

REVISED ARTISPHERE BUSINESS PLAN AND REPORT OF ARTISPHERE TASK FORCE



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**PRESENTED TO THE ARLINGTON COUNTY BOARD
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ARTISPHERE REVISED BUSINESS PLAN

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A New Business Plan

A Task Force appointed by the County Manager has thoroughly analyzed the Artisphere's business operations, strengths/weaknesses and opportunities – and has concluded that the Artisphere can be made into a premier performing and visual arts center, inspiring passionate support by Arlingtonians and increased patronage by a greater variety of audiences.

To accomplish this, the Task Force has created a realigned business plan to invest in Arlington's arts organizations; invest in Rosslyn; and create a regional and national reputation for Artisphere's quality, thought-provoking works and insight into the creative process. The new focus, at its core, is on programming from Arlington's premier arts organizations.

I. The Artisphere Task Force

Beginning in late April 2011, a Task Force appointed by the County Manager was dispatched to Artisphere to review the organization, identify (and whenever possible, fix) operational problems that were hindering the success of the Artisphere and ultimately, to develop a new business plan to stabilize the organization financially and allow it to become as successful as possible. With the involvement and assistance of Artisphere staff and a consultant specializing in arts and cultural facilities, the Task Force began gathering extensive research on Artisphere's operations, its programming, ticket sales, audience demographics and overall trends. In addition, the Task Force carefully reviewed existing and potential sources of revenue and conducted a detailed analysis of expenses. Finally the Task Force and its consultant held extensive interviews to garner information and observations from the Rosslyn BID, Arlington arts organizations, Artisphere and County staff, patrons, rental clients, restaurateurs and more. Utilizing this information, material from the original business plan, and the revised mission developed by the Artisphere management team, the Task Force was able to make operational recommendations and create a business plan to position Artisphere for future success.

The mission of the Artisphere, developed by Artisphere's leadership team during its first year of operations is as follows:

Artisphere will be an interactive home for creative connections between living artists and audiences that provides access/insight into the artistic process.

Core Values:

- *Build Community: Engage Arlington County, regional, national and international audiences and artists.*
- *Be Adventurous: Present quality, thought provoking, daring programming in established and emerging disciplines.*
- *Foster Innovation: Create new forums and incorporate technology for the presentation and discussion of ideas.*

- *Cultivate Excellence: Operate efficiently and lead by example.*

II. Artisphere's Strengths and Weaknesses

Strengths

The Task Force identified a number of Artisphere's strengths that, if utilized properly, could aid the Artisphere's success. Some core strengths include an experienced managerial team, strong support from Arlington County government and the Rosslyn BID, and a Metro-accessible location.

The Artisphere Task Force also compiled and reviewed data for the first year of operations, including zip code data of patrons who had purchased tickets for events at Artisphere. The data shows that Artisphere is drawing on zip codes that have high concentrations of market segments predisposed to attend and support performing arts activities. Ticket sales also indicate that Artisphere is drawing these audiences from the greater metro region including Virginia, D.C. and Maryland and is not limited to the immediate resident market.

Finally, some aspects of the physical structure and flow of Artisphere can be considered strengths. Visually interesting, and filled with a variety of performance venues, the Artisphere draws patrons up into it and permits them to freely wander from space to space, and create their own individual paths of discovery and experience within the Artisphere. Although the Artisphere is a new entrant in a somewhat crowded field of arts and cultural facilities in the Washington, D.C. region, it is unique in that it allows patrons to have a glimpse into the creative process, and not just the end product. With an emphasis on working with living artists, the Artisphere provides patrons with an opportunity to interact directly with artists, sometimes even becoming part of the creative process itself. The Works in Progress (WIP) gallery allows patrons to meet and be part of what the artist creates. A residency by the group "The Beauty Pill" in the Black Box Theater allowed patrons to watch and hear how an album is cut. This is an experience not offered many places in the region.

Weaknesses

Artisphere's weaknesses begin with an inconsistent understanding of the original vision and mission that was presented when the space was conceived, and which created confusion for citizens, patrons, staff and performers. Originally billed as an "Arts Space for Everyone", the Artisphere strove to be free from the constraints of a singular vision, performance type or audience. However, the unintended consequence of the individual interpretations that arose from such branding has been confusion over *what exactly Artisphere is supposed to be, and for whom*. During its first six months of operations, the Artisphere strove to develop a more specific mission: to be an interactive home for creative connections between living artists and audiences that provides access/insight into the artistic process. Unfortunately, this revised mission has not been widely understood and is only in the beginning states of adoption and implementation.

At its core, Artisphere – as well as its patrons, staff, artists and community members – has struggled to determine whether it is to be a venue to present Arlington artists, or whether it should draw (and pay for) regionally and nationally known performers and visual artists.

- **Physical Limitations**

Physical limitations of the Artisphere pose barriers to success. With too many similarly sized spaces, no one space is large enough to sell enough tickets to profit from bringing in and paying for regionally and nationally known performers.

The original business plan's reliance on an anchor tenant– a known “destination” restaurant – proved to be misguided, as a full service restaurant cannot easily succeed in the space. Task Force members met with Arlington restaurant owners, retail brokers and others who highlighted a variety of problems with the restaurant, including: a physical location which requires patrons to walk through a dining room on their way to performance venues; no street-level entrance; a lack of signage; and the overall “feel” of the space with no visual cues or barriers indicating that someone was in a restaurant.

Finally, flow from venue to venue within the Artisphere can often be too smooth – spaces, people and most importantly sound, bleed into each other, making simultaneous, maximum usage of all spaces very difficult and impacting performance and rental opportunities.

- **Original Business Plan Assumptions**

A comprehensive survey of similar venues showed that the original business plan was too optimistic on ticketing and restaurant revenue assumptions given the size of the venue, and programming and marketing costs for an entrant in a crowded field of arts venues. In addition, there was no “ramp up” period allowed for in the business plan during which the Artisphere would be allowed to grow in popularity and patronage. The original business plan also underestimated the level of fixed costs to operate the Artisphere. More than \$1 million annually is required to meet fixed and predictable costs including shared space operating expenses, real estate taxes, utilities, elevator, escalator, and HVAC maintenance, janitorial services, parking and telephone expenses. The original business plan identified only \$660,000 for these costs.

- **Business Systems and Operations**

Operational difficulties were exacerbated by the lack of basic business systems, including a lack of facilities scheduling software; inadequate signage; no rentals policy or fee schedule; no online ticketing; no agreements for short term use that were easily understood and executable by both parties; lack of clarity on allowable uses by the landlord; a retail contract with the Artisans Center of Virginia (ACV) that prohibited the sale of Artisphere and program-related merchandise at the Artisphere store; and a lack of synergy and partnership with other County departments. A considerable effort was made to open the Artisphere on October 10, 2010. While construction and build out of

the space proved difficult, it was accomplished on time. Unfortunately, the County did not have enough capacity to start an entirely new line of business at the same time. The gaps in basic systems were a result.

- **Audience**

Artisphere, following the original business plan, has oriented much of its programming to attract a core audience of 20-35 year olds. While Arlington has one of the largest concentrations of 20 to 35 year olds in the nation, and while this demographic – like others who are highly educated, highly paid, and with disposable income – is known for its inclination to patronize the arts, they are faced with multiple options for spending time and money. Given those competing interests, and the somewhat “fickle” nature of this age group, it is very difficult to consistently attract them. Conversely, the 35-45 year olds with families and 55-65 year old empty-nesters, all with heavy populations in Arlington and the Washington, D.C. region have not been a target.

- **Hours of Operation**

As stated in the original business plan, the Artisphere would be open at least 12 hours a day, 7 days a week in an effort to create a “third space” that was vibrant, active and always available for patrons. However, the current programming and amenities make it impossible to sustain a high-energy facility during weekdays. Often, patrons who may enter in the early afternoon hours find the Artisphere extremely quiet and almost deserted. This lack of excitement and vibrancy often discourages return visits.

- **An Overall Economic Downturn**

In the time between the conception and approval of the Artisphere and the opening of its doors, the nation faced a severe economic downturn. While Arlington itself has been relatively protected, many of our citizens and companies have had to tighten their belts. As a result, fundraising has lagged and the lack of corporate headquarters in the immediate market area has made it difficult to obtain major “hometown” corporate support. More importantly, the planned redevelopment of Rosslyn has lagged. Many of the large commercial and residential buildings that were to be completed – and which would have brought more people and potential patrons to Rosslyn – were delayed by the economic downturn and are only now breaking ground.

III. Business Plan Summary and Benefits

Artisphere Business Plan

An investment in Arlington's arts organizations...

Artisphere will be an arts and cultural facility which showcases Arlington's premier arts organizations, bringing activity and vibrancy to Rosslyn.

Creates arts and entertainment experiences for a wide variety of audiences....

In addition to local programming, regionally and nationally known performers, film festivals and family programming will create new points of entry for Artisphere patrons.

Utilizes reliable sources of revenue....

Artisphere will be available for day-time and evening event rentals including corporate training, product launches, social events, fundraisers, receptions and more. Revenue will be earned via rental fees and catering income from these events.

Given the Artisphere's strengths and weaknesses, its many opportunities, its mission and the critical acclaim it has already garnered, the Task Force has created a realigned business plan which strives to establish the Artisphere as Arlington's premier performing and visual arts center, inspiring passionate support from Arlingtonians and increased patronage by a greater variety of audiences. Ultimately, its goal will be to create a regional and national reputation for the Artisphere's quality, thought-provoking works and insight into the creative process.

An investment in Arlington's arts organizations.

The Artisphere will be a place where Arlington's premier arts organizations can perform, exhibit and otherwise showcase the very best quality work. The Artisphere business plan takes advantage of Arlington arts organizations for both the programming and exhibitions they will provide as well as the audiences they will bring. The arts organizations themselves benefit as the Artisphere provides a highly professional venue, located on Metro, proximate to a variety of dining options, which gives patrons the "experience" that many of our arts organizations report lacking at other Arlington venues (i.e. schools and community centers). Performing and exhibiting at this type of venue helps arts organizations grow their audiences and expose themselves to a wider variety of patrons, funders and community members. The existing grants process that is familiar to Arlington groups will be utilized to bring a greater variety of organizations and programming to Artisphere from Arlington's supported arts groups. The Artisphere's professional curatorial and programming staff will be utilized to create cohesive, thoughtful and artistically excellent programs, exhibits, installations and performances utilizing Arlington's supported arts groups as well as some "paid" programming from non-supported groups.

An investment in Rosslyn.

Arlington has a long and successful history of investing in infrastructure and amenities for its communities. The Artisphere continues that trend of investment, and focuses on creating an amenity to encourage nightlife and excitement in Rosslyn. In addition, given the planned development in Rosslyn over the next five years, the Artisphere will be well-poised to ride the wave of growing excitement in Rosslyn and to be an “early adopter” in what is an up-and-coming neighborhood.

A plan that is manageable and can be reasonably accomplished.

The Artisphere business plan is reasonably executable; it takes advantage of working relationships already established by the Cultural Affairs Division (CAD) and the Artisphere and streamlines how Arlington arts organizations are presented at Arlington’s many performance spaces, via a better integrated programming and curatorial process. The plan also takes advantage of the existing grants process which is already familiar to Arlington supported arts groups. A reorganization of Cultural Affairs and Artisphere has already taken place, with the Artisphere positioned as a line of business within Cultural Affairs, to give the business plan the greatest chance of success.

More informed decisions about the future of the arts in Arlington.

With this plan, Arlington can truly test the demand for arts in Arlington and make decisions about future investment in the arts. The plan will make it easier to gather market research with a higher degree of reliability given centralized box office functions. This research will allow the community to make more educated decisions about demand, potential for growth, economic impact, and funding for the arts in Arlington. This will become extremely important as Arlington considers whether to develop new arts venues, and whether a new venue similar to the Artisphere is provided upon the expiration of the current lease in 2023.

IV. Business Plan Assumptions

A. Hours of Operation

Under the original business plan, the Artisphere was to be open 12 hours each day (or more), seven days a week. However, based on visitor data collected during the first year of operations, the space has been underutilized for many of its daytime hours. In addition, programming has not been sufficient to attract patrons during all open hours. This has resulted in a patron experience that can be underwhelming – the Artisphere often feels empty, which does not create a good impression for visitors. Moreover, based on research conducted by the Task Force, many cultural and arts venues are closed at least one or two days a week (often Mondays and/or Tuesdays) to provide the facility and staff with the ability to perform administrative functions, make repairs, and plan for future events.

For these reasons, the business plan assumes a revised operating schedule with more limited public hours, compressing visitors into smaller blocks of time, so that the facility feels more

lively and “full.” This energy creates a more exciting, positive visitor experience that will help drive return visits.

Artisphere will be open to the general public during the following hours:

- Monday-Tuesday: Closed
- Wednesday-Friday: 4:00 p.m. – 11:00 p.m. (or later if programming is scheduled)
- Saturday: 12:00 p.m. – 2:00 a.m.
- Sunday: 12:00 p.m. – 5:00 p.m.

Full-time staff will be at the facility during normal business hours, even if the facility is not open to the public. Arts Ambassadors (part-time, hourly employees) will be utilized to cover additional non-business hours on evenings and weekends as has been done during the first year. The facility will still accommodate daytime corporate rentals and camps and evening social or event rentals during hours when it is otherwise closed to the public. The reduction in hours will also result in some cost savings.

B. Restaurant

The Task Force has carefully reviewed the restaurant operation at Artisphere, not only reviewing the current tenant for the restaurant, Barroso, Inc., (which operates HERE CafeBar), but also meeting with retail brokers, successful local restaurateurs and industry consultants. Based on these reviews, and discussions, plus revenue reports made available by Barroso Inc., the Task Force found a substantial number of issues making the Artisphere unattractive to a full-time restaurant operation. Identified issues include:

Physical space

- The restaurant area feels very open; there are no visual cues that one is actually in the restaurant.
- Patrons must walk through the restaurant to other venues in the Artisphere, including the very popular Ballroom and Black Box Theater.

Signage

- There exist very few possibilities for signage on the exterior of the Artisphere for the restaurant.

Location

- A second-floor, non-ground level location with no direct outside access is considered by restaurateurs to be an extremely poor location.

Cost of Operations

- A full-time restaurant is very costly to operate, especially one that is open during the broad hours of the Artisphere, given the current lack of foot traffic.

Given that most of the above issues are inherent to the space, and would be present regardless of operator, the new business plan does not rely on a full time, full service restaurant. Instead,

the Artisphere should utilize a Resident Caterer to operate the restaurant space, and only be operational during times when there are performances scheduled at the Artisphere. Further, instead of a monthly rent revenue model, the business plan assumes a percentage of revenue on gross receipts, similar to the arrangement Artisphere currently has with its approved caterers for all events in the Artisphere facility.

This model creates a win-win situation for the Artisphere and the operator, as Artisphere patrons will still be able to enjoy the same entertainment “experience” of a performance along with food and beverages, while creating a much less risky business proposition with greater assurance of revenue for the operator. Providing food and beverage service only during scheduled performances gives the operator clearer expectations of the number of customers and projected revenues. Shortened hours allow for less staff costs, and the operator does not have to rely on drop-in foot traffic for revenue. A resident caterer also has the option of catering any daytime, corporate or social rentals that are held at the Artisphere, and has access to a professional kitchen should it need to prepare more complex food or beverages for any of the Artisphere performances or events.

The Artisphere can implement this aspect of the business plan quickly as the current restaurant operator Barroso, Inc. has indicated their intent not to renew their lease and has a departure date of November 30, 2011. As such, Artisphere staff are finalizing plans to insure a seamless transition for food and beverage services so beginning December 1, 2011.

C. Retail Shop

Analysis has shown that the existing retail tenant, the Artisan Center of Virginia (ACV) is neither contributing revenue to the Artisphere, nor driving traffic to the facility. In fact, it is actually costing the County money to operate. In the first twelve months of operations, the retail store had more than \$13,000 in sales. Outlays for artists, stolen merchandise and fees totaled more than \$10,000 resulting in an estimated profit of less than \$3,000. Moreover, it is estimated that it has required more than 400 staff hours to operate the full time retail shop. Therefore, the business plan assumes that in the short term, the space will be better utilized as a studio for an artist-in-residence, who can provide educational programs for the community at no cost to the Artisphere. This no cost option supports the business plan’s mission to present local, Arlington artists and creates an amenity for patrons to enjoy and experience the artistic process first-hand.

In October 2011, Arlington County gave verbal notice to the Artisan Center of Virginia that it intends to utilize the space differently. It should be noted that this space is not inherently unworkable as a retail location; therefore in the future, and as the Artisphere grows, a new retail tenant could be explored as well as other options for the space.

D. Performance Space and Ticket Sales

This plan assumes limited revenues from performances, given the relatively small size of Artisphere’s venues and that awareness of Artisphere as a venue has not yet been fully established. First, Artisphere’s performance venues are small, and are similar in size to each

other. There is not a venue which is significantly larger than others. Second, programming costs to present regionally and nationally known performers are high; many performers with regional or national reputations and solid audience followings can cost upwards of \$10,000 or more for a single performance. Third, the number of tickets which can be sold to any performance in any venue is limited; the Spectrum Theater, Artisphere's largest seated performance venue holds only 385 seats. Lastly, the individual ticket price must remain reasonable or tickets will not sell.

Therefore, given Artisphere's small venues and the limited number of seats which can be sold, plus the high cost of paid programming and its associated marketing costs, and finally, the need to hold ticket prices to a reasonable cost, very little profit can be made from ticket sales, even in the case of a sold-out performance.

In the case of Arlington's supported arts organizations, programming is available for free as Artisphere does not pay these organizations to perform. Although there is very little cost associated with these performances (mostly in the form of staff time), audience sizes are projected to be small and Artisphere will only collect a portion of ticket revenue. Therefore, as in the case of paid programming, profit margins are low for these performances as well.

Overall then, the Artisphere business plan appropriately **does not** rely on ticket sales or programming for revenue. Rather, it creates additional revenue sources through event rental fees and catering, and relies on tax support from Arlington County and contributions from the Rosslyn BID to help offset fixed operating costs, as well as staff costs and other expenses.

E. Rental Program

The new Artisphere business plan includes a heavily marketed and highly active Event Rentals program for daytime and evening corporate and social rentals to help offset some fixed, facility-related costs and programming costs. Given direct experience of the Task Force with event rentals, as well as discussions with other organizations who have rented the Artisphere, there is reasonable and reliable demand for event rentals. In its first year of operations, the Artisphere collected nearly \$215,000 in event rental income, with no marketing or other active solicitation of rental clients – and despite a number of challenges. For example, at times the Event Rentals program was severely understaffed and many early mistakes were made, including an inability and unwillingness to book space more than three months in advance; a lack of program policies, infrastructure and technology; and a lack of agreement with the landlord on the types of events for which the Artisphere could be rented. This business plan assumes that necessary staff, policies, processes, technology and marketing will all be in place to successfully execute an Event Rentals program, and has allocated resources and funding accordingly.

F. Exhibition and Performance Space Provided to Arlington Supported Arts Organizations

Arlington currently provides support –via grants, space or services – to nearly 60 Arlington arts organizations. The grants program is administered by the Cultural Affairs Division with recommendations from the Arts Commission; grants are ultimately approved and awarded by the County Board. This program is familiar to most Arlington arts organizations, and it is one in which most participate in on an annual basis. Currently, the grants process does not award

Artisphere space; as such, Arlington arts organizations are required to rent space outright, or be presented by the Artisphere under a revenue share arrangement. Unfortunately, even given a maximum discount of 50%, the cost to rent space at the Artisphere is prohibitive for many Arlington organizations. In addition, the programming heretofore has been oriented toward regional and national artists rather than Arlington supported arts organizations.

While many Arlington artists have been able to perform at the Artisphere during its first year of operations, the overall feeling among many local arts groups is that their support was utilized to open the Artisphere, but since then they have been “shut out.” This business plan assumes that the Artisphere will refocus its mission on presenting Arlington’s premier supported arts organizations, and in doing so, will provide that space for them rent-free, utilizing a revenue share arrangement from ticket income. The business plan assumes 10% of ticket sales will go to the Artisphere in exchange for free performance and/or exhibition space. In addition, the business plan assumes that Arlington arts organizations who receive this space will also be eligible to utilize a non-performance space for fundraisers, gala receptions or the like, once each calendar year.

Given that the existing grants program is a known, well-understood and highly functional process that brings Arlington arts organizations, programming and curatorial staff, the Arts Commission and the County Board together, the Task Force recommends, and the County Manager agrees that this process be utilized to grant space to supported arts organizations at the Artisphere. Further, the business plan assumes that the majority of programming and exhibits at the Artisphere will come from Arlington’s supported arts groups.

G. Staffing and Organization

Currently, Artisphere has in place a highly professional and capable team with many years of arts management education, training and experience. Some are former or current working artists, and all have experience working in arts and cultural facilities. Each brings a unique and highly professional background to the benefit of Artisphere. In addition, some staff are from Arlington’s Cultural Affairs Division and therefore have knowledge and experience working specifically with Arlington arts organizations.

Given the new business plan’s targeted revenue projections, as well as the careful management of finances that will be required to meet revenue and expense goals, three additional key positions in the areas of finance and event management are required. The plan calls for two event rental managers to be added to staff to help drive revenue that is expected from the event rentals program. A Chief Financial Officer (CFO) has also been added to the plan to help carefully manage the complexity of financial operations at the Artisphere given the volume of contractual relationships, purchasing activity, and required financial reporting.

The new business plan has at its core programming that will be provided by Arlington’s supported arts groups. Arlington’s Cultural Affairs Division has established strong working relationships with many of these groups. Members of CAD have helped to nurture their growth and incubate many of Arlington’s highly touted success stories. Therefore, the Manager

determined that the Artisphere – and Arlington’s arts organizations – would benefit by becoming a part of Arlington’s Cultural Affairs Division, creating a single organization supporting all Arlington arts, with Artisphere as a line of business within the overall Cultural Affairs Division. This reorganization is currently being implemented, and the new combined organization will be located within Arlington Economic Development.

This unified organization will create some efficiencies of service in programming and facilities; supported arts groups and potential event rental clients would have “one-stop” shopping for arts and cultural needs. In addition to these efficiencies, a unified organization removes the potential for duplicated efforts and programming and decreases future chances of “competition” between two organizations both dedicated to the support of the arts and arts programming.

H. Growth of Artisphere

The business plan assumes that the best path forward to success for the Artisphere is to utilize many of Arlington’s arts organizations to help drive programming. Nevertheless, the Artisphere business plan also includes some “paid” programming from outside organizations. This paid programming from non-supported arts organizations could grow as the Artisphere becomes more financially and operationally stable. The Artisphere benefits from having a diversity of offerings, creating a vibrant and active space that is attractive to a wide variety of audiences. Adding in new programming from non-Arlington groups helps build that diversity and will help it grow its regional and national reputation as a premier arts and cultural facility presenting quality, thought-provoking work and offering insight into the creative process. In turn, as its reputation grows, Arlington groups performing at the Artisphere will also benefit from its elevated status as they are associated with the Artisphere brand.

I. Transition to a 501c3

The original business plan made the case for transition to a 501c3. This business plan assumes that a 501c3 will be established, but not as an operating entity in the short term. Instead, the business plan assumes that the Artisphere will benefit from a 501c3 acting as a fundraising arm. This will allow the Artisphere to take advantage of grants and foundation support not available to government organizations, and mitigates concerns of some who dislike donating directly to local governments. Artisphere has already taken steps to mitigate this concern by establishing a fund via the Arlington Community Foundation to collect individual donations.

The new business plan assumes **no revenue** from the establishment of a bona fide fundraising arm for the Artisphere (for example “Friends of the Artisphere”). The currently constituted group of Rosslyn BID Board members and Artisphere Advisory Board members will continue their efforts on the establishment of this entity. The new business plan has set aside no funding for fundraising efforts and removes the existing fundraising position. As revenues from the Artisphere grow, most likely from the event rental programs, it may be practical to add back staff to assist with fundraising.

V. Business Plan Financials

The original business plan was adopted by the County Board on July 14, 2009. As noted earlier, this plan consistently underestimated the expenses and overestimated the revenues associated with operations.

The County's financial support for the Artisphere was \$2.1 million in Fiscal Year 2011, which ended June 30, 2011, or \$1.143 million more than originally budgeted. The new Business Plan will gradually be put into place over the remainder of FY 2012, which ends June 30, 2012, leading to a maximum projected financial support for Fiscal Year 2012 of \$2.67 million. If the new business plan is implemented with no or little delay, it is hoped that this \$2.67 million figure can be reduced.

In 2013, the first full year of operation under the new business plan, \$1.58 million of tax support will be required. This amount is in line with support provided by the County for similar community facilities such as recreation centers and will reduce tax support by over \$1 million below those levels to continue the current "as is" operation. Details of this financial information are included on the attached slides. (See Attachment 1 – "Artisphere Financial Information.")

VI. Business Plan Metrics for FY 2011 and FY 2012

As directed by the Board in adoption of the FY 2012 budget, measures of the Artisphere's performance are appended as Attachment 2 – "Artisphere Metrics." These figures will also be updated on a quarterly basis and provided to the Board for review.