance to Nonprofit Arts and Culture Events Per Study Region During 2010

Table 24: Average Non-Resident Per Person Audience Spending Induced by Attendance to Nonprofit Arts and Culture Events Per Study Region During 2010

Pages B-210, B-230 and B-240 were extracted from the AEP IV report and are provided as Appendix G.

Table 25 was used to judge whether events in MACC will generate visitation. Those data tell us that 42.9% of the non-residents attending Arts events in Crested Butte traveled there specifically because of the event. The MACC is expected to generate comparable travel to Mammoth Lakes and we conclude that the MACC will generate significant visitation.

The fiscal impact analysis for those who attend events was based on Tables 22, 24 and 25. The expected per attendance spending based on Crested Butte data for residents and non-residents is provided in the table below.

Resident	Table	Spending
Average resident event induced spending	22	\$22.70
Assumed ticket cost		\$20.00
Total resident arts and culture event spending		\$42.70
Non-resident		
Average non-resident event induced spending	24	\$77.03
Assumed ticket cost	--	\$20.00
Non-resident visit spending (1.69 night average stay)	25	\$368.57
Total non-resident arts and culture event spending		\$465.60

The final consideration for economic impact is the mix of residents and non-residents attending events. We don't have good data for the mix so a parametric analysis was performed for a yearly projected admission of 28,000 with an audience mix ranging from all resident to all non-resident. The results are provided below.

AUDIENCE MIX		Spending per Attendance \$	Yearly spending - 30,000 seats
Resident %	Non-resident %		
100%	0%	\$42.70	\$1,281,000.00
75%	25%	\$148.43	\$4,452,765.75
50%	50%	\$254.15	\$7,624,531.50
25%	75%	\$359.88	\$10,796,297.25
0%	100%	\$465.60	\$13,968,063.00

It is apparent that marketing to non-residents is very important.

12.0 CONCLUSION

The MACC is a benefit to the community and an opportunity not to be lost. We are building a culture in our community that supports the arts and offers more for residents and visitors. There is no one formula that works for all communities. Communities are different and this Business Plan is a living document that will change and evolve. *We want to become one of the 100 Best Arts Towns in the country.*

The MACC will be a relatively young facility compared to the Art and Culture organizations that were surveyed. The research of other facilities provides a reference as to where we go in the future but it will take time to build demand for our programming and services. The MACC will be established as a DBA under the MLF with a new BOD.

The business plan is built around a hybrid approach to operations that uses an in-house Artistic Director for community theatre and contract entertainment. The Artistic Director will be responsible for 25%-30% of the MACC programming. Other programming will come from resident artists who receive full ticket revenue. The MACC will levy a charge by resident event or by program tickets. This is subject to change and refinement in the future. Budget projections are based on past history, best practices of other organizations and knowledge of the organization. Current required Measure U funding is:

- 2016 \$50,000-\$75,000 To finish schematic design work with new architect and bid the project
- 2017 \$100,000-Possible expansion of concept design and potential value re-design
- 2018 \$100,000-\$300,000 To bring on management, book entertainment, and opening staff
- 2018 \$400,000-(up to) One-time request for FF&E not funded through capital investment
- 2019 \$300,000-\$400,000 Opening year support
- 2020 \$250,000-\$350,000 Ongoing budget gap support

Note that Measure U Funding is a long term commitment, the same as any public facility. The operating budget contains a \$100K provision for support of resident artists and a 7% contingency.

The phrase, "If you build it they will come" seldom works. With the MACC, MLF, TOML and KCCD working together we will create an environment for Arts and Culture that has quality programming, presentation, and animation which supports Mammoth Lakes, the Eastern Sierra, and the larger community of second home owners and visitors.

13.0 ACKNOWLEDGEMENTS

1994-1996 Eastern Sierra College Center-EIR

Identified the Arts & Cultural Center as a key part of the ESCC campus. Many public hearing were conducted and local Arts organizations and the Mammoth community encouraged and supported the Cultural Center as community resource.

2000-2003 Levitt Pavilion for the Performing Arts Exploratory Committee

A passionate group of local community members worked with the Mortimer Levitt Foundation to bring an outdoor pavilion/Amphitheatre to Mammoth which would have been part of the Levitt Pavilions for the Performing Arts.

Tony Barrett	Dennis Erdman	Neil McCarroll	Vicki Russell
Mark Bellinger	Rusty Gregory	Pam Murphy	Cheryl Wood
Barbara Campbell	Deborah Hess	Benno Nager	Rick Wood
Tom Dempsey	JoAnn Hunt	Don Porter	
Rhonda Duggan	Brian Knowles	Evan Russell	

Other community members

2003 Fine Arts Center Usage Assessment Workshop

In 2002-2003 we hired Jeffrey de Caen, Performing Arts Logistical Consultant, (at the time), he was the Director of Music Operations for USC-Thornton School of Music. This was a three day workshop that cumulated with a Fine Arts Center Usage Assessment Report. Over 20 community members attended the workshop. They were mainly community stakeholders in the Arts community. Organizations represented:

Jeffery de Caen, Facilitator, Performing Arts Logistical Consultant

Cerro Coso College	Mono County Arts Council
Chamber Music Unbound	Music Society of Eastern Sierra
Community Members	Sierra Classic Theatre
Mammoth Mountain Ski Area	Sierra Summer Festival
Mammoth Unified School District	Tourism Commission, TOML
MLF Arts Committee	VIP Services

2010 MACC Steering Committee

In February 2010 the Mammoth Lakes Foundation convened a Cultural Center steering committee to develop a feasibility report and draft business plan. The committee consisted of 22 community members representing visual and performing arts, hospitality, construction, development, business, education, and local government. The report development was facilitated by former Town planner, Bill Taylor. The committee was charged with updating needs and usage assessments, reviewing the physical development program, outlining opportunities, and proposing a feasible operational and financial program for the center.

The steering committee conducted seven focused group meetings, various sub-committee meetings and individual input from those unable to attend the regular meetings. Participation and input came from the following participants:

Bill Taylor, Project Consultant and Team Leader

Jo Bacon	Noelle Deinken	Kendra Knight	Evan Russell
Judy Bornfeld	Shira Dubrovner	Danica McCoy	Brian Schuldt
Stacy Corless	Laura Goforth	Gaye Mueller	Jim Smith
Bill Cockroft	Rebecca Hang	Gary Myers	Laurel Manning
Flossie Coulter	Karen Johnston	Shields Richardson	Danna Stroud
Ken Coulter	Diane Eagle Kataoka	Steve Rose	Sean Turner
Maya Weinhart	Cheryl Wood		

The 2016 MACC Business Plan

This plan is based on much of the work done by the 2010 and 2003 working groups. The 2016 plan and agreements have been reviewed numerous times by local individuals, and the Mammoth Lakes Foundation Board of Directors.

Project Planning Committee in organization

Bill Taylor, Plan facilitator

Judy Bornfeld

Rich Boccia

Shira Dubrovner

Rebecca Hang

Kendra Knight

Beverly Langston

Roger MacFarlane

Allison McDonell Page

Gary Myers

Juliana Olinka

David Page

Drea Perry

Evan Russell

Sheryl Saari

Brian Schuldt

Don Zeleny

Other members are to be determined.

Cerro Coso Community College/Kern Community College District

Deanna Campbell Director, Eastern Sierra College Center

Jill Board-President Cerro Coso Community College

Cory Marvin Vice President, Academic Affairs, CCCC

Tom Burke Chief Financial Officer, KCCD

Sandra Serrano Chancellor, KCCD

KCCD Schools Legal Services

Mammoth lakes Foundation

Dave McCoy, Founder

Shields Richardson, Secretary

Evan Russell, CEO

John Bush, BOD

Jack Copeland, BOD

Gary McCoy, President

Luan Mendel, Treasurer

Stacey Bardfield, BOD

Bob Byers, Jr., BOD

Bryce Noel, BOD

Gary Myers, Board Chairman

Bonnie Colgan, Ex. Committee

Deborah Hess, BOD

Judy Bornfeld, BOD

Sandi Forstenzer, BOD

14.0 APPENDICES

14.1 APPENDIX A - MACC STAFFING

Comparison of Staffing Positions

Position/Facility	MACC	Florida	Crested Butte	Park City	Columbia PAC	Sun Valley	Taos Center for Arts
Number of Seats	100-300-500	500	250	266	175	240	275
Budget	\$1,012,500	\$1,047,147	\$1,128,148	\$2,388,639	\$424,425	\$3,020,870	\$393,820
Number of Employees	7	12	8	11	6	17	4
Staffing Cost	\$472,650	\$665,524	\$287,100	\$800,563	\$172,781	\$1,250,733	\$132,223
Staff Cost % of Budget	47%	64%	25%	34%	41%	41%	34%
Producer	Yes	No	Yes	No	yes	Yes	Yes
Presenter	Yes	Yes	Yes	Yes	Yes	Yes	Yes
JOBS							
COO/General Manager			X			X	X
Administrative, office	X					X	X
Artistic Director	X					X	
Assistant Director		X	X		X		
Audio Engineer				X			
Box Office Manager				X			
Company Artist						X	
Database Administrator						X	
Development Assistant		X					
Development Director		X				X	
Education Management		X				X	
Event Management					X	X	
Executive Director	X	X			X		X
Finance/Business Mgr		X		X	X		
Galary Management					X		
Grants & Foundation Dir				X			
Image/Video Producer				X			
Marketing Director	X	X	X	X		X	
Operations/Facility Mgr	X		X				
Patron Relations Director				X			
Performing Arts Director						X	
PR Manager		X					
Rentals Manager			X				
Stage Manager						X	
Technical Director	X	X	X	X		X	
Theatre Manager				X			X
Video Producer				X			
Visitor Services		X					
Visual Arts Director			X			X	
Volunteer Management						X	X
Web/Design		X	X				
Youth Theatre Director				X			

MACC Proposed Staffing

Staffing	Duties	Salary Range		Plan for Budget
Executive Director	Operations, Marketing, Fundraising, Program Development-Pending scope of responsibility	\$70,000	\$100,000	\$75,000
Artistic Director	Produce TBD Community Theatre Programs. Manage contract entertainment. Manage education programs.	\$60,000	\$70,000	\$65,000
Office Manager Administration	Support for above, book keeping, ticketing, general office support	\$35,000	\$45,000	\$40,000
Communications, Sales & Marketing	Make sure the three (3) venues are full and meet budget projections	\$50,000	\$60,000	\$55,000
Operations Facilities Manager	Responsible for day-to-day operations of facilities, maintenance, repair, storage, set construction, work with caterers, special events, etc.	\$45,000	\$55,000	\$50,000
Technical Manager	Coordinates back of house productions and operations, probably not full-time, may be a contractor	\$40,000	\$50,000	\$45,000
Part Time Staff	Reception			\$10,000
Volunteers-many	Support			\$5,000
TOTAL				\$345,000

- (1) Volunteers will be key to running a successful operation
- (2) Office space for above staffing will be in the Edison building
- (3) Facilities, Operations, Maintenance person may also be contracted to SGSA
- (4) Some of MLF equipment would be transferred with staff
- (5) Staffing for above would come first from current MLF and then recruiting of unfilled positions
- (6) Salary levels are suggestions and may vary going into full operations

14.2 APPENDIX B - JARRETT JACKSON MARKET ANALYSIS

Performing Arts Center Research Report

Prepared by Jarrett Jackson, Consultant

February 2, 2016

14.1 Overview

As stated in the research proposal, the purpose of this report is to “recommend an operating pro forma for the new Events Center part of the Mammoth Arts & Cultural Center Project (MACC). Ten organizations were originally identified as comparable to the proposed MACC. Those noted in bold were used for this report.

- Egyptian Theatre, Park City, Utah
- Sun Valley Center for the Arts
- Millennium Place, Whistler, BC
- Taos Center for the Arts
- Center for the Arts, Crested Butte
- A Noise Within, Pasadena
- Sierra Repertory Theatre, Sonoma, CA
- Oregon Shakespeare Festival
- Merced Theatre Foundation
- Columbia Performing Arts
- The Arts and Cultural Center/Hollywood, FL*

The professional theatres (Sierra Repertory Theatre, A Noise Within, and Oregon Shakespeare) were not used in this research as they provide only a single art genre.

Executive staff at two of the comps, Crested Butte and Taos, was available and willing to provide in-depth organizational structure and programming information.

Financial information was extracted from each organization's most recent IRS 990 filing. The 990's were for year ending June 2014 filings, with the exception of the Sun Valley Center for the Arts which was for year ending June 2013. Staffing, rental information, and programming provided were pulled from organizational websites. The terms “Producer” and “Presenter” are used to distinguish organizations that create their own work (Producer) versus those that schedule in work created by others (Presenter).

Brief bio of preparer – Jarrett Jackson

Jarrett has been a professional Development Officer/Grants Manager for over 30 years in the non-profit sector for organizations with annual budgets ranging from \$75,000 to \$6,000,000. Her primary focus has been in arts, including work with The Alley Theatre in Houston, TX (Annual Fund Director, 5 years), the Pasadena Playhouse (Grants Manager, 3 years), 24th Street Theatre, Los Angeles (Grants Manager, 15 years) and arts-based LACER After School Programs (Grants Manager/Development Director, 14 years). In addition to fundraising, she has assisted with board development, strategic planning, and a capital campaign.

*The Art and Cultural Center/Hollywood was added as it is a multi-use facility on par with the proposed MACC, and to expand the comparison base.

SUMMARY OF FINDINGS

Information provided is the average across all 7 organizations unless otherwise noted.

1. Number of seats: 431
Ranges from 136 to 1,185

2. Number of days facility is in use: 319

Actual # from (3) organizations. Others didn't have that info. Several said "all the time."

3. Annual attendance: 45,000
Actual numbers from only (3) organizations

4. Types of entertainment provided by all organizations: Performing Arts, Dance, Classical music, Concerts. (5)-organizations also provide Classes/workshops, exhibitions; (3) organizations - Films/Movies; (2) -Wedding space; (1) -Culinary Arts

5. Producer/Presenter: (5) are both Producers and Presenters; (2) Presenters only

6. Have a resident company: NO (5) YES (2)

7. Number of Full-time Employees: 10

8. Annual Salary Expense (including benefits: \$551,487 As percent of Budget: 40%.

9. Operating Budget: \$1,265,971
Ranges from \$393,820 (Taos Center) to \$3,020,870 (Sun Valley Center)

10. Revenue: \$1,258,202

(5) Organizations operated at an average deficit of 3.7%

11. Sources of Revenue:

- Program Service/Box Office: 38%
- Grants/Sponsorships/Individual Gifts: 21%
- Government: See theatre comparisons at end of report
- Events: Sun Valley-Wine Auction
- Rentals: 28%
- Other (in-kind; investments; bar; concessions; membership dues): 12%

12. Marketing Expense as % of operating budget:

- See individual reports at end of plan. Some organizations have in-house staff which may be part of their marketing cost. Others may rely on contractors.

13. Use volunteers: Yes

- Two (2) organizations "pay" volunteers with Box Office credit

NOTES

The information provided in the Summary Section was taken from all Seven (7) comparable organizations; two provided lengthy anecdotal information that provides good insight into operating a performing arts center. They are:

Crested Butte Center for the Arts

They are one year out from breaking ground on a new \$12M Center for the Arts. "The Town of Crested Butte is a candidate for certification as an official Colorado Creative District, and the new facility will act as the anchor for the District. As such it is envisioned that the new facility will serve as an iconic, attractive, and complementary centerpiece for the development of the Creative District as well as the Town itself."

- Currently, rehearsals account for 65% of the space usage. This was taken into consideration in the new building plans.
- They do not anticipate fully funding the operating budget until year-four and have built an operating reserve of \$600k into their capital campaign that will provide revenue as follows.
 - Year 1: 50%
 - Year 2: 25%
 - Year 3: 15-5%
 - Year 4: 0%
- They anticipate that by Year Four (4), 50% of revenue for the new facility will come from conventions.
- The \$27M capital campaign also includes a \$1.7M construction escalation reserve.
- They anticipate annual staffing expense to be \$500k for 7 full-time positions. The positions included:
 1. Executive Director
 2. Marketing Director
 3. Development Director
 4. Bookkeeper
 5. Administrative Assistant
 6. Box Office Manager
 7. Technical Director

Taos Center for the Arts

Taos has been an arts community for over 100 years. The Taos Center for the Arts lobby is one of the most sought after exhibition spaces in the community. The Center has been around for over 60 years.

- The town owns the Center's building and can use it whenever they want. This has caused problems when town staff schedules a meeting in the building without consulting the Center staff.
- There are three local community theatres. They cannot afford to rent the center because of the cost to do so and have not ever performed on the Taos Center's stage. None is making money even in their small venues.
- The Center raised \$100k for a digital film/DVD system and they have the largest screen in the state. They stream live events, including The Met Opera, and they are a huge success. The audience for the opera grew in 4 years from 30-180/viewing. They also show a lot of "art films" as they have an arrangement with Sony. None of the films are shown at the local movie theatre so there's not a conflict with it.
- They have 200+ volunteers with 60+ regulars and another 30+ project-oriented.
- The facility is in use 325 day/year, with many days having more than one event occurring.

Theatre Comparisons

Name of Facility: Art and Culture Center/Hollywood

Location, City, State: Hollywood, FL Population 148,047

Number of seats: 500; 2 separate buildings

Number of annual performances: 12 actual performing arts performances

Number of days facility is in use annually: 307; 6 days/wk

Average number of attendance per show: 68,000 annually

Types of entertainment provided:

- Performing Arts: X
- Dance: X
- Classical Music:
- Concerts:
- Films/Movies:
- Festivals:
- Classes/workshops: X
- Exhibitions: X
- Other: after school programs; art camps

Producers N Presenters Y Both N

Number of full-time employees: 12

Annual Salary Expense: \$665,524 as % of Operating Budget: 64%

Jobs: ED: Assoc. Dir: Education Mgr; Education Coord.; Dir. Of Devel.; Admin/Dev. Asst; Technical Dir; Marketing Dir.; Design/Web Coord.; PR Mgr; Visitor Services Coord. Finance Mgr.

Operating Budget: \$1,047,147

Revenue: \$1,104,082

Volunteers: YES; PR, grants, special events, ushers, admin, gallery

Marketing costs: \$19,162 Staff Marketing position: Yes

Source of Funding by Category, Percentage

- Program Service/Ticket sales: 28%
- Grants, Sponsorships, General Fundraising, gifts: 12%
- Government Support: 35%
- Events Net): operated at a loss
- Rentals: 16%
- Other: In-kind 8%; Investments 1%

Rental agreement Used: Yes Included in Addendum: Yes

Resident Company(ies)? No

Name of Facility: Crested Butte Center for the Arts (becoming Biery-Witt Center)

Location, City, State: Crested Butte, CO Population 1,514

Number of seats: 250 but will increase to 300 in new facility

Number of annual performances: 350 through 630 separate events

Number of day's facility is in use annually: N/A but rehearsals use 63% of current space

Average attendance: 36,000 annually

Types of entertainment provided:

- Performing Arts: X
- Dance: X
- Classical Music: X
- Concerts: X
- Films/Movies: X
- Festivals: X
- Classes/workshops: X
- Exhibitions: X
- Other: weddings; culinary arts

Producers Y Presenters Y Both Y

Number of full-time employees: 8

Annual Salary Expense: \$287,100 as % of Operating Budget: 25%

Jobs: ED: Assoc. Dir: Dir. Of Devel.; Rentals Mgr.; Operations Mgr.; Technical Dir.; Marketing Dir.; Visual Arts Dir.; Website Administrator

Operating Budget: \$1,128,148

Revenue: \$1,215,781

Volunteers: YES; load-in/set up; front of house; assist during and after shows; volunteers received \$10/hr service credit that they can use towards classes or BO tickets

Marketing costs: \$90,582 Staff Marketing position: Yes

Source of Funding by Category, Percentage

- Program Service/Ticket sales: 34%
- Grants, Sponsorships, General Fundraising, gifts: 1%
- Government Support: 38%
- Events (net): 9%
- Rentals:
- Other: In-kind 12%; Bar revenue (all revenue retained by Center) 6%

Rental agreement Used: Yes Included in Addendum: Yes

Resident Company(ies)? No

Other: Included in "Notes" section

Name of Facility: Egyptian Theatre (Park City Performers)

Location, City, State: Park City, UT Population 8,058

Number of seats: N/A as they are setting up for Sundance Film Festival and cannot talk now

Number of annual performances:

Number of days facility is in use annually:

Average attendance:

Types of entertainment provided:

- Performing Arts: X
- Dance: X
- Classical Music: X

- Concerts:
- Films/Movies: X
- Festivals: X
- Classes/workshops: X
- Exhibitions:
- Other: comedy shows

Producers N Presenters Y Both N

Number of full-time employees: 11

Annual Salary Expense: \$800,563 as % of Operating Budget: 34%

Jobs: Theatre Mgr; BO Mgr; Mktg Dir; Dir of Patron Relations; Youth Theatre Dir.; Bus. Mgr.; Dir of Grants & Foundations; Technical Dir.; Video Producer; Audio Engineer; Image/Video Production

Operating Budget: \$2,388,639

Revenue: \$2,359,771

Volunteers: N/A

Marketing costs: \$336,109 Staff Marketing position: Yes

Source of Funding by Category, Percentage

- Program Service/Ticket sales: 50%
- Grants, Sponsorships, General Fundraising, gifts: 33%
- Government Support: 8%
- Events (net):
- Rentals: 2%
- Other: 7%

Rental agreement Used: N/A Included in Addendum: No

Resident Company(ies)? No

Other: Call back after Sundance for more info.

Name of Facility: Columbia Performing Arts Center

Location, City, State: Hood River, OR Population 108,527

Number of seats: 136 fixed; 39 mobile chairs

Number of annual performances: N/A

Number of days facility is in use annually: 325+

Average attendance: 36,000 annually

Types of entertainment provided:

- Performing Arts: X
- Dance: X
- Classical Music: X
- Concerts:
- Films/Movies:
- Festivals:
- Classes/workshops: X
- Exhibitions: X
- Other: literary arts; magic shows

Producers Y Presenters Y Both Y

Number of full-time employees: 6

Annual Salary Expense: \$172,781 as % of Operating Budget: 41%

Jobs: ED: Asst. to ED; Events Mgr.; Gallery Mgr; Finance Mgr; Gallery Asst.

Operating Budget: \$424,425

Revenue: \$407,007

Volunteers: YES; 200+ of them; Admin; Handy Person; database mgt; PR; BO/ticket sales; fundraising; reception; art gallery

Marketing costs: \$23,147 Staff Marketing position: No

Source of Funding by Category, Percentage

2. Program Service/Ticket sales: 47%
3. Grants, Sponsorships, General Fundraising, gifts: 35%
4. Government Support: 7%
5. Events (net): 6%
6. Rentals:
7. Other: Investments 4%

Rental agreement Used: Yes Included in Addendum: Yes

Resident Company(ies)? Yes; Columbia Arts Stage Troupe (CAST) – considered a separate entity

Other: has an art studio/classroom that the public can rent for \$5/hr. CAST has season subscriptions. Its a community theatre (non-professional). Operates in a 160 seat venue.

Name of Facility: Sun Valley Center for the Arts

Location, City, State: Ketchum, ID Population 21,146

Number of seats: 240; 3 separate facilities

Number of annual performances: 240: Theatre – 59; Exhibitions – 32; Music/Dance - 19

Number of day's facility is in use annually: N/A

Average attendance: 33,850 annually, including 17,777 children

Types of entertainment provided:

- Performing Arts: X
- Dance: X
- Classical Music: X
- Concerts: X
- Films/Movies: X
- Festivals:
- Classes/workshops: X
- Exhibitions: X
- Other:

Producers Y Presenters Y Both Y

Number of full-time employees: 17

Annual Salary Expense: \$1,250,733 as % of Operating Budget: 41%

Jobs: COO; Dir of Perf Arts; Events Asst.; Artistic Dir; Admin Coord; Dir. Of Ed/Humanities; Curator of Visual Arts; Core Company Artist (2); Database Admin; Tech Dir; Ed. Coord; Deve/mkt asst; Prod Stage Mgr; Volunteer Coord; Ed. Asst; Events/Hospitality Dir.

Operating Budget: \$3,020,870

Revenue: \$2,907,870

Volunteers: YES – 412; admin. Tickets, Events, Wine Auction

Marketing costs: \$96,486 Staff Marketing position: Yes

Source of Funding by Category, Percentage

- Program Service/Ticket sales: 24%
- Grants, Sponsorships, General Fundraising, gifts: 24%
- Government Support: 0
- Events (net): 46%
- Rentals:
- Other: 6%

Rental agreement Used: Yes Included in Addendum: Yes

Resident Company(ies)? Yes but in a separate space; Company of Fools, a professional non-profit theatre that in 2013 finalized an agreement w/SVCfor Arts to become one entity.

Name of Facility: Merced Theatre Foundation/Art Kamanger Center

Location, City, State: Merced, CA Population 255,793

Number of seats: 1,185 full venue; 688 orchestra level only (can be rented separately)

Number of annual performances: 100 shows

Number of day's facility is in use annually: 100

Average attendance: 450 – 500/show

Types of entertainment provided:

- Performing Arts: X
- Dance: X
- Classical Music: X
- Concerts: X
- Films/Movies:
- Festivals:
- Classes/workshops:
- Exhibitions:
- Other: weddings

Producers N Presenters Y Both N

Number of full-time employees: 1

Annual Salary Expense: \$88,465 as % of Operating Budget: 19%

Jobs: Interim Managing Director

Operating Budget: \$461,745 – for the foundation, doesn't include BO info

Revenue: \$420,611

Volunteers: YES; ushers, ticket takers, events

Marketing costs: \$none noted Staff Marketing position:

Source of Funding by Category, Percentage

8. Program Service/Ticket sales:
9. Grants, Sponsorships, General Fundraising, gifts:
10. Government Support:
11. Events (net): 51%
12. Rentals:
13. Other: membership dues 9%; Rental revenue 30%

Rental agreement Used: Yes Included in Addendum: Yes

Resident Company(ies)? No

Other: The Merced Theatre Foundation is the support arm of the organization. Their 990 doesn't include BO revenue. The Foundation's mission is to "Restore the historic landmark Merced Theatre as a self-supporting center for arts, entertainment, and civic events for Merced and the Central Valley."

Name of Facility: Taos Center for the Arts

Location, City, State: Taos, NM Population 30,000

Number of seats: 275

Number of annual performances: ED couldn't quantify this, just said a LOT

Number of day's facility is in use annually: 325 with many days having multiple events/perf.

Average attendance:

Types of entertainment provided:

- Performing Arts: X
- Dance:

- Classical Music: X
- Concerts: X
- Films/Movies: X
- Festivals:
- Classes/workshops: X
- Exhibitions: X
- Other: HD streaming of The Met Opera (details in "Note" section of report); lectures

Producers Y Presenters Y Both Y

Number of full-time employees: 4

Annual Salary Expense: \$132,223 as % of Operating Budget: 34%

Jobs: ED; Gen. Mgr.; Theatre Mgr.; Lead House Mgr/Volunteer Coord.

Operating Budget: \$393,820

Revenue: \$392,294

Volunteers: YES; ticket takers; BO, hand out programs; office work; maintenance; 200+ of which 60+ are regulars

Marketing costs: \$6,333 Staff Marketing position: No

Source of Funding by Category, Percentage

- Program Service/Ticket sales: 46%
- Grants, Sponsorships, General Fundraising, gifts: 32%
- Government Support: 1%
- Events (net):
- Rentals: 9%
- Other: Membership dues 5%; Concessions 6%

Rental agreement Used: Yes Included in Addendum: Yes

Resident Company(ies)? No

Other: Additional information included in "Notes" section

14.3 APPENDIX C - PROJECTED DETAILED MACC REVENUE

PROGRAM REVENUE

Admissions - Events Center	\$25,000
Admissions - Edison Theatre	\$7,500
Admissions - Outdoor Theatre	\$7,500
Community Theatre	\$100,000
Contract Entertainment	\$110,000
Entertainment for Kids	\$0

Total Program Revenue \$250,000

BENEFACTOR REVENUE

Advisory Board	\$50,000
Memberships	\$20,000

Total Benefactor Revenue \$70,000

VENUE RENTAL

\$50,000

SPONSORS, GRANTS, CORPORATE, DONATIONS

\$117,500

FUND RAISING EVENTS

\$75,000

TOML MEASURE U

\$350,000

OTHER GOVERNMENT

\$15,000

CONCESSIONS

\$40,000

MAINTENANCE REIMBURSEMENT

\$10,000

TOTAL REVENUE \$977,500

14.4 APPENDIX D - PROJECTED DETAILED MACC EXPENSE

ADMINISTRATIVE

Auto	\$1,200	
Internet/cable TV	\$2,400	
Computer maintenance/repair	\$4,800	
Entertainment - community theatre	\$30,000	
Entertainment - contract	\$44,000	
Fund raising events	\$20,000	
insurance - building, property and auto	\$28,000	
Insurance - directors and officers	\$5,000	
License and Fees	\$500	
Marketing	\$30,000	
General business postage and freight	\$1,200	
Professional services - audit, legal, accounting	\$50,000	
Staff development and training	\$3,000	
Material supplies	\$6,000	
Telephone - cell and VOIP	\$4,200	
Travel	\$3,000	
Uniforms	\$1,000	
Total administrative costs		\$234,300

COMMON

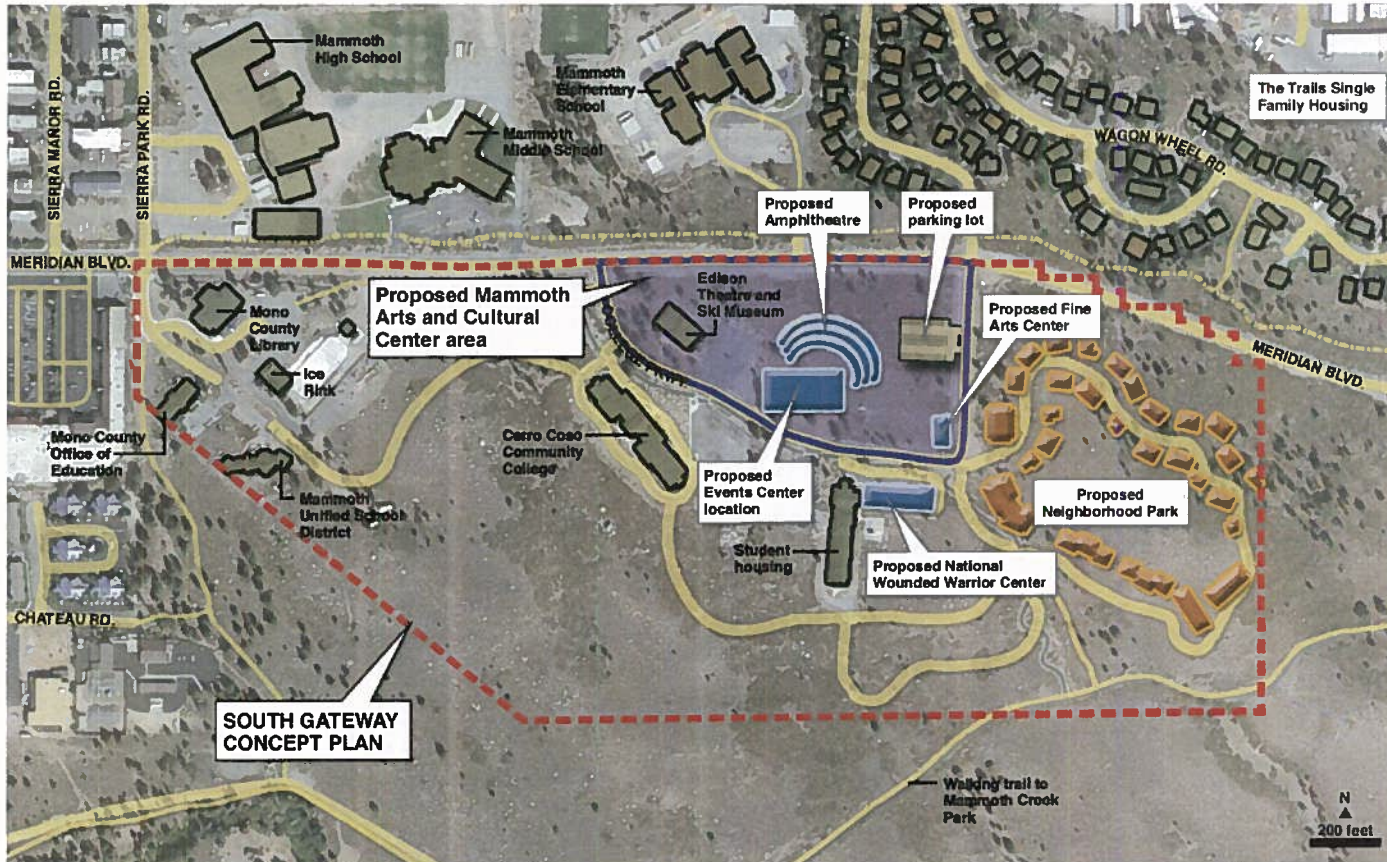
Janitorial	\$14,400
Fire and security	\$1,200
Landscape	\$1,000
Facility maintenance and repairs	\$5,000
Equipment replacement reserve	\$12,000
Snow removal	\$15,000
Cleaning supplies	\$3,600
Taxes	\$1,000
Utilities - electric	\$12,500
Utilities - gas	\$31,000
Utilities - recycling	\$2,400
Utilities - trash	\$2,400
Utilities - water and sewer	\$3,400

XM radio	\$1,200	
Total common costs		<u>\$106,100</u>
TOTAL ADMINISTRATIVE AND COMMON COSTS		<u>\$340,400</u>
PROGRAM SUPPORT		\$100,000
SALARY AND RELATED		\$472,650
TOTAL ADMIN, COMMON, PROGRAM, SALARY		<u>\$913,050</u>
CONTINGENCY @ 7%		\$63,914
TOTAL 2019 OPERATION AND MAINTENANCE COSTS		<u><u>\$976,964</u></u>

South Gateway Concept Plan – MACC Project

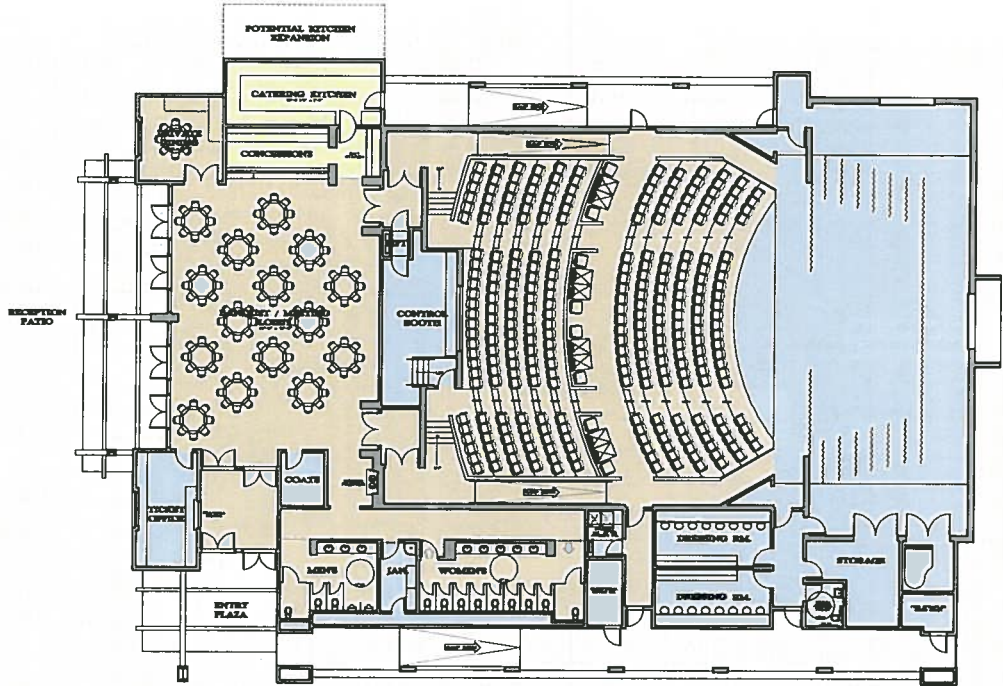
In 1999, the Mammoth Lakes Foundation completed a land exchange with the United States Forest Service for 86 acres known as the South Gateway. At that time, the South Gateway property was raw land. Today there are seven structures on the property which support education and cultural enrichment. Over the next 20 years, we expect to see the campus grow with more programs, more students and more facilities.

Proposed facilities
 Proposed housing
 Existing buildings



Designed for the Mammoth Lakes Foundation, (760) 934-3781, www.mammothlakesfoundation.org

14.6 APPENDIX F - MACC CONCEPTUAL DESIGN





BANQUET SEATING PLAN
 SCALE: 1/8" = 1'-0"


MAMMOTH PERFORMING ARTS CENTER
 CONCEPTUAL DESIGN





**Table 25:
Travel Party Characteristics of Attendees to
Nonprofit Arts and Culture Events Per Study Region During 2011**

Population Cohort Group A Population Fewer than 50,000 Sample Size – 27	RESIDENT Cultural Audiences				NON-RESIDENT Cultural Audiences						NON-RESIDENTS – Reason for Trip			
	Average Travel Party Size			Nights Away	Average Travel Party Size			Nights Away	With Lodging Expenses		To Attend Arts Event	Vacation/ Holiday	Friends/ Relatives	Other
	Adults	Chld.	Total		Adults	Chld.	Total		Percent	Per Person \$				
City of Gunnison (CO) ¹	2.47	0.28	2.75	0.11	2.58	0.15	2.73	0.78	12.5%	\$90.27	32.5%	27.5%	25.0%	15.0%
Town of Telluride (CO) ¹	2.23	0.50	2.73	0.15	3.07	0.42	3.49	2.57	34.6%	\$382.29	58.7%	28.9%	6.0%	6.4%
Town of Crested Butte (CO)	2.32	0.48	2.80	0.07	2.72	0.48	3.20	1.69	20.7%	\$218.09	42.9%	39.9%	9.9%	7.2%
Town of Newmarket (NH) ¹	1.84	0.16	2.00	0.09	2.30	0.30	2.60	0.53	3.3%	\$193.75	61.7%	16.7%	11.7%	10.0%
Greater Ketchikan Area (AK) ¹	1.88	0.43	2.31	0.09	2.50	0.06	2.56	2.17	22.2%	\$187.33	38.9%	16.7%	11.1%	33.3%
Gunnison County (CO)	2.37	0.41	2.78	0.08	2.70	0.45	3.15	1.60	19.8%	\$209.45	41.8%	38.6%	11.5%	8.1%
City of Durango (CO)	2.26	0.17	2.43	0.09	2.46	0.31	2.77	0.96	19.9%	\$153.89	56.0%	27.3%	6.0%	10.7%
Teton County (WY)	2.13	0.19	2.32	0.02	2.45	0.25	2.70	1.55	22.8%	\$262.62	45.7%	35.5%	10.2%	8.6%
City of Laguna Beach (CA)	2.25	0.22	2.47	0.13	2.70	0.35	3.05	0.62	11.6%	\$165.19	68.2%	17.2%	3.5%	11.1%
City of Fairfax (VA)	2.01	0.34	2.35	0.11	2.63	0.32	2.95	0.46	3.1%	\$160.96	78.5%	10.0%	5.4%	6.1%
City of Auburn (NY)	2.24	0.15	2.39	0.03	2.46	0.17	2.63	0.48	10.1%	\$194.00	67.7%	10.7%	11.0%	10.7%
City of Slidell (LA)	2.40	0.69	3.09	0.06	2.45	0.48	2.93	0.46	0.0%	n/a	65.7%	7.5%	16.4%	10.5%
City of Winter Park (FL) ¹	2.05	0.26	2.31	0.13	2.48	0.18	2.66	0.67	8.7%	\$152.32	12.7%	71.4%	10.6%	5.3%
Greater Elkins Area (WV) ¹	1.44	0.62	2.06	0.08	1.87	0.26	2.13	2.79	22.7%	\$164.26	60.8%	21.6%	5.2%	12.4%
Transylvania County (NC)	2.26	0.07	2.33	0.08	2.56	0.16	2.72	0.77	13.2%	\$177.98	69.2%	17.8%	7.6%	5.3%
City of Rochester (NH)	2.55	0.48	3.03	0.29	2.57	0.38	2.95	0.45	3.3%	\$91.76	65.8%	12.5%	8.8%	12.9%
City and Borough of Juneau (AK) ¹	2.09	0.34	2.43	0.07	2.05	0.29	2.34	0.71	9.5%	\$132.00	66.7%	14.3%	0.0%	19.1%
Princeton (NJ)	2.04	0.33	2.37	0.09	2.52	0.33	2.85	0.32	7.2%	\$175.18	73.4%	11.3%	4.8%	10.4%
Platte County (NE)	1.94	0.54	2.48	0.06	2.61	0.47	3.08	0.74	20.4%	\$171.87	68.6%	15.3%	8.8%	7.3%
Adams County (NE)	2.29	0.14	2.43	0.03	2.04	0.33	2.37	0.65	13.6%	\$123.64	72.8%	8.7%	3.3%	15.3%
City of Fairbanks (AK) ¹	2.13	0.17	2.30	0.11	2.36	0.21	2.57	0.87	20.5%	\$106.77	35.9%	38.5%	7.7%	17.9%
City of West Hollywood (CA)	2.13	0.12	2.25	0.35	1.93	0.05	1.98	0.86	7.3%	\$232.17	70.0%	18.2%	3.6%	8.2%
City of Pittsfield (MA) ¹	2.33	0.54	2.87	0.00	2.43	0.43	2.86	0.91	8.7%	\$97.95	52.2%	30.4%	13.0%	4.3%
Windham County (VT)	1.85	0.11	1.96	0.03	2.15	0.10	2.25	0.72	12.0%	\$177.08	73.4%	15.2%	4.4%	7.0%
Iron County (UT)	2.19	0.56	2.75	0.05	2.64	0.35	2.99	1.81	64.1%	\$166.18	73.9%	19.0%	3.3%	3.9%
Watauga County (NC) ¹	2.15	0.33	2.48	0.04	2.17	0.18	2.35	0.85	16.3%	\$131.00	49.8%	24.5%	17.6%	8.1%
Buffalo County (NE)	2.55	0.39	2.94	0.08	2.85	0.43	3.28	0.43	10.9%	\$121.45	64.6%	17.0%	8.3%	10.0%
Group A Average	2.16	0.33	2.50	0.09	2.45	0.29	2.75	1.02	15.5%	\$170.75	58.1%	22.7%	8.7%	10.6%
Group A Median	2.19	0.33	2.43	0.08	2.48	0.31	2.73	0.77	12.5%	\$165.69	64.6%	17.8%	8.3%	10.0%

SOURCE: Arts and Economic Prosperity IV, Americans for the Arts, 2012. For more information, visit www.AmericansForTheArts.org/EconomicImpact.

Table 22:
Average Resident Per Person Audience Spending Induced by
Attendance to Nonprofit Arts and Culture Events Per Study Region During 2010



Population Cohort Group A Population Fewer than 50,000 Sample Size – 27	RESIDENT Cultural Audiences only										Resident Per Person Expenditure
	Refreshments and/or Snacks	Meals	Souvenirs and/or Gifts	Clothing/ Accessories	Local Ground Transportation	Child Care	Overnight Lodging	Other/ Miscellaneous			
City of Gunnison (CO)***	\$2.39	\$7.14	\$0.54	\$0.13	\$0.71	\$0.73	\$0.86	\$0.83			\$13.33
Town of Telluride (CO)*	\$6.33	\$13.40	\$3.24	\$1.60	\$1.14	\$1.73	\$0.00	\$0.07			\$27.51
Town of Crested Butte (CO)***	\$5.72	\$10.79	\$2.61	\$0.94	\$1.06	\$0.71	\$0.39	\$0.48			\$22.70
Town of Newmarket (NH)	\$3.93	\$5.07	\$6.17	\$0.74	\$0.34	\$0.18	\$0.00	\$3.66			\$20.09
Greater Ketchikan Area (AK)	\$1.17	\$4.89	\$7.74	\$3.40	\$0.99	\$0.04	\$0.00	\$0.65			\$18.88
Gunnison County (CO) †	\$4.57	\$9.53	\$1.90	\$0.66	\$0.94	\$0.72	\$0.55	\$0.60			\$19.47
City of Durango (CO)	\$2.67	\$7.29	\$0.60	\$0.68	\$0.60	\$0.36	\$0.19	\$0.27			\$12.66
Teton County (WY)*	\$2.04	\$11.46	\$3.62	\$1.40	\$0.86	\$0.90	\$0.56	\$0.66			\$21.50
City of Laguna Beach (CA)*	\$5.10	\$13.62	\$6.74	\$2.08	\$1.23	\$0.23	\$1.11	\$0.39			\$30.50
City of Fairfax (VA)***	\$1.66	\$7.94	\$4.23	\$2.68	\$1.35	\$0.63	\$0.07	\$1.81			\$20.37
City of Auburn (NY)	\$1.32	\$7.43	\$1.81	\$0.83	\$0.65	\$0.12	\$0.23	\$0.22			\$12.61
City of Sibley (LA)***	\$3.03	\$8.30	\$3.77	\$1.91	\$1.66	\$0.17	\$0.04	\$0.47			\$19.35
City of Winter Park (FL)***	\$2.69	\$9.01	\$1.83	\$1.92	\$2.21	\$0.13	\$0.04	\$1.61			\$19.44
Greater Elkins Area (WV)	\$1.12	\$3.53	\$1.38	\$1.31	\$1.34	\$0.30	\$1.17	\$0.00			\$10.15
Transylvania County (NC)	\$2.19	\$7.69	\$2.37	\$0.95	\$0.76	\$0.17	\$0.25	\$0.28			\$14.66
City of Rochester (NH)	\$3.50	\$4.83	\$1.68	\$1.14	\$1.08	\$0.26	\$0.56	\$0.26			\$14.27
City and Borough of Juneau (AK)	\$1.88	\$5.09	\$1.65	\$0.44	\$1.06	\$0.06	\$0.00	\$0.26			\$10.44
Princeton (NJ)**	\$2.06	\$9.29	\$1.32	\$0.53	\$0.89	\$0.50	\$0.16	\$0.22			\$14.97
Plateau County (NE)	\$1.22	\$3.76	\$2.81	\$0.30	\$0.99	\$0.09	\$0.11	\$0.78			\$10.06
Adams County (NE)	\$1.88	\$4.02	\$0.94	\$1.07	\$1.16	\$0.11	\$0.53	\$0.15			\$9.86
City of Fairbanks (AK)	\$1.02	\$7.07	\$1.85	\$0.42	\$1.62	\$0.42	\$0.41	\$0.50			\$13.31
City of West Hollywood (CA)**	\$3.40	\$10.40	\$2.83	\$1.67	\$2.04	\$0.52	\$0.53	\$0.89			\$22.28
City of Pittsfield (MA)**	\$4.27	\$12.16	\$1.58	\$0.28	\$0.68	\$0.19	\$0.00	\$0.00			\$19.16
Windham County (VT)*	\$1.60	\$5.84	\$1.25	\$1.18	\$0.67	\$0.10	\$0.00	\$0.94			\$11.58
Iron County (UT)*	\$1.22	\$5.30	\$1.80	\$1.68	\$0.93	\$0.10	\$0.30	\$0.19			\$11.52
Watauga County (NC)	\$1.82	\$6.13	\$2.16	\$2.17	\$1.21	\$0.17	\$0.04	\$0.00			\$13.70
Burke County (NE)	\$2.67	\$3.71	\$2.91	\$1.13	\$0.82	\$0.25	\$0.07	\$0.79			\$12.35
Group A Average	\$2.68	\$7.58	\$2.64	\$1.23	\$1.07	\$0.37	\$0.30	\$0.66			\$16.55
Percent of Group A Total	16.2%	45.8%	16.0%	7.4%	6.5%	2.2%	1.8%	4.0%			100.0%
Average Excluding Outliers/Exclusions	\$2.39	\$6.58	\$2.45	\$1.04	\$1.01	\$0.26	\$0.28	\$0.62			\$14.64
Group A Median	\$2.19	\$7.29	\$2.19	\$1.13	\$0.99	\$0.23	\$0.19	\$0.48			\$14.66

SOURCE: Arts and Economic Prosperity IV, Americans for the Arts, 2012. For more information, visit www.AmericansForTheArts.org/EconomicImpact.

Table 24:
Average Non-Resident Per Person Audience Spending Induced by Attendance to Nonprofit Arts and Culture Events Per Study Region During 2010

Population Cohort Group A Population Fewer than 50,000 Sample Size = 27	NON-RESIDENT Cultural Audiences only										Non-Resident Per Person Expenditure
	Refreshments and/or Snacks	Meals	Souvenirs and/or Gifts	Clothing/ Accessories	Local Ground Transportation	Child Care	Overnight Lodging	Miscellaneous	Other	Per Person Expenditure	
City of Gunnison (CO)****	\$2.54	\$12.20	\$15.00	\$0.00	\$2.65	\$0.00	\$6.16	\$0.31	\$0.31	\$38.86	
Town of Tallulda (CO)*	\$26.61	\$43.85	\$15.84	\$9.09	\$14.52	\$2.54	\$75.02	\$4.34	\$4.34	\$191.81	
Town of Crested Butte (CO)****	\$6.23	\$24.64	\$8.87	\$3.82	\$4.96	\$0.62	\$26.05	\$1.84	\$1.84	\$77.03	
Town of Newmarket (NH)	\$3.90	\$10.11	\$4.07	\$1.50	\$2.47	\$0.00	\$5.00	\$0.42	\$0.42	\$27.47	
Greater Ketchikan Area (AK)	\$3.06	\$20.19	\$24.49	\$3.37	\$5.02	\$0.37	\$21.85	\$0.00	\$0.00	\$78.35	
Gunnison County (CO) †	\$5.83	\$23.31	\$9.53	\$3.41	\$4.71	\$0.56	\$23.92	\$1.68	\$1.68	\$72.95	
City of Durango (CO)	\$3.43	\$15.76	\$3.28	\$1.52	\$4.32	\$0.28	\$15.77	\$3.83	\$3.83	\$48.19	
Teton County (WY)*	\$4.06	\$22.78	\$6.94	\$3.62	\$8.96	\$0.25	\$35.37	\$11.51	\$11.51	\$93.49	
City of Durango (CO)	\$6.00	\$13.71	\$13.16	\$1.63	\$2.19	\$0.26	\$12.10	\$1.31	\$1.31	\$50.36	
City of Fairfield (VA)****	\$2.81	\$8.90	\$2.16	\$1.05	\$2.61	\$0.55	\$2.81	\$3.02	\$3.02	\$33.91	
City of Auburn (NY)	\$2.40	\$13.06	\$6.10	\$0.87	\$4.06	\$1.20	\$11.30	\$1.55	\$1.55	\$40.84	
City of Salford (LA)****	\$4.77	\$10.23	\$2.06	\$1.35	\$3.03	\$0.00	\$0.00	\$1.49	\$1.49	\$22.93	
City of Winter Park (FL)****	\$1.92	\$11.92	\$2.98	\$2.04	\$5.04	\$0.24	\$8.15	\$1.21	\$1.21	\$33.50	
Greater Elkins Area (WV)	\$7.09	\$9.90	\$12.76	\$1.24	\$6.76	\$0.00	\$23.69	\$0.22	\$0.22	\$61.66	
Transylvania County (NC)	\$4.38	\$14.85	\$6.56	\$1.02	\$5.45	\$0.53	\$12.45	\$2.12	\$2.12	\$47.36	
City of Rochester (NH)	\$4.15	\$7.59	\$1.62	\$0.73	\$3.66	\$0.28	\$1.85	\$0.52	\$0.52	\$20.40	
City and Borough of Juneau (AK)	\$1.27	\$12.63	\$6.59	\$0.00	\$6.69	\$0.00	\$5.71	\$0.00	\$0.00	\$32.69	
Princeton (NJ)**	\$2.69	\$16.81	\$2.55	\$0.56	\$3.35	\$0.10	\$6.54	\$1.01	\$1.01	\$33.61	
Plateau County (NE)	\$4.89	\$14.89	\$6.92	\$1.88	\$9.58	\$1.78	\$10.65	\$4.70	\$4.70	\$55.39	
Adams County (NE)	\$4.06	\$9.77	\$3.36	\$0.50	\$6.14	\$0.06	\$10.40	\$3.10	\$3.10	\$37.39	
City of Fairbanks (AK)	\$1.81	\$12.65	\$2.99	\$0.33	\$7.81	\$0.00	\$14.62	\$3.56	\$3.56	\$42.77	
City of West Hollywood (CA)**	\$5.63	\$15.36	\$5.85	\$2.43	\$8.94	\$0.00	\$9.39	\$3.18	\$3.18	\$50.78	
City of Pittsfield (MA)**	\$7.17	\$14.49	\$1.29	\$1.09	\$1.20	\$0.00	\$7.34	\$0.00	\$0.00	\$32.58	
Windham County (VT)*	\$2.05	\$14.83	\$6.38	\$1.52	\$5.95	\$0.40	\$13.68	\$0.14	\$0.14	\$44.95	
Iron County (UT)*	\$5.65	\$27.08	\$9.59	\$2.96	\$12.19	\$1.72	\$58.16	\$3.45	\$3.45	\$120.80	
Watauga County (NC)	\$3.34	\$14.71	\$3.08	\$1.91	\$4.02	\$0.14	\$11.81	\$2.73	\$2.73	\$41.74	
Buttalo County (NE)	\$3.67	\$8.79	\$5.57	\$1.70	\$5.33	\$0.02	\$7.12	\$2.95	\$2.95	\$35.15	
Group A Average	\$4.87	\$15.74	\$7.02	\$1.89	\$6.62	\$0.44	\$16.18	\$2.19	\$2.19	\$53.95	
Percent of Group A Total	9.0%	29.2%	13.0%	3.5%	10.4%	0.8%	30.0%	4.1%	4.1%	100.0%	
Average Excluding Outliers/Exclusions	\$4.05	\$13.82	\$6.27	\$1.42	\$5.27	\$0.31	\$11.73	\$1.80	\$1.80	\$44.65	
Group A Median	\$4.06	\$14.49	\$6.10	\$1.52	\$5.02	\$0.25	\$11.30	\$1.68	\$1.68	\$42.77	

SOURCE: Arts and Economic Prosperity IV, Americans for the Arts, 2012. For more information, visit www.AmericansForTheArts.org/EconomicImpact.

