



## Business & Transition Plan

*March, 2018*



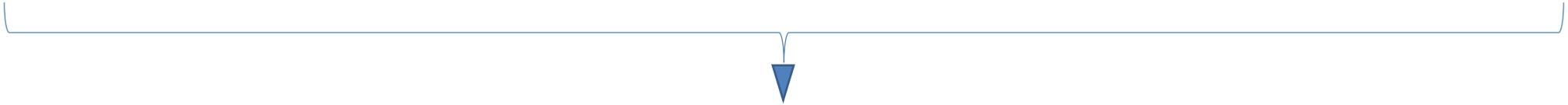
Artistic

Education

Community

Institution

Financial



## Defining **Success** for GableStage

### Current Conditions

What does GableStage do better than anybody else?  
What are the 'givens' that will not change and the challenges that exist?

### Future Vision

What will GableStage look like five or ten years from now?

### Peer Benchmarking

What are some of the steps that will be necessary to achieve our future vision?  
What can we learn from our peers across the field?

# We learned from other local and national organizations

## Aspirational Benchmark Group



## Local Market Sample Group



Theatre	Location	Budget	Mainstage Capacity
Victory Gardens Theater	Chicago, IL	\$2.8 M	260
Taproot Theatre Company	Seattle, WA	\$2.9 M	225
City Theatre Company	Pittsburgh, PA	\$2.9 M	255
<b>GableStage</b>	<b>Coral Gables, FL</b>	<b>\$3.2 M</b>	<b>300</b>
Northlight Theatre	Skokie, IL	\$3.2 M	320
Delaware Theatre Company	Wilmington, DE	\$3.4 M	390
Florida Repertory Theatre	Fort Myers, FL	\$3.4 M	395
Palm Beach Dramaworks	West Palm Beach, FL	\$3.5 M	220
San Francisco Playhouse	San Francisco, CA	\$3.6 M	200
The Wilma Theater	Philadelphia, PA	\$3.9 M	300
Artists Repertory Theatre	Portland, OR	\$4.1 M	225

*2016 benchmark budget figures above have not been escalated*

# A future vision for GableStage

## Mission

GableStage enriches the South Florida community and confronts today's issues and ideas with high caliber, innovative productions that entertain, educate and challenge our diverse audiences.

We are committed to supporting local artistic and production talent and work in partnership with organizations and causes that share our vision of enhancing our community through the arts.

## Vision

GableStage achieves regional and national acclaim for its high quality, edgy and creative work, in a fully-activated, destination facility.

Its diverse and sustained financial foundation is derived from audience growth, programming for youth, local community engagement, and significant local, regional and national partnerships.

Artistic

Education

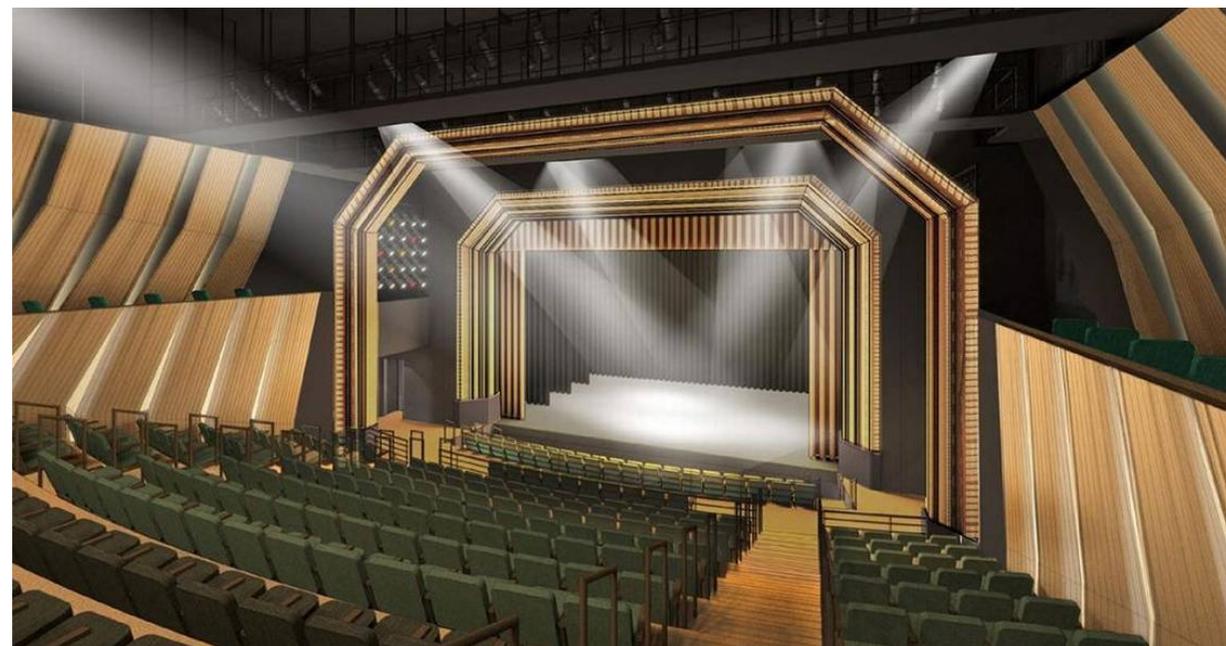
Community

Institution

Financial

What does **Artistic Success** look like?

- We reach a **broader audience** through **artistically edgy, unique, creative** and **new work**
- GS has a **positive reputation**, is **recognized** as a **model for others**, and is a **destination**
- GS does not sacrifice **quality** as **grows its mainstage series** and pursues **partnerships**



Page to  
Stage  
School and  
Outreach  
Shows

Preview  
Nights

Mainstage  
Shows

Special  
Events

Rentals

### In our Future Vision...

- Six productions, one of which is **a musical each season**
- A meaningful **commitment to new work**
- **Increased performances per week**, fewer weeks per show
- An **additional preview night** and **two annual fundraisers**
- **Increased production values** and resulting expenses
- **Collaboration with FIU's** students, faculty and university community
- Active **educational programs in partnership** with public and neighborhood schools
- Continued **School Tour** and outreach **performances**
- **Rental activity by arts and community groups** with Phase II studio theater, scene shop and costume shop spaces

Average	Current GableStage	Future GableStage	Benchmark Group
<b>Productions</b> per season	6	6	5
<b>Performances</b> per season	125	150	155
Mainstage <b>capacity</b>	140	300	275

*Benchmarks are 2016 median values*

# A full calendar of activity

November						
M	T	W	T	F	S	Sn
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

December						
M	T	W	T	F	S	Sn
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

January						
M	T	W	T	F	S	Sn
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

February						
M	T	W	T	F	S	Sn
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

March						
M	T	W	T	F	S	Sn
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

April						
M	T	W	T	F	S	Sn
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May						
M	T	W	T	F	S	Sn
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June						
M	T	W	T	F	S	Sn
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July						
M	T	W	T	F	S	Sn
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August						
M	T	W	T	F	S	Sn
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September						
M	T	W	T	F	S	Sn
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October						
M	T	W	T	F	S	Sn
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Mainstage Performance  
 Rehearsals Begin  
 Strike; Build Begins

Preview Night  
 School Tour/Outreach Performances

*The addition of rehearsal and production spaces in Phase II frees up four to six weeks for FIU use and other arts and community rentals*

Artistic

Education

Community

Institution

Financial

What does **Educational Success** look like?

- We have **active educational programs** in partnership with **public schools and FIU, training youth and students** in the arts



**FIU** | FLORIDA  
INTERNATIONAL  
UNIVERSITY

*Collaboration with FIU's students, faculty and university community on training and internships, professional theater opportunities, development of Greater Miami's first master's degree in theater, and university-presented programs.*

Artistic

Education

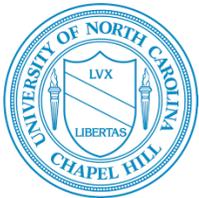
Community

Institution

Financial



UNIVERSITY OF CENTRAL FLORIDA



UC San Diego



- National example partnerships **leverage the assets of each partner**

- Most **support** at least one specific **degree program** and/or provide **space sharing synergies**

What does **Community Success** look like?

- Our move to the new space is supported by a **community engagement plan** and is **accepted by the public**
- In our new home, **events are well-attended** and the size of our **audience grows**
- We engage in **partnerships** and offer **community-centric and special events**, at which **all** segments of the community **feel welcome**





Most current attendees from the **Coconut Grove, Pinecrest and Aventura** areas.

	Primary Market	Secondary Market	Florida	United States
<b>Population</b>				
2015 Estimate	4,176,912	1,684,374	19,897,507	319,459,991
2020 Projection	4,430,945	1,804,885	21,068,301	330,689,365
5-Year Est. Population % Growth	6.1%	7.2%	5.9%	3.5%
<b>Households &amp; Families</b>				
2015 Household Estimate	1,578,901	628,993	7,839,517	121,099,157
2020 Household Projection	1,677,493	671,131	8,301,896	125,616,498
5-Year Est. Household % Growth	6.2%	6.7%	5.9%	3.7%
Households with People < 18	511,434	32.4%	204,484	32.5%
<b>Population by Age</b>				
Under 5	229,358	5.5%	96,152	5.7%
5 - 17	622,318	14.9%	263,524	15.6%
18 - 24	363,385	8.7%	147,292	9.0%
25 - 44	1,120,220	26.8%	419,641	24.5%
45 - 64	1,155,670	27.7%	436,157	26.8%
65 and Over	685,961	16.4%	321,608	19.2%
2015 Est. Average Age	40.7		41.3	41.6
2015 Est. Median Age	40.6		41.0	41.7
<b>Population (Age 25+) by Education Attainment</b>				
Bachelor's Degree	549,675	18.6%	215,882	18.3%
Master's Degree or Higher	320,712	10.8%	120,859	10.3%
<b>Household Income</b>				
2015 Est. Average Household Income	\$68,464		\$71,546	\$64,673
2015 Est. Median Household Income	\$46,367		\$49,844	\$46,183
<b>Population Hispanic or Latino by Origin</b>				
Hispanic or Latino	1,846,283	44.2%	654,986	38.9%
<b>Population Race Class</b>				
White	2,855,858	68.4%	1,222,639	72.6%
Black or African American	943,089	22.6%	292,597	17.4%
Amer. Indian and Alaska Native	11,289	0.3%	7,892	0.5%
Asian	105,535	2.5%	41,332	2.5%
Native Hawaiian and Other Pac. Isl.	1,947	0.0%	1,164	0.1%
Some Other Race	259,194	6.2%	118,750	7.1%

There are an estimated **4.17 million** people in the primary market population, which is **expected to grow 6.1%** by 2020

The median **household income** is **\$46,500** in the primary market

**44%** of the primary market identifies as **Hispanic or Latino**

**GS ticket-buyers and donors tend to be more affluent** than the primary market area population



**American Dreams...**  
upper-middle-class  
multilingual... urban...



**Cosmopolitans...** educated and upscale... older homeowners without children... vibrant social scene... enjoy leisure-intensive lifestyles

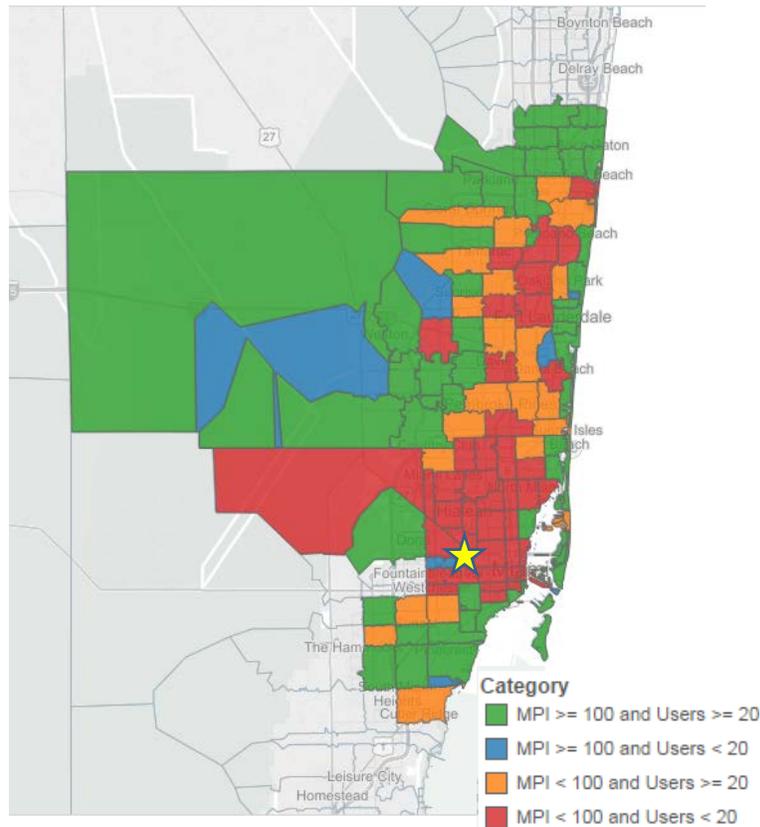


**Money & Brains...** high incomes, advanced degrees, and sophisticated tastes to match their credentials... married couples with few children

## A 300-seat theater enables growth in ticket revenues

There are an estimated **4.18 million** people in the primary market population, which is **expected to grow 6.1%** by 2020

For GableStage **Market potential** exists to the South and South-East, along the coast and in the Weston area and Fort Lauderdale.



Average	Current	Future
Annual <b>attendance</b>	16,000	35,300
Paid attendance	75%	73%
Annual <b>subscribers</b>	1,250	2,200
Subscription renewal	91%	<i>TBD</i>
Annual <b>ticket revenues</b>	\$557,000	\$1,587,000

*GS historical data have not been escalated*



central  
square  
theater



AMERICAN  
STAGE



CITY  
THEATRE



THEATRE  
FOR A NEW  
AUDIENCE

BALTIMORE

CENTER  
STAGE

ARTISTS  
REPERTORY  
THEATRE

Average

GableStage

Future  
Vision

Benchmark  
Group

Board members (#)

14

18-20

14-40

Annual meetings (#)

10

6

4-12

Term Limits (# years)

none

3 years

Years of service allowed

1-12

Committees

1

3-10

Ex officio leadership

Yes

Most Yes

"Give or Get" policy

\$5,000

Varies

"Give or Get" compliance

80%

100%

### Top of Mind

- Role of the board
- Diversity
- Board recruitment
- Give or Get compliance
- Leadership succession

### Successful and effective boards are

- **Diverse** with strong and **consistent leadership** and fundraising efforts
- **Communicative**; they recognize and share success, learn from challenges and encourage member involvement
- Understand the issues and are **engaged in planning** instead of only crisis-management

Artistic

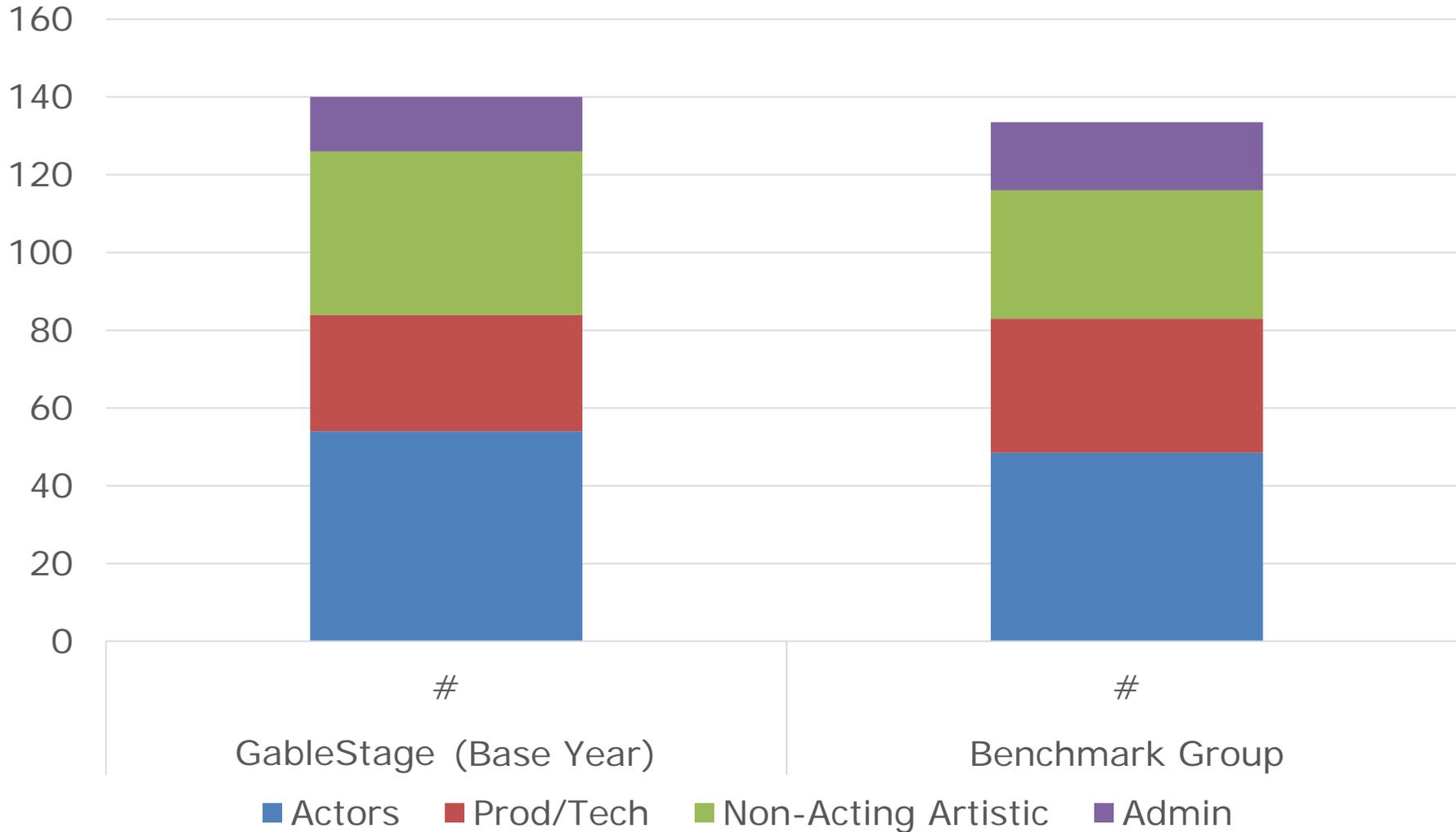
Education

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### Personnel Breakdown



#### GS Current Staff

- Artistic Director
- Asst to AD
- General Manager
- Business Manager
- Box Office Manager
- Box Office Staff
- Technical Director

#### GS New Staff

- Associate AD / ED
- Marketing Director
- Development Director
- Dev./Mktg. Coordinator
- Education Director (PT)
- Graphic Designer (PT)
- Master Carpenter

*Benchmarks are non-escalated 2016 median values  
 Median total paid staff at benchmarks is 150*



### Leadership succession

Some peers have **succession plans** or have recently gone through a transition



### A succession plan...

- Is **part of a strategic plan** and should be **regularly reviewed** and updated
- **Takes time** and includes a short-term emergency plan and a long-term plan
- Has **clearly defined desired outcomes** of new leadership based on an understanding of the organization



### A successful leadership transition...

- Is led by a **small, engaged and productive search committee**, often supported by an outside consultant
- Allows **sufficient time and resources** to support the process
- Includes **open communication** among all parties and keeps stakeholders informed
- Promotes **collaboration and knowledge-sharing** between incoming and outgoing leadership as appropriate




 Goodman Theatre logo featuring the word "GOODMAN" in large white letters and "THEATRE" in smaller white letters above it, all on a dark teal background.

### Equity, Diversity, and Inclusion (EDI)

A commitment to diversity is included in the mission or vision statements of peer theatres



*Oregon Shakespeare Festival leadership developed an audience development manifesto, focused on diversifying the socio-economic, age, racial, and ethnic characteristics of its audiences and increasing access for people with disabilities*



### Equity, Diversity and Inclusion Statement (DRAFT)

*GableStage has a strong commitment to implementing practices that embrace Equity, Diversity and Inclusion in all areas of our organization, and promotes this vision with its programming, artists, technicians, staff and board.*



 Theatre for a New Audience logo featuring the text "THEATRE FOR A NEW AUDIENCE" in white, stacked vertically, on a blue background with a yellow border.

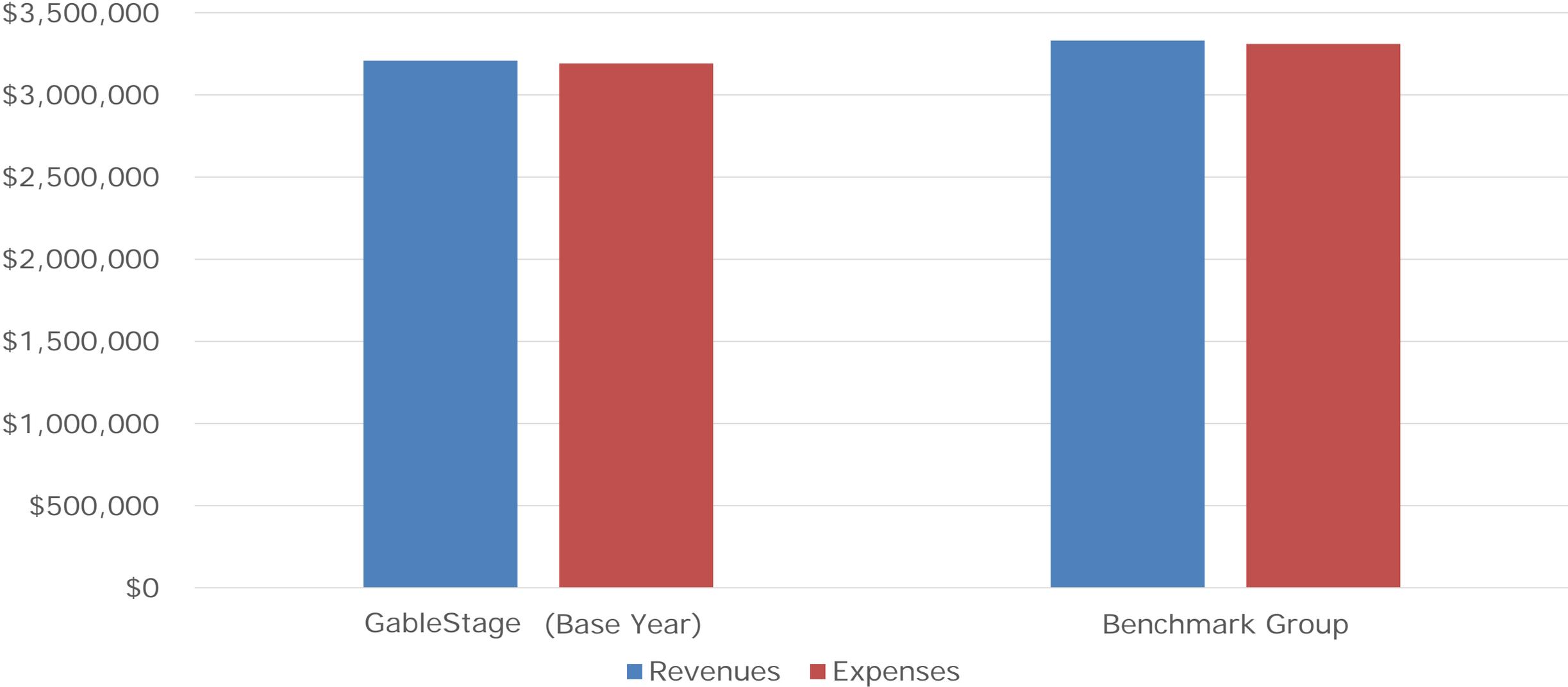
What does **Financial Success** look like?

- We **keep our doors open** with a **sustainable budget aligned with peers**, poised for **growth** in the number of **performances** and **subscribers**
- We **establish an endowment** and **diversify our funding base** to enable our future vision

GableStage	
Schedule 2: Summary Pro Forma	
Operating Overview	
	BASE 2023
Earned Revenues	\$2,000,700
Operating Expenses + Contingency	\$3,191,900
<b>Operating Result Before Depreciation</b>	<b>(\$1,191,200)</b>
Contributed Revenues	\$1,207,500
<b>Total Net Result</b>	<b>\$16,300</b>

# Benchmark Comparison

## Financial Results



Artistic

Education

Community

Institution

Financial

## Through defined typologies we develop a 'straw' season

Per Typology	Small	Medium	Large	Musical
Productions per year	1	2	2	1
Actors and Musicians	5	7	10	22
Ticket Revenues	\$199,400	\$214,700	\$230,000	\$384,700
Personnel Expenses	\$57,800	\$75,100	\$104,800	\$176,900
Non-Personnel Expenses	\$56,800	\$75,900	\$77,900	\$125,300
Contribution to Net	\$84,800	\$63,700	\$47,300	\$82,500

*Typology figures above do not include escalation*

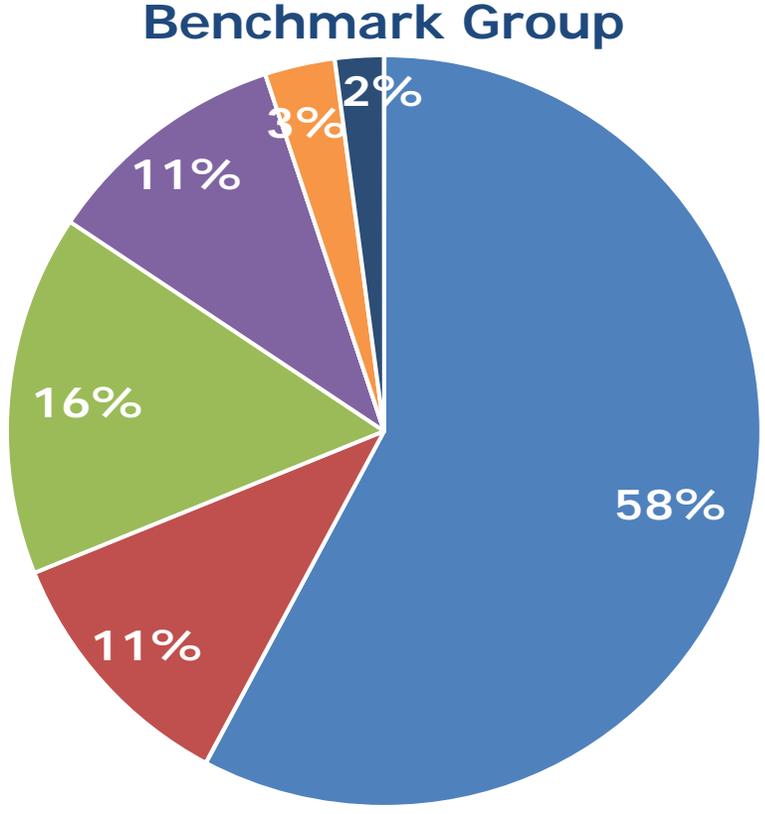
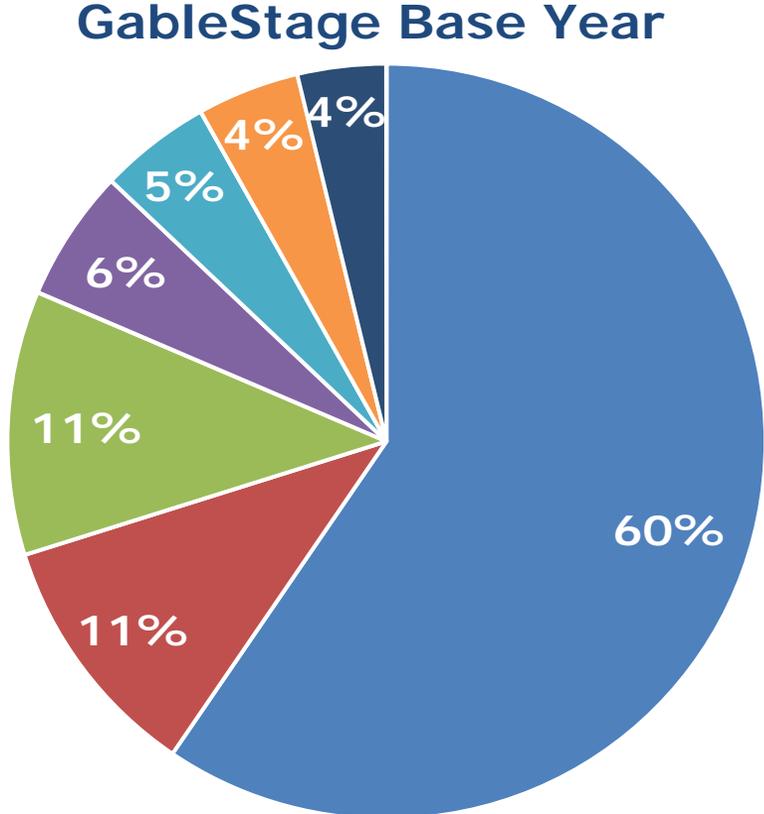
# Expense Summary

GableStage	
Schedule 4: Expense Summary	BASE 2023
<b>Season Programming</b>	
Compensation (incl Education/Outreach)	\$241,200
Actors	\$332,100
Non-Acting Production Personnel	\$357,200
Royalties	\$64,900
Materials and Truck Rental	\$183,500
Opening Nights	\$20,900
Travel, Lodging, Meals, Other	\$72,300
School Tour	\$40,600
Commissions/New Work	\$17,400
<b>Subtotal Season Programming</b>	<b>\$1,330,100</b>
<b>Theatre Operations</b>	
Compensation	\$100,500
Contract/Hourly Event Staff	\$72,200
Box Office and Front of House Operations	\$35,700
<b>Subtotal Theatre Operations</b>	<b>\$236,200</b>
<b>Marketing and Advertising</b>	
Compensation	\$120,600
Institutional Marketing and Advertising	\$10,200
Season Marketing and Advertising	\$226,100
<b>Subtotal Marketing and Advertising</b>	<b>\$356,900</b>

GableStage	
Schedule 4: Expense Summary	BASE 2023
<b>Administrative</b>	
Compensation	\$381,800
Staff Fees, Development, Travel	\$42,900
Office Supplies and Equipment	\$34,700
Professional Fees	\$41,700
Other General Admin	\$19,900
<b>Subtotal Administrative</b>	<b>\$521,000</b>
<b>Building Operations</b>	
Compensation	\$93,800
Utilities and Waste Management	\$46,300
Cleaning, Custodial, Landscape, Grounds	\$41,100
Capital Investments, Building Systems	\$53,300
Security, Insurance, and Taxes	\$39,400
<b>Subtotal Building Operations</b>	<b>\$273,900</b>
<b>Development</b>	
Compensation	\$201,000
Development Expenses	\$120,800
<b>Subtotal Development</b>	<b>\$321,800</b>
<b>Total Operating Expenses</b>	<b>\$3,039,900</b>

# Benchmark Comparison

## Distribution of Expenses



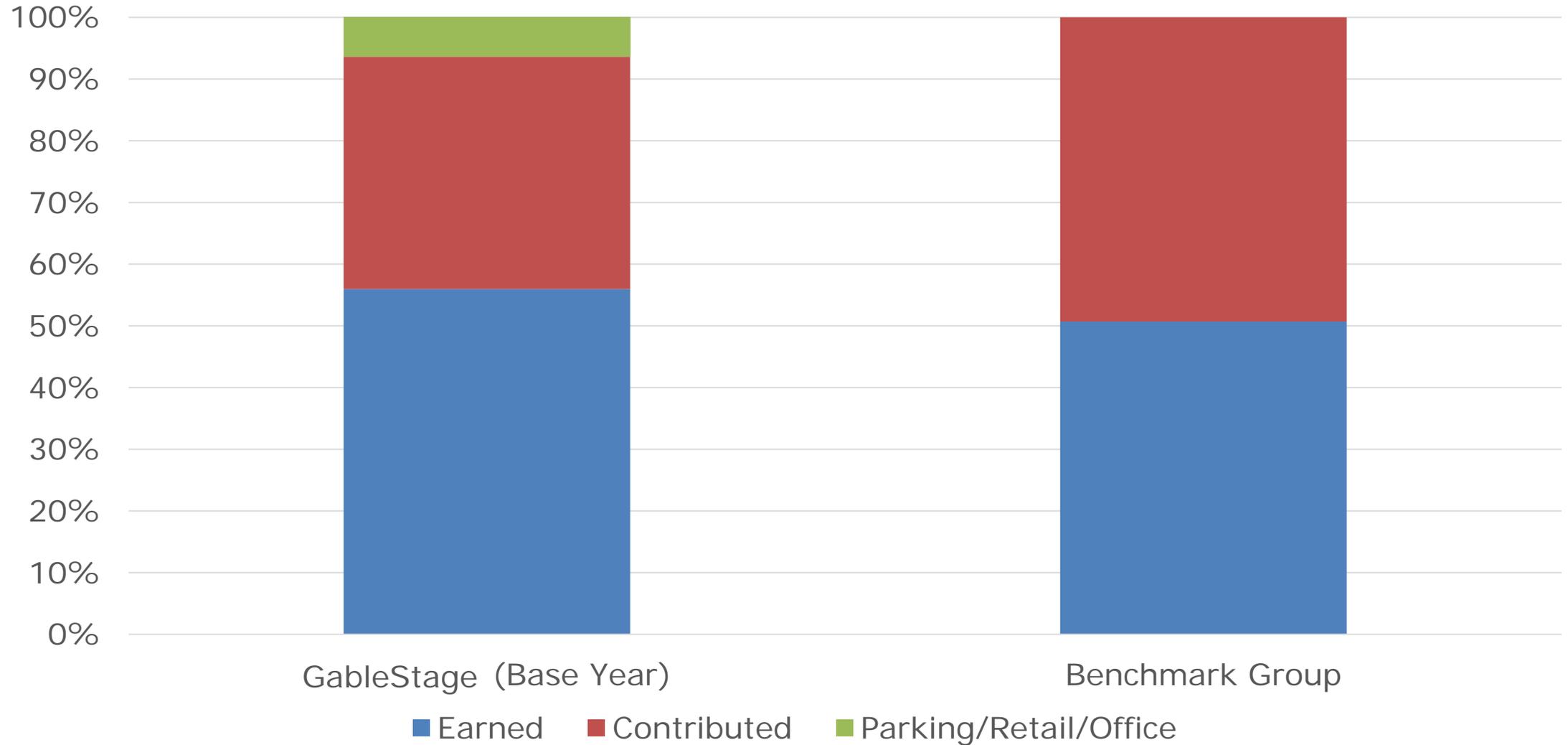
- Personnel
- Occupancy
- Contingency/Other
- Development/Fundraising

- Production/Artistic Non-Personnel
- Marketing, PR, FOH, Education
- Management, Operations, Other

# Revenue Summary

GableStage	
Schedule 3: Revenue Summary	BASE 2023
<b>Earned Revenues</b>	
Ticket Sales	\$1,587,400
Ticket Fees	\$160,000
Concessions	\$15,500
Endowment Revenues for Operations	\$70,800
Parking/Retail/Office	\$134,700
<b>Total Earned Revenues</b>	<b>\$2,000,700</b>
<b>Contributed Revenues</b>	
Individual Support	\$577,400
Corporate Support	\$113,100
Special Events	\$107,700
Government Support	\$301,600
Foundation Support	\$107,700
<b>Total Contributed Revenues</b>	<b>\$1,207,500</b>
<b>Total Revenues</b>	<b>\$3,208,200</b>

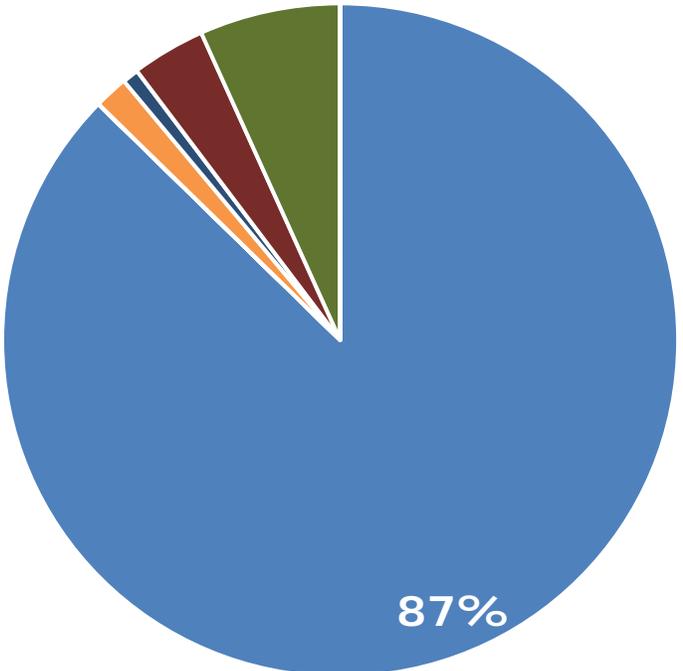
## Earned v Unearned Revenue



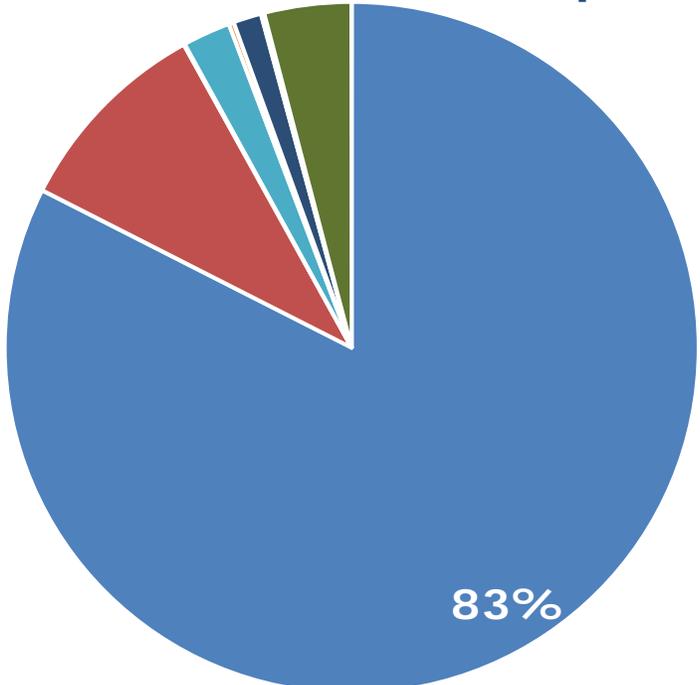
# Benchmark Comparison

## Distribution of Earned Revenue

GableStage Base Year



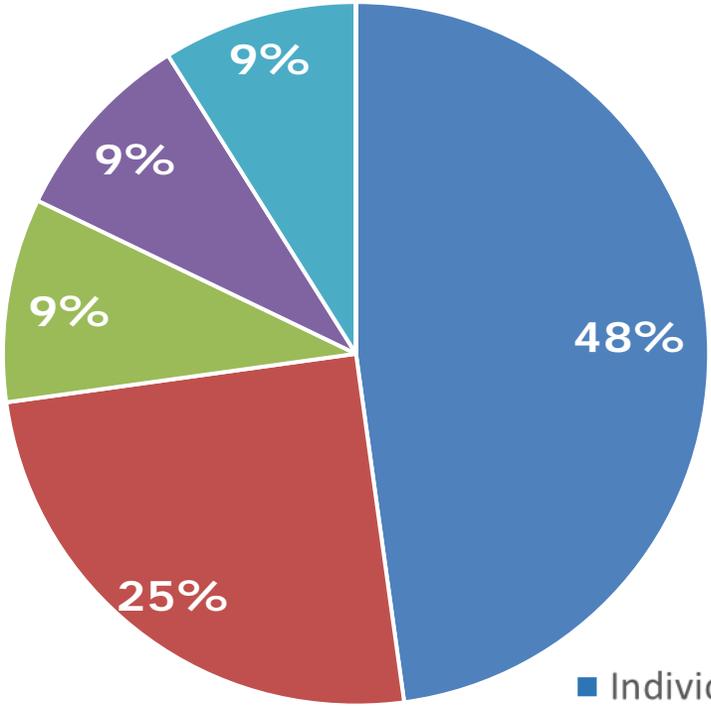
Benchmark Group



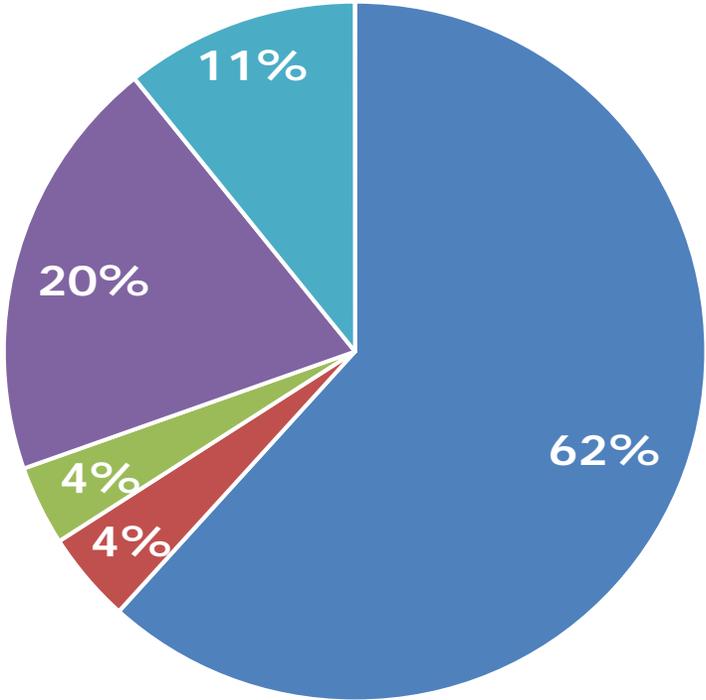
- Ticket Revenues
- Education
- Royalties
- Production
- Rentals
- Advertisements
- Concessions (net)
- Investments
- Other

## Philanthropic Support

GableStage Base Year



Benchmark Group



- Individual
- Government (Federal, State, Local)
- Corporate
- Foundation
- Fundraising Events and Other

*Benchmarks are non-escalated 2016 median values*

# Five Year Model

GableStage					
Schedule 2: Summary Pro Forma					
Operating Summary	FY 2021	FY 2022	BASE 2023	FY 2024	FY 2025
<b>Earned Revenues</b>					
Ticket Sales	\$1,540,800	\$1,563,900	\$1,587,400	\$1,611,200	\$1,635,400
Ticket Fees	\$155,300	\$157,600	\$160,000	\$162,400	\$164,800
Playbill Advertisements	\$31,400	\$31,800	\$32,300	\$32,800	\$33,300
Concessions	\$15,100	\$15,300	\$15,500	\$15,700	\$16,000
Endowment Revenues for Operations	\$68,700	\$69,700	\$70,800	\$71,800	\$72,900
Parking/Retail/Office	\$130,700	\$132,700	\$134,700	\$136,700	\$138,700
<b>Total Earned Revenues</b>	<b>\$1,942,000</b>	<b>\$1,971,000</b>	<b>\$2,000,700</b>	<b>\$2,030,600</b>	<b>\$2,061,100</b>
<b>Operating Expenses</b>					
Season Programming	\$1,260,500	\$1,294,700	\$1,330,100	\$1,366,400	\$1,403,400
Theatre Operations	\$225,500	\$230,800	\$236,200	\$241,900	\$247,500
Marketing and Advertising	\$300,700	\$338,300	\$356,900	\$365,700	\$374,800
Administrative	\$501,800	\$511,400	\$521,000	\$531,000	\$541,200
Building Operations	\$260,900	\$267,300	\$273,900	\$280,800	\$287,700
Development	\$232,400	\$292,900	\$321,800	\$334,400	\$347,300
<b>Total Operating Expenses</b>	<b>\$2,781,800</b>	<b>\$2,935,400</b>	<b>\$3,039,900</b>	<b>\$3,120,200</b>	<b>\$3,201,900</b>
<b>Total Result before Contingency</b>	<b>(\$839,800)</b>	<b>(\$964,400)</b>	<b>(\$1,039,200)</b>	<b>(\$1,089,600)</b>	<b>(\$1,140,800)</b>
Expense Contingency	\$139,100	\$146,800	\$152,000	\$156,000	\$160,100
<b>Operating Result Before Depreciatio</b>	<b>(\$978,900)</b>	<b>(\$1,111,200)</b>	<b>(\$1,191,200)</b>	<b>(\$1,245,600)</b>	<b>(\$1,300,900)</b>
<b>Contributed Revenues</b>					
Individual, Corporate, Special Events	\$625,700	\$710,700	\$798,200	\$888,300	\$980,900
Government Support	\$292,800	\$297,200	\$301,600	\$306,200	\$310,800
Foundation Support	\$104,600	\$106,100	\$107,700	\$109,300	\$111,000
<b>Total Contributed Revenues</b>	<b>\$1,023,100</b>	<b>\$1,114,000</b>	<b>\$1,207,500</b>	<b>\$1,303,800</b>	<b>\$1,402,700</b>
<b>Total Net Result</b>	<b>\$44,200</b>	<b>\$2,800</b>	<b>\$16,300</b>	<b>\$58,200</b>	<b>\$101,800</b>

# The Future GableStage *Implementation Planning*

AMS

PLANNING & RESEARCH

for the Arts and  
Entertainment  
Industries

# Opportunities to Explore

- The baseline reflects conservative revenue assumptions. Are there additional earned revenue opportunities for GableStage?
  - Education
  - Food Service
  - Rentals
- What site-based education and community programming makes the most sense?
  - Coconut Grove relationships
  - Arts community development
  - Free vs low-cost access
- What is the likelihood of fundraising success? Endowment and/or naming campaign?

# Next Steps

Community Programs and Engagement

Construction and Opening Season

New GableStage Personnel

Institutional Planning and Development

	2018	2019	2020	2021	2022	2023
Construction	Groundbreaking	Construction			Move-in	
Development	+ Development Staff	Capital and Endowment Campaigns, Pre-Opening Events				
Governance	Policies (incl EDI)	New BOT in Place; Member Recruitment, Continued Evolution				
Succession Planning	Board Approved Plan	+ Guest Director(s)	+ Guest Director(s)	+ Assoc AD Staff	Collaborative Transition Process	
Marketing & Communications	Early Planning		+ Marketing Staff	Outreach Programs, Pre-Opening Events		
Education		FIU Partnership Development	+ Education Staff	Education Partnerships Established, Programs Developed		
Season One				+ Full Staff in Place	Announce, Tickets	First Show