

## **The Ashland Theater: A Classic Reborn**

- Operated by the Ashland Theater Community Foundation (ATCF), a registered 501(c)(3). All profits from the theater go back into the theater's operation, maintenance, and restoration.
- Multidimensional venue with live music, theater and drama, movies, comedy, lectures, children and family specific events.
- Theater will be run by professional fulltime staff, with ATCF board and strategic partners comprised of Ashland residents, businesses, educational, and nonprofit leaders. Strategic partners to include Slipped Disc, Ashland Coffee & Tea.
- 50 free events per year for Ashland community groups with discounted rentals for Ashland residents and businesses.
- Ashland Diner located within current Theater space; a revenue generating enhanced concessions complete with fulltime staff and kitchen modeled after the classic diner experience. All profit goes back into the Theater.
- \$200,000 in privately raised equity by the end of construction to go towards theater operations and ongoing costs.
- Expand live theater space including enlarged stage, backstage, and green room.
- Renovation budget will not exceed Town and State grant money, which totals \$1M. All grant money will go towards hard, infrastructure costs for renovating the theater. Soft costs will be paid for by ACTF.
- Renovation proposal focuses on current Theater property and does not require acquisition and renovation of adjacent property; a \$500k-\$1M savings to the Town of Ashland.
- Renovation proposal encourages use of local Ashland, Hanover based contractors and consultants.
- Pro forma shows Theater is self-sufficient over the next five years.

# The Ashland Theater: A Classic Reborn



The Ashland Theater Community Foundation

*September 22, 2015*

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## Executive Summary

The Ashland Theater is the most visible icon in downtown Ashland. Opened in the 1940’s, the theater has provided entertainment and served as a gathering spot for Ashlanders and the region for generations. Having recently been donated by A.D. and Jean Whittaker as a gift to the Town of Ashland, the town is in a unique position to see that the theater is restored and returns to its proper role as a vibrant business that serves the interests of all Ashlanders, engages and provides access to our flourishing arts and drama communities, and sustains itself through sound management, enhanced concessions and bar offerings, as well as philanthropic and charitable giving.

In an environment where both for-profit and non-profit, one-screen theaters and performance venues struggle, the Town of Ashland is uniquely situated, due to the generosity of the Whittakers, in that the town and residents own the theater free and clear. This provides the town the ability to take a long view regarding the future of the theater. After having numerous consultants, including a touring group of 150 experts from the Theater Society of America, examine the theater, as well as a robust feasibility study paid for by the Ashland Main Street Association there are a number of points that are clear:

- **Multidimensional.** The theater must provide a variety of entertainment options to capture the diverse market that is Ashland, Hanover, and the greater Richmond area. This includes live music, live theater and drama, movies, family and children friendly events, educational and school age events for our pre-K through college, seasonal offerings, as well as leveraging the robust business, non-profit, and religious groups in town. The theater cannot be one or two dimensional in its approach: the market in Ashland and the surrounding community is too diverse and programming must engage as many customers as possible.
- **Profitability of Theater.** As the original feasibility study states, the theater on its own will not provide enough profit for a for-profit operator to sustain interest. Moreover, even with additional businesses— such as a restaurant— supplementing revenue for an operator, there are ongoing costs to maintain and restore the theater, sources of which are not identified. It is clear that for the theater to be profitable, there must be an additional(s) revenue source above and beyond ticket sales, which are not a main driver of income.
- **Destination and Sense of Place.** Through the Theater’s recent “pop up” mode, case studies, and interviews, successful theaters are a gathering spot for the community, a destination for regional customers, and have a distinct sense of place upon arrival. The Ashland Theater already has such a reputation and a local and regional brand, which can be further enhanced through a restoration.

There is tremendous excitement and community support for the Ashland Theater, and in this community spirit, The Ashland Community Theater Foundation (ACTF), a registered and active 501(c)3, nonprofit entity, offers this proposal to operate The Ashland Theater.<sup>1</sup>

## Branding the Ashland Theater: A Classic Reborn

### Defining Success

Through interviews, work sessions, and encounters with customers at the Ashland Theater the following measures of success have generally been agreed upon:

1. **Generate Foot Traffic.** The Theater must generate foot traffic in downtown Ashland. This foot traffic would spill over into surrounding businesses and give a sense of vibrancy to a critical block in the Main Street area.
2. **Be Accessible to the Community.** As a gift to the Town of Ashland, the theater must provide varied programming to engage our diverse community.

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<sup>1</sup> The named officers of ACTF are S. Louise Keeton, Craig Keeton, Max Reiderer and Jen Chambers, though that can be updated at any time

3. **Ongoing Maintenance and Upgrades.** As landlord to the Theater, the Town of Ashland expects to maintain the Theater through maintenance and repair of the Theater's envelope, as well as its mechanical, electrical, plumbing infrastructure.
4. **Operations.** The Town of Ashland is not in the "theater business" per se, and the operator of the theater must be able to cover operating expenses and execute all programming at the theater.

## Live Music

### The Spot for Live Performances and Recordings

["Welcome to the 21st century, when smaller, more intimate concerts are becoming increasingly prevalent."](#) In the music industry, there are a limited number of bands that can sellout large venues. Increasingly bands are looking to mid-sized venues to perform, and larger, well-known bands, often reward their most loyal customers with live "intimate" shows. The Ashland Theater is uniquely situated to take advantage of this trend, as well as offer the theater space to up-and-coming bands, local performers, and our many bands and orchestras at our area schools.

### Partnership with The Slipped Disc

In between Washington D.C. and Richmond there are limited options for bands to play. The Ashland Theater itself has "good acoustics" according to many observers, and it has a next door neighbor in Bill McElroy and the Slipped Disc that is professional and experienced recorder with on-site studio. With Bill and The Slipped Disc as a strategic partner, bands will look to the Ashland Theater to play and to record live albums. With state of the art recording techniques and equipment, the Slipped Disc is a critically important partner in attracting talent to Ashland.

### Partnership with Ashland Coffee & Tea

Besides the theater's marquee and Cross Bros. Grocery, the most notable business that folks talk about when they mention Ashland is Ashland Coffee and Tea. With a seating capacity of approximately 150, AC&T provides great entertainment and food and drink at a reasonable cost. It draws in visitors from the region and beyond and is an important economic driver for the downtown.

Truman Parmele, owner and operator of AC&T, is excited to partner with the Ashland Theater to help book performers that would play well to AC&T customers though need a larger venue.

## Live Theater

### Partnerships with Established Community Groups

Ashland has a robust live performance and drama community— it’s perhaps one of the strongest assets our community has. Where else do you see a town wide Variety Show, an Ashland’s Got Talent annual show, a top rated theater company in the Whistle Stop, a Writer’s Cottage, or a Growing Up Black and White in Hanover. Ashlanders like to act, play, and challenge and engage one another. It’s distinctly what makes Ashland, Ashland.

We have enlisted the support of a group of strategic partners from this community to be part of the Ashland Theater. A strategic partner implies that the Theater will actively partner with these groups to provide a home for their performances, while also driving potential clients and customers to their venues, when appropriate. Those partners include but are not limited to:

- Whistle Stop Theater Company
- Center Players
- Hanover Idols
- Ashland Musical Variety Show
- Ashland Film Club
- Hanover Arts and Activities Center
- Ashland Street Parties

This group will play an important role in ACTF’s governance. Through our experience in the “pop up” mode at the theater, the more groups that feel ownership and engagement with the theater, the more customers you generate for all of your events. With each new group engaged, you collect more contact information for advertising, additional donors, and volunteers. The three areas that are needed to be addressed to turn the Ashland Theater into a high quality live performance venue are the backstage area, stage size, and green room.

### Backstage

One of the consistent critiques of the current theater layout is that there is not enough space for backstage theater productions: it is necessary that performers be able to cross from one side of the stage to the other, backstage. Currently, the space between the existing theater screen and the exterior wall is four feet. We propose bumping out the screen two feet for a total of six feet backstage.

Six feet will provide enough width to cross backstage. However, it will not provide enough room for storing stage props and gathering of performers before they come on stage.

The mechanical room that abuts the exterior wall is 12 feet deep by 20.5 feet wide. Over the past few months the mechanical room has been cleaned out as it housed broken and outdated theater equipment (broken popcorn machine, ticket-taking dispenser, etc.). These clean-up efforts resulted in a space of 14 x 12 feet being completely cleared out and available for use. We proposed that this space be used as a backstage area for performers to gather before going on stage, prop storage etc. All that needs to be done is a passage/doorway punched through the theater.

Possible expansion of the mechanical room towards the back of the property could produce additional space that could house bathrooms for performers, also a desirable component of green rooms/backstage space.

### Stage Size

While backstage space has been addressed, there is still the issue of the stage size to accommodate larger bands and live performance. This past winter the Theater hosted jazz bands from three local high schools, with Bill McElroy providing professional recording. While the theater was packed with students, families, and friends, and a professional CD was recorded and made available for sale to the concert goers, it was clear that the size of the stage is an issue; simply put, it needs to be bigger for these types of events.

There are three local theaters and performance spaces that we have looked at that have addressed this issue by creating an orchestra pit front stage, with removable stage extensions to accommodate larger performances: **Blackwell Auditorium at Randolph Macon College, Richmond Center Stage, and the Altria Theater.**

The stage extensions are soundly built, look professional and aesthetically pleasing, though are removable. All three performance venues have had recent overhauls, so it is evident that this stage issue is one others have, and all three of these venues have had substantial investments with their renovations and have chosen this as the path forward. We see no reason why we shouldn't borrow from our regional neighbors and propose stage extensions that would bump the current stage out in the middle to the take up two middle rows of seats (18 seats), while leaving the side seating intact. Of course, when not needed, the staging will not be up and the middle two rows of seats available to use.

### Green Room

When booking shows, band members, actors and actresses, comedians, etc. there is a basic understanding that a green room will be provided by the venue. When the nationally award winning bluegrass band, Balsam Range, played at the theater earlier this year, Bill McElroy graciously offered his recording space as a pop up green room. Moving forward, the theater needs to have a dedicated space for changing, using the bathroom, and relaxing between sets and before shows. This could be a costly proposition if it involves acquisition and expansion of adjacent property.

In keeping with the artistic and community vibe which encapsulates Ashland, we have come up with a cost effective and artistically pleasing green room option: a vintage Airstream trailer updated on the inside with all of the creature comforts our performers would desire. One such green room has been created at a site in Austin, a town known for its “Keep Austin Weird” approach and world renowned music and entertainment. Stubb’s is a BBQ and Live Music Venue and its green room was featured in [Dwell Magazine](#):



This green room option has a few very attractive options for both the Theater and Ashland:

- **Saves Money.** It will save the Town money. A significant amount. Not needing to acquire and renovate and expand the Slipped Disc will save the town anywhere between

\$500-\$1M. Acquisition and renovation of an Airstream Trailer we anticipate to cost no more than \$50k.

- **Is Trendy and Cool!** Airstreams are en vogue and hip. We are trying to build such a venue and create that vibe, this green room will be a selling point for our travelling performers. They will know our venue by reputation for great acoustics, convenience off 95/295 and the railroad, the best fans in the world, and also this creative and funky space to unwind and prepare for their shows. We will fence off this space and include outdoor seating, string the areas with vintage lights and create a space we anticipate to also be featured in magazines. With a canopy to connect the trailer to the entrance for the backstage, performers will have a direct path to backstage.
- **Portable.** This obviously is not permanent infrastructure and could be moved if needed. While construction of the theater is happening, we will plan to tie the trailer into the town's sewer and septic system to make this an even more functioning and attractive option.

As discussed in the backstage section, another possibility would be to extend the mechanical room to accommodate a green room— there are no setbacks at the theater so potentially that build out off the back could provide the needed backstage space and green room.

But, the Airstream is pretty cool and worth keeping as an option!

## Movies

### It's Just Like I Remember It!

“It's just like I remember it— don't change it!” That's the number one compliment and suggestion the theater has received since its “pop up” mode started. Ashland and Hanover residents tend to have lived in the area for many years— often multiple generations— and have fond memories of the theater in it's heyday.

From first dates to engagements and important milestones, customers remember coming to the theater and having it serve as a community gathering spot for neighbors and friends. This experience starts when a customer enters the front doors and smells the fresh popcorn— a distinctive smell customers says brings them back to their childhood. As discussed later under the Ashland Diner section, we intend to give customers an absolutely authentic movie going experience from the moment they enter the theater.

### Strategic Partnerships with Businesses, Non Profits, and Community Groups

Discussed in the “Pop Up” review section, it is clear that there is tremendous synergy to continue to build upon with local businesses, non-profits, and community groups. Dozens of these groups have already worked with the theater to show movies, and it is critical moving forward that these groups continue to partner with the theater, and that these partnerships expand.

With the Theater belonging to the Town of Ashland and its residents, particular emphasis will be placed on ensuring that non-profit, school, and community groups can access the theater with no rental cost. We anticipate this will encompass 50 events a year and will be determined by the Foundation board. The theater will be available for private rental, and Ashland businesses will have a discounted rental rate vs. businesses outside the town limits.

## The Ashland Diner

### The Concept- Ashland Needs a Diner!

It is critical that the concessions portion of the theater bring in enough revenue to help cover operating costs. That is a lesson we have learned operating the theater over the past year: our ticket sales don't drive our revenue, selling drinks (alcohol) and food does. It is a sentiment echoed in the feasibility study and by the industry experts that have toured the theater. However, how we accomplish this component of the renovation is not straight forward.

Expanding the theater's footprint to include acquisition of the Slipped Disc will add costs to the Town in the \$500-\$1M range. In return for this additional investment, the town will receive meals tax revenues anticipated in the \$30k range annually. Assuming this is a 100% net gain in meals tax (i.e. all diners eating at the restaurant would otherwise not be eating anywhere else in town for that meal), it will take between 15-33 years for the town to recapture its initial investment. While acquisition and renovation of the Slipped Disc might produce a profit attractive to a restaurant operator, it will not be an economic driver for the town's coffers. What other options are available with limited space in the theater?

After considerable evaluation, we introduce the **Ashland Diner** concept. The Ashland Diner will be a- *if not the*- centerpiece of the revitalized Ashland Theater. Terrific food and drinks, paying homage to Ashland and Hanover's past while offering classic diner fare in a fun, colorful, and interactive environment.

When you step into the Ashland Theater and walk up into the lobby, you will be facing the diner bar and candy counter. Reminiscent of Dylan's famous candy bar in New York City, the back display of the diner's bar area will be a rainbow of colors with candy selection for kids and adults like.



Servers will be dressed in traditional, vintage candy/drugstore clothing, like the Candy Man from Willie Wonka:





The Ashland Diner will have a vintage soda fountain where drinks will be mixed and served, including the famous Hughes Drugstore Limeade:



The Hughes family is in the process of getting our team their secret recipe!

The Diner will serve traditional diner fare: fried egg sandwiches, hamburgers and cheeseburgers, French fries, etc.

In addition to traditional soda pop, limeades, and floats to go along with your food, the Diner will have an on-site ABC license and we plan to continue our relationship with local brewer, Center of the Universe Brewing, as well as wine and other drinks as needed through Caboose Wine and Cheese.

### **Kitchen Location**

In order to prepare this delicious food for the diner, there will need to be kitchen space. Luckily, when the theater was built in the 1940's, it was built to accommodate the technology needs of showing a movie in the 1940's... which has changed dramatically over the years. Namely, the

projection room and loft space above the projection room provide a lot of dead space that is not used anymore.

The loft space once stored hundreds of pounds of projector film and excess reels, etc. That space has been completely cleared out. The projector room houses once of the neatest vintage projectors you will find, though the movies are played through a DVD player and relatively small projector. The rest of the room is excess space, built for another period of time when the theater had additional space demands for projection.

As such, we propose extending the current projection room out by 10-15 feet... that current space is a balcony that isn't used. This will enlarge the projection room and do two things: 1. Allow us to move the projector forward which experts say is needed as it is too far back from the screen and 2. Build kitchen space.

The loft area above the kitchen is perfect for storage of dried goods, refrigerated and frozen foods, drinks.

## **Food Ordering and Delivery**

In the same vein that advances in technology have rendered the current square footage of the projector room as excess space, ordering food and communicating orders to a kitchen involves the click of a button on an iPad. Delivering food down a set of stairs is more than doable. *But what fun is that?!*

We propose two unique concepts to the food ordering and delivering elements of the diner that will be attractions in and of themselves.

### ***Ordering***

Similar to the string line at diners, where orders are written on slips and sent down the line to the kitchen, we are actively exploring options for a [pneumatic tube transport](#) to send orders from the diner bar up to the kitchen. "Amazingly simple" these tubes are used at pharmacies, banks, and department stores. And kids will love them! How much fun will it be to order your grilled cheese and Hughes Limeade and press "send" on the tube?! Of course, we'll also be able to do this electronically via iPad, but that takes all the fun out of it.

### ***Delivery***

Practically speaking, during high volume periods at the diner, food will be delivered down a flight of stairs like is done at many restaurants and taverns. However, we are developing plans for a dumbwaiter that will be visible to all patrons. Mechanically speaking, dumbwaiters are straightforward and we'll use safe though vintage-looking pulleys, rope, wire. All eyes will be trained on the dumbwaiter as it incorporates vintage projector reels on all four sides, encased in Plexiglas. Customers will be able to peek inside the dumbwaiter through the holes in the

projector reel as the dumbwaiter comes down to the center of the diner and food is served. The dumbwaiter is a piece of art that will be a focal point of the diner.

### **Seating at the Ashland Diner**

There will be 8-10 seats at the bar of the diner, as well as cocktail tables with barstools to accommodate up to 10 more customers in what is now the popcorn/concession area. As stated previously, the current wall that separates the lobby from the inside of the theater will be bumped out by 10 feet. This will remove three center rows of seating (27 theater seats) and 26 total seats on the side aisles (three rows on each side). Replacing these theater seats will be the diner bar, seating for the bar, as well as additional table/barstool seating. Additionally, the new space that is created where the drinks are now served in the lobby will provide space for an Americans with Disability (ADA) accessible bathroom.

### ***Watching a Show and Eating Your Meal, Having a Drink***

Upon entering the theater space, on one side aisle and in the middle, we will remove the first two rows of traditional theater seating and replace them with bar-style seating, so patrons can sit at a bar on a barstool and enjoy a meal, drink while watching the performance or show. On the other side aisle, we will have designated ADA seating. This ADA seating will be flexible— when we do not have patrons accessing the ADA space, we can put cocktail tables and bar stools for additional seating for folks to eat and drink while watching a performance. We anticipate the total bar-style seating in this space to be around 25 seats.

### ***Outdoor Dining***

Four tables with 4-5 patrons per table will yield an additional 16-20 dining spaces outside of the Ashland Theater.

### ***Total Seating for Dining***

This plan yields 59-65 seats that diners could use to eat. We also would permit food and drink to be brought to one's traditional seat in the theater if the customer chose to do so.

### **Diner Management**

There are two options to explore for management of the diner: contracting out the diner operation to a third party or keeping the diner operation under the management umbrella of the Ashland Theater Community Foundation. Both have certain advantages and drawbacks, and both are being actively explored. The current feasibility study proposes for the restaurant to be run by a third party restaurateur, who would keep 80% of the profits from the restaurant. The other 20% of profits would go to the theater operator. Under this proposal if the same arrangement were to be agreed to vis-à-vis a 80-20 split, the 20% profit that the ATCF would receive would go directly back into the theater. If it is concluded that keeping the diner in house would be more

profitable for ATCF and ultimately more money could be poured back into the theater, that option would be preferable.

Under either scenario, the diner will have fulltime staff, manager, etc.

### **Keeping the Diner in the Theater**

The proposal to keep the diner in the theater is not without risk: the plans that have been drawn up have to be creative in design and execution. However, this creative layout presents some fun and exciting opportunities to create energy and a sense of place within the diner. It will be a place kids and adults want to come— has great fun and they have fun ordering and eating while at the theater.

This plan also has distinct cost savings to the town as it does not require the acquisition, renovation, and expansion of an adjacent business.

All grant money, as intended, can be used on the theater and diner.

## **The Ashland Theater in Context: It's History and Place in Community**

### **The Theater's Origins**

The Ashland Theater opened its doors on Tuesday, August 10, 1948 after a year of construction. Mr. and Mrs. D.H. Covington of Ashland owned the theater, and invited the community to its opening: "It has long been our dream to bring to this community a really first class Motion Picture House adequate in size and appropriate in convenience and comfort...It is completed now and we will present our first show on Tuesday, August 10. You have seen the outside and we hope you admire it as much as we do. We want you to see the inside now, note the wide comfortable seats with plenty of leg room, see the beautiful decorations, experience the comfort or real refrigerated air conditioning and enjoy the better class pictures we expect to bring to you."

The theater housed 484 seats and the first show played there was "Sitting Pretty" with Robert Young, Maureen O'Hara, and Clifton Webb; matinee tickets costs 14 cents/child and 40 cents/adults. The theater included an adjacent Snack Bar, in what is now the theater's utility closet to the left when you enter the theater and part of what is now Slipped Disc. A number of local vendors played a part in the construction of the theater including financing through Ashland branches of Hanover National Bank and First National Bank, General Contractor J. Kennon Perrin Co. of Ashland, Ashland Lumber Co., J.B. Halbleib & Son Plumbers of Ashland, Electrical Service Co. of Ashland, and Haley & Durrett Hardward and Building Supply of Ashland.

When the “new” Ashland Theater opened, the “old” theater, in what is now Trackside Restaurant, was renamed The Cab Theatre and was exclusively “for colored”. In fact many Ashland residents recall the two theaters, one for white, and one “for colored”; in fact, many times the “whites” theater would start a movie first and after the first reel was completed, a courier would run the reel over to the “colored” theater and the movie would then be played there.

This history of the theater is important in thinking about engagement and community involvement moving forward. As one African-American resident of Ashland stated when interviewed for this proposal stated, “folks have long memories” and the African American community was interested in seeing what would become of the theater but would take a bit of a “wait and see” approach to see just how engaging the theater will be with entire community. Some lessons regarding community engagement have been instructive during the theater’s recent “pop up” mode (see below).

Since its opening, the theater was operated through the 1990’s when it experienced several years of sitting dark. Over the years seats were taken out of the theater (from the original 484 to now 333) and light construction to the lobby area (the wall separating the lobby from the theater was constructed when, presumably, seats were taken out of the theater) to create what is now used at the lobby.

## **Experiences and Lessons Learned From the ‘Pop Up’ Mode**

### **Partnerships with Businesses, Non Profits, and Community Groups**

#### **Business Partners:**

Businesses have been actively engaged with the Ashland Theater since it re-opened in November 2014. From Coventry Farms and Changing Reins sponsoring Secretariat and Capital One sponsoring a children’s movie to local restaurants providing concession and catering support – we have applauded their generosity. We are excited that the following businesses have expressed interest in continuing their relationship with the theater and we have some newcomers scheduled for fall.

- 1) **Kiddie Kingdom:** sponsored ‘The Polar Express’ for all clients and their families. Donations of mittens, hats and \$ were collected to benefit local charity. They are paying for their students to see ‘Pee-Wee’s Big Adventure’ on September 23<sup>rd</sup> for Bike Week.
- 2) **Henry Clay Inn:** provided dinner venue to host guest speakers for ‘Remember the Titans’
- 3) **Edward Jones, Dan DiCandilo:** partnered with Suzanne Hemingway of **Tiny Tim’s Toys** to sponsor the movie – ‘Thomas and the Magical Railroad’. All patrons were provided free concessions.

- 4) **Virginia Barbeque:** provided discounted catering for ‘Remember the Titans’ original players and their families.
- 5) **Pepicelli’s Pizza:** Recently a sponsor of the movie ‘The Godfather’ . They have provided us use of their pizza warming oven and discounted pizza sales. They have also catered our special events to include ‘Bond Night’.
- 6) **Wulf Team Productions:** All movies have a pre-show slideshow/video that promotes our downtown businesses and community groups. All town events are featured as well. Wulf Team Productions produced three promotional videos that are used in social media and on our websites and within the Bowman Body episodes draw more foot traffic into downtown Ashland.
- 7) **Equestrian Local Businesses: Conventry Farm and Changing Reins** showed ‘Secretariat’ and had a book signing. This was a fundraiser for the Thoroughbred Retirement Fund.
- 8) **Capital One:** sponsored Cub Scout Pack 505 for their showing of ‘Hop’. **Kona Ice** sold concessions during this event to benefit the Cub Scout Troop.
- 9) **Jessica Robertson Photography and Ashland ACE Hardware:** sponsored Sydney Tinker’s showing of ‘Girl Rising’
- 10) **Diane Hale School of Dance:** ‘Wizard of Oz’ was shown as a fundraiser for the dance studio live performance. This business is under new ownership and will be doing a dance performance to ‘Thriller’ prior to the movie ‘Ghostbusters’.
- 11) **Gallery Flux:** provide Equestrian theme art for movie and book signing for the movie Secretariat.
- 12) **James River Air Conditioning** has repaired existing Theater HVAC system. In addition they have sponsored the **Bluegrass Festival music** - Nationally recognized ‘Balsam Range’ and the Old Dominion Blue and the movie ‘The Big Chill’.
- 13) **Hanover Country Club:** showed ‘Caddyshack’ as a summer time classic.
- 14) **Central Virginia Dance Academy:** ‘Singin’ in the Rain’ was shown as a fundraiser for the Nutcracker backdrop.
- 15) **Horse Archer Productions:** director Sean Kotz filmed new episodes of the Bowman Body and will show the results September 26 2015. In addition, the Ashland Theater is recognized in his DVD.
- 16) **Sugar Fix Bakery:** Created Bowman Body & Theater Themed cookies and have advertised Theater events.
- 17) **Behind the Curtain Studio:** Created sets for Bowman Body Live Filming at the theater and advertised October Spooktaacular events at the theater.
- 18) **Stone House Development Company:** rented the theater to showcase their organic farming themed community located off of Cedar Lane.
- 19) **Hickory Creek Antiques:** made a donation to the theater in exchange for showing preview slide on their business which is one of the few in town open 7 days a week.
- 20) **The Caboose:** provides discount on wine for ABC events at the theater.
- 21) **Center of the Universe Brewery:** provides discount on beer for ABC events at the theater
- 22) **Indulgency Salon & Boutique:** sponsored our first ‘ladies night’ with the movie *Steel Magnolias*. They offered door prizes to patrons and displayed their services options and even provided tissues with movie quotes!. They have told all the other salons about the Ladies Night and want to co-sponsor with more boutiques in the future.

**New Business relations include the following:**

- 1) **The Caboose** will be sponsoring *European Vacation* on 10/1/2015.
- 2) **Sweet Frog** will be sponsoring *The Muppets* on 10/10/2015.

Sweet Frog has chosen to open its business directly across the theater and in discussions with its owner, it is important to the business that the theater remain opened and showing movies, attracting families with children. The owner expressed some reservation and concern about the theater expanding to compete with what they offer and also re: programming, it's important the children continue to be part of the theater's future.

Photos from some of our Business Partnership Events:



Bowman Body Cookies designed by Sugar Fix Bakery



Behind the Curtain Set Design for Bowman Body Episodes filming



Indulgence Salon & Boutique



Pepicelli's sponsors The Godfather



Diane Hale School of Dance



# SECRETARIAT

**MARCH 14 • 7 PM**  
 7 PM WINE & CHEESE RECEPTION & BOOK SIGNING BY AUTHOR OF  
 SECRETARIAT'S MEADOW, LEANNE LADIN  
 MOVIE STARTS AT 8:00 PM  
 TICKETS ARE \$10.00 FOR ADULTS AND \$5.00 FOR CHILDREN  
 TICKET PROCEEDS TO BENEFIT THOROUGHBRED RETIREMENT FOUNDATION (TRF)

SPONSORED BY:



ashlandtheatre.org  
 ashlandtheater

Secretariat sponsored by Coventry Farm and Changing Reins



Capital One sponsors Cub Scout Troop



**Edward Jones & Tiny Tim's Toys sponsors Thomas and the Magical Railroad**

## Non-Profit Partners:

Non-Profit partnerships have been actively engaged with the Ashland Theater since it re-opened in November 2014. We are excited that many have expressed interest in continuing to partner with the theater and businesses.

- 1) **Ashland Main Street Association:** Ashland Theater Committee & Volunteers run the theater. Note the Ashland Theater has been used for Ashland Train Day planning sessions.
- 2) **Ashland Street Parties:** ‘Woodstock’ showing occurred for the first ever *indoor* Street Party. Proceeds went to the Ashland Theater.
- 3) **Randolph-Macon College:** Women’s Studies Department showing of ‘The Hunting Ground’ and showing of ‘Selma’. Note: The Delta Zeta community sponsored ‘Big Man On Campus’ event.
- 4) **Hanover Arts & Activities Center:** Ashland Musical Variety Show video review and fundraiser for the Center.
- 5) **Hanover Academy:** LIVE Theater performance ‘Character Matters’.
- 6) **Ashland Barracudas Swim Team:** held two fundraisers ‘Princess Bride’ and ‘The Sand Lot’
- 7) **Ashland Little League:** held fundraiser showing of ‘Bull Durham’. COTU Brewery donated beer to be sold for this event.
- 8) **Hanover Safe Place:** offered ‘Talk Back’ Sessions after R-MC event ‘The Hunting Ground’
- 9) **Head Start Preschool Program:** Hanover County Head Start students and families attended and received complimentary concessions in addition to watching Frosty and have stories read by Santa.
- 10) **Boy Scout Troop 505:** showed the movie ‘Hop’ as a fundraiser for camp sponsorships.
- 11) **Youth Football League Coaches Sports Clinic:** Michael Robinson sponsored this event for 270 coaches from Central Virginia region to attend. Expressed interest in continued clinics.
- 12) **Whistle Stop Theatre Co.:** Snow White and the Super Dwarves production shown. Note: this Theatre Co. was rated #2 by Richmond Style Weekly. They have performed in NYC and call the Ashland Theater their home base. They designed their sets to accommodate the current theater configuration.
- 13) **Hanover Schools– Music Depts:** Ashland Jazz Showcase with three area high schools and Tri-M Orchestra performed by Hanover High School students.
- 14) **Richmond Magic Club:** gave a free performance to demonstrate theater venue use for magic. They wish to do continued performances.
- 15) **Masons:** they held a Spaghetti Dinner to coincide with Ashland Little League showing of ‘Bull Durham’ and paid for movies for new members. They wish to continue this arrangement.
- 16) **Hanover Humane Society:** ‘Mars Attacks’ shown as a fundraiser. Included a photobooth opportunity by local town council member James Murray.
- 17) **Bluemont Concert Series:** sponsored movie ‘Footloose’ and held live music by Chris Fuller before the show.

18) **Ashland Police Department:** approval of ‘vehicles related to movies’ being parked on the sidewalk under the Marquee. Note: They will be showing the film ‘Courageous’ on 10/16.

19) **Restoration Church:** Rock Bank Performance – every seat taken!

**New Non-Profit relations include the following:**

- 1) **CJ’s Thumbs Up:** will benefit from Cowboy Movie & Music show by Bill Parrish and Chris Fuller 10/17/2015. This will include a ‘Gene Autry’ type showing.
- 2) **St. Ann’s Church- School in Haiti:** will have a fundraiser to benefit school. They will show ‘Beetle Juice’ on 10/24/2015.

**Photos from our non-profit partnership events:**



**Michael Robinson – Seattle Seahawks player and Super Bowl champion. He led Coaches Clinic for Central Virginia Region (270 coaches attended)**





**Footloose showing to benefit 'Bluemont'**



**Panel to discuss 'The Hunting Ground' sponsored by Randolph-Macon Women Studies Department. Note: The Women's Studies Department will be showing another film this semester.**



**Ashland Musical Variety Show Video Review– Hanover Arts & Activities Center**



**Whistle Stop Theater Company – showing of Grease**

## Community Events

### *Seasonal*

We hosted 5 FREE Ashland Santa events. Each child's picture was taken for free with Santa and this was placed on website for free download. Community members baked cookies and provided hot chocolate. We passed out thousands of fliers for this event in a number of neighborhoods and had a diverse turnout. We believe "The Ashland Santa" has tremendous promise (ala Miller & Rhoads Santa) Note the snow falling in the background!



Head Start Program has over 170 students and their families see 'Frosty' and then see Santa. Concessions were provided by the theater. We look forward to continuing to work with the Hanover School System for these types of opportunities.



### *Faith Based Community*

Restoration Church filled the theater and lobby. This group will return on October 23<sup>rd</sup>.

### *School Community*

From Kiddie Kingdom to High Schools to Little League, Swim league, Selma, Greek Life, and Women's Studies Dept.



**Ashland Jazz Showcase** (High School Jazz Bands from Hanover, Patrick Henry & Atlee High School) played for this packed house. Business owner and neighbor Slipped Disc, Bill McElroy recorded this exciting event and discs were sold to the parents.

*Who will be crowned this year's Big Man On Campus?*

Ashland Theater

**Thursday, March 12<sup>th</sup>, 2015**

**Tickets**

\$7 at the door

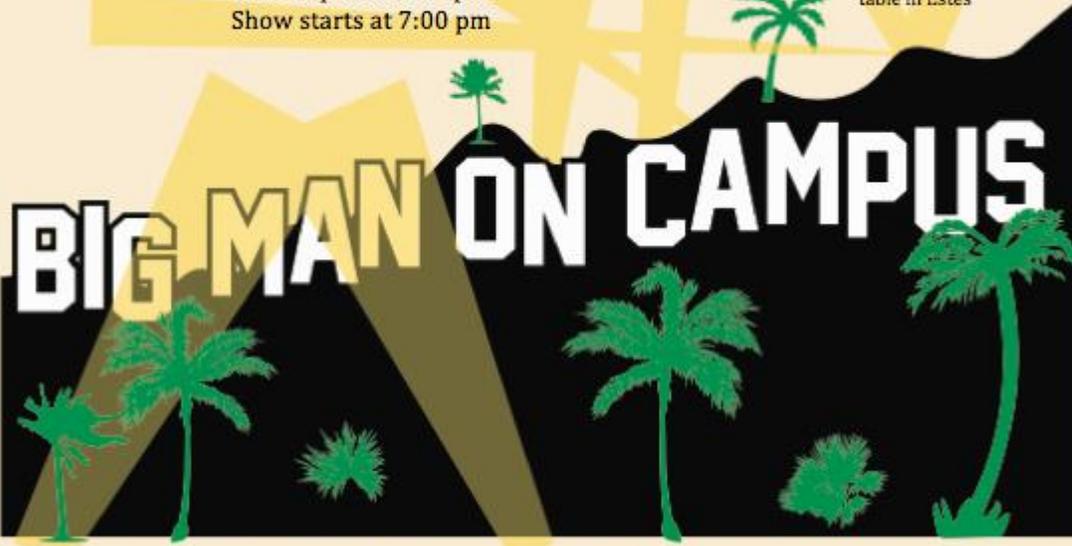
Or in advance for \$5

See any Delta Zeta sister or stop by the table in Estes

Doors open at 6:30 pm

Show starts at 7:00 pm

**BIG MAN ON CAMPUS**



**A DELTA ZETA PRODUCTION**

RMC Sorority sponsored Big Man On Campus.

## Summary of Events and Statistics

As of this writing “The Ashland Theater Pop-Up Mode” experience includes over 10,000 patrons walking through the doors since November 21, 2014. The theater has been host for 67 events to include meetings, movies, live music, live theater and special themed events. From the Ashland Santa to showing of ‘Grease’ our events go beyond opening doors and serving concessions. Our patrons receive a personal welcome before each show and are encouraged to visit our local shops and businesses during our custom preview slide show. We love to show movies that have a theme that encourages dressing up! Harry Potter, Rocky Horror are just a few of our fun shows. Our audiences have varied and to include local residents, business executives and patrons from the Center of the Universe and beyond the 23005 zip code. What has been most exciting is the strategic partnership we have formed with both non-profits, businesses, Randolph-Macon College and our schools. Here are some statistics & examples of our community based theater.

### *Overall Statistics (Nov. 21, 2014 – Sept. 22, 2015)*

- 51 Movies shown including the Ashland Film Club Classics
- 13 Fundraiser Events for Non-Profits
- 8 Business Sponsored Movies/Events (Edward Jones & Tiny Tim's Toys, Kiddie Kingdom, James River Air Conditioning Co., Pepicelli's Pizza, Diane Hale, Central Virginia Dance Academy, Horse Archer Productions, Jeremy Workman Productions, Hanover Country Club, Indulgence Salon & Boutique)
- 2 LIVE Theater Performances & 5 LIVE Music Performances
- 9 Meetings
- 3 Randolph-Macon Sponsored Events & 10 Events using R-MC Student/Staff Volunteers
- 19 Organizations/Non-Profits Involved with Theater
- 17 Businesses (including out of town entities) Involved with Theater
- 3 Cars have been parked under the marquee with approval from the Ashland Police Department
- All movie pre-shows include a personalized slide show to encourage shopping and dining locally.

### *Live Music:*

- **Ashland Jazz Showcase** – 3 Hanover County High Schools had the opportunity to hear each other play.
- **Restoration Band** – Church Rock Band packed the house and included patrons from all over Hanover County. The band returns on October 23<sup>rd</sup>.
- **Bluegrass Festival**-Balsom Range, nationally recognized Bluegrass band and opening band ‘ R-MC Sorority Volunteers & nationally recognized band
- **Hanover High School** Tri-M Orchestra Band Ensemble
- **Chris Fuller & Frank Coleman** Opening Band for Bluemont Fundraiser ‘Footloose’

### *Live Theater & Filming & Magic*

- **Whistle Stop Theatre Co.** performs ‘Snow White & the Super Dwarves’ (Style Weekly Winner – 2<sup>nd</sup> Place Theater Company & Louise Keeton- 1<sup>st</sup> Place Best Actress). They were recognized at 6/20/15 showing of Grease. Note: The Whistle Stop Theatre Co. calls the Ashland Theater their home and is anxious to use this space for their upcoming performances.
- **Hanover Academy** performs ‘Character Matters’ on National Train Day 5/9/2015
- Magic performed by **Richmond Magic Club** president 6/27/15 at 3pm.
- **New episodes of the Bowman** Body filming by Horse Archer Productions

### *Santa & Ashland Easter Bunny & Magic*

- 6 Visits with the **Ashland Santa & Head Start Program** – Santa, Book Reading, elves & showing of Frosty the Snowman
- **HOP & Ashland Easter Bunny** - this fundraiser was sponsored by Capital One and proceeds benefit local cub scout troop.

### *Meetings & Special Events*

- **Ashland Train Day Wrap Up and Thank You:** Dinner for the Kiwanis Club & Kick-Off Meeting & Ashland Main Street Association Board Meetings and Stakeholders Update
- **Central VA Youth Football League Coaches Clinic:** with Mama J’s Catering – 275 attended from all over Central Virginia and this included Super Bowl champion from the Seattle Seahawks Mike Robinson. He requested that they use the theater during the summer for additional clinics.
- **Ashland Musical Variety Show: INTERVIEW and SHOW REVIEW**
- **Theater Historical Society:** 100+ attended and toured projection room & shared with other historic theater groups. Folks attending were from England, China and throughout the continental US.
- **Developer Meeting :** 60+ attended to discuss new sub-division off of Cedar Lane

### *Fundraisers*

- Winter Street Party showing of ‘**Woodstock**’ Sponsored by Ashland Street Parties
- Mittens and Scarves collected for Charity-showing of ‘**Polar Express**’ Sponsored By: Kiddie Kingdom
- Thoroughbred Retirement Foundation – showing of ‘**Secretariat**’ & R-MC Equestrian Team volunteers & 1<sup>st</sup> Book-signing Sponsored By: Coventry Farm and Changing Reins.
- Cub Scout Pack 505 — showing of ‘**Hop**’ - Sponsored by Capital One & KONA Ice Serviced to benefit Troop

- BARK – showing of ‘**Animal House**’ and organized by RMC Senior Angela Mastellone
- Ashland Little League & Masons – showing of ‘**Bull Durham**’ – Sponsored by The Inge Family. Masons served dinner.
- Diane Hale School of Dance – showing ‘**Wizard of Oz**’ – promotion for New Owners & Show
- Hanover Safe Place – showing of ‘**Girl Rising**’ Sponsored by Jessica Robertson Photography & ACE Hardware. Organized by PH Junior Sydney Tinker
- Ashland Barracudas- showing of ‘**The Sand Lot**’ and ‘**The Princess Bride**’
- Hanover Humane Society showing of ‘**Mars Attacks**’
- Bluemont Concert Series showing of ‘**Foot Loose**’
- Central Virginia Dance Academy showing of ‘**Singin’ in the Rain**’

### *Randolph-Macon Events*

- ‘**Big Man on Campus**’ - Delta Zeta Sorority organized this event – their biggest fundraiser.
- ‘**Selma**’- Secretary Maurice Jones attended event and panel discussion followed this.
- ‘**The Hunting Ground**’ –proceeds benefit R-MC Women’s Studies Department. Panel discussion followed this event. Club to prevent Sexual Assaults on Campus presented materials.

### *Ashland Film Club*

- **5 Classic Films** – all films had Panel Discussions following the films.

### *Movies/Documentaries with “Themes” & Outreach*

- ‘**Remember the Titans**’ – panel discussion with original Titans after the movie.
- ‘**Dirty Dancing**’ – Valentine’s Day Party
- ‘**Goldfinger**’ – BOND NIGHT
- Christmas Classics: ‘**Elf**’ – Christmas Classic; ‘**It’s A Wonderful Life**’ – thank you to Theater volunteers; ‘**Christmas Vacation**’
- ‘**Thomas and the Magic Railroad**’ Sponsored by Edward Jones & Tiny Tim’s Toys
- ‘**Frosty the Snowman**’ Headstart Program 270+ kids and parents
- ‘**Harry Potter & the Sorcerer’s Stone**’ – Harry Potter fans dressed the part!
- ‘**Grease**’ 1995 classic car owned by local barber Kenny Owen was on display under the marquee.
- ‘**Woodstock**’ 3 hours of great music & dancing too! This was the first ‘indoor’ Ashland Street Party
- ‘**Rocky Horror Picture Show**’ 30<sup>th</sup> Anniversary Celebration
- ‘**Bird Man**’ in honor of Academy Award Winner
- ‘**When Harry Met Sally**’ grand re-opening SOLD OUT Performance
- ‘**The Goonies**’ folks dressed as their favorite Goonie
- ‘**Wizard of Oz**’ Diane Hale School of Dance dressed up as characters to promote their recital

- **‘Alexander and the Terrible Horrible NO GOOD VERY BAD DAY’** kid run & inspired matinee
- **‘Magical Universe’** VA’s First Film Screening of Award Winning Documentary
- **‘Hi All You Horror Movie Fans’** Bowman Body Documentary by Horse Archer Productions and live filming of new episodes and ‘Hearse’ parked out front & local cookies made for this event
- **‘The Godfather’** sponsored by Pepicelli’s Pizza and guest speaker ‘Uncle Frank’ from NY – Tom Checkosky’s Godfather told film trivia
- **‘Footloose’** 1972 vintage bug parked under the marquee

***Cars under the Marquee authorized by Ashland Police Department***

- 1955 Classic- Grease
- 1965 Hearse - Bowman Body Episodes
- 1972 VW Bug – Footloose
- Upcoming, 10/16, the Ashland Police Foundation will host a fundraiser and will have a cruiser on the sidewalk that will be filled with canned food, etc. which will go to local charities.

***Other Films Shown:***

- ‘Jaws’
- ‘Boyhood’
- ‘Mars Attacks’
- ‘Guardians of the Galaxy’
- ‘Dear White People’
- ‘Do the Right Thing’
- ‘Back to the Future’

***Businesses Involved:***

- Kiddie Kingdom
- Henry Clay Inn
- Tiny Tim’s Toys
- Edward Jones- on the tracks
- Virginia Barbeque
- Pepicelli’s Pizza
- Wulf Team Productions
- Conventry Farm
- Changing Reins
- Diane Hale School of Dance
- Gallery Flux
- James River Air Conditioning
- Hanover Country Club
- Central Virginia Dance Academy
- Horse Archer Productions (Bowman Body Film Production Company)

- Sugar Fix Bakery (Created Bowman Body & Theater Themed cookies)
- Behind the Curtain Studio (Created sets for Bowman Body Film)
- Stone House Development Company
- Indulgency Salon & Boutique
- Hickory Creek Antiques

***Non-Profit Organizations Involved:***

- Town of Ashland
- Ashland Main Street Association
- Randolph-Macon College
- Hanover Arts & Activities Center- Theater Company ‘
- Hanover Academy
- Ashland Barracudas Swim Team
- Ashland Little League
- Hanover Safe Place
- Head Start Preschool Program
- Boy Scout Troop 505
- Youth Football League
- Whistle Stop Theatre Co.
- Hanover Schools – Music Depts.
- Richmond Magic Club
- Masons
- Hanover Humane Society
- Bluemont Concert Series
- Ashland Police Department
- Restoration Church

***Future Shows & Movies & Meetings scheduled til Train Day Nov. 7th***

- 9/22 Tues 5:30-7pm - Ashland Main Street Meeting
- 9/23 Wed 3pm 'Pee Wee's Big Adventure' - 2nd Bike Week Movie Kiddie Kingdom paying for seats and popcorn for kids.
- 9/25 Fri 7pm doors open at 6pm 'Chasing Legends' 3rd Bike Week Movie
- 9/26 Sat 1pm & 7pm Bowman Body Premiere
- 10/1 Thurs 7pm doors open at 6pm 'Sideways' - sponsored by The Caboose Market Cafe for First Thursday Option
- 10/3 Sat 7pm doors open at 6:00pm 'Monty Python & the Holy Grail'
- 10/5 Mon 6:30pm doors open at 5:30pm 'Private Violence' sponsored by R-MC and Hanover Safe Place - donation of canned goods or \$5 admission
- 10/9 Fri OPEN
- 10/10 Sat 1pm doors open at noon 'Muppets' sponsored by SWEET FROG

- 10/10 Sat 6pm doors open at 5pm 'Ghostbusters' note: there is a Monster Walk and Scary Car Show 10/10 sponsored by England Street Tavern 1-4pm- Same Day...lots of fun foot traffic! Note: We will have a Ghost Buster vehicle under the marquee
- 10/16 Fri 7pm doors open at 6pm 'Courageous' sponsored by the Ashland Police Department
- 10/17 Sat Cowboy Documentary and MUSIC with Chris Fuller and Bill Parish. This is a fundraiser for CJ's Thumbs Up.
- 10/23 Fri 6pm Rock Band Performance sponsored by Restoration Church
- 10/24 Sat 7pm doors open at 6pm 'Beetle Juice' sponsored by St. Ann's Church for their school in Haiti
- 10/27 Tues 5:30-7pm Ashland Main Street Meeting
- 10/30 Fri 7pm doors open at 6pm 'Days of Thunder'
- 10/31 Sat OPEN
- 11/7 Sat TRAIN DAY 10am-5pm RR Documentaries & Train Cartoons

## Key Takeaways

### **Patrons and Clients want to return!**

- Mike Robinson, Superbowl Winner & Seattle Seahawk player hosted a coaches clinic for the entire Central Virginia Region . 275 attended and Mama J's catered the event. Mr. Robinson requested that he hold additional Coach/Kid clinics at the theater.
- Ashland Swim Team has had two fundraiser movie showings and have requested an additional fundraisers.
- Bowman Body Live Episodes were filmed at the Ashland Theater and a documentary was shown. They are showing the new episodes prior to showing at The Byrd.
- Secretariat sponsors, Changing Reins and Coventry Farm would like to have a sequel event in honor of Secretariat.
- Cub Scout Troop 505 who sponsored 'Hop' stated they would like to have an additional fundraiser and Capital One will sponsor this.
- Ladies Night Out crowd wanted a repeat and offered suggestions for movies

### **Patrons like to dress up & love to see cars under the Marquee!**

Harry Potter, Grease, The Goonies, The Godfather are just a few of the fun events that our patrons took time to dress up.

### **Volunteers are critical!**

We have had consistent help with volunteers and this has included students from the VCU Rehabilitation Center. At times we feel that we may be burning out the repeat volunteers. We feel that having a manager to assure this does not happen is key.

### **We have been successful with very little spent on Publicity**

We have spent very little on publicity and are events are well attended for the most part. We know that having an investment in a consistent ad running the paper and radio and TV coverage will benefit the theater.

### **Concession sales are key!**

During this “pop up” mode, a significant source of revenues has come from concessions and drinks. Professionalizing this operation is very important for future operations.

### **Coordination with other business and town events is key to success**

The Theater committee did not schedule events that compete with Town sponsored or community events. For example – if the town sponsored a dive in movie – we would not have a theater movie the same night.

### **We encourage partnerships!**

On average a movie license is \$300. We suggest all non-profits find a business sponsor to cover this cost. Publicity can reflect this partnership.

### **Rental of the theater for meetings is easy and cost beneficial**

When the developer came in for a single evening to show slides – the profit was \$400. This is a great way to bring in money for varied programming.

## Case Studies

Mark Twain once said that “facts are stubborn but statistics are more pliable”. To that effect, there are thousands of examples to draw from around the country of successful and failed theaters, live music venues, and community centers. No two are exactly the same, though it is helpful to look to similarly positioned venues and towns and try to draw commonsense conclusions about macro trends and best practices. We are very fortunate in Ashland to be able to look at dozens of examples in Virginia (including several in the Ashland-Richmond market) and make sure that we borrow best practices and avoid mistakes.

The original feasibility study examined 16 total theaters<sup>2</sup>; of those 16, one was not built and 15 remain in operation. 10 of these theaters are either run by community foundations/nonprofits or by the localities which own the venue.

This proposal builds on this existing research by summarizing the management models and experiences of ten theaters and performance venues.

In sum, it is clear that theaters must be multidimensional to be successful. While one-screen theaters do exist and can be successful, for-profit one screen theaters are a rarity with two going out of business in Richmond in recent months. Even multi-dimensional for-profit performance venues are difficult to maintain; the Alexandria Theater, a beacon in Old Town Alexandria for generations, is slated for redevelopment after several owners and millions in investment. The Beacon Theater, in Hopewell VA, struggles as a primarily live music venue despite \$5M in investment by the town.

Though to Mark Twain’s point, there are successful for-profit venues, non-profits that struggle, and the reverse. If one tries to make his or her point by highlighting the experience of a specific theater, a counter argument can easily be made highlighting the experience of a different venue.

With that qualification, here are a handful of theaters and how they are operated:

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<sup>2</sup> 16 theaters were examined in preparing the Feasibility Study; one the Bridge Theater, was never built: The Hippdrome, Richmond VA; The Byrd, Richmond VA; Glen Allen Cultural Arts Center, Glen Allen VA; Jam Inc, Richmond VA; The National, Richmond VA; The Cary, Cary NC; Freight and Salvage, Berkeley CA; Bridge Theater, Luray VA; Greenville Theater, Greenville NC; Zeus Theater, Waynesboro VA; Tivoli Theater, Spencer IN; Lyric Theater, Blacksburg VA; Georgetown Place Theater, Georgetown, TX; The Rosendale Theater, Rosendale NY; State Theater, Traverse City MI; The Beacon Theater, Hopewell VA.

## The Pulaski Theatre, Pulaski VA

Origins of the Pulaski Theatre date back to 1911 and it was operated for several decades then closed. “Once Pulaski Theatre closed to the public, the property began to deteriorate and fell into disrepair. On February 11, 1992 the Miller family gave the building to the county. When the county began to talk of demolishing the old theatre building to make way for a parking lot, the Friends of the Theatre group was formed. The Friends incorporated in 1993, and began the effort to save the theatre and renovate the building. During the past few years, major renovation construction has been completed on the building and the theatre has reopened to the public. Current programming includes concerts, live stage performances, children’s events and more!”

In interviewing an officer on the Board of Directors, two central points were made:

1. The theatre has been an anchor for the Pulaski Main Street Community. Having it open with foot traffic has encouraged other business to start and has increased patronage at nearby restaurants. The “Friends of” group looks to create synergy with nearby businesses and compliment them, not compete with them.
2. The “Friends of” group has taken a deliberate and thoughtful approach to renovating the theater. Restoration has cost a great deal of money, and that money cannot be raised overnight or received through a single grant. Over the course of 20 years, the “Friends of” group has chosen a project at a time (the marquee, seating area, bar area, etc.) and tackled the projects as manageable and as they have raised money. In other words, we were encouraged not to try and restore a multimillion theater in one fell swoop— it’s not practical, you’ll discourage donors with unreal expectations, and if the theater really is a centerpiece of the town and folks remain committed, there will be plenty of time for an organic rebirth.

## The Byrd Theatre - Richmond, VA

The Byrd Theatre is probably the most well-known theater in the Richmond market. It was built in 1928, seats 1,300 people, and has the Mighty Wurlitzer Organ that plays prior to Saturday night movies. It is on the State and National Historic landmark and serves as an anchor for the Carytown shopping district.

In 2007, the theatre was purchased by The Byrd Theatre Foundation, a non-profit 501 (c) 3 corporation. It was purchased by the foundation “with the express purpose of restoring and preserving this theatre as a vital Richmond community resource. The Foundation plans to expand the existing cultural, educational and community aspects of the Theatre’s programming while still offering movies at reasonable prices.” The Foundation is in the middle of a multimillion dollar [Restoration Master Plan](#).

Interestingly, the Byrd has thought through keeping the mission of the theater as cinematic or expanding to multiple uses. While it does have additional uses beyond showing movies, the Foundation has concluded:

*“Conversion from a single-use theatre to a multi-purpose performing arts venue has been the means of saving many former movie palaces, but the Byrd’s constricted stage depth makes such a transformation difficult. This condition can, instead, be seen as an opportunity for the theatre to focus on what it has always done best, providing reasonably priced entertainment to a broadly defined audience and promoting cinema as a significant art form.”*

## **The Garden Theater, Frankfort MI**

This is one of the more interesting theaters we toured in terms of its management structure. Frankfort is shores of Lake Michigan and The Garden Theater, also an art deco theater, has been in continuous operation since 1923. However, “Prior to 2008, the building had fallen into great disrepair over the previous 20 years, including a failed steam boiler heating system allowing only for summer operation. In June of 2008 the Garden was purchased by a group of community members with the intent of renovating the building and giving life back to this northern Michigan treasure.”

These community members view the theater as an anchor to Frankfort’s business district which is heavily dependent on summer tourism. While run as a for-profit, the theater has been funded largely by contributions from up to 30 local businesses, all of which view its operation as important to their respective success. It also relies heavily on volunteer and in-kind work, with volunteers having recently repainted all of the art deco ceiling tiles.

## **East End Theater and Westhampton Theater, Richmond VA and Old Town Theater, Old Town Alexandria**

The East End Theater in Church Hill opened over 40 years ago and had 800 seats. Josh Bilder, a developer who recently purchased the building, “didn’t realize what [he] was getting into” with the property in a state of disrepair. Bilder has proposed redeveloping the theater into a four story apartment building with additional commercial space.

The Regal Westhampton Cinemas on Grove Avenue is closing by the end of 2015. Per The Richmond Times Dispatch “The theater site is one of the best pieces of real estate in the city, Scott Boyers, vice president at commercial real estate brokerage CBRE | Richmond and a real estate investor said, adding that the demographics in the area are among the highest in terms of household income in Richmond.” While redevelopment plans have not been announced yet, “Russ Nunley, vice president of marketing and communications for Regal Entertainment Group

said the theater has performed poorly for years and that two-screen cinemas struggle to generate enough money to cover the cost of operation.”

“I am sorry to see the theater go,” said Boyers. “It’s one of the things that makes that place unique.” However, the closing has been coming for a long time, he said. “Most of us in commercial real estate understand that the theater has been struggling to operate profitably.”

The Old Town Theater, originally opened as the Richmond Theater, in Alexandria, VA has gone through several owners in recent years and [has undergone millions in renovations](#). When it most recently went up for sale for \$3.5M it was largely believed that it would be turned into a commercial space. However, a local wealthy businessman has recently purchased the theater and says that he is committed to [keeping it as an entertainment space](#). The theater over the last ten years has reinvented itself as a multipurpose space with movies, live entertainment, comedy, etc. playing. Its future use is still very much up in the air. The theater is in one of the wealthiest zip codes in the country, has substantial foot traffic in the heart of Old Town, a tourist destination, nighttime hotspot, and residential development surrounding it within walking distance.

### **Henrico Theater, Henrico VA**

Henrico County purchased the historic Henrico Theatre, located in Highland Springs, in 1998 from the Home family (who owned and operated the theater from 1976 to 1998).

The theater opened in 1938 and seats 400 and has an additional kitchenette. Similar to the Cary Theater in Cary NC that the feasibility study evaluated, the Henrico Theatre is owned by the County and operated by its Department of Park and Recreation. It’s stated purpose: “Henrico Theatre hosts a variety of arts programming for all ages and is available to rent for recitals, concerts, group meetings, and multimedia presentations. Henrico Theatre is proud to have state-of-the-art technology for all of your theatre or business needs.”

### **The Masonic Theatre, Clifton Forge, VA**

The Masonic Theatre is particularly intriguing in comparison to The Ashland Theater for a few reasons:

1. “A three-story, Beaux Arts brick building with pilastered facade, a cove ceiling lobby and original performance hall with stage and balcony,” the Masonic Theatre is an icon in the community and was donated to the Town of Clifton Forge in 2003;
2. The Masonic Theatre Preservation Foundation was formed in 2009 with the intended goal of restoring and preserving the Theatre;

3. In 2013 Governor Bob McDonnell announced a \$250,000 IRF Grant to the Town of Clifton Forge to go towards the Masonic Theater Rehabilitation and Expansion Project.
4. There was a 2 year lag or gap between the awarding of the IRF grant and construction and rehabilitation of the theatre, which is going on now and the theatre is set to reopen in 2016. The Foundation has raised a total of \$6.3M since its inception.

The Masonic Theatre is currently going through [a tremendous multimillion dollar restoration](#). While the IRF was awarded to the town, that grant money is only a part of the multimillion dollar restoration. The Town of Clifton Forge and the Masonic Theatre Preservation Foundation has raised the rest of the money through a combination of grants, operations, donations, and innovative giving opportunities like “naming a seat” in the theater.

All parties that have examined The Ashland Theater agree that restoring the theater properly will cost more than \$1M. The Masonic Theatre offers a potential alternative path forward: as part of a larger restoration campaign, there is precedence for using the IRF grant to go towards that campaign. Details as to how the Town of Clifton Forge and the State negotiated this arrangement would have to be made clear, though if a \$1M+ restoration effort is needed, this could provide a smart avenue for getting there.

## **Advantages of Operating under the Ashland Theater Community Foundation (ATCF), 501c(3)**

In reviewing these case studies as well as those presented in the feasibility study, it is clear that we have seen a transformation in recent years in the entertainment business. Theaters and multidimensional entertainment venues are difficult to operate successfully, whether those venues be for-profit or non-profit in nature. This transformation has occurred for any number of reasons though certainly the advent of home entertainment systems and digital access to live music are two primary drivers for these changes.

What is consistent throughout these case studies is that successful venues are destinations that have a sense of place and community. Above and beyond seeing a film or listening to a musician, these are venues that communities take pride in, gather to socialize, and view as having value about and beyond ticket sales and concession receipts.

It is not coincidental that almost all of the comparable theaters looked at in this proposal and the feasibility study are run as nonprofits, or why we see iconic theaters like the Byrd shifting to a 501 (c)3 form of management. These venues cost considerable ongoing funds for restoration and upgrades. Those funds for the Ashland Theater will need to come from somewhere... and to date that source has not been identified.

The tax status of a 501(c)3 is an additional resource for an organization to utilize in order to raise the necessary funds to restore and maintain historic structures. Residents and businesses in the Ashland and the greater metro area can be expected to donate to the theater provided that

donation is tax deductible. Without that tax deduction, you cannot expect for donations to occur and all infrastructure upgrades, maintenance, and capital projects will have to be paid for by the landlord (The Town of Ashland) or the operator of the theater. As borne out in the pro forma of the feasibility study, there is no reserve fund to account for these costs and the profit margin is so tight that it will truly be profit and not be monies that are poured back into the theater.

## Initial Fundraising goals

Within 30 days of approval of this concept, the Ashland Theater Community Foundation (ACTF) is committed to raising \$100,000 to go towards the redevelopment and operation of the Ashland Theater.

Upon completion of the construction at the Ashland Theater, ACTF will have raised a total of \$200,000.

This \$200,000 in equity proves ACTF's long-term commitment to the theater and ability to fundraise.

## Long term endowment goal

ACTF will establish a long term endowment goal, which will be created by working with our Endowment and Fundraising Committee, in consultation with theaters (those mentioned in this study and as referenced to us), strategic partners such as Ashland and Virginia Main Street Associations, and with our local and state partners.

## Additional resources

[The League of Historic American Theatres \(LHAT\)](#) is a national leader that works with venues like the Ashland Theater. Jen Chambers, Ashland Theater Committee member, is registered to attend LHAT's conference this October in Denver where the following topics will be included:

- The Historic Theatre Advantage
- Making the Case for Investment
- Raising Capital Campaign Money
- Film Presentation 101: Programming, Promotion and Projection
- Writing Contracts, Operations Basics
- Maximizing Concession Profits
- Marketing Q & A
- Responsibilities of Nonprofit Boards
- Historic Theatre Renovation 101
- Reducing Risk; Other Insurance Issues
- Multiple Networking Opportunities

- Optional Historic Theatre Tour

ACTF will be an active member in this association. [The Theatre Historical Society of America](#) toured the Ashland Theater this past summer with over 120 members from around the country. Experts in various fields of theater management and restoration, multiple members have reached out and offered to help guide aspects of the restoration efforts in Ashland, provide consult, etc.

There are additional unique opportunities that ACTF, as a nonprofit, can pursue. Two quick examples. [The Art Deco Society of Virginia](#) helps raise awareness and funds for art deco buildings throughout Virginia. Last year they designated The Byrd as its beneficiary for their annual gala, raising \$10,000 for the foundation; we are in discussions with the Society for them to designate The Ashland Theater to be this year's beneficiary.

In just a few weeks, Adriana Trigiani's novel, Big Stone Gap, will be released on the big screen. We are in discussions with her management team to show the film at the Ashland Theater, complete with an appearance from Ms. Trigiani with funds going towards to Ashland Theater's renovation. These types of appearances are more likely with a community focused nonprofit as the selling point and beneficiary.

Having the 501 (c)3 designation does not mean a business isn't profitable, it means that there is a tax advantage available to donors and businesses for which to support the mission of the theater. Without that designation, such support becomes difficult to obtain.

## Construction Budget and Proforma

### Funds Available for Construction and Operation

IRF Grant: \$500,000

Town of Ashland Match: \$500,000

**Total: \$1.00M**

We would additionally plan on approximately \$75,000k in in-kind work during renovation (given the track record thus far of approximately \$40k already in-kind, we feel comfortable that this amount of in-kind work will occur. For example, Commonwealth Public Broadcasting has committed to donating a cyclorama curtain, valued at \$8-12K, to this effort).

Accessing historic tax credits could net an additional \$60k for restoration efforts. The goal of such an effort should be to make sure the Theater is designated properly as a historic structure and is preserved. This can be accomplished in a variety of ways, accessing the tax credits is one such avenue. For this proposed budget, we are not including the \$60k until this option can be further explored with benefits and risks fully evaluated.

## Hard vs Soft Costs

Since this proposal does not include the acquisition and renovation of the Slipped Disc Building the renovation scope will solely focus on the Theater building itself.

Additionally, the grant money will go towards hard infrastructure costs in the theater. Soft costs such as website design, marketing, branding, etc. will be paid for by ACTF.

<b>Ashland Theater Construction Budget</b>	
<b>Main Theater</b>	
Facade	\$ 35,000.00
Lobby Concession	\$ 75,000.00
Bathrooms	\$ 35,000.00
Kitchen	\$ 80,000.00
Projection	\$ 100,000.00
Sound	\$ 125,000.00
Lighting	\$ 100,000.00
Stage	\$ 40,000.00
Seating	\$ 25,000.00
Flooring	\$ 30,000.00
Electrical updates	\$ 45,000.00
Green room / Backstage	\$ 90,000.00
Painting	\$ 15,000.00
HVAC	\$ 75,000.00
Computers/Point of Sale	\$ 15,000.00
GC	\$ 100,000.00
Fees	\$ 20,000.00
Furnishings	\$ 20,000.00
Architect	\$ 25,000.00
Plumbing	\$ 30,000.00
Sprinklers/Fire Safety	\$ 35,000.00
<b>Total</b>	<b>\$ 1,115,000.00</b>
<b>In kind potential</b>	<b>\$75,000</b>
<b>Final</b>	<b>\$ 1,040,000.00</b>

**Pro Forma:**

*Appendix 1*

## Renderings and Sketches

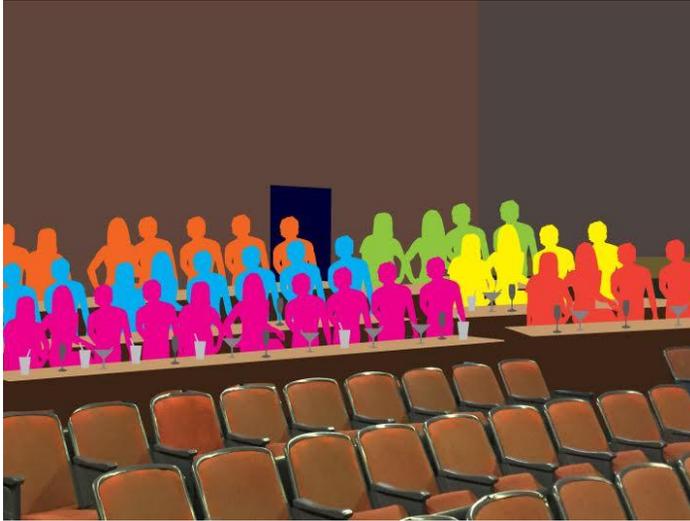
*Outdoor Dining:*



*Expanded Stage:*



***Bar Area Inside Theater:***



***Proposed Floor Plan: Appendix 2***

**Theater and Foundation Organizational Chart**

***See Appendix 3***

**Project Timeline**

1-Nov-15	Lease Signed
1-Jan-16	Construction Documents ready
1-Feb-16	Submission of Data to DHR - Part 2
1-Mar-16	Final Pricing and scope review
2-Apr-16	Roof and façade work
16-Apr-16	All construction permits in place
1-May-16	Framing and major interior upfit
1-Jun-16	Rough in all trades
1-Jul-16	Interior walls, plaster and close up
1-Aug-16	Interior finishes
16-Aug-16	Equipment and furnishings delivered
1-Sep-16	Punch list
1-Oct-16	CO as needed
15-Nov-16	Grand re-opening

## The Team

The authors of this report bring considerable experience with construction, rehabilitation of historic structure, finance, etc. **Hugh Joyce**, President and Owner of James River Air is a recognized name in the region and has done much of the financial and pro forma work. Additionally, James River Air has already in-kind tens of thousands of dollars into the Theater and is committed to helping with the HVAC needs at the Theater moving forward.

**Chopper Dawson** is a licensed and bonded General Contractor in the Richmond area who, along with his employees, has also in-kind considerable money and time thus far to repair the ceiling throughout the theater. Mr. Dawson does a majority of his work in the historic Fan District in Richmond, where he has considerable experience working in buildings that are protected by historic tax credits, in businesses with restaurants in the basement and service area on another floor, etc. A graduate of the arts program at Virginia Commonwealth University, Mr. Dawson has done expert and finishing and trim carpentry, and most recently helped complete the expansion of Caboose Wine and Cheese, constructing the bar area of the addition.

**Jennifer Chambers** has volunteered and worked in the Hanover County community since March 1997. Prior to this she was a technical trainer and software developer for Computer Science Corporation in Northern Virginia. Since moving to Ashland she has worked to promote many community projects such as Ashland Train Day and the Ashland Theater and is currently active with the Ashland Main Street Association (AMSA), Ashland Museum and the Hanover Interfaith Free Clinics. She is the current editor 'GET CENTERED' a town newsletter and maintains the AMSA websites and social media. Prior to being a full time volunteer she taught Mathematics and was an Instructional Technology Resource Teacher for Hanover Country Public Schools.

**Andy Lynne**, a “Creative Genius” at [MediaPond](#) in Richmond, studied art and design at Virginia Commonwealth University. He began his graphic design career at Ukrop’s Super Markets Inc. in 2001. As the Senior Multi-Media Designer for Ukrop’s Super Markets, Andy’s catalogue of work touches many disciplines. In 2007, Andy joined Pure Culture Consulting as a filmmaker, directing and designing films for firms spanning a myriad of industries throughout the country. Andy migrated to Mediapond in 2010 and works as a Graphic Designer, Film Director, and Chief Editor. Andy has offered, pro-bono, much of the initial branding work at the Theater.

**Kathy Abott** of [Abott Media Productions](#) has in-kind website work including on-line ticketing functionality.

**Tom Wulf** of [Wulf Team Productions](#) has in-kind video production for previews, advertising.

Other vendors that have worked on the theater during this “pop up” mode include:

**Mark Melton and Rosson & Young**, carpet installers. Installed new carpet in lobby at-cost.

**Commonwealth Security:** In-Kind new locks throughout the theater.

**Talley Neon:** the original neon installer, Talley has been hired and has done much work to restore the marquee to its former glory.

It is the recommendation of this team that moving forward, the Town of Ashland use local contractors to the extent possible for renovations. The Town has General Contractors on contract already, and true to the spirit of the IRF grant, keeping funds in the community will further help to revitalize the area.

The Theater Committee has had initial conversations with potential staff (e.g. General Manager) of the renovated theater, though with a year-long construction schedule and proposals still being entertained, propose a robust search and interview process for staff.

A full list of partners including General Contractor and Subcontractors for theater restoration would be forthcoming after reviewing approved GC's and Subs with Town Staff.

## Appendices

**Appendix 1: Pro Forma**

**Appendix 2: Proposed Floor Plan**

**Appendix 3: Theater and Foundation Org Chart**

**Appendix 4:** See *6/2/15 Ashland Feasibility Study*: the original feasibility study includes many important elements that need to be factored into any proposal, including case studies, branding discussion, Building Condition Analysis, Report from the Virginia Department of Environmental Quality, Asbestos Report, etc.

**Ashland Theater**  
**Pro Forma Budget**  
**2015 Dollars**  
**9/21/2015**

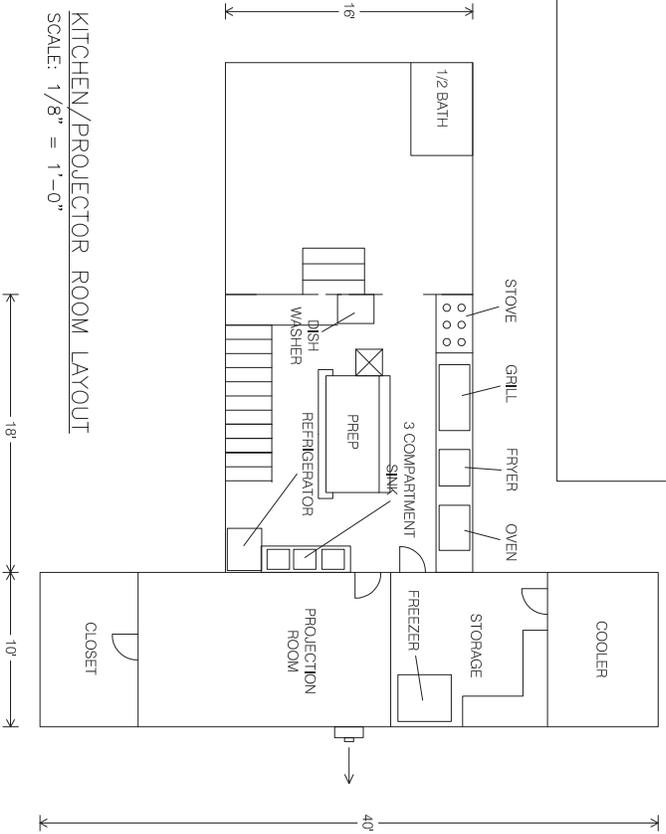
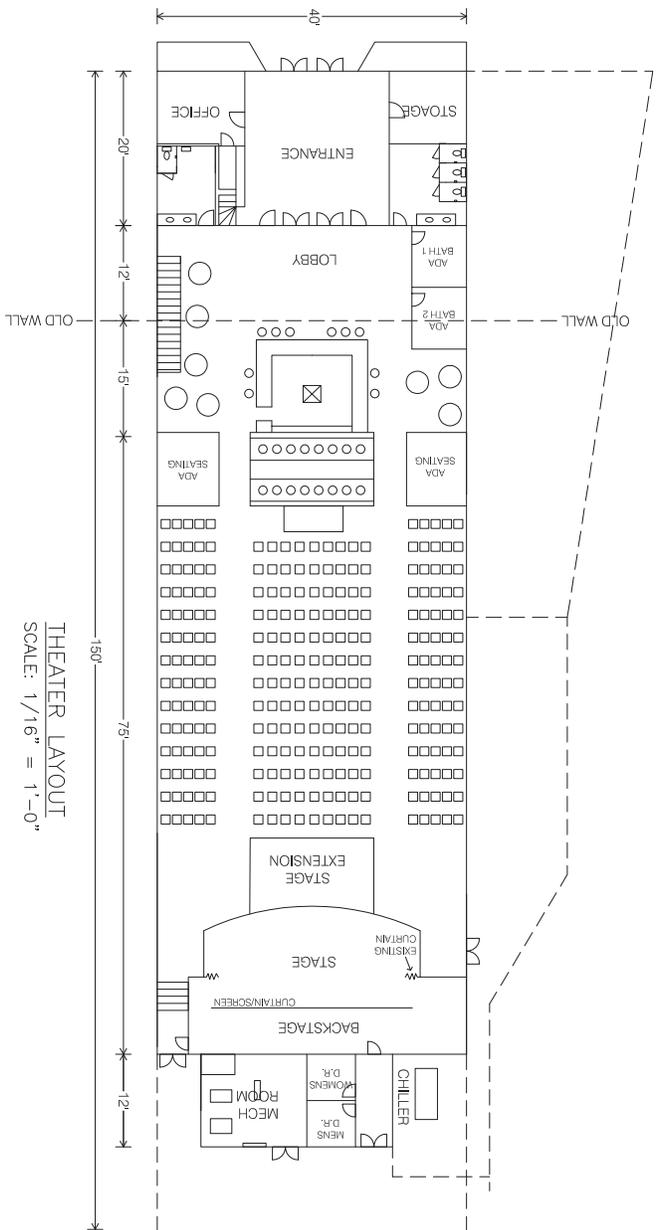
10%

	# of events	Value per	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Income</b>							
Movies	70	\$ 600.00	\$ 42,000.00	\$ 46,200.00	\$ 50,820.00	\$ 55,902.00	\$ 61,492.20
Rental (non Ashland)	12	\$ 500.00	\$ 6,000.00	\$ 6,600.00	\$ 7,260.00	\$ 7,986.00	\$ 8,784.60
Corporate sponsorships	6	\$ 1,000.00	\$ 6,000.00	\$ 6,600.00	\$ 7,260.00	\$ 7,986.00	\$ 8,784.60
Ashland Film Club	12	\$ 600.00	\$ 7,200.00	\$ 7,920.00	\$ 8,712.00	\$ 9,583.20	\$ 10,541.52
Space Rentals (local)	12	\$ 300.00	\$ 3,600.00	\$ 3,960.00	\$ 4,356.00	\$ 4,791.60	\$ 5,270.76
Concession Sales	158.4	\$ 150.00	\$ 23,760.00	\$ 26,136.00	\$ 28,749.60	\$ 31,624.56	\$ 34,787.02
Wine/beer Sales	0	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ -
Community events - no rent	50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Concerts/Music	12	\$ 1,500.00	\$ 18,000.00	\$ 19,800.00	\$ 21,780.00	\$ 23,958.00	\$ 26,353.80
Comedy	6	\$ 1,000.00	\$ 6,000.00	\$ 6,600.00	\$ 7,260.00	\$ 7,986.00	\$ 8,784.60
Drama Events	6	\$ 500.00	\$ 3,000.00	\$ 3,300.00	\$ 3,630.00	\$ 3,993.00	\$ 4,392.30
Speaker Forums	12	\$ 550.00	\$ 6,600.00	\$ 7,260.00	\$ 7,986.00	\$ 8,784.60	\$ 9,663.06
Other events - kids, etc...	12	\$ 500.00	\$ 6,000.00	\$ 6,600.00	\$ 7,260.00	\$ 7,986.00	\$ 8,784.60
<b>Total Events</b>	<b>198</b>						
Food Sales/ABC	1	\$ 295,000.00	\$ 295,000.00	\$ 324,500.00	\$ 356,950.00	\$ 392,645.00	\$ 431,909.50
501 c3 Donations			\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Grants / Other funding			\$ 25,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00

**Start up Capital** \$ **200,000.00**  
**Start up Capital balance**

**5 year income**

<b>Total Revenue</b>			\$ <b>498,160.00</b>	\$ <b>590,476.00</b>	\$ <b>637,023.60</b>	\$ <b>688,225.96</b>	\$ <b>744,548.56</b>	\$ <b>3,158,434.12</b>
<b>Expenses</b>								
		<b>cost</b>						
Lease			\$ 1.00	\$ 1.10	\$ 1.21	\$ 1.33	\$ 1.46	
Payroll			\$ 145,000.00	\$ 159,500.00	\$ 175,450.00	\$ 192,995.00	\$ 212,294.50	
Fund Raising Costs	6%		\$ 3,000.00	\$ 3,300.00	\$ 3,630.00	\$ 3,993.00	\$ 4,392.30	
Grant Writer	8%		\$ 2,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	
Personel costs @ 35%	35.00%	\$ 50,750.00	\$ 50,750.00	\$ 55,825.00	\$ 61,407.50	\$ 67,548.25	\$ 74,303.08	
Movie Costs	70	\$ 275.00	\$ 19,250.00	\$ 21,175.00	\$ 23,292.50	\$ 25,621.75	\$ 28,183.93	
Music Costs	12	\$ 1,500.00	\$ 18,000.00	\$ 19,800.00	\$ 21,780.00	\$ 23,958.00	\$ 26,353.80	
Drama Costs	6	\$ 400.00	\$ 2,400.00	\$ 2,640.00	\$ 2,904.00	\$ 3,194.40	\$ 3,513.84	
Comedy Costs	6	\$ 700.00	\$ 4,200.00	\$ 4,620.00	\$ 5,082.00	\$ 5,590.20	\$ 6,149.22	
Other event costs	104	\$ 20.00	\$ 2,080.00	\$ 2,288.00	\$ 2,516.80	\$ 2,768.48	\$ 3,045.33	
Insurance			\$ 8,000.00	\$ 8,800.00	\$ 9,680.00	\$ 10,648.00	\$ 11,712.80	
Utilities			\$ 18,000.00	\$ 19,800.00	\$ 21,780.00	\$ 23,958.00	\$ 26,353.80	
Janitorial	99	\$ 75.00	\$ 4,950.00	\$ 5,445.00	\$ 5,989.50	\$ 6,588.45	\$ 7,247.30	
Concession costs @ 35%	158.4	35%	\$ 8,316.00	\$ 9,147.60	\$ 10,062.36	\$ 11,068.60	\$ 12,175.46	
Wind and Beer Costs	0	25%	\$ -	\$ -	\$ -	\$ -	\$ -	
Building costs			\$ 6,000.00	\$ 6,600.00	\$ 7,260.00	\$ 7,986.00	\$ 8,784.60	
Fees			\$ 5,000.00	\$ 5,500.00	\$ 6,050.00	\$ 6,655.00	\$ 7,320.50	
supplies			\$ 8,000.00	\$ 8,800.00	\$ 9,680.00	\$ 10,648.00	\$ 11,712.80	
Office expense			\$ 4,000.00	\$ 4,400.00	\$ 4,840.00	\$ 5,324.00	\$ 5,856.40	
Advertising and promo			\$ 20,000.00	\$ 22,000.00	\$ 24,200.00	\$ 26,620.00	\$ 29,282.00	
Consulting			\$ 10,000.00	\$ 11,000.00	\$ 12,100.00	\$ 13,310.00	\$ 14,641.00	
Travel and training			\$ 5,000.00	\$ 5,500.00	\$ 6,050.00	\$ 6,655.00	\$ 7,320.50	
Misc			\$ 1,000.00	\$ 1,100.00	\$ 1,210.00	\$ 1,331.00	\$ 1,464.10	
Food costs @ 50%			\$ 147,500.00	\$ 162,250.00	\$ 178,475.00	\$ 196,322.50	\$ 215,954.75	
Contingency			\$ 10,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	
<b>Total Expenses</b>			\$ <b>502,447.00</b>	\$ <b>570,491.70</b>	\$ <b>624,440.87</b>	\$ <b>683,784.96</b>	\$ <b>749,063.45</b>	
<b>Cash Flow</b>			\$ <b>(4,287.00)</b>	\$ <b>19,984.30</b>	\$ <b>12,582.73</b>	\$ <b>4,441.00</b>	\$ <b>(4,514.90)</b>	\$ <b>28,206.14</b>
<b>Capital infusion</b>			\$ <b>200,000.00</b>	\$ <b>19,984.30</b>	\$ <b>12,582.73</b>	\$ <b>4,441.00</b>	\$ <b>(4,514.90)</b>	
<b>Remaining Start up Capital</b>			\$ <b>195,713.00</b>	\$ <b>215,697.30</b>	\$ <b>228,280.03</b>	\$ <b>232,721.03</b>	\$ <b>228,206.14</b>	



Ashland Theater  
Renovations

Scale:  
As Noted  
Date: Revision:  
9/21/2015  
Drawn by:  
Richard Barbol  
Checked by:

Drawing Number:  
A-1  
Draft Only

# Ashland Theater Organization

Staffing

Theater President \_\_\_\_\_

Theater GM <sup>TM</sup> \_\_\_\_\_

Concessions Manager \_\_\_\_\_

Programming Manager \_\_\_\_\_

Marketing & Promotions \_\_\_\_\_

Janitorial \_\_\_\_\_

Sound/Projector \_\_\_\_\_

Tickets/Entertainment \_\_\_\_\_

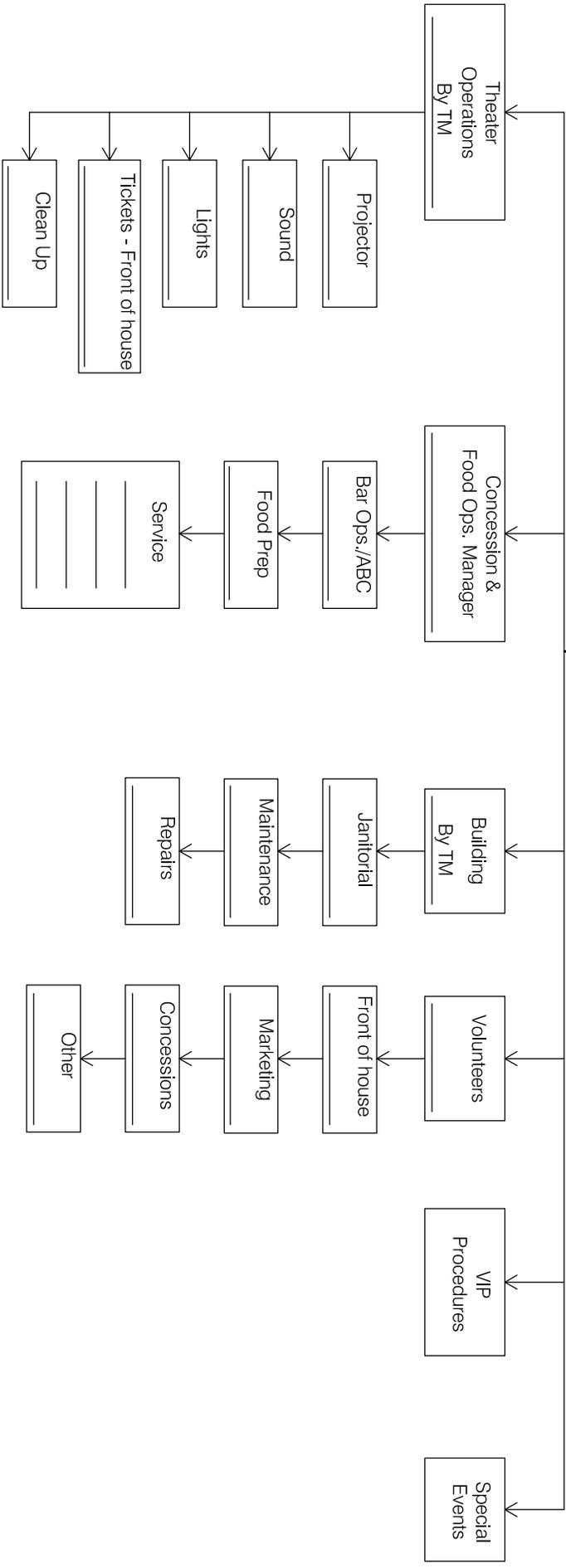
Executive Board  
President \_\_\_\_\_

<sup>TM</sup> Theater Manger

-Programming  
-Marketing  
-Staffing  
-Curration  
-Financial

Artist Foundation Board									
Music	Live Theater	Movies	Lectures	Special Events	Building & grounds	Business Partners	Fundraising	Grants	

Community Input



The Ashland Community Theater Foundation will have working committees that help identify opportunities and events for programming in the following categories. Please note these names are examples of individuals we have spoken with or identified as possible fits for these roles, though we plan on expanding and reviewing this committee set-up moving forward.

LIVE THEATER	FILM	MUSIC	LECTURES	SPECIAL EVENTS	BUSINESS Partnerships	FUNDRAISING
<p><b>Lorie Foley</b> The Center Players</p> <p><b>Louise Keeton</b> Whistle Stop Theatre Co.</p> <p><b>Sue Forbes Watson</b> Randolph-Macon Arts Council</p>	<p><b>Kathy Abbott</b> Film Director</p> <p><b>Mine Eren,</b> Ph.D. RMC Film Studies</p> <p><b>Ragan Phillips</b> Ashland Film Club</p>	<p><b>Barry Flow</b> HCPS Fine Arts Director</p> <p><b>Truman Parmele</b> AC&amp;T</p> <p><b>Thomas Wakefield</b> Ashland Music Academy</p> <p><b>James M. Doering</b> Ph.D. RMC Music</p>	<p><b>Alphine Jefferson</b> Black Heritage Society</p> <p><b>Rosie Shalf</b> Ashland Museum</p> <p><b>Phyllis Theroux</b> Author</p> <p><b>Debra Rodman, Ph.D.</b> RMC Women's Studies</p>	<p><b>Sara Holloway</b> The Center</p> <p><b>Kathi Thomasson</b> Kiddie Kingdom</p> <p><b>Mary Kay Thompson</b> YMCA</p>	<p><b>James River Air Conditioning Co.</b></p> <p><b>Ashland Coffee &amp; Tea</b></p> <p><b>Others TBD</b></p>	<p><b>Barbara Keeton</b> Whistle Stop Theatre Co.</p> <p><b>Clark Mercer</b></p> <p><b>Carolyn Peart</b> Hanover Tavern</p>