



VICTORIA THEATRE

Administrative & performance home to Dayton Ballet,
Dayton Opera, The Muse Machine and Victoria Theatre Association



SCHUSTER CENTER

Home to Ticket Center Stage, Schuster Event Services, Citilites Restaurant & Bar

MEAD THEATRE – performance home to Dayton Ballet, Dayton Opera,
Dayton Philharmonic Orchestra and Victoria Theatre Association

MATHILE THEATRE – performance home to VTA's ImPACt Series



METROPOLITAN ARTS CENTER

Administrative home to Cityfolk, Culture Works, The Human Race Theatre Company,
The Muse Machine and Dayton City Paper

THE LOFT THEATRE – performance home to The Human Race Theatre Company



Quinn VanAntwerp, Joseph Leo Bvarie, Matt Bailey,
Steve Gouveia and the Company of JERSEY BOYS
Photo by Joan Marcus



LORD OF THE DANCE

453,564

attended performances &
events at the Schuster Center,
Victoria Theatre & the Loft Theatre...



KATHLEEN MADIGAN

197,374

attended VTA
performances...

THE STINKY CHEESE MAN
AND OTHER FAIRLY STUPID TALES



VICTORIA THEATRE ASSOCIATION Arts Center Foundation

COMMUNITY REPORT 2011-2012



WICKED CAMP
Photo by Ray Wylam

44,408 young people and adults attended VTA
Education & Engagement programs...



CITILITES

65,894

people enjoyed Citilites
Restaurant & Catering Services...



Tiffany Haas and Christine Dwyer in WICKED
Photo by Joan Marcus



Ohio Arts Council
A STATE AGENCY
THAT SUPPORTS PUBLIC
PROGRAMS IN THE ARTS



VTA/ACF is a registered
501(c)(3) non-profit
organization



Photo by Ray Wylam

WELCOME

It is our pleasure to report the activities of the 2011-2012 Season at Victoria Theatre Association (VTA) and the Arts Center Foundation (ACF) to the community.

Season highlights include many successful presentations including *LES MISÉRABLES*, *JERSEY BOYS*, *WICKED*, the *Jazz at Lincoln Center Orchestra with Wynton Marsalis*, popular author and commentator David Sedaris, and an expanding list of educational programs.

We significantly re-vamped our strategic plan this year. The process was a collaborative one led by senior staff, trustees, and the facilitation skills of Aileron consultant, Darcy Bien. The process took most of the fall and winter to complete and stretched our assumptions and beliefs on what challenges and opportunities the future holds and what role VTA/ACF will have in our community. Staff members at all levels of the organization were involved in the development of a new set of company values that will help to guide our decision-making in the future. As a companion to our strategic plan, we examined how we could financially ensure the sustainability of our facilities. In conjunction with a first-rate analysis of our buildings by the Perfection Group, we confirmed the need to increase our endowment significantly and have begun to test our case for support in the community.

VTA was honored to be named one of "the Best Places to Work" in the Miami Valley by the *Dayton Daily News*. While this is a great honor, it is also a useful benchmark for our human resources practices and policies so that we can continue to build on the strengths of our workplace environment.

As we look forward to the future with highly talented and engaged management and staff, a committed volunteer corps and Board of Trustees, we thank everyone – audiences, donors, community leaders and stakeholders – for their support, patronage and encouragement this season. With the careful planning initiatives put into place this season, we believe that the VTA/ACF is poised for continued growth and increasing community impact.



Steve Miller
Chair, Board of Trustees



Ken Neufeld
President & CEO

VICTORIA THEATRE ASSOCIATION AND THE ARTS CENTER FOUNDATION BOARD OF TRUSTEES

Chair.....	Stephen M. Miller
Past Chair.....	Patricia S. McDonald
Vice Chair.....	Frank Perez
Treasurer.....	Ed Purvis
Secretary.....	Martha Shaker

MEMBERS

Brian J. Anderson • Steve Beinlich • Karen Dunleavy • Robert Duplain • Neil Freund • Larry Glickler
Jeanette Harris • Dr. Michael Ervin • Ron Katsuyama • Albert W. Leland • Wendy Lewis • Mary Kaye Manchur
Lou Mason • Shirley M. Nixon • Benjamin Schuster, MD • Chris Wyse

VICTORIA THEATRE ASSOCIATION
& ARTS CENTER FOUNDATION

STRATEGIC PLAN

THE DESIRED STATE

OUR VISION

To be the leading artistic and economic driver for Dayton and the Miami Valley Region.

OUR MISSION

To enrich lives in our community with high quality entertainment, education and artistic engagement.

VALUES

Fiscal Responsibility – Optimize resources to ensure financial stability.

Unity – Work together towards a single purposeful goal that celebrates diversity, team work, and collaboration.

Stewardship – Responsibly manage the buildings entrusted to us so we may continue the legacy of both preservation and state-of-the-art excellence.

Engagement – Deliver quality artistic experiences with pride, dedication, excellence and enthusiasm.

PRIORITIES

Increase our input and involvement in downtown Dayton planning & economic development initiatives

- Increase collaboration with downtown entities, as well as increase both Board and staff engagement in a broad range of community activities
- Increase audiences through new and varied programming and less traditional uses of our spaces by the community
- Quantify and communicate our economic value to the region

Transform the brand identity of VTA

- Communicate with stakeholders brand identity issues
- Build one brand identity that encompasses all of VTA
- Develop tools to increase awareness and reinforce brand identity

Develop new and diverse audiences by providing the right product with the right message via the right channel

- Analyze current audiences and find connections to build relationships in communities not being served currently
- Develop new engagement strategies throughout our facilities
- Explore offsite venues for Programming and Education & Engagement

Increase the endowment by \$20 million to ensure the future of the venues and the organization

- Phase one: Consultant, feasibility study, report, steering committee, solicitation strategy
- Phase two: Announce preliminary results and launch plan at Schuster 10th anniversary

PROGRAMMING

Premier Health Partners Broadway Series: Selected from the hottest touring companies from Broadway and beyond, this Series brought the best of Broadway to the Victoria Theatre and the Benjamin & Marian Schuster Performing Arts Center.

Projects Unlimited Variety Series: This eclectic mix of performances at the Victoria Theatre was casual, contemporary, and sometimes irreverent, targeting a new, younger demographic than existing programming.

PNC Family Series: The Miami Valley's largest and oldest performing arts series for children and families was designed to introduce children ages 5-10 to the magic of live performing arts through world-class performances at the Victoria Theatre.

Physicians for Kids Discovery Series: Live professional touring theatre productions were presented for school children in grades PreK-9. Each production specifically enhanced classroom curriculum and paralleled Ohio Department of Education Academic Content Standards. The Series featured literary classics, profiled important historic and contemporary figures, and explored important issues, such as self-esteem and social responsibility.

Education & Engagement: In addition to programs already mentioned, our extensive Education & Engagement program served more than 40,000 students and adults through a variety of hands-on programs, workshops and performances, teaching about the performing arts and enriching the classroom – or performance – experience.

Michelob Ultra Cool Films Series: Movie goers enjoyed classic films on the big screen at the Victoria – as well as free popcorn and soda in the lobby and a pre-show theatre organ concert on the Mighty Wurlitzer – during July and August.

KeyBank African-American Arts Festival: The KeyBank African-American Arts Festival featured an array of performances and events celebrating African-American culture and contribution to society. The centerpiece of the festival was the Visual Voices art exhibit at the Schuster Center. Curated by Willis "Bing" Davis of EbonNia Gallery, Visual Voices featured the work of local African-American artists.

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

Kettering Health Network Wintergarden Wonderland: During the holiday season, the Schuster Center Wintergarden was transformed into a wonderland of holiday activities, including the famous Rike's holiday displays, holiday music, and more.

ImPACT: Through this innovative program, up-and-coming arts presenters and producers got the opportunity to use the Mathile Theatre at the Schuster Center for their performances at a significantly reduced rate and were assisted by our professional staff.

Mid-Day Arts Café: This innovative adult program gave Dayton's arts organizations the opportunity to tell their stories in an informal lunchtime lecture/demonstration format in the Mathile Theatre.



THE SEASON AT A GLANCE

► *WICKED* returned to Dayton for an unprecedented repeat engagement of 32 performances at the Benjamin & Marian Schuster Performing Arts Center in Dayton. A part of Victoria Theatre Association's Premier Health Partners Broadway Series, it grossed over \$4.5 million at the box office and entertained more than 54,000 patrons with an estimated economic impact of \$15.75 million for the greater Dayton region.

► Now in its sixth year, *Fueling Education* offered free Regional Transit Authority passes to more than 1600 students and teachers making it possible for them to attend the Physicians for Kids Discovery Series. The Convenience Stores of Speedway provided additional transportation funds for schools outside of Montgomery County.

► KeyBank completed its sixth year as the title sponsor of the KeyBank African-American Arts Festival, emphasizing our venues as unique gathering places for all of Dayton. The art exhibit, Visual Voices, with nearly 18,000 viewers this year, continued as the centerpiece of the festival.

► The Chase Broadway Education programs - Background On Broadway, Varsity Broadway, Backstage Broadway, and the Broadway Summer Camp - doubled the number of students and adults served to 1382, including the five-day "Defying Gravity" camp with 100 high school students from the Miami Valley Region and beyond!

► This year more than 100 special needs students from five Dayton-area schools took The Climate Challenge by participating in Victoria Theatre Association Education & Engagement Department's in-depth project, *Footprints*. Building on the theme of conservation presented in Victoria Theatre Association's presentation of *The Magic School Bus Live! The Climate Challenge*, the classes learned how to effectively reduce, reuse and recycle with Montgomery County Waste Management and how to create a sculpture with recycled materials with K12 Gallery. Each classroom created a life-size sculpture of recycled materials that was displayed and judged at Victoria Theatre during *The Magic Schools Bus Live!* performances. Taking the three top prizes were Jackie Creamer's class from Northridge High School, Tracy Wilson's class from Ponitz Career Center and Lisa Rife's class from Northridge High School. Each classroom won a cash prize to be used for environment-friendly art supplies. *Footprints* is made possible through donations from Vectren, Dayton Rotary Club Foundation, Kroger and anonymous donors.

► Physicians For Kids completed its title sponsorship of the VTA's beloved Discovery Series for students, reaching more than 22,000 students. The Series continues in 2012-2013 under the sponsorship of The Frank M. Tait Foundation.

► Premier Health Partners, which includes its members Miami Valley Hospital, Good Samaritan Hospital, Atrium Medical Center, and Upper Valley Medical Center, continued as title sponsor of the Premier Health Partners Broadway Series.

SERVICES

Ticket Center Stage: This centralized ticketing service for the venues that VTA manages served eight local arts organizations, as well as others who rent the venues, selling in excess of 370,000 tickets annually for \$16.8 million in sales.

Citilites Restaurant & Bar: For lunch during the week and for dinner before Schuster Center and now Victoria Theatre Broadway performances, Citilites provided a casual, yet elegant dining experience, serving more than 30,500 guests for total sales of more than \$500,000.

Schuster Center Event Services: With a wide array of catering and banquet options for events of all sizes, Event Services received top customer service ratings that made the Schuster Center the place to host an event. 391 events were hosted serving more than 35,000 guests for total sales of more than \$1.07 million.



► Projects Unlimited Inc. completed its first year as the title sponsor of the Projects Unlimited Variety Series.

► Heidelberg Distributing Company completed its title sponsorship of the Michelob Ultra Cool Films Series.

► Kettering Health Network continued as the title sponsor of the Kettering Health Network Wintergarden Wonderland which shared the holidays with more than 24,000 Miami Valley residents and their guests.

► As a not-for-profit arts organization, VTA/ACF has a strong donor base of over 936 individual and 130 corporate donors who supported the organization to the tune of \$1.5 million this year.

► Our growing arts administration internship program has provided hands-on experience in marketing, sales, promotions, public relations, graphic design, development, education and event management to 19 college students in this year alone. Institutions participating in this program include Cedarville University, Central State University, Denison University, Miami University - Oxford, Ohio University, Sinclair Community College, University of Dayton, Wilmington College and Wright State University.

► The Mid-Day Arts Café, the lunchtime series of arts offerings with support from The Monarch/Genesis Fund of the Dayton Foundation and Dayton Power & Light, completed its second successful year. The Series offered our arts partners and other organizations a downtown forum to preview or showcase their upcoming performances or events to interested adults -- all presented with a tasty box lunch provided by Citilites at the Schuster Center.

► VTA was honored by the *Dayton Daily News* as one of the BEST PLACES TO WORK in our region.

► VTA continued its leadership role in a variety of downtown Dayton and regional organizations. VTA/ACF President & CEO Ken Neufeld is a member of the Board of Trustees for the Downtown Dayton Partnership where he is active in sculpting the Downtown Dayton Plan. In addition, Neufeld serves on the Board of Trustees of the Greater Dayton/Montgomery County Convention & Visitors Bureau. Neufeld also was featured in the opening address at the Dayton Development Coalition's Annual Meeting.

Venue Management: Victoria Theatre Association owns and operates three world class arts facilities in downtown Dayton, subsidizing rents for the local arts organizations that use them. They include the historic Victoria Theatre, the state-of-the-art Benjamin & Marian Schuster Performing Arts Center, and the Metropolitan Arts Center, which includes offices, studios and The Loft Theatre. The cost of operating and maintaining these facilities is tremendous; fundraising and other revenue streams ensure they are always available to the non-profit arts organizations at affordable rates.

The Arts Garage: 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, serving more than 352,536 motorists annually.

Volunteers: Our volunteer corps of more than 1000 volunteers provides necessary support to our operations by serving primarily as ushers at all performances at the three venues. 59,846 hours were given in service to the arts community by these dedicated individuals from all over the Miami Valley. This represents \$442,860 in donated labor.

COLLABORATIONS

Victoria Theatre Association thrives on collaborations. They make all of us work stronger in lean times, and they inspire camaraderie within the non-profit community as we each serve this region. It is our pleasure and privilege to partner with many of the Miami Valley's non-profit charitable, education, social service and arts organizations.

2011-2012 COMMUNITY PARTNERS LIST

Al-Ka-Pals	Dayton YWCA
Big Brothers Big Sisters of the Greater Miami Valley	Downtown Dayton Partnership
Blue Star Mothers	EbonNia Gallery
Books & Company	FilmDayton
Boonshoft Museum of Discovery	Five Rivers MetroParks
The BRD House	Food Bank, Inc.
Broadway Green Alliance	Gem City Comicon
Buckeye Vodka	Generation Dayton
Building Bridges a program of Dayton Children's Cityfolk	Girl Scouts
Clear Channel Radio	Girls, Inc.
Cox Media Group	The Greene
Dayton Ballet	Heidelberg Distributing Company
The Dayton Chapter of The Links, Incorporated	Hispanic Chamber of Commerce
Dayton Convention and Visitor's Bureau	The Human Race Theatre Company
Dayton Public Schools	Jay's Seafood
Dayton Gay Men's Chorus	The Junior League of Dayton
Dayton Opera	K12 Gallery
Dayton Philharmonic Orchestra	Kiser Elementary School
	Mamma DiSalvo's Restaurant



Miami Valley School
 Miamisburg High School
 Montgomery County Juvenile Courts
 The Muse Machine
 The National Conference for Community and Justice
 The Neon
 Northridge High School
 Northridge Middle School
 Ponitz Career Center
 Rosemary Clooney Museum
 Sinclair Community College

SMAG Dance Company
 SoBran, Inc.
 Square One Salon & Spa
 University of Dayton
 University of Dayton Diversity Lecture Series
 Wogaman Elementary School
 Wright State University
 WYSO-Public Radio/91.3 FM
 YMCA Dayton
 Zoot Theatre Company

FAMILY ADVOCACY PROGRAM PARTICIPANTS

Adriel
 Aids Resource Center- Ohio
 College Promise
 Dare to be Great
 Deaf Community Resource Center
 Family Service Agency
 Gateway Youth Programs
 Greene Inc.

Isaiah's Place
 Linda Vista Project
 Life Resource Center
 Project Reach
 Project Woman
 Toward Independence, Inc.
 Unified Health Solutions
 WPAFB Airman and Family Readiness

ECONOMIC IMPACT

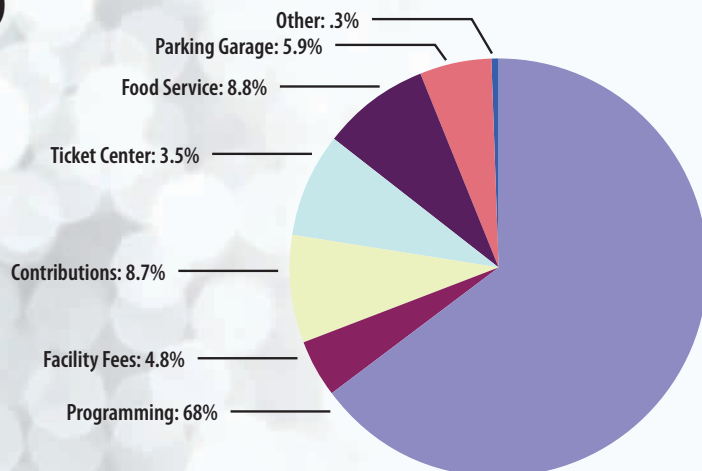
Based on the calculator developed by the Americans for the Arts, the economic impact of Victoria Theatre Association and the Arts Center Foundation is considerable and far reaching.

\$33,102,600

IS THE TOTAL IMPACT OF VTA/ACF ON THE DAYTON METRO AREA.

OPERATING REVENUE BY SOURCE - FY 2012 (UNAUDITED)

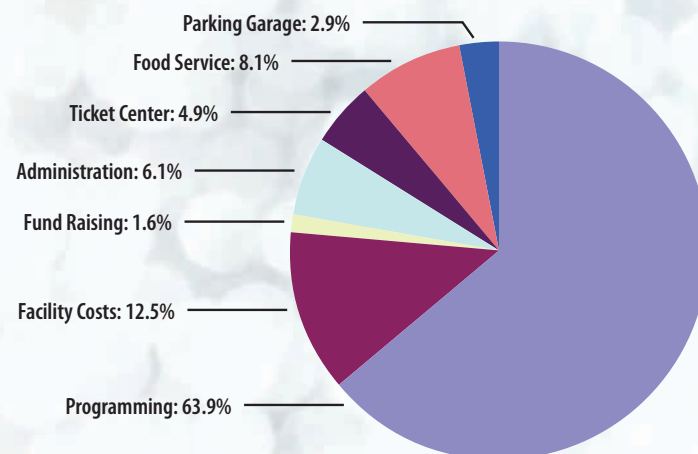
\$19.6 MILLION



Note: Amounts exclude Second & Main Ltd.

OPERATING EXPENSES BY SOURCE - FY 2012 (UNAUDITED)

\$19.4 MILLION



Note: Amounts exclude Second & Main Ltd.

This sum represents the total dollars spent by VTA/ACF and its audiences, including event-related spending by our audiences which is estimated using average dollars spent per person by arts event attendees in similarly populated communities.

952 full-time equivalent jobs in our community are supported by the expenditures made by VTA/ACF and its audiences.

Victoria Theatre Association is a 501(c)(3) not-for-profit arts organization that employs 64 full-time and 65 part time-employees, excluding stagehands, wardrobe and musicians employed during the run of our shows.