



MARY POPPINS



EXPERIENCE THE BEATLES  
WITH RAIN



FRINDLE



THE INTERGALACTIC NEMESIS: TARGET EARTH

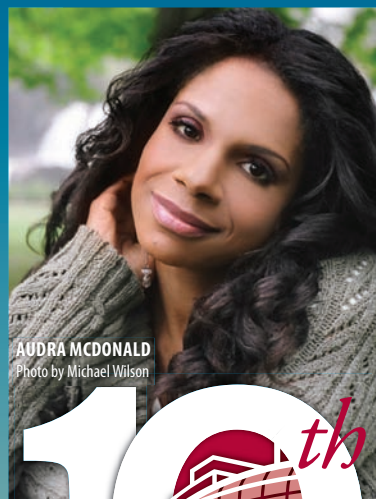
VICTORIA THEATRE  
ASSOCIATION

*Arts Center Foundation*

# COMMUNITY REPORT 2012-2013



ANTHONY BOURDAIN



AUDRA MCDONALD  
Photo by Michael Wilson



THE ADDAMS FAMILY  
THE MUSICAL



OVER THE RHINE



SCHUSTER CENTER  
ANNIVERSARY

# Welcome!



The 2012-2013 Season was remarkable in many ways. We celebrated the 10<sup>th</sup> anniversary of the opening of the Benjamin & Marian Schuster Performing Arts Center. We put an ambitious new Strategic Plan into action. We launched a comprehensive initiative to help ensure the financial, physical and programmatic future of our facilities. And, we attracted unparalleled numbers of new patrons with exciting programming offerings.

I want to thank our amazing staff and management team, our tremendous volunteers, our sponsors, donors, subscribers, and single ticket buyers – we couldn't do any of this without you. I also want to thank our Trustees – especially those of you who are leaving the Board after many years of service or transitioning to other responsibilities. And a special thanks to our outgoing Chairman Steve Miller who has provided the organization with leadership that has been both valuable and insightful.

VTA has many challenges ahead, but we have the people and the tools to ensure a bright future.

Ken Neufeld  
President & CEO  
Victoria Theatre Association / Arts Center Foundation



By virtue of the fact that you are reading this report, you have in some way supported Victoria Theatre Association – and for that I thank you. The 2013-2014 Season has been one of great shows, new audiences, and exciting celebrations.

We sadly lost one of our most ardent supporters this year in Dr. Benjamin Schuster who passed away on August 24, 2012. Dr. Schuster and his late wife Marian were true arts patrons in the Miami Valley and we miss their encouragement, support, and spirit. Our community is a better place today because of their involvement.

We also thank two long-serving Trustees who will be leaving the Board this year. Brian Anderson and Shirley Nixon have worked tirelessly on our behalf and we thank them for their guidance. Pat McDonald will transition off the Board of Trustees to become Chair of the Emeritus Board after many years of exemplary service to the organization and Lou Mason will relinquish her post as Chair of the Emeritus Board. Lou has steered the company from its very early days, played a major role in the development and construction of the Schuster Center, and was intimately involved in the amalgamation of VTA and the Arts Center Foundation. Lou – thank you for your many years of service.

This has been a rewarding year to be the Chair of this organization and as I prepare to hand over the reins to Neil Freund, our incoming Chair, I want to thank all the Trustees, leadership, staff, and volunteers of this terrific organization. It has been a privilege to serve. And thank you to our audiences, our resident companies, and the many world class artists whose work has graced our stages this season.

Steve Miller  
Chair, Board of Trustees  
Victoria Theatre Association / Arts Center Foundation

## VICTORIA THEATRE ASSOCIATION AND THE ARTS CENTER FOUNDATION BOARD OF TRUSTEES

Stephen M. Miller.....	Chair
Neil Freund.....	Vice Chair
Ed Purvis.....	Treasurer
Martha Shaker.....	Secretary
Frank Perez.....	Endowment Initiative Committee Chair

## MEMBERS

Brian J. Anderson • Steven L. Beinlich • Karen T. Dunlevey • Bob Duplain • Dr. Mike Ervin • John W. Ey • Larry S. Glickler  
Jeanette Harris • Ron Katsuyama • Albert W. Leland • Wendy Lewis • Rosalie O. Mainous • Mary Kaye Manchur  
Lou Mason, Emeritus • Patricia S. McDonald, Past Chair • Marla Schuster Nissan • Shirley M. Nixon • Chris Wyse

# What's new? An update on VTA's Strategic Plan

**V**TA's Strategic Plan was unveiled in last season's Community Report and significant strides have been made with the priorities the organization embraced.

## INCREASE OUR INPUT AND INVOLVEMENT IN DOWNTOWN DAYTON PLANNING & ECONOMIC DEVELOPMENT INITIATIVES

- ▶ Great new partnerships with Dayton Development Coalition and the Hometown Heroes program as well as Five Rivers MetroParks with the new *National Geographic Live* series increased our involvement in downtown and the region as a whole.
- ▶ The story of VTA's economic impact on downtown and the region as a whole continues to be told and was supported by news stories in major media throughout the year.
- ▶ We are working directly with the Downtown Dayton Partnership, CityWide Development, and the City of Dayton on strategies to bring more of a lively environment to downtown Dayton.

## TRANSFORM THE BRAND IDENTITY OF VTA

- ▶ A mobile-friendly version of [www.victoriatheatre.com](http://www.victoriatheatre.com) was launched to make it easier for mobile phone users to find information about upcoming performances.
- ▶ Search engine marketing and other digital marketing strategies were increased to further delineate the VTA brand.
- ▶ VTA staff visited local service organizations and clubs to tell VTA's story and build bridges of communication.
- ▶ Initial meetings and proposals were gathered regarding the VTA brand identity and the goal of telling our story in a coordinated and cohesive manner.



## DEVELOP NEW AND DIVERSE AUDIENCES BY PROVIDING THE RIGHT PRODUCT WITH THE RIGHT MESSAGE VIA THE RIGHT CHANNEL

- ▶ Diverse programming such as *ANTHONY BOURDAIN*, *GREEN DAY'S AMERICAN IDIOT*, *OVER THE RHINE*, *THE ROYAL DRUMMERS AND DANCERS OF BURUNDI*, *THE INTERGALACTIC NEMESIS*, *CELTIC WOMAN*, *ROCK OF AGES* and the entire *National Geographic Live* series targeted new audiences and yielded more than 24,000 tickets sold to new patrons.
- ▶ Connections were strengthened with the Hispanic community through involvement with the Dayton Hispanic Chamber of Commerce.
- ▶ A new Education & Engagement team was hired and has "hit the ground running" with several new programs premiering in the 2013-2014 season.
- ▶ Artists were taken out into the community through events such as the hands-on workshop with *THE ROYAL DRUMMERS AND DANCERS OF BURUNDI* that provided a new experience for children from Wright-Patterson Air Force Base.

## INCREASE THE ENDOWMENT BY \$20 MILLION TO ENSURE THE FUTURE OF THE VENUES AND THE ORGANIZATION

- ▶ A feasibility study including numerous community surveys and conversations revealed tremendously positive support for this undertaking and initial results have been more than encouraging.

# Programming

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

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

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

**National Geographic Live:** Sponsored by Fifth Third Bank and presented in partnership with Five Rivers MetroParks, this new series brings a unique mix of dynamic events, fascinating people, and captivating stories from the frontlines of exploration to Dayton and the Victoria Theatre.

**Cool Films Series:** Movie goers enjoy 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.

**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.

**The Frank M. Tait Foundation Discovery Series:** Professional touring theatre productions are presented for school children in grades PreK-9. Each 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, and explores important issues such as self-esteem and social responsibility.

**Visual Voices:** This local art exhibit is curated by Willis "Bing" Davis of EbonNia Gallery and celebrates the work of African-American visual artists, particularly here in the greater Dayton region.

**Wintergarden Wonderland:** During the holiday season, the Schuster Center Wintergarden is 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 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.

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

**Education & Engagement:** In addition to programs already mentioned, our extensive Education & Engagement program serves more than 46,000 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.





## The Season at a Glance



CHASE BROADWAY SUMMER CAMP  
Photo by Ray Wylam



THE MAYHEM POETS



Photo by Amanda Barbosa



MID DAY ARTS CAFE  
Photo by Ray Wylam

- ▶ More than 46,000 students from more than twelve counties experienced live theatre – some for the first time – through VTA presentations and programs.
- ▶ JPMorgan Chase Foundation Broadway Education programs – Background On Broadway, Varsity Broadway, Backstage Broadway and the Broadway Summer Camp – grew the number of students and adults served to 1,653, including the two-week Broadway Camp with 41 students from as far away as Missouri.
- ▶ The new Dayton Power & Light Foundation **Cheap Seats** program was launched in conjunction with the 10<sup>th</sup> Anniversary of the Schuster Center. More than 7,000 enthusiastic members receive monthly email updates on the latest \$10 ticket offerings available with this program.
- ▶ THE MAYHEM POETS residency that occurred in conjunction with the 10<sup>th</sup> Anniversary not only brought 10,000 ten-year-olds downtown for inspiring spoken word performances, but also brought 10 aspiring teen writers into an intimate workshop environment with the artists.
- ▶ VTA was honored by the *Dayton Daily News* as one of the “Top Workplaces” in our region for the second year in a row.
- ▶ Citilites at the Schuster Center was voted “Best Downtown Restaurant” by *Dayton Business Journal* readers.
- ▶ Now in its seventh year, **Fueling Education** offered free Regional Transit Authority (RTA) passes to more than 1,400 students and teachers, making it possible for them to attend The Frank M. Tait Foundation Discovery series performances. The Convenience Stores of Speedway provided additional transportation funds for schools outside of Montgomery County.
- ▶ As a not-for-profit arts organization, VTA/ACF has a strong donor base of over 1,186 individual and corporate donors who supported the organization to the tune of \$1.5 million this year.

## Benjamin & Marian Schuster Performing Arts Center 10<sup>th</sup> Anniversary Celebration



Photo by Ray Wylam

The March 1 Gala Concert featured the incomparable AUDRA MCDONALD with musicians from the Dayton Philharmonic Orchestra. Combined with a Community Open House on March 2, the Gala weekend drew over 3,000 visitors to the Schuster Center.

The DP&L Cheap Seats program was launched offering \$10 tickets to performances at the Schuster Center and the Victoria Theatre.

Nationally recognized artist Willis “Bing” Davis was commissioned to create a permanent piece of art – “Schuster Spirit Dance” – to hang in the Mead Theatre lobby of the Schuster Center as a visual art tribute to Dr. and Mrs. Schuster and their support of both the performing and visual arts community.

10,000 Ten Year Olds converged upon the Schuster Center for special performances by THE MAYHEM POETS.

A special publication was produced in partnership with the *Dayton Business Journal* celebrating *A Decade of Success*, which was distributed to all DBJ subscribers in mid-February with additional distributions at the Gala weekend and throughout the anniversary year.

A community talent initiative – *So You Think You Can Play the Schuster* – will occur September 29, 2013. See [www.victoriatheatre.com](http://www.victoriatheatre.com) for more information.

Thank you to all the special donors and supporters who helped to make the 10<sup>th</sup> Anniversary Celebration such a success.



SCHUSTER PHOTO CONTEST WINNER  
Photo by Robine Field

See the Schuster Center “Making of a Dream” video!



## Services

**Ticket Center Stage:** This centralized ticketing service for the venues that VTA manages serves seven local arts organizations, as well as others who rent the venues, selling in excess of 246,000 tickets annually for \$9.4 million in sales.

**Citilites at the Schuster Center:** For lunch during the week and for dinner before all Schuster Center performances, Citilites provides a casual, yet elegant dining experience, serving more than 26,107 guests for total sales of more than \$440,000. With a wide array of catering and banquet options for events of all sizes, our catering operation receives top customer service ratings that have made the Schuster Center the premier place to host an event. 437 events were hosted serving more than 35,800 guests for total sales of more than \$1.15 million.

**Venue Management:** 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 these facilities. They include the historic Vic-

toria 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 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:** 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 351,500 motorists annually. The management and operation of The Arts Garage was previously contracted out and is now handled directly by VTA staff.

**Volunteers:** Our volunteer corps of more than 800 volunteers provides necessary support to our operations by serving primarily as ushers at all performances at the three venues. More than 60,000 hours were given in service to the arts community by these dedicated individuals from all over the Miami Valley. This represents over \$720,000 in donated labor.

## Collaborations

**V**ictoria Theatre Association thrives on collaborations. It is our pleasure and privilege to partner with many of the Miami Valley's non-profit charitable, education, social service and arts organizations as well as a variety of other business partners.

### 2011-2012 COMMUNITY PARTNERS LIST

A Chocolate Celebration	Dayton Gay Men's Chorus	Montgomery County Juvenile Courts
A Special Wish Foundation	Dayton YWCA	The Muse Machine
Artemis Center	Downtown Dayton Partnership	The Oakwood Florist
Big Brothers – Big Sisters of Greater Miami Valley	EbonNia Gallery	PLACES, Inc.
Books & Company	Five Rivers MetroParks	Ponitz Career Center
Boonshoft Museum of Discovery	The Flower Shoppe	PNC
Broadway Green Alliance	Friesinger's Chocolates	Prime Time Party Rental
Buckeye Vodka	Girls, Inc.	Sinclair Community College
Cedarville University	Hispanic Chamber of Commerce	SoBran, Inc.
Cityfolk	The Human Race Theatre Company	University of Dayton
Dayton Art Institute	Ice Sculptures by Ramone	Wittenberg University
Dayton Chapter of the Links, Inc.	JDRF	Wogaman Elementary School
Dayton Development Coalition	K12 Gallery	Wright State University
Dayton Dragons	Kiser Elementary School	Wright-Patterson Air Force Base, 88 <sup>th</sup> Air Base Wing
Dayton/Montgomery County Convention & Visitors Bureau	Kroc Center / Salvation Army	YMCA Dayton
Dayton Performing Arts Alliance	Miami University – Oxford	The Zoot Theatre Company
Dayton Public Schools	Miami Valley School	

## Family Advocacy Program



Photos by Ray Wylam



This year, VTA's Family Advocacy Program provided 1,542 tickets free of charge to a variety of social service agencies working with underserved youth and adults in our region. Tickets are primarily for the PNC Family Series, but also occasionally included other VTA presentations. The program is generously supported by SoBran, Inc.

### FAMILY ADVOCACY PROGRAM PARTICIPANTS

Adriel	Gateway Youth Programs	Project Woman
AIDS Resource Center Ohio	Greene, Inc.	Toward Independence, Inc.
College Promise	Isaiah's Place	WPAFB Airman and Family Readiness
Dare to Be Great	Linda Vista Project	
Deaf Community Resource Center	Life Resource Center	
Family Service Agency	Oak Tree Corner	

## 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.

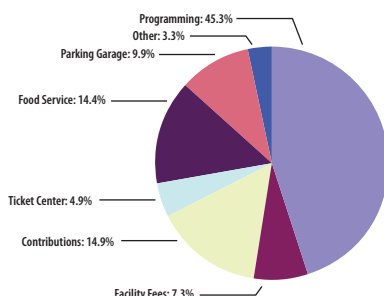
# \$26,489,041

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

### OPERATING REVENUE BY SOURCE - FY 2013 (UNAUDITED)

# \$12.68

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.

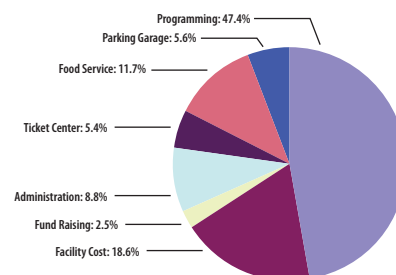
752 full-time equivalent jobs in our community are supported by the expenditures made by VTA/ACF and its audiences.

Victoria Theatre Association is a 501(c)(3) not-for-profit arts organization that employs 62 full-time and 61 part-time employees, excluding stagehands, wardrobe and musicians employed during the run of our shows.

### OPERATING EXPENSES BY SOURCE - FY 2013 (UNAUDITED)

# \$12.94

MILLION



Note: Amounts exclude Second & Main Ltd.





Photo by Andy Snow

## In tribute to Dr. Ben Schuster 1923-2012

The life, legacy and leadership of Dr. Benjamin Schuster and his wife Marian will have long term impact in the Miami Valley and especially within the Arts community. Always with a smile and an encouraging word, Dr. Schuster made it possible for thousands of Miami Valley citizens to experience world-class performing arts events that would not have been possible without the state-of-the-art facility that bears his name. Dr. and Mrs. Schuster were awarded the prestigious Ohio Governor's Arts Award in May 2013 for their service and philanthropy to the region.

# 2012-2013



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 Mid-Day Arts Café and VTA's Impact Series

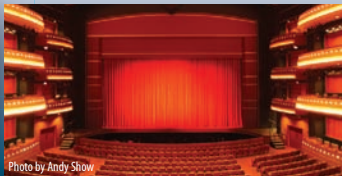


Photo by Andy Snow



VICTORIA THEATRE

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

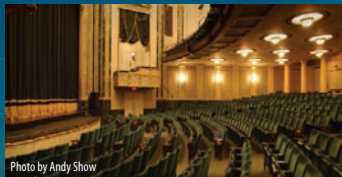


Photo by Andy Snow



METROPOLITAN ARTS CENTER

Administrative home to Cityfolk, Culture Works, Dayton Performing Arts Alliance, The Human Race Theatre Company, The Muse Machine and Dayton City Paper  
The Loft Theatre – performance home to The Human Race Theatre Company



Photo by Scott J. Kimmins



NEXT TO NORMAL  
Photo by Scott J. Kimmins

# 455,124

people attended all kinds of performances and events at the Schuster Center, Victoria Theatre and The Loft Theatre...

# 156,823

attended VTA performances...



SHREK THE MUSICAL  
Photo by Joan Marcus



# 88,502

young people and adults attended VTA Education & Engagement programs...

CHASE BROADWAY SUMMER CAMP  
Photo by Ray Wylam

# 24,000

tickets sold to new patrons of Victoria Theatre Association...



Photo by Ray Wylam



Photo by Jon Merton

# 61,907

people enjoyed Citilites Restaurant & Catering Services...

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



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