

# COMMUNITY REPORT

## 2008 - 2009



SCHUSTER CENTER



VICTORIA THEATRE



THE LOFT THEATRE

We are pleased to present the Community Report for the 2008-2009 Season with Victoria Theatre Association and the Arts Center Foundation. The season saw improved financial results despite a difficult economic environment, continued strong attendance for our programming and educational offerings, and the appointment of a new President and CEO.

With new leadership at the helm of these fine organizations, we look back at the 2008-2009 season with a sense of pride and accomplishment. Due to the ongoing support of our stakeholders as well as the hard work and perseverance of an exemplary staff and board of trustees, Victoria Theatre Association and the Arts Center Foundation have been able to hold their own in these economically tough times.

As the new President & CEO and the outgoing chair of the Board of Trustees of Victoria Theatre Association and the Arts Center Foundation, we promise to continue the commitment to excellence represented by the 2008-2009 season. The successes outlined in this community report are a tribute to the community in which we live, work and play. We value our role as a member of the incredible Dayton cultural community and look forward to even more partnerships and collaborations in the future.

You are the lifeblood of Victoria Theatre Association and the Arts Center Foundation. Thank you for your continued support.

Regards,



Lou Mason  
Chair, Board of Trustees



Ken Neufeld  
President & CEO



# SEASON HIGHLIGHTS

- **Ticket Center Stage (TCS)** continues to support the Dayton Arts Groups using the Victoria Theatre, The Loft Theatre or the Benjamin & Marian Schuster Performing Arts Center. TCS handled over 68,000 calls resulting in more than 300,000 tickets sold and \$8.4 million in sales. The implementation of a new ticketing software system continued. This allowed us the ability to scan tickets and provide a better picture of who our audiences were for each performance.
- With the economic challenges and continued rise in the cost of benefits, we have implemented new strategies for addressing these issues, including an additional health plan choice, a bi-weekly payroll, and a paperless environment for all payroll stubs and payroll reports.
- Now in its third year, **FUELING EDUCATION** offered free **RTA** bussing to over 2000 students and teachers, nearly doubling last year's total.



Students attending a Physicians for Kids Discovery performance - Photo: Ryan France

- **The Physicians for Kids Discovery Series** reached over 40,000 in school group and home school group attendees for the 2008-2009 season.
- Several new arts organizations joined the roster for this season's **ImpACT** program in the Mathile Theatre, including Town Hall Children's Theater and Zoot Theatre Company.  
In addition to their regularly scheduled individual concert performances **The Schuster Center Celebration Choir** and **Schuster Center Broadway Children's Choir** performed in the 2nd annual joint concert of nearly 100 voices at St. John's Lutheran Church in downtown Dayton.
- **The African-American Arts Festival** continued in its third year of building bridges of communication and celebration in our community, emphasizing our spaces as unique gathering places for all of Dayton to come together. *Sweet Honey in the Rock* was co-presented by the University of Dayton Diversity Lecture Series as part of the festival. *Mayhem Poets* on the Universal 1 Variety Series and *The Color Purple* on the Chase Broadway Series were featured events that drew new and unique audiences.
- Completing its second year, the suite of Broadway education programs - **The JP Morgan Background On Broadway**, **JPMorgan Broadway University** and **JPMorgan Backstage Broadway** - enjoyed its highest participation since its inception three years ago. Broadway University included a technical theatre masterclass with crew members of

*Chitty Chitty Bang Bang* as well as acting masterclasses with the cast of *The 25th Annual Putnam County Spelling Bee* and *Wait Until Dark*.



Workshop at Sinclair Community College for *In the Footsteps of Celie Project* - Photo: Ryan France

- In March/April 2009, 50 Dayton Public School students paired with 50 area university mentors to participate in the 6-week intensive education project entitled ***In The Footsteps of Celie: Using Art To Empower Youth***. Dayton Public Schools honored VTA for outstanding contributions to the academic life of these students. Plans are under way for a new high school playwriting festival in association with the Dayton debut of *WICKED* in February 2010 as well as elementary age projects in association with VTA's presentation of *San Jose Taiko* and *The Spencers Theatre of Illusion*.
- In addition, a sold-out three-day summer camp entitled **Going Blonde** involved over 60 area high school students from as far south as Cincinnati and as far north as Anna. The camp focused on "the actor's triple threat" (acting, dancing, & singing) and featuring local presenters/educators as well as cast members from the first national tour of ***Legally Blonde The Musical***. Plans are already under way for *The Music of the Night: Summer Camp 2010* with the cast and crew of *The Phantom of the Opera*.
- VTA again hosted the acclaimed art exhibit, ***Visual Voices: Dayton Skyscrapers III*** in partnership with Willis "Bing" Davis and EboNia Gallery during the entire month of February 2009. Nearly 9000 viewed the exhibit, and the artists and their subjects were honored at the 2nd Annual Artists' Reception.
- Victoria Theatre Association was recently awarded the "Standards for Excellence" certification by the Ohio Association of Nonprofit Organizations (OANO). This certification reflects a conscientious and lengthy review of a nonprofit organization's program operations, governance, human resources, financial management and fundraising practices. Each group voluntarily agrees to undergo an anonymous and rigorous peer review process to confirm adherence to a comprehensive code of conduct that promotes accountability through self-regulation. VTA is one of 25 nonprofit organizations in Ohio who have achieved this certification.



## VICTORIA THEATRE ASSOCIATION and ARTS CENTER FOUNDATION BOARD OF TRUSTEES

**Chair** – Lou Mason, Community Volunteer, *special term ends 6/30/11*  
**Vice Chair** – Pat McDonald, Senior Vice President and Regional Market Manager Key Private Bank, Southwest Ohio District, *special third term ends 6/30/10*  
**Treasurer** – Steven L. Beinlich, Office Managing Partner, Ernst & Young LLP, *first term ends 6/30/09*  
**Secretary** – Steve Miller, President, C.H.Dean, Inc., *second term ends 6/30/10*

Brian Anderson, Senior Vice President, Market Executive, National City, *first term ends 6/30/10*  
Marsha Bonhart, Anchor/Reporter, WDTN-TV Channel 2, *first term ends 6/30/10*  
Karen T. Dunleavy, Attorney, Bieser, Greer & Landis LLP, *first term ends 6/30/11*  
Robert J. Kegerreis, Ph. D., Former Executive Director, Arts Center Foundation, *second term ends 6/30/10*  
Albert Leland, Community Volunteer, *special third term ends 6/30/11*  
William T. Lincoln, President, Berry Investments, Inc., *first term ends 6/30/09*  
Dale Medford, Retired Executive VP & CFO, The Reynolds & Reynolds Company, *second term ends 6/30/10*  
Shirley Nixon, Vice President, Wells Fargo Insurance Services of Ohio, LLC, *first term ends 6/30/10*  
Richard Perales, Director University Campus Planning, University of Dayton and Greene County Commissioner, *first term ends 6/30/11*  
Frank Perez, CEO, Kettering Health Network, *first term ends 6/30/10*  
Benjamin Schuster, M.D., Medical Director, Kettering Cardiovascular Institute, *lifetime*  
Richard Schwartz, President, WinWholesale and The Win Group of Companies, *special term ends 6/30/09*  
Gretchen Strohmeier, JPMorgan, *term ends 6/30/09*

### Ad-Hoc

David Wyse, Chairman, Projects Unlimited, Inc.

## SENIOR STAFF

**President & CEO** – Ken Neufeld  
**Chief Financial Officer** – David Schrodi  
**Vice President - Development** – Michael R. Roediger  
**Vice President - Marketing & Communications** – Sue N. Stevens  
**Vice President - Programming** – Tina McPhearson  
**Director - Facilities** – Jo Ann Brown  
**Director - Human Resources** – Rhonda Hess  
**Director - Ticket Center Stage** – Lisa Wagner

## Vision

To enrich the lives, learning, and leisure of our community through the performing arts.

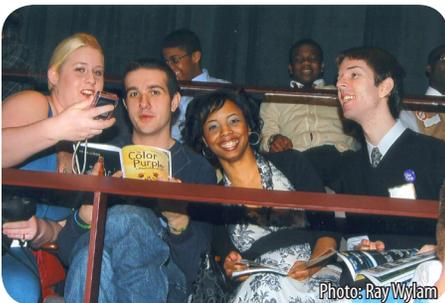
## Mission

To strengthen the economic and artistic vitality of our community and arts partners through presenting quality and diverse arts experiences and stewardship of our community's state-of-the-art performance venues.

### VICTORIA THEATRE ASSOCIATION

138 North Main Street  
Dayton, Ohio 45402-1776

[www.schustercenter.org](http://www.schustercenter.org)  
[www.victoriatheatre.com](http://www.victoriatheatre.com)



be midwest  
we think of everything

Dayton Region

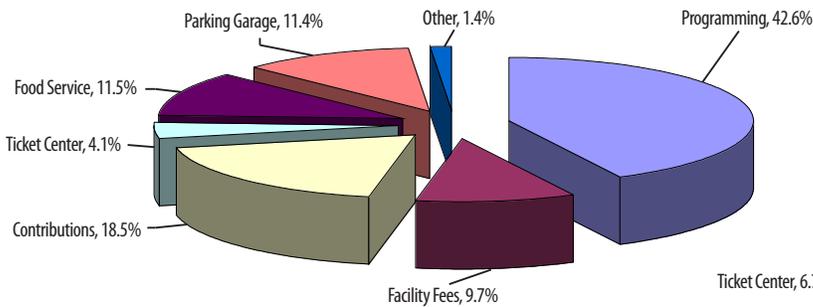
# FINANCIAL REPORT

With the implementation of significant operational changes at the beginning of the year, the organization was able to improve bottom-line results in the face of declining revenues during a depressed economic climate. The Net Operating Income before depreciation for the combined operations of Victoria Theatre Association and the Arts Center Foundation for the fiscal year ending June 30, 2009 is projected to be a surplus of 3.2% of operating revenue. The prior year netted a 3.3% operating loss.

Although total revenues declined 12% from the prior year, most all of the business segments showed improved net operating results due to cost controls, improved efficiencies and staff realignment. The most significant reduction in revenues from prior year of \$0.8 million was a result of presenting fewer Star Attractions, which had minimal bottom-line impact.

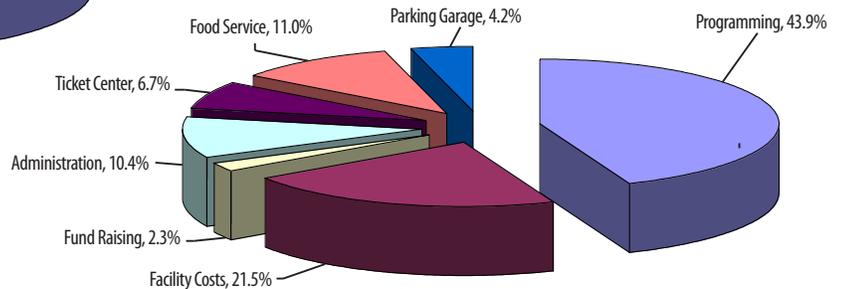
The upcoming season will continue to be challenging with the lingering economic crisis and the resulting impact on our Arts partners. However, with the strong Broadway Series line-up, the organization expects to see continued improved results.

**OPERATING REVENUE BY SOURCE - FY 2009 (UNAUDITED)**  
\$11.4 million



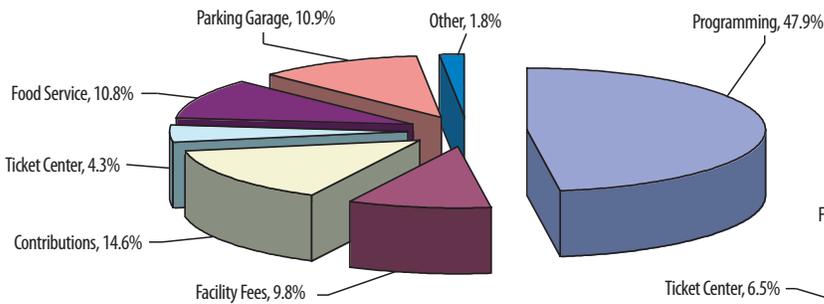
## 2009

**OPERATING EXPENSES BY SOURCE - FY 2009 (UNAUDITED)**  
\$11.0 million



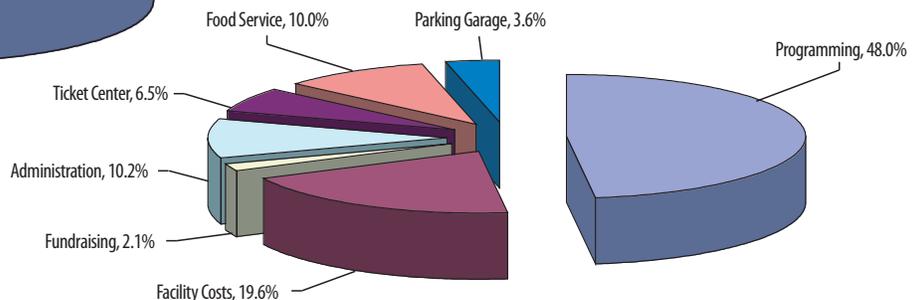
Fiscal year ends June 30<sup>th</sup>  
Note: amounts exclude Second & Main Ltd.

**OPERATING REVENUE BY SOURCE - FY 2008**  
\$12.8 million



## 2008

**OPERATING EXPENSES BY SOURCE - FY 2008**  
\$13.2 million



Fiscal year ends June 30<sup>th</sup>  
Note: amounts exclude Second & Main Ltd.

# COMMUNITY IMPACT

## PROGRAMMING

Chase Broadway Series	73,517
Young at Heart Family Series	13,203
Universal 1 Variety Series	2,320
Michelob Ultra Cool Films Series	12,767
Other presentations (Star Attractions)	13,339
Education & Outreach programs*	85,433

\* includes ImPACT, Discovery, Wintergarden Wonderland, and Visual Voices.

**Total attending VTA Presentations: 200,579**

## SERVICES

Event Services	47,652
Citilites Restaurant and Bar	18,420
Ticket Center Stage - \$8.4 million in sales	

**Total Served by Services Division: 66,072**

## FACILITIES

Benjamin & Marian Schuster Performing Arts Center	111,534
Victoria Theatre	29,542
Metropolitan Arts Center/Loft Theatre	18,705

**Additional People Served by the Facilities: 159,781**

**TOTAL NUMBER SERVED: 426,432**



I attended the Martin Luther King concert...I wanted to commend you for the beautiful event and how cordial and warm the staff was. I was very impressed, everybody was so accommodating, everybody was so helpful in terms of helping me get to my seat, because I have some mobility problems...It was just refreshing to see how everyone, not just one or two people, but everyone on the staff for the event was absolutely warm...It was just a pleasant experience. I just wanted to let you know how much I appreciate the VTA and I will be attending more events.

—**Shalon Coleman**  
Wesley Community Center

Last night was exceptional; I will never forget the experience of *In the Footsteps of Celie* and was so proud of our students. I look forward to continued opportunities to work with you in the future!

—**Marlea Jordan Gaskins, Ed.D. Executive Director**  
Secondary Education/Professional Development  
Dayton Public Schools



I cannot thank you enough for sharing this unforgettable journey with all of us. My heart has been so full for the past six weeks... The young people and mentors have successfully completed their journey: *In the Footsteps Of Celie*. However, the REAL journey has just begun. We will stay connected as partners as we continue to enhance the quality of life in our community, the mentors that connected with each teen will stay connected as well; this is a moment that will never be forgotten! The YWCA Teen Services Department looks forward to our next journey.

—**Kisha Foster, Teen Services Supervisor**  
YWCA Dayton



# WHAT WE DO

## PROGRAMMING

**Miami Valley & Good Samaritan Chase Broadway Series:** Selected from the hottest touring companies from Broadway and beyond, these blockbuster shows bring the best of Broadway to Main Street in Dayton at the Victoria Theatre and the Benjamin and Marian Schuster Performing Arts Center.

**Young at Heart Family Series:** The Miami Valley's largest and oldest performing arts series for children is designed to introduce children to the magic of live theatre and performance through world-class performances at the Victoria Theatre.

**Universal 1 Variety Series:** This eclectic mix of performances at the Victoria Theatre is casual, contemporary, and sometimes irreverent, targeting a new, younger demographic than existing programming.

**Physicians for Kids Discovery Series:** Live touring theatre productions are professionally produced and presented for school children in grades PreK-9. Each Discovery production specifically enhances classroom curriculum and parallels Ohio Department of Education Academic Content Standards. The series features literary classics, profiles important historic and contemporary figures, or explores important issues, such as self-esteem and social responsibility.



**Michelob Ultra Cool Films Series:** Movie-goers enjoy free popcorn and soda in the lobby and a pre-show organ concert on the Mighty Wurlitzer organ as part of this series of classic films that run every weekend in July and August at the Victoria Theatre.

**Star Attractions:** These non-series performances are scheduled to appeal to the broadest cross section of our community and may include blockbuster Broadway hits, cutting-edge Off-Broadway theatre, family-friendly shows, and concerts.

**Education & Outreach:** Victoria Theatre Association has an extensive, multi-faceted education & outreach program that reaches thousands of students and adults each year.

**Education Projects:** Year-long projects go in-depth with topics, such as the Underground Railroad and the Holocaust.

**Chase Backstage Broadway:** High school students explore behind-the-scenes with working professionals as their guides.

**Chase Background on Broadway:** Informative and entertaining talks focus on production history, musical highlights, and insider anecdotes.

**Chase Broadway University:** Area students participate in master classes with the stars of our stage.

**Visual Voices:** Each February, Victoria Theatre Association partners with Willis "Bing" Davis, curator of Dayton's EbonNia Gallery, to display the work of local African-American artists in the Schuster Center.

**Kettering Health Network Wintergarden Wonderland:** Each November & December, the Schuster Center Wintergarden is transformed into a wonderland of holiday activities, including the famous Rike's holiday displays, holiday music, and more.

**Schuster Center Celebration Choir:** Originating with the opening of the Schuster Center in 2003, this inter-generational, multi-ethnic adult choir mirrors the diversity of the greater Dayton community.

**Schuster Center Broadway Children's Choir:** Dayton-area students ranging from age 9-16 perform Broadway-focused repertoire at various community events.

**ImPACT program:** Further expanding VTA outreach efforts, up-and-coming arts presenters and producers get the opportunity to use the Mathile Theatre at the Schuster Center for their performances at a significantly reduced rate and are assisted by our professional staff.

## TICKET CENTER STAGE

This centralized ticketing service for the venues we manage serves seven local arts organizations, as well as others who rent the venues, selling in excess of 300,000 tickets annually for \$8.4 million in sales.

## FOOD SERVICE

**Event Services:** Providing a wide array of catering and banquet options for events of all sizes, Event Services receives top customer service ratings that have made the Schuster Center the place to host an event.

**Citilites Restaurant & Bar:** For lunch during the week and for dinner before a Schuster Center performance, Citilites provides casual, yet elegant, dining.

## FACILITIES

Dayton is blessed with incredible arts venues, and Victoria Theatre Association has the privilege of operating and maintaining the three professional facilities in downtown Dayton for the benefit of the community and the arts organizations that use them. They include the historic Victoria Theatre, the state-of-the-art Benjamin and Marian Schuster Performing Arts Center, and the intimate Loft Theatre in the Metropolitan Arts Center. The cost of operating these facilities is tremendous; their operation is supported through fundraising and other revenue streams to ensure they are always available to the non-profit arts organizations at affordable rates.

**The Arts Garage at Second & Ludlow:** This clean, safe, and conveniently located parking garage near the Schuster Center provides parking for performances and for downtown business people on a daily basis.

## CONTRIBUTIONS

We maintain a professional development staff that ensures that our contributed income levels support all aspects of our operation and our mission. Sponsorship, annual fund, grants, planned giving, and special campaigns are all ways in which the community can support and make a great impact.