



# **Market Assessment**

## **for a New Cultural Facility in Hernando County**

FOR **Hernando County Fine Arts Council**

William Yerrick, Chair  
300 S. Main Street  
Brooksville, FL 34601  
(352) 596-9323

Christina Kruse, DLR Group  
100 E. Pine Street, Ste 404  
Orlando, FL 32801





**Report Date:** February 22, 2021

Hernando County Fine Arts Council  
300 S. Maine Street  
Brooksville, FL 34601

Hernando County Fine Arts Council Representatives:  
William Yerrick, Chair  
Beth Putnam, Vice Chair  
Mike Dolan, Community Representative

DLR Group:  
Christina Kruse, Project Manager  
Scott Cryer, Project Architect

The DLR Group team would like to thank the Hernando County Fine Arts Council for their time and contributions to this study.

.



---

# TABLE OF CONTENTS

---

## **Market Assessment**

Introduction	<b>1</b>
Sector Forces & Trends	<b>3</b>
The Market	<b>6</b>
Existing Arts & Cultural Assets	<b>17</b>
User Demand & Potential Partners	<b>25</b>
Qualitative Impacts & Community Benefits	<b>34</b>
Conclusions & Recommendations	<b>37</b>

## **Appendices**

Appendix A: Pathways to (Re)Opening Night Resource Guide	
Appendix B: Market Data	
Appendix C: Facility Inventories	
Appendix D: Survey Findings Summary	

---

# introduction

The Hernando County Fine Arts Council (HCFAC) is Hernando County’s nonprofit arts agency. Formally established in 1987, the organization’s mission is to “encourage, promote, and support all the creative arts in Hernando County and to provide a means to showcase the arts.” Led by 15 volunteer board members, HCFAC:

- Is responsible for Art in the Park, an annual art show that has been attracting artists and attendees to Hernando County for nearly four decades;
- Provides grants to educators and civic and cultural organizations working in the arts;
- Has established an artist directory; and,
- Promotes the Brooksville Mural Tour.

In 2017, the organization created its first strategic plan, which outlined five objectives to guide future programming and initiatives. Providing or acquiring a dedicated facility to showcase the arts was one of the listed objectives. In 2019, HCFAC completed an update to the strategic plan. This work determined that a facility-related project would first require a needs analysis to determine how a facility might be used and by whom.

DLR Group is a global, integrated design services practice with a Cultural & Performing Arts Studio specialized in projects that enrich community and empower creative expression. The firm has been retained by HCFAC to assess whether Hernando County has the market to support a new cultural arts facility. Based on the results of this research, DLR Group will then work with HCFAC on a preliminary site analysis for the recommended facility. In this first phase of the project—the Market Assessment—DLR Group will:

- Complete a demographic analysis of Hernando, Pasco, and Citrus Counties, including an assessment of the non-resident market, in order to understand market propensity to support arts and cultural programming;
- Inventory and assess the performing, visual, and educational arts programs and facilities available in Hernando County;
- Quantify user demand for space, collecting information on the types and sizes of facilities needed;
- Identify potential project partners; and,
- Identify the potential qualitative benefits of developing an arts facility in Hernando County.

To inform this study, DLR Group conducted one-one-one phone interviews with 43 government and nonprofit leaders, local artists, educators, and business owners and collaborated with HCFAC to develop and launch an online user demand survey.

**A Contextual Note:** The Market Assessment began in May 2020, two months into the Covid-19 pandemic. Though the impacts of the pandemic have been acute, they continue to be revealed. This is particularly true in the arts and cultural sector, where museums and gallery spaces around the county have reopened

while their performing arts-based counterparts remain dark. Without doubt, the pandemic will have long-term ramifications on public assembly, the for- and nonprofit sectors, and local, regional, and global economies. While this study has utilized the most recent and up-to-date data available, as well as the latest assumptions and predictions coming out of the arts, culture, tourism, and public sectors for a post-pandemic world, some impacts simply cannot be foreseen. As such, all study findings are based on the market and operating environment as they are understood today and with potential pandemic outcomes in mind.

Further, stay-at-home orders and quarantine and social distancing requirements have placed limitations on travel and community engagement. To advance this project, the DLR Group team has completed a series of telephone interviews. Additional, in-person meetings and share-back sessions will be completed as and when the global pandemic allows.

# sector forces & trends

## 1. Drivers of Arts Participation

Since 1982, the National Endowment for the Arts (NEA), the Federal government’s independent agency for funding and supporting arts and culture in the United States, has periodically partnered with the U.S. Census Bureau to conduct the Survey of Public Participation in the Arts (SPPA). Most recently completed in 2017, the SPPA asks U.S. Americans aged 18 and over to report their level of participation in the arts in the 12 months preceding the survey. The resulting data has enabled the NEA to assess long-term trends in arts participation, particularly within the visual, performing, and literary arts.

In 2019, the NEA released initial findings from the 2017 SPPA in two reports: **“U.S. Trends in Arts Attendance and Literary Reading: 2002-2017, A First Look at Results from the 2017 Survey of Public Participation in the Arts”** and **“U.S. Patterns of Arts Participation: A Full Report from the 2017 Survey of Public Participation in the Arts.”** Focusing specifically on the rates at which U.S. adults have attended performing and visual arts events, as well as read literature, the reports suggest that participation in the arts over the last five years has grown, with more than 54% of U.S. adults attending an artistic, creative, or cultural activity in the 12 months prior to the 2017 SPPA. Data from the survey is shown in the table below, suggesting that the most growth has occurred in “Touring parks, monuments, buildings, or neighborhoods for historic or design value” and “Outdoor performing arts festivals.” Classical music, in the performing arts events category, is the only discipline in which attendance has declined.

Percent of Adults Attending Visual and Performing Arts Activities in the Past 12 Months						
	2002	2008	2012	2017	2012-2017	
					Percentage point change	Rate of change
Touring parks, monuments, buildings, or neighborhoods for historic or design value	31.6%	24.9%	23.9%	28.3%	4.4%	18.4%
Outdoor performing arts festivals	N/A	20.8%	20.8%	24.2%	3.4%	16.3%
Art museums/galleries	26.5%	22.7%	21.0%	23.7%	2.7%	12.9%
Performing arts events						
Musical plays	17.1%	16.7%	15.2%	16.5%	1.3%	8.6%
Non-musical plays	12.3%	9.4%	8.3%	9.4%	1.1%	13.3%
Classical music	11.6%	9.3%	8.8%	8.6%	-0.2%	-2.3%
Jazz music	10.8%	7.8%	8.1%	8.6%	0.5%	6.2%
Dance performances other than ballet	6.3%	5.2%	5.6%	6.3%	0.7%	12.5%
Latin, Spanish, or salsa music	N/A	4.9%	5.1%	5.9%	0.8%	15.7%
Ballet performances	3.9%	2.9%	2.7%	3.1%	0.4%	14.8%
Opera	3.2%	2.1%	2.1%	2.2%	0.1%	4.8%

Source: U.S. Trends in Arts Attendance and Literary Reading: 2002-2017, A First Look at Results from the 2017 Survey of Public Participation in the Arts (September 2018)



---

Additional survey data suggests that growth in participation is due, in part, to increased participation by African Americans, Asian Americans, and those between the ages of 25 and 54. Other study findings suggest the following:

- In Florida, 36.2% of adults attended a performing arts event in 2017 and 16.8% of adults attended a visual arts event. These numbers are similar in the Tampa - St. Petersburg - Clearwater Metropolitan Statistical Area (which is inclusive of Hernando County), where 37.7% of adults are estimated to have attended a performing arts event and 15.9% are estimated to have attended an arts exhibit.
- Age has little bearing on likeliness to attend the arts. That said, young adults (those between the ages of 18 and 24) attend arts activities at higher rates than older adults and are more likely to attend a live music performance or fair or festival than adults aged 45 and older.
- Notably, educational attainment is the number one indicator of propensity to attend the arts: 75% of U.S. adults with a Graduate degree attended an artistic, creative, or cultural activity over a period of 12 months compared to 41% of U.S. adults who had only graduated high school.
- Forty-nine percent (49%) of U.S. adults indicated that they attended an artistic, creative, or cultural activity one or two times a year; 30% indicated that they attended an artistic, creative, or cultural activity at least three or four times a year, but not every month.
- When asked where they had participated in an artistic, creative, or cultural activity, 63% indicated that they had attended at a theater, concert hall, or auditorium and 60% indicated that they had attended at a park or open-air facility (between 20 and 23 percentage points higher than the next venue type: restaurant, bar, nightclub, or coffee shop).

Both reports can be found at the links below:

[U.S. Trends in Arts Attendance and Literary Reading: 2002-2017](#)

[U.S. Patterns of Arts Participation: A Full Report from the 2017 Survey of Public Participation in the Arts](#)

Further data and research from entities like the National Endowment for the Arts, Createquity, SMU DataArts, and others have shown increased interest in direct and active participation in the arts: more people are actively engaged in the creative process, whether that means going to a dance class, filming videos or taking photos on their smart phones, growing gardens, or painting in their garage. Research also suggests that arts attendees and participants are drawn to arts and cultural events because they offer a social experience. In fact, according to “When Going Gets Tough: Barriers and Motivations Affecting Arts Attendance” (NEA Research Report #59, January 2015), 76% of attendees to performances mentioned socializing as a top reason for attending an event. On the flip side, frequently cited barriers

---

to participation in arts and culture include the perception that an event is not intended for a particular demographic group, cost, lack of time, and limited access to transportation.

## **2. The Long-term Impacts of Covid-19 on Arts and Cultural Facilities**

The Covid-19 pandemic will have long-term impacts on arts, culture, and entertainment, affecting everything from how buildings are designed to how visitors and audience members interact with them. DLR Group recently published **Pathways to (Re)Opening Night**, a resource guide for cultural and performing arts managers that presents opportunities and considerations for the reopening of performance venues (a version for museums is forthcoming). Our research, culled from hundreds of articles, research briefs, and conversations with sector and design leaders, reveals the following:

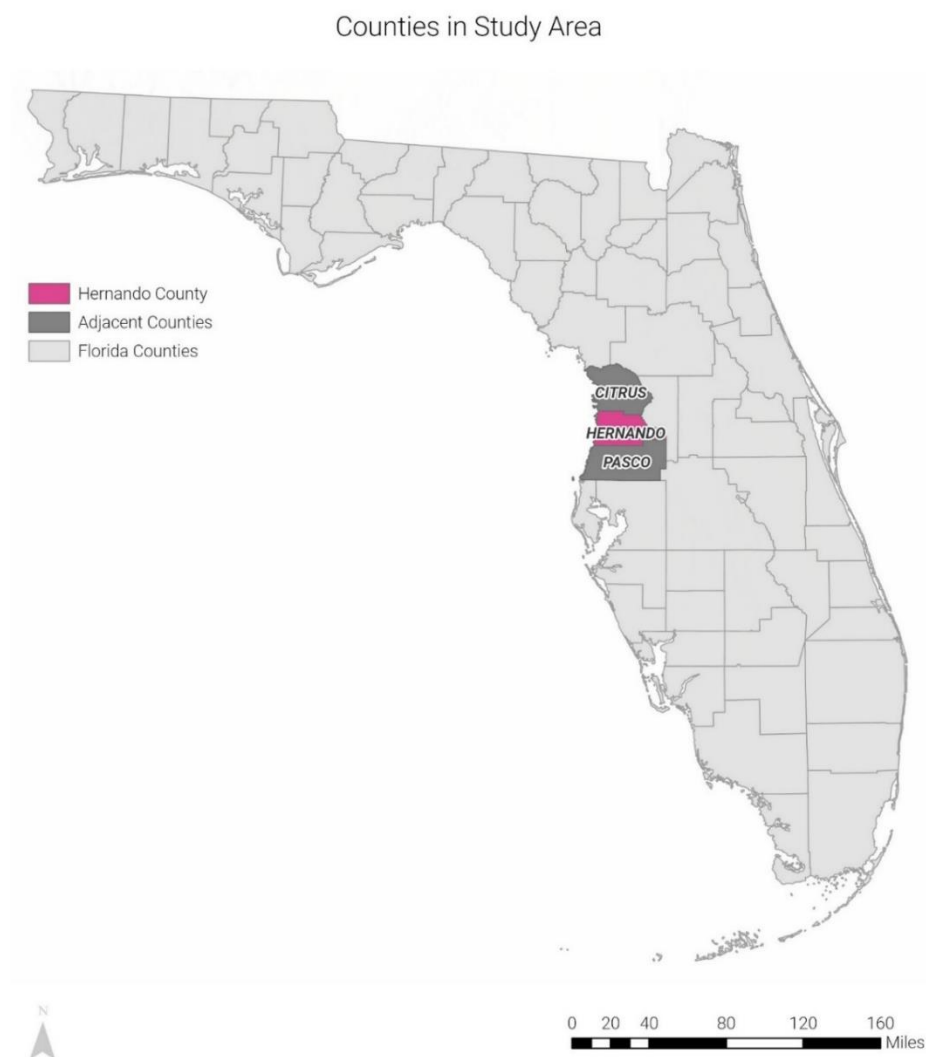
- Flexibility, while previously a desirable feature for a cultural facility, is now essential. Performing and visual arts facilities must be prepared to reconsider and implement changes to seating arrangements and configurations, visitor flow, ticketing and concessions, and beyond.
- Clear messaging and communications about hygiene and sanitary practices are crucial to growing consumer confidence. From building systems and cleaning schedules to mask wearing and hand washing, audiences and visitors must be informed, in advance of their visit, of the practices a facility will undertake to keep them safe.
- The pandemic has revealed that virtual and digital content are just as important as the live performance or exhibition-going experience, providing organizations with the unique opportunity to serve audiences that might typically be out of reach.
- Diversifying revenue streams is essential to long-term sustainability. Facilities and organizations must think creatively about new, mission-driven ways to increase profit, from implementing dynamic pricing systems to monetizing digital content.
- Community partnerships can alleviate some of the burden and risk of producing and implementing programming. As the country works to rebuild the economy, these relationships will be crucial to pursuing organizational mission.

The complete resource guide, with additional suggestions and opportunities, can be found in Appendix A. An interactive guide can be found here: [engage.dlrgroup.com/pathways-to-reopening](https://engage.dlrgroup.com/pathways-to-reopening)

# the market

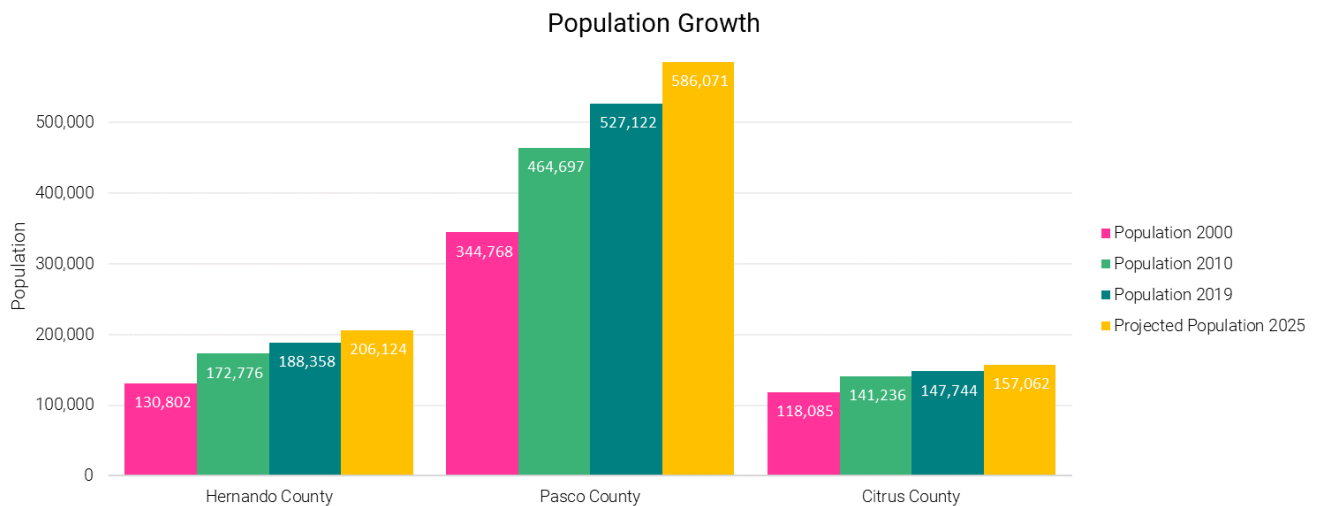
## 1. Demographic Analysis

The findings of the Survey of Public Participation in the Arts allow us to make some assumptions about propensity to support the arts in a market based on population size, educational attainment, household income, and so on. Before that can be done, however, it is necessary to define the market. The RFP for this study requested an assessment of the Hernando, Citrus, and Pasco County populations, each of which are shown on the map below. To complete the assessment, market data and maps have been compiled and created using data from the Florida Legislature's Office of Economic and Demographic Research and ESRI, the world's leading mapping and spatial analytics software. All data and maps are included in Appendix B. For benchmarking purposes, data for the State of Florida and the United States have been included where possible.

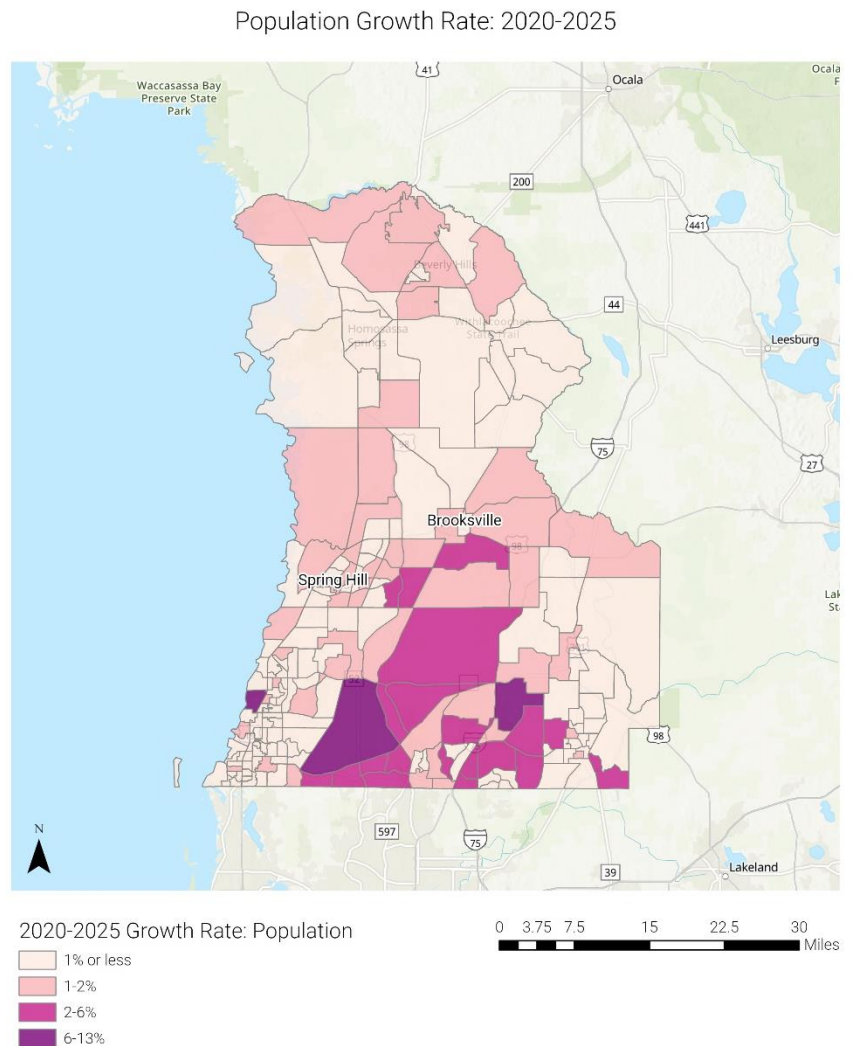


The data tell us the following about the market:

**The population is growing.** According to data from the Florida Legislature’s Office of Economic and Demographic Research, populations are growing in Hernando, Pasco, and Citrus Counties. Pasco County is, by far, the largest county of the three, with an estimated 2019 population of 527,122. This county is the 12<sup>th</sup> most populous in Florida and accounts for 2.5% of the State population. To compare, Hernando County’s 2019 population is estimated at 188,358 and Citrus County’s at 147,744. These counties are the 27<sup>th</sup> and 33<sup>rd</sup> most populous counties in the state, respectively, and each account for less than one percent (1%) of the State population.



The growth of Pasco County has been attributed to the growth of Hillsborough County (which, according to [U.S. Census data compiled by the Tampa Bay Economic Development Corporation](#), had a net migration of 40 people per day in 2018) and the Tampa - St. Petersburg Metropolitan Statistical Area. This growth has started to move into Hernando County and is expected to continue in that direction as families and individuals look for more space and more affordability. This can be seen in the map on the right, which illustrates the estimated rate of growth, by census tract, from 2020 to 2025. While central and southwest Pasco County will see the most growth, pockets of growth begin to appear in southcentral Hernando County.

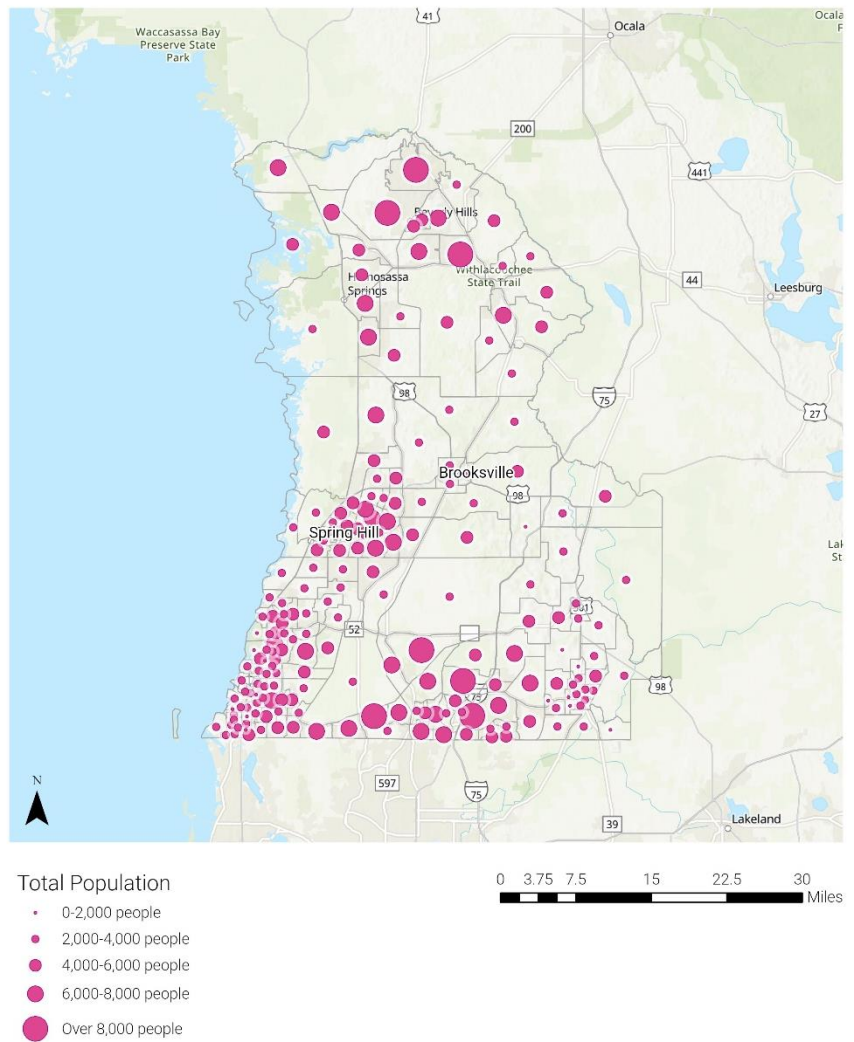


According to the Revenue Estimating Conference, a panel of state economists, the Covid-19 pandemic will have some impact on population growth throughout the State of Florida. Namely, it is expected that there will be a slowing in population growth in the near-term and a decline in the total number of households as the economic impacts of the pandemic force individuals and families to cohabitate. In estimates reported by the [Tampa Bay Times](#), population forecasts from December 2019 placed the state's population at 22.8 million on April 1, 2024. New forecasts have decreased that estimate by 167,987 people, to 22.6 million.

**There is a real and imagined east / west divide in the County.**

Brooksville is the County Seat for Hernando County. Throughout the stakeholder engagement process, interviewees spoke of an east / west county divide, with Brooksville on the eastern side and Spring Hill, an unincorporated community, on the west. While there are perceived cultural differences attributed to these communities (to put it generally: the Brooksville population is comprised of families they have been in the County for generations; the Spring Hill population is comprised of families that have moved to the community from New York, New Jersey, and New England), there are real differences when it comes to population density. This can be seen in the map on the right, which suggests that Brooksville and the eastern side of the county are much more rural than Spring Hill or the west, which is closer to the Gulf Coast.

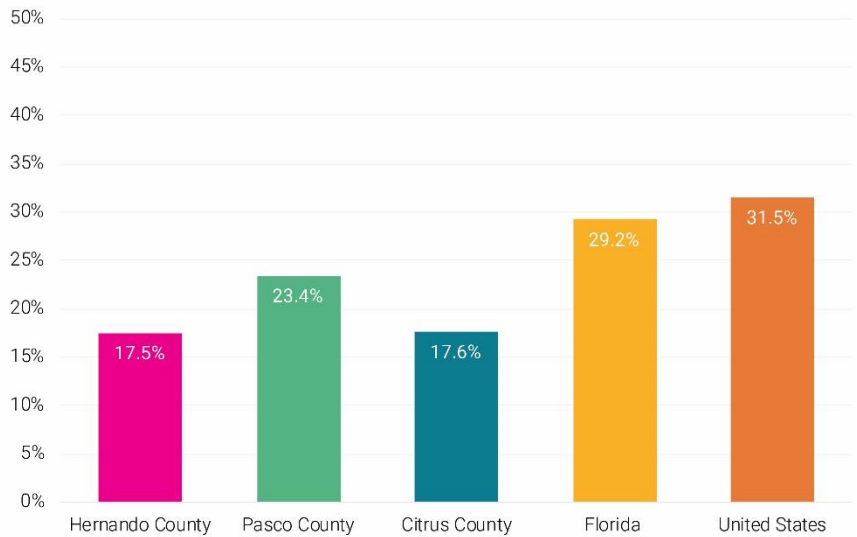
Population by Census Tract



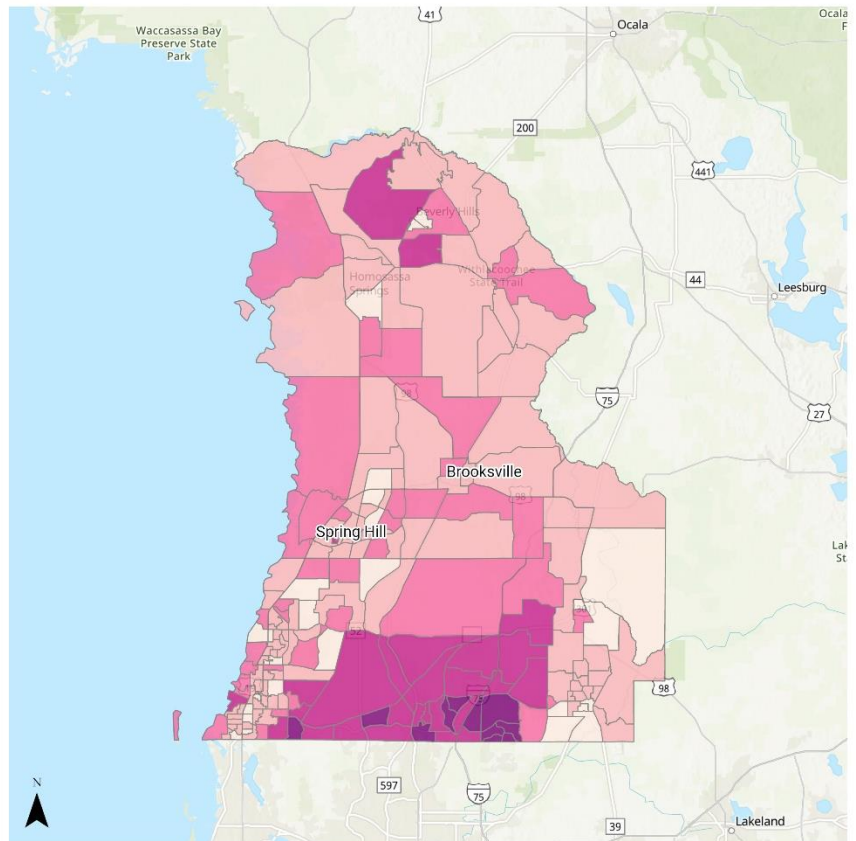
This difference in population was highlighted by interviewees, many of whom commented that Spring Hill's growth had outstripped the growth of both Brooksville and Hernando County as a whole.

**Hernando, Pasco, and Citrus Counties lag behind the State of Florida and nation in educational attainment.** Nearly 32% of the United States population aged 25 or older and 29% of the population in Florida aged 25 or older have a bachelor’s degree or higher. This number drops to 23% of the population age 25 or older in Pasco County and roughly 18% of the populations age 25 and older in Hernando and Citrus Counties. The ‘% Over 25 with Bachelors Degree or Higher’ map to the right indicates that educational attainment is concentrated to the south of the Hernando / Pasco / Citrus County market area and starts to decline as one moves further north across the counties.

**% Over 25 With Bachelors or Higher (2019)**



**% Over 25 with Bachelors Degree or Higher**

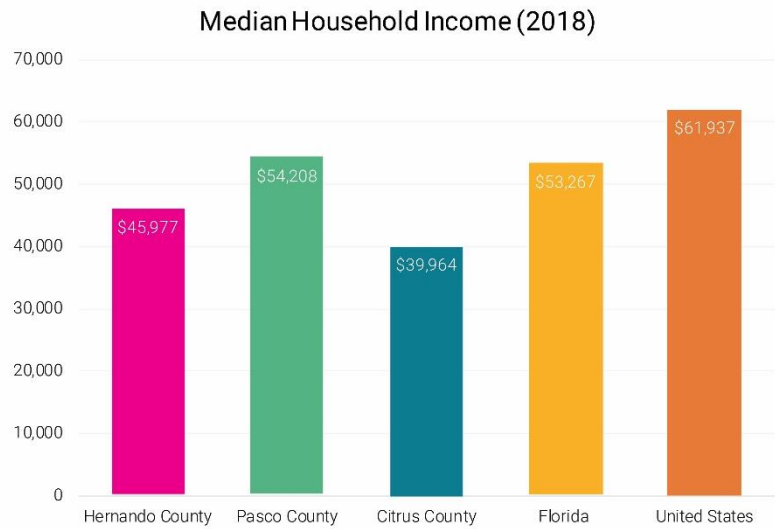


**% Over 25 with Bachelors Degree or Higher**

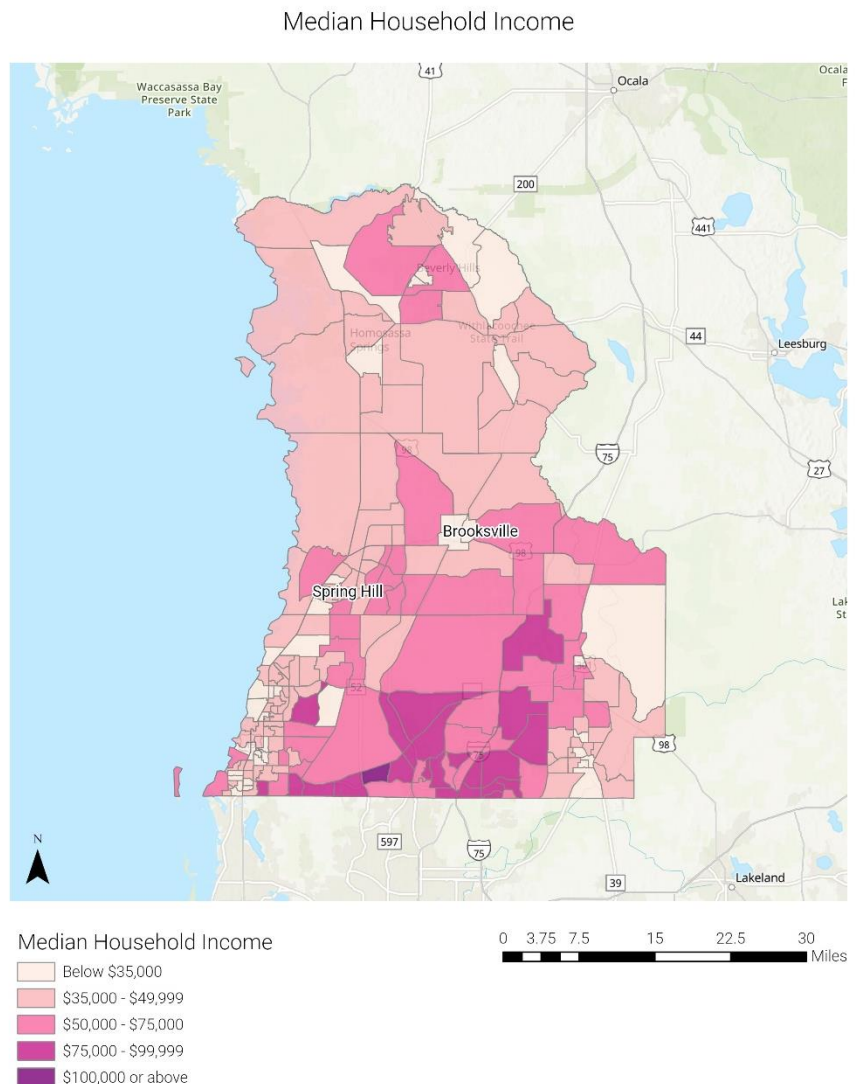


**Median Household Income (MHI) varies from county to county.**

Pasco County is the most affluent of the counties studied with an MHI of \$54,208. This is slightly more than MHI in the state, which is estimated at \$53,267. In Hernando County, MHI is estimated at \$45,977 and, in Citrus County, at \$39,964. These numbers, particularly for Hernando and Citrus Counties, are significantly lower than MHI in the United States (\$61,937).

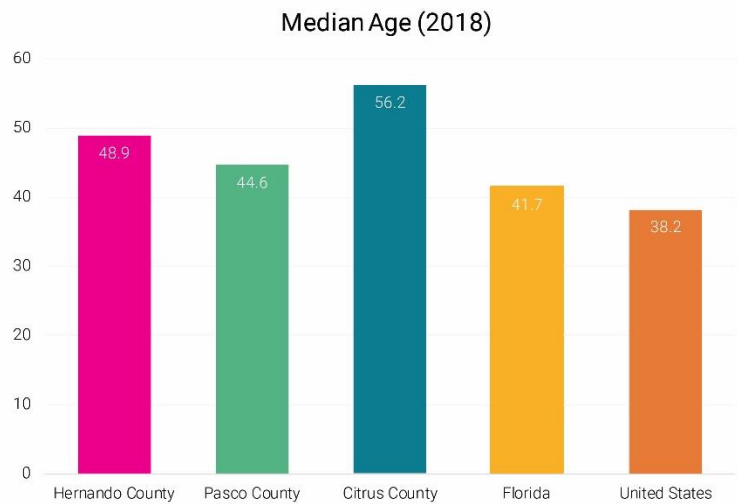


Looking at this data by census tract (see the 'Median Household Income' map on the right) suggests that, in Hernando County, the highest MHIs are concentrated in the southern and eastern portions of the county. The census tracts with the lowest MHI (below \$35,000) are inclusive of Brooksville and the area surrounding Spring Hill.

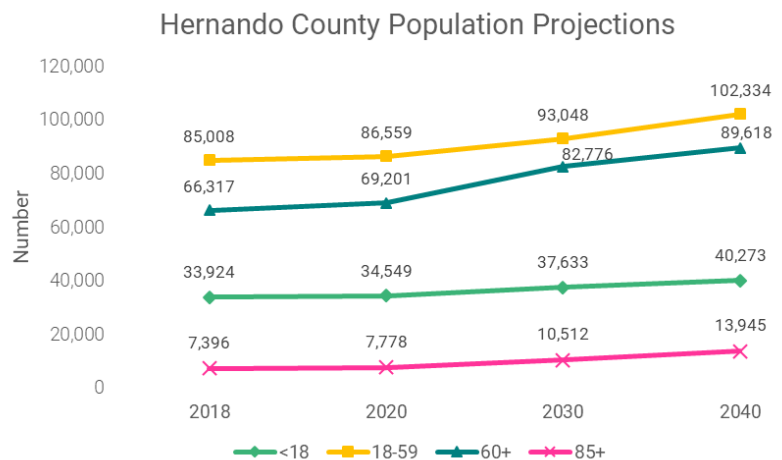




**The Citrus County population is the oldest, with a median age of 56.2.** This number decreases by seven years in Hernando County and nearly 12 years in Pasco County, where the median ages are 48.9 and 44.6, respectively. Still, these numbers skew higher than the median ages in either Florida or the United States.



According to data from the State of Florida Department of Elder Affairs **2018 Profile of Older Floridians for Hernando County**, 35.8% of the population (roughly 66,317 people) was aged 60+ in 2018. Of that 60+ population, 54.3% identified as female and 65% indicated that they were females living alone.



Source: State of Florida Office of Economic & Demographic Research

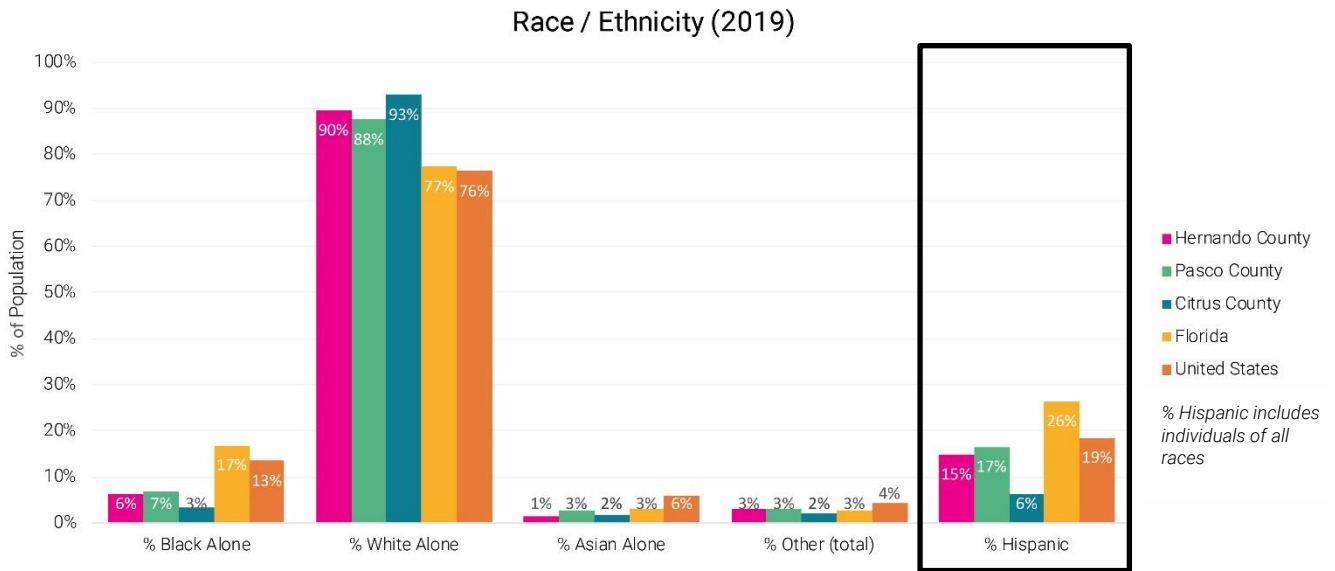
Over time, the Hernando County population is expected to continue to age. This can be seen in the 'Hernando County Population Projections' chart on the right, taken from the 2018 Profile, which shows the 60+ population reaching nearly 90,000 by 2040. Growth is also projected for the 18-59 years old age bracket, although at a slower pace.

Anecdotally, leadership from multiple Hernando County arts organizations shared that they are currently facing a decline in audiences. This decline has been attributed to Hernando County's aging population.

**There is limited diversity in the market.** Across all three counties, between 88% and 93% of the population identifies as White Alone. This is significantly more than in Florida or the United States, where 77% and 76% of the populations identify as White Alone, respectively. In Hernando and Pasco Counties, 6% and 7% of the populations identify as Black Alone and fewer than 5% identify as Asian Alone.

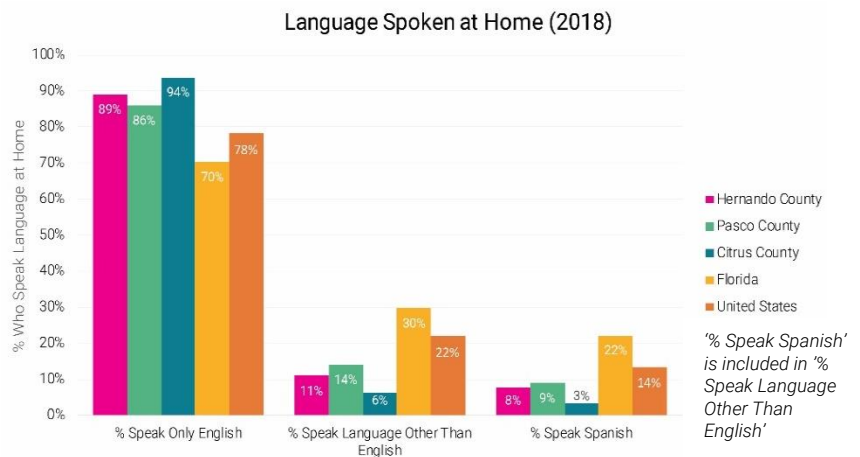
There are, however, in both Hernando and Pasco Counties, significant populations of Hispanic origin. According to the United States Census Bureau, "Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person's parents or ancestors before arriving in the United

States” (<https://www.census.gov/topics/population/hispanic-origin.html>). In Hernando County, this demographic represents 15% of the population and, in Pasco County, 17% of the population. To compare, 19% of the United States population and 26% of the Florida population identify as Hispanic.



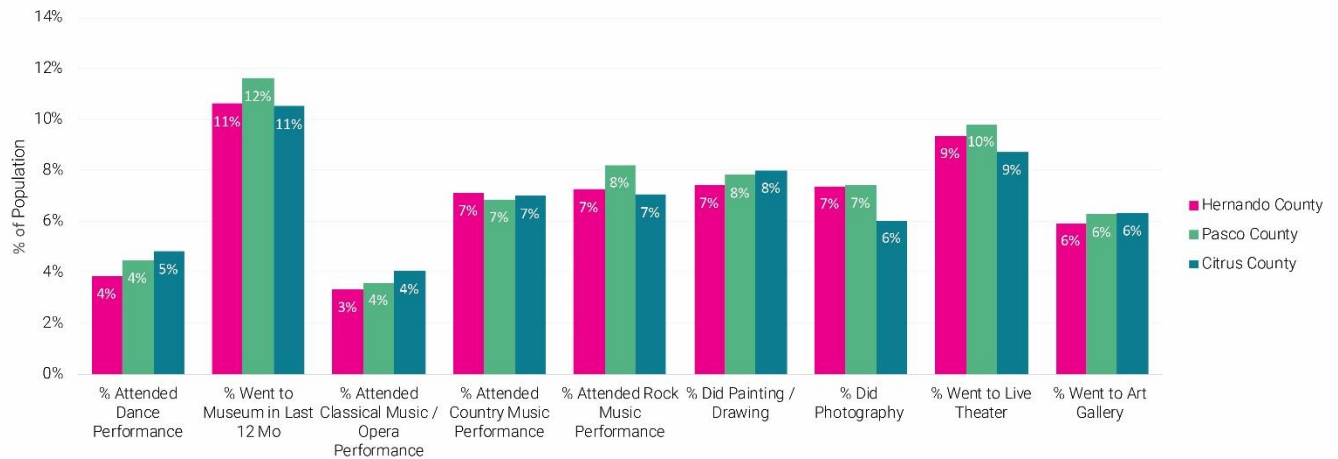
The population is linguistically homogenous as well. In Citrus County, 94% of the population speaks only English, followed by 89% of the Hernando County population and 86% of the Pasco County population.

Fourteen percent (14%) of the Pasco County population speaks a language other than English. This includes 9% of the population that speaks Spanish. In Hernando County, 11% of the population speaks a language other than English, including 8% of the population that speaks Spanish. These percentages are significantly smaller than those in the state and country.



**Across the three-county market area, participation in arts and culture varies by activity.** Per the table below, the arts and culture activities with the highest participation over a 12-month period were visiting a museum and attending live theater. Attending dance or classical music / opera performance had the lowest rates of attendance. Notably, painting / drawing and doing photography had relatively high rates of participation: between 6% and 8% of the population in all three counties did photography, painting, or drawing, which is on par with attending a country or rock music performance or visiting an art gallery.

Participation in Arts and Culture Activities in Last 12 Months (2020)



Additional data on spending suggests that, at a combined \$88.62, Pasco County residents spend more per year on tickets to theater / operas / concerts and parks / museums than residents in either of the other counties studied. Hernando County residents, for example, spend \$72.50 per year on these arts and cultural activities while Citrus County residents spend \$69.13.

Average Annual Spending on Tickets (2020)



## 2. The Nonresident Population

The United Nations World Tourism Organization defines cultural tourism as

“a type of tourism activity in which the visitor’s essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to an asset of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and living cultures with their lifestyles, value systems, beliefs and traditions” (Source: UN World Trade Organization [Tourism and Culture](#)).

Cultural tourists are an important piece of the tourism industry, as data suggests they spend more, stay longer, and travel more frequently than other travelers.

---

Although limited data is available on Hernando County's seasonal (or snowbird) and tourist populations, the resources that are available suggest the following:

Escaping the snow, sleet, and cold of the north, **seasonal residents** typically spend from October through March in Florida. While many travel to Florida from within the United States, an estimated 350,000 are Canadians opting to spend anywhere from three to six months in the state (["Canadian snowbirds could get more time to roost in Florida," Tampa Bay Times, 19 September 2019](#)). The number of seasonal residents by county, of either U.S. or Canadian origin, are less exact. However, data from the Bureau of Economic and Business Research at the University of Florida estimates the Hernando County had 7,198 seasonal residents in 2020. This estimate was created for (and confirmed by) the Southwest Florida Water Management District and is based on a calculation that combines 2010 Census data with average emergency room admissions for 2009-2011. Anecdotal research suggests the Hernando County's snowbird population participates in outdoor recreation and has minimum engagement with the full-time resident community.

Historically, **tourism** has been a major driver of the Florida economy, with Visit Florida reporting an estimated 132 million visitors traveling to the state in 2019. The impact of the COVID-19 pandemic has already been severe: in the first and second quarters of 2020, there were 24 million fewer visitors than in the first and second quarters of 2019, a change of -35%. Compared to 2019 numbers, overseas and Canadian travel in Q2 alone have declined by 91% and 99%, respectively. While it is unclear how long it will take tourism to recover, it is expected to take years.

In Hernando County, tourism has been rooted in outdoor recreation, with visitors who like to fish, kayak, ride ATVs and horses, and scallop. According to VisaVue credit card data, provided by Florida's Adventure Coast Visitors Bureau, the Tampa - Saint Petersburg - Clearwater MSA is the County's primary tourist market, with these visitors spending a combined average of \$21.5 million in 2018. Additional anecdotal information suggests that many visitors are retirees (although there is a growing number of visitors in their mid-20s to mid-30s) and that there has been strong interest in the County's self-guided Mural and Mermaid Trails since the start of the pandemic.

### 3. Conclusions

To complete this demographic analysis, three market segments were examined: Hernando County, Pasco County, and Citrus County. Data from these counties were benchmarked against one another as well as against data from the State of Florida and the United States, resulting in the following conclusions:

- Of the three counties studied, Pasco County has the largest population. It is anticipated that this population will continue to grow, fed by population growth in Hillsborough County and the Tampa – St. Petersburg MSA. Over time, this growth will also begin to penetrate Hernando County, although the rate of that growth has likely been impacted by the Covid-19 pandemic.

- 
- Hernando County is still a rural county, with density concentrated around Spring Hill. For some, this has resulted in the perception that there is a cultural divide within the county that separates it from east to west.
  - Levels of educational attainment in Hernando and Citrus County dip well below those of the country and the state. This suggests an opportunity for more informal, hands-on, and participatory arts and cultural programming, including more events like Art in the Park. While there are higher levels of educational attainment in Pasco County, which would suggest propensity to support more formal arts and cultural events and activities (ballet, opera, theater, etc.), this population is concentrated in the southern portion of the county and might be more inclined to participate in arts and culture in Tampa or in Wesley Chapel, where Pasco-Hernando State College has just opened its brand new Instructional Performing Arts Center.
  - Median household income in all three counties lags behind that of the country. While MHI in Pasco County is on par with that of the state, MHI in Hernando and Citrus County are significantly lower, suggesting a limited amount of disposable income in the market. This is reflected in data demonstrating annual spending on tickets, which suggests that Hernando County residents spend \$72.50 per year on tickets to arts and cultural activities, parks, or museums.
  - An aging population in all three counties indicates propensity to support live music performances, craft / art / performance festivals or fairs, and live plays or musicals.
  - Data on Hernando County's nonresident population suggests that short- and long-term visitors are interested in the county's recreational offerings. This has included increased interest in Hernando County's Mural and Mermaid Trails, both of which are self-guided and entirely outdoors.

# existing arts & cultural assets

Understanding the opportunity for a new or improved cultural facility in Hernando County relies, in part, on understanding the arts and cultural assets that already exist in the market. The key question is: are there gaps within that collection of assets that a new facility might fill? To answer that question, DLR Group created three inventories. The first, identifies performing arts facilities in Hernando, Pasco, and Citrus Counties. The remaining two identify gallery / exhibition and participatory program spaces in Hernando County only. Each inventory has been analyzed and mapped below. The full facility inventories are included in Appendix C.

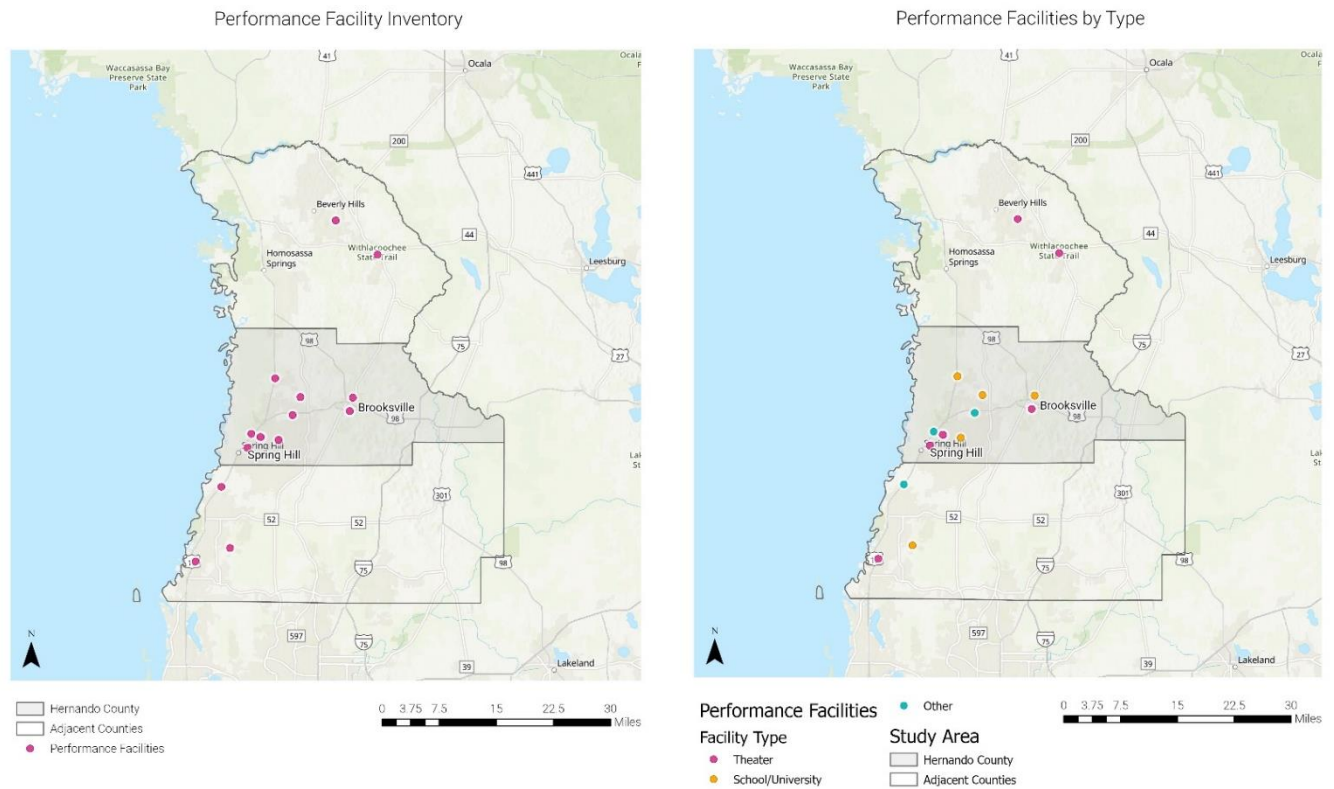
## 1. Performing Arts Facilities Inventory

The Performing Arts Facilities Inventory features 17 venues in Hernando, Pasco, and Citrus Counties that are used for performing arts activities. To be included on the inventory, it was required that the facility have regular use as a performance venue and that it have a capacity between 100 and 600 seats. School and church venues were included in Hernando County but were excluded from the Pasco and Citrus County lists. The included facilities and their respective capacities are shown in the image on the right and maps below.

HCFAC Market Assessment			
Performing Arts Facilities Inventory			
Inclusive of performing arts facilities capacities between 100 and 600 in Hernando, Pasco, and Citrus Counties			
	Type	Facility	Capacity
Hernando	School/Univ.	F.W. Springstead High School*	600
	School/Univ.	Hernando High School*	600
	Other	Mariner United Methodist Church	600
	School/Univ.	Weeki Wachee High School*	600
	Theater	Timber Pines Performing Arts Center	570
	Theater	Stage West: Main Stage	390
	School/Univ.	Central High School*	370
	Other	Wellcome Om Center	250
	Theater	Stage West: Forum	159
	Theater	Live Oak Theatre Company	140
Pasco	School/Univ.	PHSC Instructional and Performing Arts Center: Theater*	444
	Theater	Richey Suncoast Theatre	328
	Other	Show Palace Dinner Theatre	100
Citrus	Theater	Art Center of Citrus County: Theater	200
	Theater	Valerie Theatre	150

\*Some estimations made.  
 \*\*In construction. Programming selections are based on assumptions.

At 10, Hernando County has the most facilities on the inventory. Pasco County has three, including the Pasco-Hernando State College Instructional and Performing Arts Center, a brand new, 444-seat performance facility in Wesley Chapel. Citrus County has two facilities: The Art Center of Citrus County Theater and the historic Valerie Theatre, which reopened in 2015.



The inventoried facilities are activated through **presented**, **produced**, and **rental** activities. These activities can be understood as follows:

- A **presented** event is one that has been produced by a third party. A venue operator then pays for the event to be performed in their facility, assuming responsibility for ticket sales, marketing, technical services, and so on.
- A **produced** event is one that has been developed from the ground up by a creative team (directors, actors, designers, etc.) assembled by the venue/venue operator.
- A **rental** event is one that has been produced by a third party. That third party then pays a venue/venue operator to use its facilities for the performance or event. In this scenario, the renter is usually responsible for ticket sales, marketing, and most technical services, although this can vary from one venue to the next.

None of these activities are exclusive of the other, and many of the facilities included on the inventory fill their calendars with a combination of two or three activity types (presenting and renting, presenting and producing, and so on).

In Hernando County, Stage West and Live Oak Theatre are the primary providers of theatrical entertainment.

**Stage West** is Hernando County's oldest community theatre, founded in 1980. The organization owns and operates two theaters: the 390-seat Main Stage and the 159-seat Forum. These

---

theaters are accompanied by dressing rooms, a green room, a scene shop, sound and lighting booths, a prop loft and costume loft, a library, administrative space, concession stands, and a box office. The building, however, has some limitations that inhibit Stage West's ability to provide hands-on and educational programming and, generally, it needs capital upgrades and improvements. It is part of Stage West's long-term planning goals to upgrade these existing facilities and move forward with the proposed third phase of the original building plan, which included gallery and classroom space. A typical Stage West season is comprised of four musicals, four plays, and summer camps, all produced in-house.

**Live Oak** was founded 10 years ago as a faith-based, family-focused community theater. The organization owns a theater in Brooksville that includes a 150-seat theater, banquet room, and a veranda. Live Oak's programming is comprised of six productions and a robust educational program. As at Stage West, all events are produced by Live Oak.

Because Stage West and Live Oak are producing theaters, they have very limited availability for community rentals. This leaves few options for performance space for Hernando County's other performing arts organizations, a situation made even more dire by the Covid-19 pandemic. The Hernando Symphony Orchestra, for example, has historically used a local elementary school for rehearsals and a high school for performances. Due to the pandemic, these facilities are no longer available for outside use. While the Orchestra has found a new home within the walls of St. Francis Xavier Cabrini, churches are less appropriate for dance and theater organizations and have busy calendars of their own. This can be especially problematic for users installing scenery or set pieces, as everything must be put away before Sunday morning services.

Although most venues in Hernando and Citrus County are producing content and / or renting their facilities to local cultural organizations, there are some exceptions. Hernando County's Mariner United Methodist Church, with its CPAG Concert Series, is one, as are the Wellcome Om Center, which hosts concerts, and Citrus County's Valerie Theatre, which presents a series of music, comedy, cultural, and lecture/guest speaker events.

Pasco County, however, has the greatest variety of presented events. While some assumptions have been made about the programming content at the Pasco-Hernando State College Instructional and Performing Arts Center, it is expected that a typical season might include everything from theatre and classical music to dance, comedy, and cultural events. It is also important to note that the inventory excludes Pasco County's Center for the Arts at Wesley Chapel and Center for the Arts at River Ridge due to their 927-seat capacities. These venues are school facilities but also accommodate nationally touring events and companies.



## 2. Visual Arts Facilities Inventory

The Visual Arts Facilities Inventory lists gallery and exhibition spaces in Hernando County. Six facilities were counted in total and are shown in the box on the right and on the maps below. They include two galleries and several historic buildings. Appointment only and in-home galleries were not included.

Uptown Art Gallery, located in the Brooksville City Hall, has the most diverse

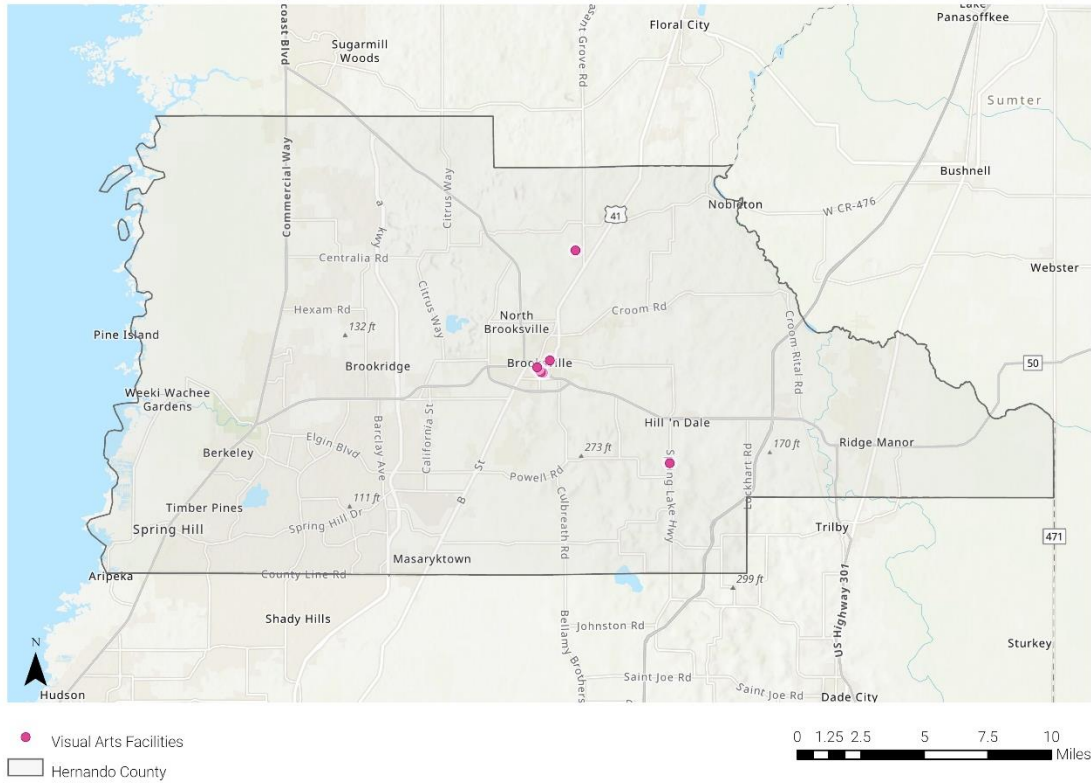
exhibitions, featuring a mix of 2D and 3D art, photography, design, and crafts. The other gallery on the list, the Art Gallery at Boyett's Grove and Citrus Attraction, is a tourist attraction, but does feature a mix of 2D and 3D artworks by the sculptor and painter James Oleson.

None of the inventoried facilities offer hands-on programs, none provide artist studios or workspaces, and none offer any specialty services (custom framing, curation, etc.). Just one facility, Chinsegut Hill Manor House, is available for rent.

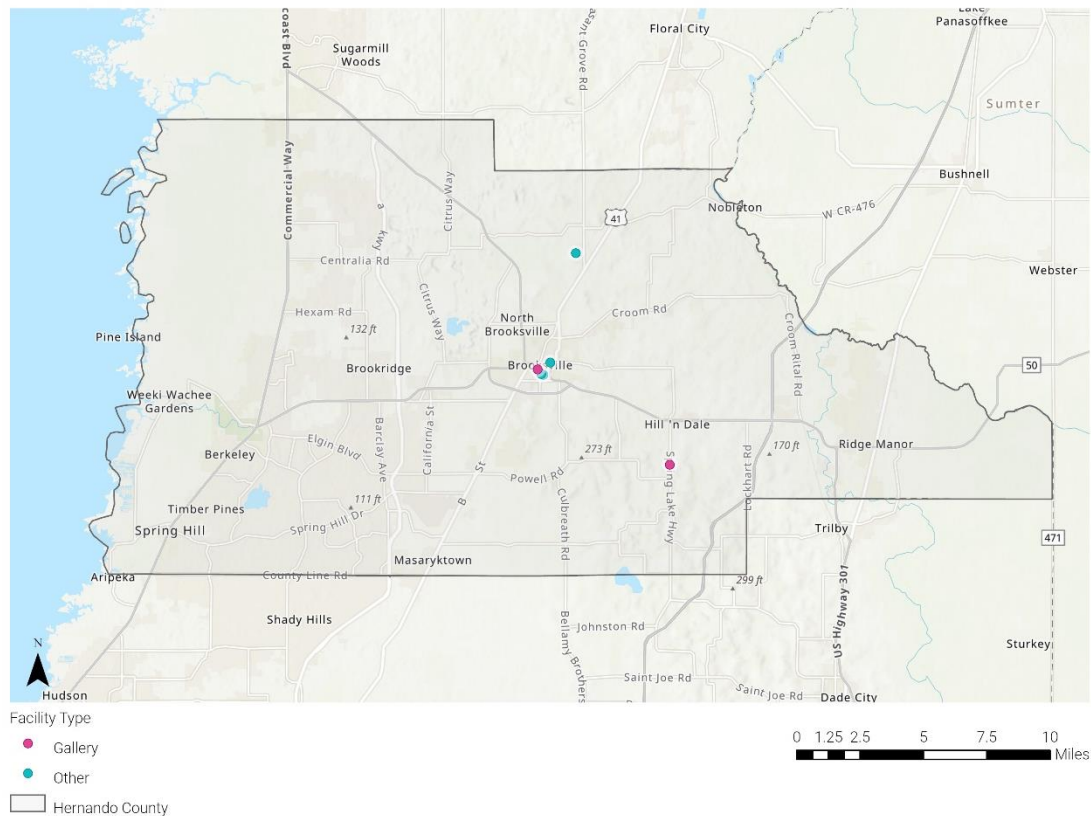
As the maps below show, nearly every visual arts facility is in Brooksville.

<b>HCFAC Market Assessment Visual Arts Facilities Inventory Inclusive of gallery and exhibition spaces in Hernando County</b>	
<b>Type</b>	<b>Facility</b>
Other	1885 Train Depot
Gallery	Boyett's Grove and Citrus Attraction: Art Gallery
Other	Chinsegut Hill Manor House
Other	Countryman Family One Room Schoolhouse
Other	May-Stringer House / Hernando Heritage Museum
Gallery	Uptown Art Gallery

### Visual Arts Facilities



### Visual Arts Facilities by Type



### 3. Participatory Program Spaces Inventory

The Participatory Program Spaces Inventory includes 31 facilities in Hernando County that offer hands-on or participatory opportunities in arts or culture. The full list is shown on the right. It excludes at-home or appointment only program spaces.

Twenty-four (24) of the inventoried facilities offer classes in theatre, dance, and/or music. Just six offer classes in 2D or 3D arts and an even fewer number of facilities offer programming in either crafting (do-it-yourself projects, needle arts, etc.), health / wellness, or writing / poetry. None of the inventoried facilities offer coursework in photography or digital media.

When it comes to class format, the inventory suggests that most of facilities (25 total) offer classes throughout the week. Three offer only weekend programming and 10 offer programming on weekdays and weekends. Most classes are available in a multi-week format, where participants

are required or encouraged to sign up for four-, six-, or eight-week sessions. Although facilities generally offer programming in the evening, a large number do have programs available in the morning or afternoon.

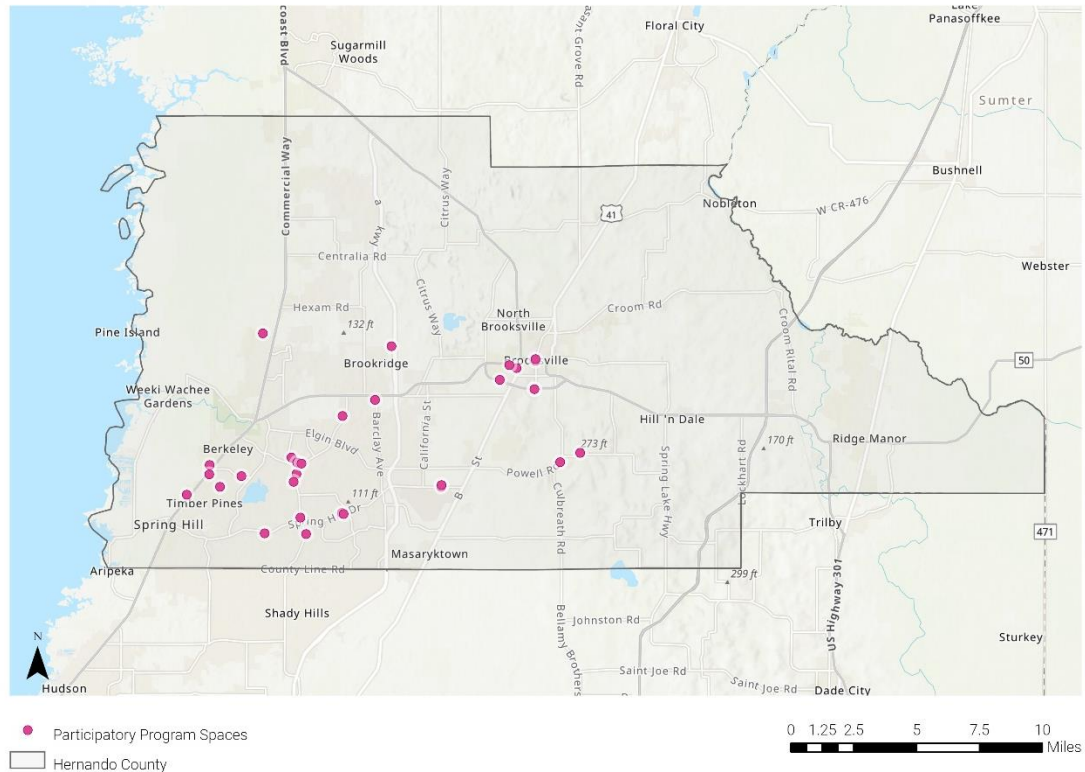
The inventory also collects data on the demographic served, by age, within a specific facility. Most programs are offered to children / youth and teens. While around half of the facilities inventoried have programming for adults, there are very few program opportunities for multi-generational households or families and seniors.

Unlike the facilities on the Visual Arts Inventory, participatory program spaces are spread across the

<p><b>HCFAC Market Assessment</b> <b>Participatory Program Spaces Inventory</b> <b>Exclusive of at-home or appointment only programs spaces in Hernando County Facility</b></p> <p>Adventures in Music AK Dance Away Studio All About Music Lessons Artful Possibilities Charlene's School of Dance* Dance First Diane Becker Portait Studio Erin's Danceworks Full Scale Music Hernando County YMCA Hill Top Music Lessons Inspire Studios Jayne's Dance Academy Jerome Brown Community Center Live Oak Theatre Company Magic Fingers Music Nature Coast Art League @ Weeki Wachee Senior Center Panbanged Knits and Fiber Shop Precision Dance Academy Serena's Dance Palace Spirit in Motion* Spring Hill Arts Academy Stage West Stir Up the Gift Suncoast School of the Arts* Suzuki Strings Teal Plank The Olive Grove Tina's Dance Academy* Tree of Life Creative Art Workshop Wellcome Om Center <i>*Some estimations made</i></p>
--

County, although largely concentrated in Brooksville and Spring Hill.

Participatory Program Spaces



#### 4. Conclusions

Three cultural asset inventories were created to identify potential gaps and opportunities for a new or improved cultural facility in Hernando County. This work resulted in the findings below.

- Multiple venues in Hernando County are used for the performing arts. These venues are typically activated through community rentals and / or in-house productions. Due to the Covid-19 pandemic, Hernando County school facilities are no longer available for rent, an action that has and will force some organizations to seek performance space elsewhere. Whether this restriction will be reversed post-pandemic is yet unknown.
- Stage West is the county's only purpose-built theater venue (aside from school auditoriums). As it is a producing house, it has very limited availability for outside users. The same is true of Live Oak, which was renovated from a restaurant into a theater.
- Pasco and Citrus County both have presenting venues. This includes the brand new, 444-seat Instructional and Performing Arts Center at Pasco-Hernando State College's Wesley Chapel campus.

- Hernando County’s visual arts assets are limited but predominately concentrated in Brooksville. Uptown Art Gallery, in Brooksville City Hall, is the only exhibition space while most others are historic sites or buildings. Whereas many of Hernando County’s performing arts amenities offer participatory programming in addition to more passive arts-going experiences, none of the county’s visual arts facilities provide classes or workshops.
- There are more than two dozen facilities in Hernando County that offer hands-on and participatory programs, most offering classes in the performing arts. Classes are offered in a mix of formats, with many taking the shape of multi-week sessions that take place during the week. There are very few programming opportunities for multi-generational households, families, and seniors.

---

# user demand & potential partners

Before recommendations for a cultural facility in Hernando County can be made, it is imperative to understand potential user demand for space. This information does two things:

- Confirms that there are user groups able to bring activity (and, therefore, revenue) to a facility.
- Begins to define the spaces, attributes, and features that the facility should have in order to accommodate those user groups. (For example, if user demand is driven by theatre groups, museum-quality exhibition space would likely be unnecessary.)

Using information gathered through a user demand survey and phone interviews with the leadership of multiple Hernando County arts organizations and program providers, this section of the report will attempt to quantify demand for performance, exhibition, rehearsal, and classroom space and identify the features and amenities those spaces would ideally have. It also sets out to identify potential partners who might bring a new facilities project in Hernando County to fruition.

## 1. User Demand Survey

As part of the study effort, DLR Group and the Hernando County Fine Arts Council collaborated to create and distribute a user demand survey. The survey was designed to gather information from Hernando County artists, arts organizations, and arts program participants on their needs for new or improved program space in Hernando County. The survey was launched electronically on August 19 and was open to respondents for two weeks. Respondents were invited to take the survey more than once from the perspective of an arts program provider, individual artist, and / or arts program participant. The survey was distributed across the HCFAC list serve as well as the list serves of Florida's Adventure Coast, Brooksville Main Street, Nature Coast Art League, and Uptown Art Gallery, reaching an estimated 400 people. Sixty (60) respondents took the survey once and four took it twice to arrive at 64 total responses. The results of the survey can be found in Appendix D.

Most survey respondents (34 respondents or 53%) responded to the survey as an individual artist. Twenty-three percent (23% or 15 respondents) responded as a representative of an arts or cultural organization and 23% (or 15 respondents) responded as an individual interested in arts or cultural events or programs. Other key findings, excluding the responses of those individuals interested in arts or cultural events or programs, which will be reviewed below, are as follows:

- When asked to identify the disciplines that described survey respondents' activities, visual arts was selected with the most frequency.

- Most survey respondents rent the facilities they use. Most are spending \$250 or less, per month, on rent.
- Survey respondents are generally satisfied with the spaces they are currently using for rehearsals, performances, gallery / exhibitions, private studio / practice rooms, and so on, but are dissatisfied with the spaces available to them in the community for those uses.

A series of survey questions asked respondents about their interest in using new or improved rehearsal, performance, gallery / exhibition, meeting, administration, and private workspace. These questions also asked about ideal size in terms of either capacity or square footage, depending on space typology. Those findings are summarized here:

**Rehearsal and Performance Facility Demand** Thirteen (13) respondents answered the question, “If new or improved facilities were available in Hernando County, how many days a year would you or your organization use them for rehearsal or performance?” In total, these organizations indicated 348 days of demand for rehearsal space and 163 days of demand for performance space. The majority of respondents have a typical audience size that is between 100 and 250 but have an ideal venue capacity of 251 to 500.

HCFAC Market Assessment  
 Rehearsal & Performance Facility Demand

Respondent	Rehearsal	Performance	Typical Audience Size	Ideal Capacity
	Days of Demand / Year			
Hernando Jazz Society	0	45	Unspecified	Unspecified
An individual artist: Other	30	30	Unspecified	Unspecified
An individual artist: Multidisciplinary	20	0	Unspecified	Fewer than 100
An individual artist: Multidisciplinary	25	5	Fewer than 100	Fewer than 100
Hernando Symphony Orchestra	40	9	100 to 250	100 to 250
DanceCraft	16	8	100 to 250	100 to 250
Suzuki Strings	6	6	100 to 250	100 to 250
An individual artist: Theater	100	30	100 to 250	251 to 500
Stir Up The Gift Talent Org.	8	15	100 to 250	251 to 500
Chocachatti Elementary School for the Arts and MicroSociety	5	5	251 to 500	251 to 500
Spirit in Motion Dance Studio	5	4	100 to 250	251 to 500
Suncoast Harmony Chorus of Sweet Adelines International	50	2	251 to 500	251 to 500
Hernando Youth Orchestra	43	4	251 to 500	801 to 1,000

Rehearsal & Performance Demand: Summary

Ideal Capacity	Rehearsal	Performance	Total
	Days of Demand / Year		
Unspecified	30	75	105
Fewer than 100	45	5	50
100 to 250	62	23	85
251 to 500	68	56	124
801 to 1,000	43	4	47

The demand indicated is significant because it is coming from predominately itinerate organizations that rely on facilities like Stage West, public school auditoria, or churches to house their performances. As previously mentioned, access to Stage West is limited due to the organization’s busy production calendar; access to school facilities is currently prohibited; and churches can be challenging venues for several programming types. Should the availability of performance space continue to contract, it could

force organizations to limit their programming calendars or seek out space elsewhere, including in Pasco or Citrus Counties.

**Gallery / Exhibition and Private Workspace Demand** Twenty-six (26) respondents answered the question, "If new or improved facilities were available in Hernando County, how many days a year would you or your organization use them for gallery / exhibition or private workspace?" In total, these respondents indicated 3,871 days of demand for gallery / exhibition space and 1,362 days of demand for

HCFAC Market Assessment  
 Gallery, Exhibition & Workspace Demand

Respondent	Gallery /	Private	Ideal Square Footage
	Exhibition	Workspace	
Days of Demand / Year			
An individual artist: Visual Arts	365	180	Unspecified
An individual artist: Visual Arts	150	180	Unspecified
An individual artist: Visual Arts	30	0	Unspecified
An individual artist: Multidisciplinary	20	0	Unspecified
An individual artist: Visual Arts	12	0	Unspecified
An individual artist: Visual Arts	365	200	Less than 500
An individual artist: Visual Arts	365	0	Less than 500
An individual artist: Multidisciplinary	60	0	Less than 500
An individual artist: Multidisciplinary	15	10	Less than 500
An individual artist: Visual Arts	365	0	500 to 1,000
An individual artist: Visual Arts	184	156	500 to 1,000
An individual artist: Multidisciplinary	0	52	500 to 1,000
Nature Coast Art League	0	50	500 to 1,000
An individual artist: Media Arts	365	0	1,001 to 5,000
An individual artist: Visual Arts	365	0	1,001 to 5,000
Hernando County Fine Arts Council	180	0	1,001 to 5,000
An individual artist: Other	120	300	1,001 to 5,000
An individual artist: Visual Arts	120	100	1,001 to 5,000
An individual artist: Multidisciplinary	4	30	1,001 to 5,000
An individual artist: Multidisciplinary	0	100	1,001 to 5,000
An individual artist: Visual Arts	365	0	5,001 to
An individual artist: Visual Arts	30	0	5,001 to
An individual artist: Multidisciplinary	12	0	5,001 to
An individual artist: Multidisciplinary	4	4	5,001 to
An individual artist: Visual Arts	365	0	More than
An individual artist: Visual Arts	10	0	More than

Gallery, Exhibition & Workspace Demand: Summary

Ideal Square Footage	Gallery /	Private	Total
	Exhibition	Workspace	
Days of Demand / Year			
Unspecified	577	360	937
Less than 500	805	210	1,015
500 to 1,000	549	258	807
1,001 to 5,000	1,154	530	1,684
5,001 to 10,000	411	4	415
More than 10,000	375	0	375



private workspace. Most demand is for a facility that is either less than 500 square feet or between 1,001 and 5,000 square feet.

**Classroom / Workshop Space Demand** Forty (40) respondents answered the question, “If new or improved facilities were available in Hernando County, how many days a year would you or your organization use them for classes or workshops?” In total, these respondents indicated 1,093 days of demand. Most demand is for a facility that can accommodate between six and 10 students, although several respondents did not specify capacity needs.

HCFAC Market Assessment  
 Classroom / Workshop Space Demand

Respondent	Days of Demand / Year	Ideal Student Capacity
An individual artist: Visual Arts	90	Unspecified
An individual artist: Multidisciplinary	52	Unspecified
Hernando Symphony Orchestra	40	Unspecified
An individual artist: Multidisciplinary	30	Unspecified
Chocachatti Elementary School for the Arts and MicroSociety	20	Unspecified
Nature Coast Art League	12	Unspecified
An individual artist: Visual Arts	3	Unspecified
An individual artist: Visual Arts	Unspecified	Unspecified
An individual artist: Visual Arts	100	5 or fewer
An individual artist: Multidisciplinary	15	5 or fewer
An individual artist: Visual Arts	Unspecified	5 or fewer
An individual artist: Visual Arts	300	6 to 10
Suzuki Strings	104	6 to 10
DanceCraft	100	6 to 10
Hernando County Fine Arts Council	12	6 to 10
An individual artist: Visual Arts	10	6 to 10
An individual artist: Multidisciplinary	5	6 to 10
An individual artist: Multidisciplinary	4	6 to 10
An individual artist: Visual Arts	Unspecified	6 to 10
An individual artist: Multidisciplinary	Unspecified	6 to 10
An individual artist: Visual Arts	Unspecified	6 to 10
An individual artist: Visual Arts	Unspecified	6 to 10
An individual artist: Visual Arts	Unspecified	6 to 10
An individual artist: Other	120	10 to 20
An individual artist: Multidisciplinary	36	10 to 20
An individual artist: Multidisciplinary	30	10 to 20
An individual artist: Visual Arts	10	10 to 20
Suncoast Harmony Chorus of Sweet Adelines international	Unspecified	10 to 20
Spirit in Motion Dance Studio	Unspecified	10 to 20
Spring Hill Camera Club	Unspecified	10 to 20
An individual artist: Multidisciplinary	Unspecified	10 to 20
An individual artist: Visual Arts	Unspecified	10 to 20
Hernando Youth Orchestra	Unspecified	10 to 20
An individual artist: Visual Arts	Unspecified	10 to 20
An individual artist: Theater	Unspecified	More than 20
An individual artist: Multidisciplinary	Unspecified	More than 20
An individual artist: Jewelry / Wearable Art	Unspecified	More than 20
Stir Up The Gift Talent Org.	Unspecified	More than 20
An individual artist: Visual Arts	Unspecified	More than 20
An individual artist: Visual Arts	Unspecified	More than 20

Classroom / Workshop Space Demand: Summary

Ideal Student Capacity	Number of Respondents	Days of Demand
Unspecified	8	247
5 or fewer	3	115
6 to 10	12	535
10 to 20	11	196
More than 20	6	Unspecified

**Meeting / event and Administrative Space Demand**

Sixteen (16) respondents answered the question, “If new or improved facilities were available in Hernando County, how many days a year would you or your organization use them for meetings / events or administration?” In total, these respondents indicated 416 days of demand for meeting / event space and 325 days of demand for administrative space. The survey did not ask about capacity or square footage requirements for either of these spaces. In stakeholder interviews, however, participants spoke of a need for meeting spaces that could accommodate more than 10 people and event spaces that could accommodate more than 250.

HCFAC Market Assessment  
 Meeting / Event & Administrative Space Demand

Respondent	Meeting / event Admin	
	Days of Demand / Year	
An individual artist: Visual Arts	100	0
An individual artist: Other	60	10
An individual artist: Multidisciplinary	45	0
Hernando Jazz Society	30	0
An individual artist: Visual Arts	30	0
An individual artist: Multidisciplinary	25	0
Spring Hill Camera Club	24	0
An individual artist: Visual Arts	24	0
An individual artist: Visual Arts	20	0
Hernando County Fine Arts Council	12	251
Nature Coast Art League	12	12
An individual artist: Multidisciplinary	12	0
An individual artist: Visual Arts	8	0
Stir Up The Gift Talent Org.	8	0
Suzuki Strings	4	52
Suncoast Harmony Chorus of Sweet	2	0

In addition to their demand for space, survey respondents were asked to indicate the features and amenities that a new or improved cultural facility in Hernando County should have.

- Gallery / exhibition space and parking received the most responses (38 apiece), followed by tables / chairs (34 responses), a café / coffee shop (28 responses), and casual public gathering space (28 responses).
- Shared or private artist studios, a kitchen, administrative support, storage, conference or meeting rooms, and marketing services and support each received between 21 and 24 responses.

**2. Additional Demand**

As previously indicated, the User Demand Survey invited respondents to complete the survey as ‘An individual interested in arts or cultural events or programs.’ Fifteen (15) responses to this set of questions were received.

- All 15 respondents indicated that they had participated in an arts or cultural program or activity prior to the pandemic. When asked where they had participated in these activities, ‘a park or other outdoor environment’ was the most frequent response.
- Twelve (12) survey respondents expressed interest in attending a live performance at a new arts or cultural facility in Hernando County and three respondents said they may have interest. When

---

asked to indicate the program types that would be of most interest, music and theater were selected with the most frequency, followed by comedy and international / cultural offerings.

- Every respondent expressed interest in attending gallery or museum exhibitions at a new arts or cultural facility in Hernando County. The program areas of most interest were 3D arts (sculpture, mixed media, etc.), touring museum exhibitions, 2D arts (photography, painting, etc.), and exhibitions on local history / culture.
- Twelve (12) respondents expressed interest in participating in a class or workshop at a new facility in Hernando County, while two indicated that they may have interest and one indicated no interest. When asked what types of program areas would be of most interest, gardening and ceramics had the greatest response, followed by visual, fiber, and glass arts.
- Survey respondents expressed interest in classes offered in a variety of formats, from multi-week classes and workshops to drop-ins and open studio hours.
- Most interest was expressed for classes or programs for adults (those age 18 or older), although some interest was expressed for multi-generational offerings and offerings for teens and seniors.

### 3. *Potential Partners*

Throughout the planning process a number of potential project partners were identified:

- **Stage West** sits on 7.3 acres of land. Original plans for Stage West's facilities included a third phase that would to add 6,000 to 7,000 square feet to the theater building. The organization's leadership is still interested in completing this third phase of work, envisioning it as a space for the visual arts. In this scenario, the Hernando County Fine Arts Council would be an ideal partner, utilizing the facility for exhibits, passive and active programming, and administration.
- A new facility in Hernando County would need to be activated through programming. While HCFAC might provide some of this programming itself, the organization could partner with individual artists and organizations (like **Nature Coast Arts League, Hernando Symphony Orchestra, Wellcome Om Center**, and others) to bring classes, workshops, and events to the space.
- **Florida's Adventure Coast** is Hernando County's tourism agency. The agency could partner with HCFAC on marketing and advertising a new facility and its programs, as both would have the potential to draw visitors to Hernando County.
- **Monster Transmission**, the largest custom transmission builder in the United States, is based in Hernando County and is currently developing Lead Foot City, a large-scale tourism destination

---

and venue. The development will feature a drag racetrack, amphitheater, and event center. Leadership could envision a programming partnership with HCFAC whereby they would help to activate the development through arts and cultural events and activities.

#### **4. Conclusions**

Using information gathered through the user demand survey and phone interviews with potential facility users, this chapter estimates total user demand for rehearsal, performance, gallery / exhibition, private work, classroom / workshop, meeting, event, and administrative space.

- Collected data suggests moderate demand for rehearsal and performance space. The most demand is for a facility with between 251 and 500 seats, although a number of survey respondents indicated demand for space without indicating desired, or ideal, capacity. Access to rehearsal and performance space is particularly challenging in the Covid-19 environment, as school auditoria are no longer available to outside users. It is unclear how long this restriction might last. Should these restrictions extend beyond the duration of the pandemic, it could result in restricted programming calendars or force organizations to look beyond the borders of Hernando County for space.
- There is significant demand for gallery / exhibition and private workspace. Most demand is coming from individual survey respondents working primarily in the visual arts. However, there is demand from multidisciplinary creatives and those working in media arts. Survey respondents indicated the most demand for a 1,001 to 5,000-square-foot facility, followed by a smaller facility that is less than 500 square feet.
- Classroom / workshop space is also in high demand, with most survey respondents expressing interest in a facility that can accommodate between 6 and 10 students. Those with interest in classroom / workshop space represent a variety of art forms and disciplines.
- Surveys and interviews asked respondents about their demand for meeting / event or administrative space. There is limited demand for administrative space, suggesting that shared offices or a business center could be of benefit to Hernando County's arts community. There is much more demand for meeting and event space, for arts and non-arts entities alike.
- When it comes to facility features and amenities, gallery / exhibition space and parking were indicated as the most important features a facility could have, followed by tables / chairs, a café / coffee shop, and casual public gathering space. Shared or private artist studios, a kitchen, administrative support, storage, conference or meeting rooms, and marketing services and support were also of interest.
- Though responses were limited, survey respondents also indicated demand for cultural events and programs. Interest was expressed in both performing and visual arts and in a variety of

formats. The most interest was expressed for programming for adults, although multi-generational offerings and offerings for teens and seniors was also indicated.

- Over the course of the study process, multiple entities came forward as potential project partners. They range from possible program providers (who could bring activity to a space) and marketing partners to co-located organizations that could draw additional interest and foot traffic to a new venue.

---

# qualitative impacts & community benefits

With support from the Andrew W. Mellon Foundation, Americans for the Arts (a national, nonprofit arts advocacy organization) launched the [Arts + Social Impact Explorer](#), an interactive, online resource that gathers the best research and materials related to the impact of the arts on 26 different sectors. From infrastructure and innovation to social justice, health, and wellness, the Explorer demonstrates that the benefits of art and culture extend beyond the walls of a theater, museum, or cultural center into nearly every aspect of our daily lives.

Taken from this perspective, it would make sense that a feasibility study for a cultural facility account for the potential impact that the facility might have on its immediate and surrounding communities, the goals it might help them advance, and the vision it might help to fulfill. With that in mind, this chapter will review key planning documents for the Hernando County Fine Arts Council, City of Brooksville, and Hernando County in order to identify how a new cultural facility might advance long-term planning goals.

## **1. Hernando County Fine Arts Council Strategic Planning Documents**

In February 2017, the Hernando County Fine Arts Council completed its first strategic plan. The plan resulted in a vision for the organization (“A more vibrant and inclusive Arts scene in Hernando County”), a list of 10 objectives and priorities, and a SWOT (strengths, weaknesses, opportunities, and threats) analysis. The long list of objectives and priorities was then refined to five specific activities:

1. Become the center of the arts scene in Hernando County by:
  - a. Supporting / encouraging art group visibility;
  - b. Expanding the arts groups supported;
  - c. Working with local artists to develop a broader audience for their work; and,
  - d. Expanding the organization’s outreach to constituent art groups.
2. Expand the organization’s reach into the community by working with more broadcasters;
3. Explore opportunities in education, especially engaging more children in art;
4. Provide a facility to showcase the arts / acquire a dedicated facility; and
5. Expand fundraising beyond Art in the Park.

Two years later, in April 2019, HCFAC completed a review of the 2017 strategic planning effort. This review found that, while progress had been made toward many of the above listed activities, there is still work to be done. (As stated in the Introduction, this study is a result of this strategic plan review and the realization that a needs analysis would be needed before HCFAC could advance facility-related goals.)

---

A facilities project could help to further advance some of these goals by creating a physical center for the arts in Hernando County and creating dedicated space for arts education.

## **2. Brooksville 2050: The City of Brooksville Comprehensive Plan**

Brooksville 2050: The City of Brooksville Comprehensive Plan established goals, objectives, and policies to guide the City's growth and development through 2050. While focusing on the period between 2017 and 2027, the plan identifies a series of wants for the future: safe, walkable neighborhoods and parks; a thriving downtown district that maintains its historic charm; a strong educational foundation for the City's youth; vibrant, local business districts and employment opportunities; and excellent housing. These wants were then distilled into a clear, driving mission: "To be a viable, self-reliant, and safe community."

To achieve this mission, the Comprehensive Plan outlines a series of guiding principles that target everything from land use and transportation to conservation and urban design. As it relates to a cultural facility in the county, five principles stand out:

1. "Sponsor and promote cultural activities that celebrate the history and cultural and ethnic diversity of Brooksville and Hernando County and work towards inclusiveness for all community members.
2. Capitalize on Brooksville's strategic location within the region to attract and retain businesses.
3. Create incentives for local entrepreneurs and provide resources to enhance local business opportunities.
4. Strengthen Brooksville's role in providing adult education and vocational training.
5. Build Brooksville's image as a "hub city", a center for many different regional activities" (Pages I-2 and I-3).

A cultural facility in Hernando County could align with each of these principles, as the myriad and mix of programs typically on offer provide opportunities for all facets of the population, young and old, to come and engage with art and culture. Further, arts and cultural facilities are often used in workforce and corporate recruitment, demonstrating to potential employers and employees that a community is vibrant, active, and full of things to do.

## **3. Hernando County 2040 Comprehensive Plan**

Like the City of Brooksville Comprehensive Plan, the Hernando County 2040 Comprehensive Plan (September 2018) outlines goals and objectives for future growth. Key is preserving the charm, character, and quality of nature within the county while planning for increased population growth and development. Within the plan, arts and culture are identified as strategies for reaching tourism development-related objectives. Namely, "The County should support culture, history, and the arts in the community" and "Public amenities and spaces should include art and cultural aspects." (page 6).



#### **4. Conclusions**

While neither the Brooksville 2050 or Hernando County 2040 plans identify specific goals around arts and culture in the community, both position arts and culture as tools to be used in achieving key objectives, specifically: building and contributing to community identity, supporting economic and tourism development, and contributing to the City and County's identities throughout the region. The development of a new arts or cultural facility could play a role in advancing and achieving each of the above.

---

# conclusions & recommendations

The Hernando County Fine Arts Council retained DLR Group to assess whether the Hernando County market could support a new cultural facility. In response to this brief, DLR Group completed a demographic analysis of Hernando, Pasco, and Citrus Counties; inventoried and assessed the performing, visual, and educational arts programs and facilities available to Hernando County residents and user groups; quantified user demand for space and identified potential project partners; and identified the intersection between the development of a new facility and the long-term planning goals of HCFAC, the City of Brooksville, and Hernando County. This work has led to the following conclusions and recommendations.

## 1. Conclusions

**Demographic Analysis** The demographic analysis suggests a market inclined to support nontraditional and participatory arts and cultural programs that take place in informal settings. This tracks with anecdotal research, which indicated that multiple Hernando County arts organizations face declining audiences spurred, largely, by challenges in replacing the senior demographic. This suggests a need and opportunity for more events like Art in the Park and amenities like the Mural and Mermaid Trails, casual activities that allow for social interaction, can be enjoyed when—and for as long as—it is convenient for the visitor, and involve and engage the entire family. These types of events are also likely to attract Hernando County’s nonresident demographic, which is comprised of snowbirds and recreational tourists. This does not mean that an opportunity for more traditional art forms does not exist in the market but, rather, that there is some work to be done regarding cultivating a community and culture of broad arts participation and attendance.

**Existing Arts and Cultural Assets** Several facilities are used to accommodate the performing arts in Hernando County. Aside from school facilities, which are currently off-limits to outside users, and venues beyond the boundaries of Hernando County (like Pasco County’s Instructional and Performing Arts Center and Citrus County’s Valerie Theatre), Stage West is the only purpose-built venue in the market. Its busy calendar makes it a difficult facility for itinerant arts groups to access, suggesting a need for community performance space. When it comes to the visual arts, Hernando County has just one gallery / exhibition space: Uptown Art Gallery at the Brooksville City Hall. While anecdotal research suggests that there is much appreciation for Uptown Art Gallery, there is also a desire for a higher quality gallery / exhibition space. Lastly, the Participatory Program Space Inventory suggests that, while roughly two dozen facilities offer programming in theatre, dance, or music, just a handful offer classes in 2D or 3D arts and even fewer offer programs in areas related to crafting, health / wellness, or literary arts. This indicates a gap for visual arts programming in the market.

**User Demand and Potential Partners** Telephone interviews with community stakeholders and a user demand survey revealed significant demand for arts and cultural space in Hernando County. While there is moderate demand for new or improved rehearsal and performance space, there is considerable demand for gallery / exhibition and private workspace. Interviewees and survey respondents also indicated demand for classroom and workshop space, both from the perspective of program providers and participants. Parking and the inclusion of gallery / exhibition space are the number one concerns when it comes to the creation of a new or improved cultural facility, followed by tables / chairs, a café / coffee shop, and casual public gathering space. Shared or private artist studios, a kitchen, administrative support, storage, conference or meeting rooms, and marketing services and support were also of interest. Potential project partners include Stage West, nonprofit arts organizations, Florida's Adventure Coast, and Monster Transmission. These partners could bring programming, marketing, and in-kind (in the form of physical space or land) support to a new facilities project in Hernando County.

**Qualitative Impacts and Community Benefits** A review of HCFAC, City of Brooksville, and Hernando County planning documents suggests that development within the arts and cultural sector is, generally, in line with community planning goals. While neither the City nor the County have adopted an arts or culture-based strategy to achieve community or economic development goals, both bodies of government do acknowledge that arts and culture could be used as tools in their pursuit. This focus is primarily placed on events and activities, rather than facility development.

## **2. Recommendations**

Based on the above conclusions, the DLR Group team has arrived at a series of recommendations for the Hernando County Fine Arts Council. They have been divided into three categories—short-, medium-, and long-term—with short indicating pursuit within the next one to two years, medium indicating pursuit within three to five years, and long indicating pursuit in five or more years. Obviously, this timeline is dependent on the success of each initiative, as some may be completed faster than others.

### **Short-term Recommendations (1 to 2-year Timeline)**

**A. Grow and develop the capacity of the Hernando County Fine Arts Council, positioning it as a leader in advocacy, policy, and funding for the arts in Hernando County.** Historically, Art in the Park has been HCFAC's primary activity. While the annual event is a great success, cultivating a culture of creativity in Hernando County will require much broader, dedicated focus and strong leadership. While HCFAC has begun to adopt that focus and develop that leadership in recent years, the organization's existing governing model—one in which members are termed-out after two, four-year terms—will make it difficult to maintain momentum. To truly establish itself as a leader for the arts and culture in Hernando County, DLR Group recommends that HCFAC hire a full-time staff member to implement the organization's strategic plan, develop programming (inclusive of grant programs) to support Hernando County's artists and arts organizations, and partner with those organizations to foster a love for the arts across Hernando County residents. The number of staff may grow over time as the HCFAC budget allows.

---

**B. Complete an operational review and building assessment of Stage West.** The market assessment suggests that, unless an organization is the sole owner or renter of a facility, it can be difficult to access performance space in Hernando County. At the same time, multiple organizations spoke of declining audiences. With that in mind, it is difficult to recommend a brand-new facility in Hernando County, particularly given the presence of Stage West, which was purpose-built as a performance venue. Given that, DLR Group suggests that HCFAC partner with Stage West to complete operating and building assessments that would answer the following questions:

- Could Stage West’s operating model be adjusted to accommodate a greater number of outside organizations as renters? For example, might the Stage West theater company function more like a resident organization, receiving priority booking for dates and other user privileges, while releasing dates and access to space to other community organizations?
- Is there an opportunity to attract a small series of presented, touring events to Stage West? This might involve booking partnerships (also known as block booking) with other, similarly sized Florida venues, working with a regional presenter, and developing marketing partnerships with organizations like HCFAC and Florida’s Adventure Coast.
- What building improvements should or must be made to improve Stage West as a performance venue and bring technical systems up to date? Are the costs of these improvements more or less than the cost of building a new facility?

Should the operating and building assessments find that adjustments to Stage West’s operations and capital improvements are feasible, DLR Group would recommend that HCFAC and Stage West focus their efforts on transforming Stage West into the center of the arts in Hernando County. Should the findings of the work suggest that operational changes and building improvements are not feasible, then HCFAC may want to consider a highly flexible venue, further described below.

As a note, DLR Group was unable to visit the Stage West facility due to Covid-19-related restrictions. The team’s understanding of Stage West’s quality and capabilities as a venue are based on the Stage West business plan and interviewees with organization leadership and facility users.

**C. Building on the legacy of Art in the Park, partner with Hernando County, the City of Brooksville, Florida’s Adventure Coast, Brooksville Main Street Program, Stage West Community Playhouse, Live Oak Theatre, Welcome Om, and/or others to develop additional informal art offerings.** This could include developing new festivals or events or adding new murals and mermaids to the Mural and Mermaid Trails. But, it might also include other happenings: audio or walking tours of Downtown Brooksville or other Hernando County

---

locations, scavenger hunts that draw residents and visitors to local parks or wildlife management areas, outdoor film screenings, billboard poetry, and more.

### **Medium-term Recommendations (3 to 5-year Timeline)**

**A. Establish a flexible arts programming space.** Research suggests strong demand for gallery / exhibition space, as well as interest in programming and meeting and event space. To accommodate this demand, DLR Group recommends that HCFAC consider establishing a small, but highly versatile administrative and program space. This space could be a storefront or standalone facility, but should be capable of accommodating gallery shows, some live performance, a speaker or lecture series, visual and performing arts-based classes and workshops, meetings, events, and more. It might serve as HCFAC headquarters and might also feature a small business center that can be accessed by local nonprofits.

**B. Develop a commission and master plan for public art in Hernando County.** Assuming the continued success of the Mural and Mermaid Trails, HCFAC may want to partner with Hernando County on the creation of a public art commission and master plan. While the commission would help oversee the selection and placement of public art in the county, the master plan would identify a strategy for its maintenance, funding, acquisition and installation, and other policies.

### **Long-term Recommendations (5+ years)**

**A. Develop a highly flexible performing and visual arts space for the community.** Based on the outcomes of the Stage West operations and building assessments, HCFAC could consider developing a community arts space for Hernando County. Such a venue might include a highly flexible performance space with a maximum capacity of 500 seats. This space should have flexible seating and staging options to accommodate live performance, meetings and events, and, perhaps, larger scale art installations or touring museum exhibitions. It should feature gallery and classroom space, as well as a café or food service area. Prior to moving forward with the facility project, HCFAC should reassess user demand for space in the market or consider an update of this study.

**B. Explore the development of an art park.** Given the success of outdoor public arts in Hernando County, HCFAC may want to consider establishing an art park. Obviously, the outcomes of the Public Art Plan would inform its development, but there might be partnership opportunities with enterprises like Monster Transmission's Lead Foot City, Chinsegut Hill, wildlife management areas, and beyond.

### 3. Comparable Projects

#### Short-term Recommendations (1 to 2-year Timeline)

##### A. Grow and develop the capacity of the Hernando County Fine Arts Council, positioning it as a leader in advocacy, policy, and funding for the arts in Hernando County.

###### Marion Cultural Alliance | Marion County, FL

The Marion Cultural Alliance began as an informal, volunteer group in the early 1990s. In 2000, the organization formally became the Marion Cultural Alliance (MCA), a nonprofit arts agency whose mission is to “champion, convene, and create opportunities for artists and arts organizations.” Today, the organization serves as Marion County’s leading arts organization, championing the arts across sectors. In the 20 years since it was established, MCA has donated more than \$1.5 million to arts and charitable organizations in Ocala and Marion County, established a Cultural Endowment fund, and provided arts organizations with more than \$310,000 through its annual Cultural Grants Awards.



MCA operates out of the Brick City Center for the Arts in downtown Ocala. The venue and its adjacent courtyard serve as an art gallery, casual performance space, and a rentable event space. In addition to events at the Brick, the MCA supports arts-related activities throughout the County and, in collaboration with the City of Ocala, is the nonprofit partner of Ocala’s Levitt AMP Music Series. The MCA currently supports three grant programs: MCA Cultural Grants, which are awarded to nonprofit arts organizations; the 4 Friends Grant, which supports efforts that fall outside of the Cultural Grants timeline; and the Korzenny Grant for Educators, which supports small grant requests from individual educators.

The MCA is governed by an all-volunteer board of 14. The board meets monthly and board members serve up to two, three-year terms. Staff include an Executive Director, Gallery Director, Administrative Coordinator, and Gallery Host.

###### Arts Council of Martin County | Martin County, FL

The Arts Council of Martin County was established in 1980 “to inspire participation in and a passion for the



arts in the community.” The organization’s efforts are focused in a few key areas: arts and cultural programming, arts education, eco arts, and public art. In addition, the Council manages the Court House Cultural Center, which houses two fine art galleries and serves as a venue for Sunset Concerts, an annual series of live music performances. In 2017, the Court House received nearly 7,000 visitors.

Programming in arts education is supported by an Arts Education Committee, which is tasked with exploring, developing, and implementing arts education programs for learners of all ages. Activities include Plein Air Arts Day, a juried high school art show, Story Time in the Gallery, writing workshops, and Cultural Conversations, a monthly series that provides P.L.A.C.E.-based (people, land, arts, culture, and engagement) dialogue.

In 2009, the Arts Council developed programming around environmentally friendly art, or ‘eco-art.’ That effort grew into a county-wide movement that has established Martin County as a leader in the field. The County is also recognized for its public art program, which is overseen by the Martin County Public Art Advisory Board and funded through a percent-for-art program. The Arts Council played a key role in lobbying for a Public Art Ordinance and advancing the community’s public art efforts.

The Arts Council is governed by a volunteer board of nine. Each member serves a two-year term and can be re-elected to a second term. Meetings are held quarterly. Staff include an Executive Director, Finance and Operations Manager, Arts Programs Manager, Development Director, and Communications and Membership Manager.

## **B. Complete an operational review and building assessment of Stage West.**

### **Hermosa Beach Community Theatre | Hermosa Beach, CA**

The Hermosa Beach Community Theatre is a 502-seat venue that is attached to a larger community center. The entire building was constructed in the 1920s and operated as a school until ownership was transferred to the City of Hermosa Beach in the 1970s. Today, the Community Theatre operates as a community resource. While the City hosts the occasional film festival or community event in the facility, it is primarily used by local and regional arts organizations on a rental basis.



In January of 2020, the City of Hermosa Beach retained DLR Group to complete a market and

building assessment for the Community Theatre. Already aware that the venue was in need of capital improvements and ADA upgrades, the City wanted to understand whether it should renovate the facility to make it a better community resource and amenity or if there might be an opportunity to develop the theater into a regional destination for live entertainment. DLR Group completed a detailed analysis of the Community Theatre’s utilization and conducted a review of the competitive facilities in the market. The team also assessed the venue’s existing infrastructure and technical features and outlined the changes that would be needed to be made to achieve either programming option.

Ultimately, it was recommended that the City continue to focus on accommodating community rentals, as there are very few facilities in the market that are affordable and accessible to community arts groups, but that it also explore the possibility of developing a four to five-show series of presented, touring events. The team then outlined the facility improvements, additions, and technical features that would be needed to accommodate both uses and made recommendations for staffing. DLR Group is now working with the City of Hermosa Beach to determine whether the recommended space program should be developed as an addition to the facility or through the reuse of existing wings.

### **C. Building on the legacy and success of Art in the Park, partner with Hernando County, the City of Brooksville, or Florida’s Adventure Coast to develop additional informal arts offerings.**

#### **Finders Keepers | Lincoln City, OR**

Finders Keepers is a program administered by Explore Lincoln City, the tourism agency for Lincoln City, Oregon. It was imagined by a local artist keen on attracting visitors to the coastal community in the off-season. Now a year-round program, Finders Keepers employs local glass blowers to create glass floats.



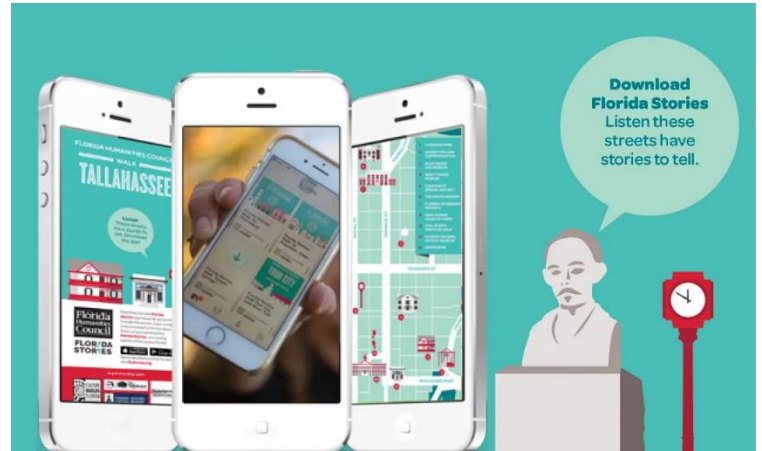
Those floats are hidden along seven miles of Lincoln City’s beach at random intervals throughout the day by designated ‘Float Fairies.’ In total, 3,000 glass floats are hidden every year.

Each float comes with a registration number. When found, that registration number is reported to Explore Lincoln City via phone, text, or the agency’s website. The finder then receives a Certificate of Authenticity and information about the artist who crafted the float. The program is immensely popular and has inspired similar programs across the country, including the [Glass Float Project](#) on Block Island, Rhode Island and the City of Westminster, Colorado’s [Standley Lake Monster](#).



### Florida Stories Community Walking Tours | State of Florida

Florida Stories is an initiative of Florida Humanities, the local affiliate of the National Endowment for the Humanities. An app-based program, Florida Stories features hour-long walking tours of 35 Florida neighborhoods and communities. The app is free to use, and each tour includes roughly 10 stops. Stories are shared by local voices and historical photos accompany each recording.



### Medium-term Recommendations (3 to 5-year Timeline)

#### A. Establish a flexible arts programming space.

##### The Center for the Arts | Panama City, FL

Panama City's Center for the Arts is operated by the Bay Arts Alliance through a contract with the City of Panama City. The facility has two floors and features three galleries, a paint room, and a kid's art studio. The largest gallery is 2,100 square feet and has a standing capacity of 200. The smallest has a standing capacity of 50. Both the paint room and kids' art studio are equipped with sinks, tables, chairs, and easels. Other amenities in the building include a self-serve café, an art library, and a gift shop stocked with the work of local artists.

The Center offers classes in stained class, ceramics, pottery, watercolor, basket weaving, crafts, and more. Many are offered as one-off events



on weekday afternoons and evenings or on Saturday mornings. Offerings are available for students of all ages and include Mommy & Me courses and special classes for kids.

Opportunities for artists include two annual competitions, open-call exhibitions, and submissions for solo shows. Individuals are also invited to teach classes and share work virtually through digital studio tours, live stream tutorials, and video demonstrations or time lapses.

Event programming includes a projection art festival, a speaker series dedicated to authors, a monthly open-mic night for local writers, and live, outdoor concerts in the Center's parking lot. The Center also offers summer camps and hosts an annual Haunted Walking Tour of Downtown Panama City.

Arts Center memberships are available at a variety of levels, providing discounts on classes and event tickets, access to free member events, reduced competition fees, free time in the paint studio, and the opportunity to sell art in the Center's store. Additional offerings are provided at higher member levels.

According to the Bay Area Arts Alliance's 2017 Form 990, the organization has an operating budget of \$827,650. Revenues are driven by private contributions (\$82,502) and live events (\$732,513). The organization's staff include an Executive Director, a Director of Marketing, an Operations Manager, and an Education Coordinator. Until it was damaged by Hurricane Michael in 2018, Bay Arts Alliance also managed the Marina Civic Center, Panama City's 2,500-seat performing arts venue.

## **B. Develop a commission and master plan for public art in Hernando County.**

### **Connections: A Public Art Master Plan for Frederick, MD | Frederick County, MD**

The Frederick Arts Council, and Frederick County, had a history of investing in public art projects, to much success. By 2016, with the growth of public art in the County and a contribution from a local family foundation, the Arts Council set out to create a master plan.



The plan took two years to develop and was completed in 2019. Its key recommendation is to divide Frederick County into creative zones, each representing a place or narrative. The goal is

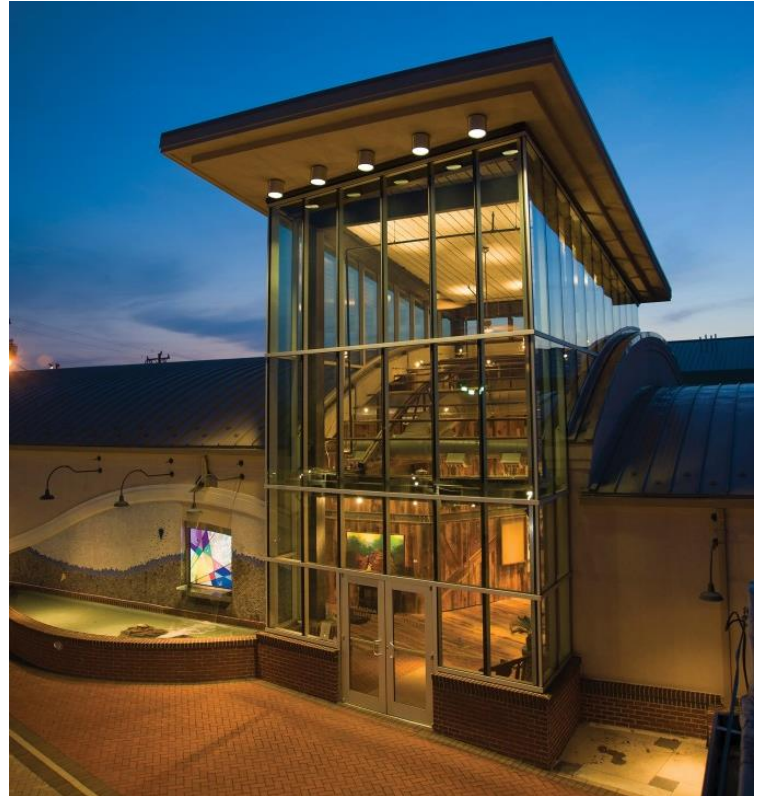
that, through the creative zones, residents will feel more connected and have a greater sense of community. The plan also identifies a vision and goals for public art and outlines how it should be implemented, governed, managed, and sustained over time.

## Long-term Recommendations (5+ years)

### A. Develop a highly flexible performing and visual arts space for the community.

#### Yadkin Cultural Arts Center | Yadkin County, NC

Yadkin County is small, rural county of 37,000 people. Despite its size, the County has a thriving arts and cultural scene that has been led by the Yadkin Arts Council since 1975. In 2011, the Arts Council opened the Yadkin Cultural Arts Center. The 10,000-square-foot facility is an adaptive-reuse project. Originally built as a facility for Adams Motor Company in the mid-20<sup>th</sup> Century, the facility was first repurposed for use as a roller rink, then a marble kitchen / bath fixture manufacturing facility, and a barbecue restaurant before finally being established as the Yadkin Cultural Arts Center. Today, the building contains a 193-seat theater, a gallery, classrooms, and The Center Bistro, which is owned and operated by the Arts Council. The Arts Council also manages four artist studios, which are divided from the Arts Center by an outdoor events plaza. Across the street are facilities for the Arts Council's Willingham Performing Arts Academy, which offers classes in dance, music, and theater. All facilities are available for rent.



To activate the buildings, the Arts Council offers hands on programming in performing and visual arts for kids and adults. The theater is programmed with a mix of touring musical acts,

performances by the Winston-Salem Symphony, and Willingham Performing Arts Academy productions. The gallery space features a rotating schedule of shows and the artist studios have open hours for public visitation.

The Yadkin Arts Council has a 22-member board and a staff of 12. The organization's 2018 Form 990 indicates an operating budget of \$919,027. Contributed income, led by membership dues, totaled \$449,088. Revenue from rentals totaled \$11,697 and sales at The Center Bistro totaled \$146,539. Programming revenue was comprised of theater ticket sales (\$152,537) and art sales (\$11,240).

## B. Explore the development of an art park.

### Franconia Sculpture Park | Shafer, MN

Franconia Sculpture Park is in Shafer, Minnesota, a rural community of 1,130 that is 45 minutes northeast of Minneapolis / St. Paul. The Park is a nonprofit organization that encompasses 43 acres of land. Founded in 1996, it is recognized for its artist residency programs, which provide more than 40 artists the opportunity to live, create, and exhibit 3D artwork onsite, and community arts programs, which regularly engage more than 14,000 learners each year.



In total, Franconia has more than 120 sculptures. The grounds also feature an amphitheater and outdoor gathering space. Annual programs include art-making workshops, guided tours, cast metal sculpture demonstrations, symposia, festivals and events, and Art in Rural Places, a program that offers free tours and hands-on workshops to Minnesota youth living in rural communities of less than 20,000.

According to the organization's 2018 Form 990, Franconia Sculpture Park's operating budget is \$622,901. Revenues totaled \$1.02 million. Of that revenue, private contributions, gifts, and grants accounted for \$798,908 and program service revenue accounted for \$65,084. The Park is free to visit and is open from dawn to dusk 365 days a year.

# **Appendix A: Pathways to (Re)Opening Night**



## Pathways to (Re)Opening Night

A Post-COVID-19  
Response Guide for  
Performance Venues



# Executive Summary

*DLR Group and our collaborative partners have been studying many facets surrounding reopening places of public assembly during and following the COVID-19 pandemic. As most states have started their phased reopening plans, performing arts venues present many challenges as, by nature, they are gathering spaces requiring people to be in close proximity.*

Through our decades of award-winning cultural and performing arts design work, we have developed a guide that presents opportunities and considerations for the reopening of performance venues. The guide is organized into three main categories: financial, operational, and facilities. Each presents observations and recommendations for potentially reopening with safety and success in mind.

## Financial Considerations

The impact of COVID-19 has brought about several financial challenges to organizations that operate performance venues during and after the pandemic. The following options can improve financial performance despite the challenges include: extended hours of operation; alternate pricing models; alternative or new revenue production; improving rental stock; leveraging digital platforms and new media technologies; maximizing exterior and ancillary spaces for revenue generation; and reducing operating and maintenance expenditures through select facility improvements.

## Operational Considerations

Operational expenditures and processes have a direct impact on how successfully a venue can return to a new norm of stability while offering patrons, artists, and employees a measure of assurance that it is safe to return to the venue. All considerations regarding operations should be reviewed based on an individual venue operator's specific challenges and mandated

requirements for a safe opening by any and all authorities. Guidelines to consider when making the choices appropriate to each specific circumstance include: social distancing at points of gathering from arrival and queuing to ticketing, concessions/retail, restrooms, donor lounges, within the auditorium, back-of-house dressing rooms, greenroom, rehearsal spaces, office space, and load-in; handwashing, PPE, and patron touchpoints; health and safety screening; staff, crew, artist, and volunteer safety; and messaging and communication to all visitors and staff.

## Facilities

Accommodating patrons, staff, crew, and artists through well thought-out facility changes will have a direct impact on their safety and whether they choose to return to the venue. These considerations should be evaluated for effectiveness in COVID-19 mitigation, maintenance and operations, and any financial implications from first cost to cost of ownership: reduce touchpoints and hard to clean surfaces; revise concessions, bar, and food service patron and staff flow, cleaning, and types of offerings; alleviate merchandise, ticketing, security, health screening, and other potential bottlenecks; replace interiors and finishes; improve technology integration; formalize emergency management; modify audience chamber seating and movement of patrons; and adjust staff movement through back-of-house, ancillary, and exterior spaces.

---

### Developed and Prepared by Consortium of Specialists within DLR Group

*theater architects  
mechanical engineers  
theater technical planners  
audiovisual designers*

*low voltage system designers  
lighting designers  
healthcare specialists  
education specialists*

### And in outside collaboration with:

*Playhouse Square  
The Nederlander Organization  
The Cleveland Orchestra  
Cleveland Play House  
The Straz Center for the  
Performing Arts*

### For more information or consultation, [contact](#):

[dlrgroup.com](http://dlrgroup.com)  
Carol Duke,  
Assoc. AIA, Principal  
[cduke@dlrgroup.com](mailto:cduke@dlrgroup.com)  
703/628-2291

# Contents

Preliminary Considerations **03**

Financial Considerations **05**

Operational Considerations **10**

Facilities Considerations **18**

Additional Resources **25**





# Preliminary Considerations

*The coronavirus pandemic has focused a spotlight on many aspects of our daily lives and routines that often have been taken for granted. How we move through a space and interact with our environment, family, friends, and even total strangers has been altered for the foreseeable future. One of the hardest-hit sectors of the economy has been the entertainment industry, which accounts for up to 4% percent of the total [workforce](#) in the United States generating over \$900 billion in revenue annually.*

To help our clients, performance venue owners, and operators develop plans and strategies to return to the U.S. economy, DLR Group created a response guide that examines three elements: finances, operations, and physical venues. With this approach in mind, we offer the following preliminary considerations for context:

- This evolution will not be immediate. There is a need to be adaptable and fluid as circumstances are changing daily in the progression of the pandemic.
- There is no single silver bullet, but rather a hybrid approach and multi-pronged effort based on empirical facts and science.
- Even while deploying a host of strategies, patron confidence and communication will be critical to any success.
- Being allowed to open doors does not mean your audiences, staff, and performers will return unless they feel comfortable and confident in their health and safety.
- A clear message about new policies and procedures will be required to be successful, especially if changes are required due to evolving responses to the pandemic.
- Clear messaging should be coupled with a thoughtful education and communication program.
- A high percentage of your venue's occupants may be in high-risk categories.

- Many older patrons may not be technologically adept at some new requirements such as wireless tickets or app purchases for concessions.
- The importance of performers and crews feeling safe in their work environment is integral to a successful performance.
- We will explore opportunities to test-fit strategies that will work with your organization.
- Balancing operational and production costs with the projected reduced ticket revenue as audiences slowly return is critical.
- Contractual obligations, including collective bargaining agreements, royalty payments, and new media strategies, will be important considerations.
- There is a potential impact of streaming and other distance technologies, and a need for careful, considered messaging of these presentation opportunities to audiences.

The following guide includes financial, operational, and physical considerations. Not all will be applicable to every venue or circumstance, and some considerations may have legal implications for your organization. Please consult your organization's legal counsel and liability insurance carrier to determine all risks. It is also strongly recommended that a qualified design professional with experience in this facility type, such as DLR Group, be engaged to assist in the navigation and implementation of proposed changes.

# Financial Considerations



**S**helter-in-place orders and required closing of non-essential business operations have forced performance operators and building owners into an all-stop mode requiring most to reduce staff, postpone/cancel performances or seasons outright, and refund essential ticket and rental revenue. For organizations with significant financial reserves, the current situation has forced prioritization of essential services and a shift towards digital outreach to current subscribers while leveraging social media to continue engaging with audiences. Other organizations without the financial resources beyond general operating costs have had to curtail most, if not all, of their programming.

The touring industry has greatly scaled back or suspended most programs of any significant scale leaving tour venues with limited programming options. Academic performance programs have not been spared with many colleges and universities moving all classes to an online format for the foreseeable future, reducing or eliminating whole department budgets and, in some cases, suspending entire academic units. Campus arts are challenged as this training requires in-person and one-on-one training plus work in front of a live audience. Academic and professional arts organizations are finding a reduction in their in-kind and endowment donations, due to the already limited donor resources being stretched thin by COVID-19 relief efforts. Grant makers unrelated to the virus have reduced acceptance of new applications and COVID-19 relief funds have been challenging to obtain.

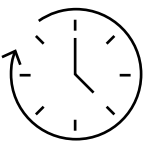

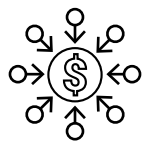
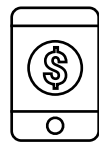
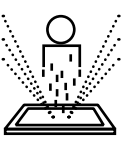
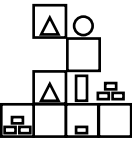
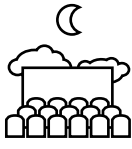
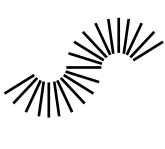
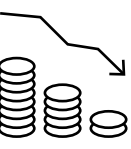



# A soft opening of smaller performances with fewer audience members will most likely be the normal operating mode until such a time that patrons and staff feel safe to do more.

A soft opening of smaller performances with fewer audience members will most likely be the normal operating mode until such a time that patrons and staff feel safe to do more. Social distancing guidelines set out by the Center for Disease Control and local authorities will have a negative impact on revenue as, more than likely, your venue will have occupancy limits. The reduction in seating capacity needed to meet distancing guidelines of approximately 2 meters, or 6 feet, may result in higher ticket prices to offset loss of revenue, putting the performance out of reach of younger or new audiences who may have less disposable income. Group tours will more than likely be on pause for the foreseeable future. Other direct revenue sources are expected to also decline sharply, including rental income and on-premise education programs.

This situation has also impacted potential expenditures beyond normal operating costs as the performing arts community looks for ways to re-engage with their patrons and artists in a safe and productive way with minimal compromises to the quality of their offerings. Additional costs may include extended hours of operation to allow adequate time to move audiences in and out of the venue; increased staffing requirements in both front- and back-of-house operations to manage and implement new policies and procedures related to operational strategies for an effective COVID-19 response; increases in production costs, royalties, insurance, and other operational expenditures; and the costs incurred for both foundational facility changes, improvements in technology, and material cost of hygienic supplies above what has been the prior standard.

With these challenges defined, we have identified the following key financial opportunities:

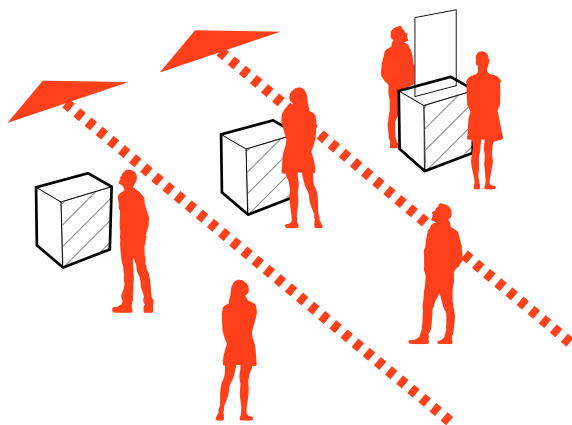
 <p><b>Extended Hours of Operation</b></p>	 <p><b>Alternate Pricing Models</b></p>	 <p><b>Alternative/ New Revenue Production</b></p>	 <p><b>Monetizing Original Content on a Digital Platform</b></p>	 <p><b>Develop New Media Technologies and Experiential Design</b></p>
 <p><b>Rental Stock Improvements</b></p>	 <p><b>Maximize Exterior Spaces</b></p>	 <p><b>Flexibility in Utilizing of Ancillary Spaces within Your Venue</b></p>	 <p><b>Reduction of Operating Expenses</b></p>	 <p><b>Human Resource Expenditures</b></p>

## Extended Hours of Operation

Although offering extended hours could be seen as a potential negative, the opportunity exists to entertain, inform, and engage patrons in a meaningful way. This level of commitment to your patrons encourages repeat visits for future productions or showcases other revenue-generating occasions such as educational classes, special all-access passes, concessions or retail merchandise, venue rental opportunities, and promotion for upcoming events such as galas, fundraisers, or meet-and-greets with performers.

## Alternate Pricing Models

Many venues are looking at how best to restructure seating configurations in an optimal way to maximize the audience, even at a reduced capacity. Our recommendation is a fluid approach based on demand and grouping sizes. Dynamic seating can positively influence ticket segmentation and special access, which could be based on volume of patrons offered special pricing accommodations for attending in a group within the same family, thereby mitigating social distancing rules. Other tiers of special pricing that allow a venue to maximize the audience size would include patrons willing to sit solo at an appropriate distance from neighboring seats, and VIP and VVIP pricing models as seen in Asian and European markets. The fluidity comes with seating assignments that fluctuate as sales come in. This would suspend night-of-the-show walk up sales unless they can be accommodated in a safe manner. Offering this flexibility, whether by performance or in a season subscription, can have positive impacts on earned ticket revenue.



*Self-serve Scanning Stations: Ideal crowd control methods don't include barriers, stanchions, or ropes.*

## Alternative/New Revenue Production

The pandemic has created an out-of-the-box opportunity to expand how your venue earns revenue through sales. Expanded outreach and educational programming, including using technology to reach more patrons, can become revenue streams that are either advertised during extended hours or even provided during those hours. Additionally, through thoughtful planning, rental opportunities for non-traditional uses not only provide income, but also introduce new potential audiences by showcasing your venue and highlighting the safety precautions put in place. These events may include hosting corporate meetings or educational seminars, book signings, art exhibits, eSports competitions, or conferencing events.

## Monetizing Original Content on a Digital Platform

While there are legal and contractual issues regarding royalties and collective bargaining agreements involving distribution of performances in a digital format, this can be significantly easier to navigate when original content is developed. For example, new playwright workshops, staged readings, public domain works, and other sources can be coupled with new digital formats for subscription-based delivery. These can be combined with live audiences to enhance the immediacy of virtual productions. Additionally, virtual tours of facilities or backstage access to popular shows featuring interviews with designers, directors, or cast members add a new and exciting level of engagement. Effective social media campaigns can be deployed to direct digital traffic to your virtual venue and newly created content. This same content can be provided to patrons on-premises, however current social distancing guidelines would result in longer wait times.

## Develop New Media Technologies and Experiential Design

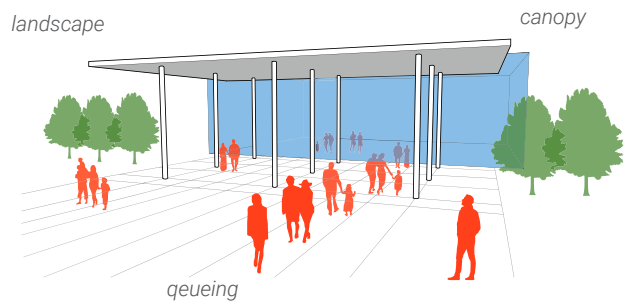
New media technologies and mediated architecture that provides an immersive experience could become potential revenue-generating sources. Holographic imaging, projection mapping, and augmented and mixed reality systems have been gaining traction in big-budget shows on Broadway and in regional theaters. This same level of technology can work to your advantage in branding, messaging, and storytelling beyond the stage to attract visitors. It can also be a stand-alone experience, part of audience management before and after shows, or during off-peak hours of events

## Rental Stock Improvements

Now is the perfect time to take a true inventory of your venue's assets, including costumes, props, scenic elements, and other assets that can help to reduce future expenditures and generate revenue through rental programs or sales. Properly managing inventory could also reduce storage needs and free space that could otherwise generate income or be eliminated altogether, reducing unused square footage and operational costs. Leftover storage space could be leased to other organizations as an additional revenue source. Or, these newfound spaces may be necessary for required COVID-19 related isolation rooms, health monitoring and check-in spaces, janitorial closets for additional sanitization supplies, or for patron amenities such as additional coat-check and storage.

## Maximize Exterior Spaces

Many venues have exterior assets that are significantly underused and can provide outdoor opportunities to increase your audience event participation. They can be used as ancillary spaces where performances are broadcast to outside areas, allowing patrons to maintain distance from others while still enjoying a premiere show. This concept is like an amphitheater model with fixed seating close to the stage and lawn seating beyond the bowl. Projection systems or large format LED video walls can be used to provide these outdoor seats with a view of the stage. These spaces can also be repurposed for festivals, markets, or other activities that are conducive to the outdoor environment. Small adjacent spaces, such as alleyways, can be blocked off for VIP receptions, meet-and-greets, or other focused group options either related to the event inside the venue or as a stand-alone gathering.



*Outdoor as Extension of Lobby: Outdoor space for queuing or additional programming space.*

## Flexibility in Utilizing of Ancillary Spaces within Your Venue

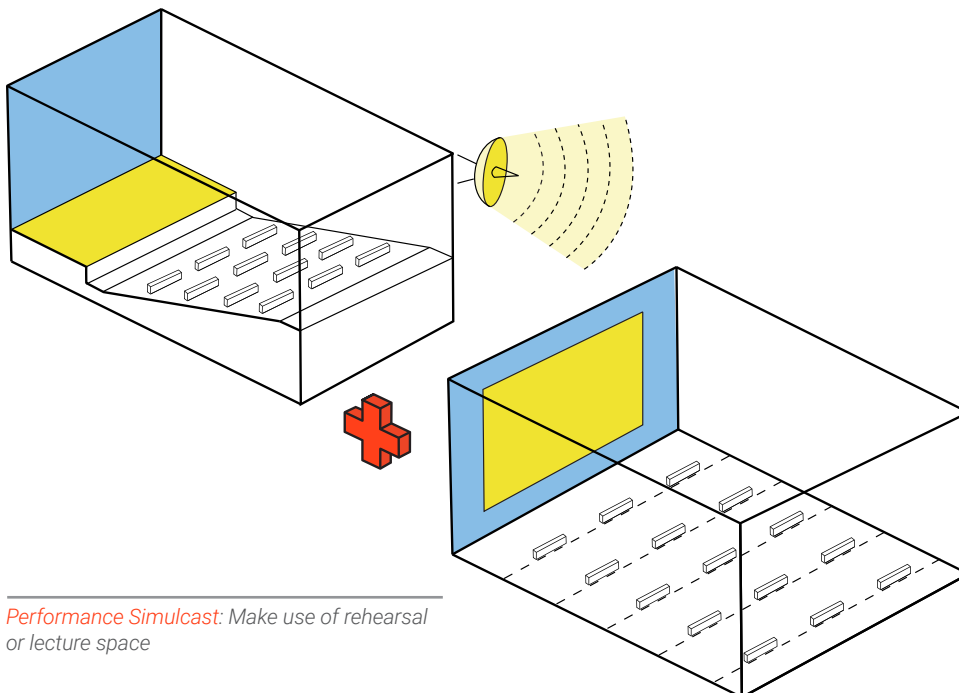
Similar to back of house and outdoor spaces, opportunities exist within ancillary spaces such as rehearsal rooms, conference rooms, and donor lounges that can be converted to house smaller shows, play readings, overflow, or other non-performance related events. Permanent and portable technologies can be used to transform these areas into viable spaces to generate revenue when otherwise unoccupied.

## Reduction of Operating Expenses

Strategies to reduce operating expenses include a materials analysis to find the most frequently used materials and efficiencies in construction methods for scenery, props, costumes, and the like through reduction of production elements, rentals into a production, or through partnerships with allied organizations for bulk purchasing. Common purchases between departments could be shared or resourced. Another strategy is to analyze building systems for savings. Implementing smart building controls such as on-demand control ventilation, increasing occupancy sensors, and retrofitting facility lighting to LEDs all while reducing plug loads and systems demand will reduce operating expenditures. Look for ways to fill more seats with fewer performances and to reduce show lengths or days in the run by examining production run schedules. This option will also have an impact on front-of-house operating costs. Strategies for front-of-house may include app development that allows for touchless ticketing while also providing opportunities to improve revenue streams by allowing in-app purchases for concessions, merchandise, and future performances in real time. Apps also provide the benefit of data mining and data analytics that allow you to better target audiences with custom-tailored content for a more personalized experience while reducing printing and marketing costs. Rethinking concessions and price points may also reduce overhead and operating costs for outside vendors who may run your concessions.

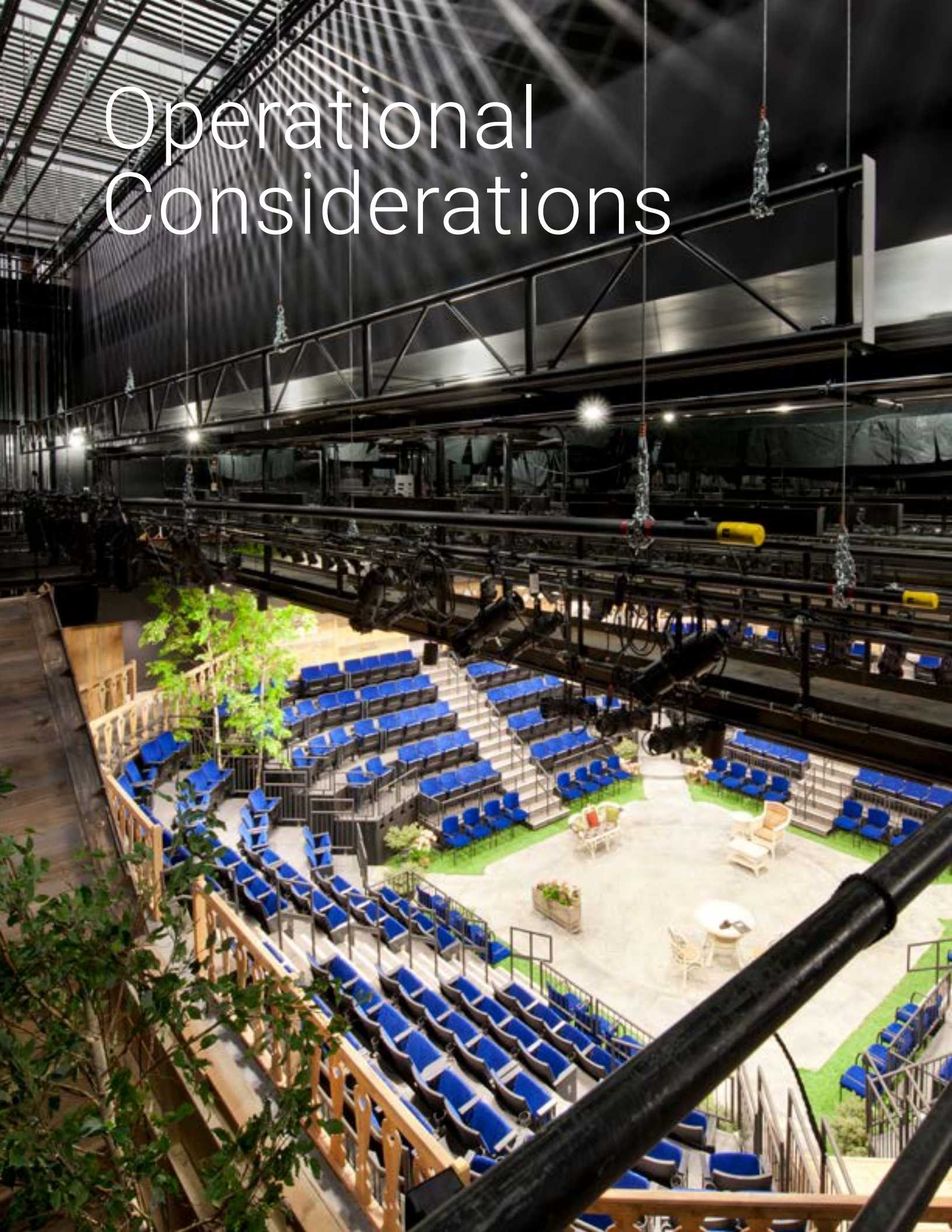
## Human Resource Expenditures

Outside of production budgets and overall venue operating costs, your people are your largest expense and greatest asset. The quality of your shows is heavily dependent on the quality of the people who produce the performances audiences want to see. Involving your core employees in any cost reductions or growth opportunities will not only provide them with a sense of ownership but inform strategies for cost reduction policies and procedures and their implementation. This level of engagement will improve the culture within the organization and make it a desirable place to work. Compensation is a large part of this consideration, but just as important is clear and direct communication, employee involvement, and their feeling that their health and safety is being looked after. This may include flexibility in work schedules or production schedules and holding everyone accountable to each other.



*Performance Simulcast: Make use of rehearsal or lecture space*

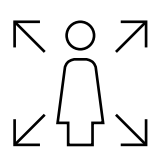
# Operational Considerations





# A

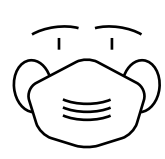
As a result of the current pandemic, many venue owners and operators are rethinking their business model as the inherent nature of their business is gathering people in close quarters for extended periods of time. Many factors will go into the decisions to open a venue or attend an event based on the ever-evolving situation, as well as the rules and guidelines being issued by local, state, and federal agencies. Each individual performing arts organization will need to determine the level of implementation measures required to provide a safe environment for patrons, performers, and employees. While each performing arts organization is unique and there isn't a one-size-fits-all solution **we've identified the following operational considerations to assist in your decision-making process:**



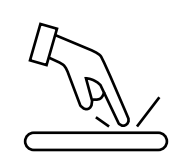
**Social  
Distancing**



**Hand  
Washing**



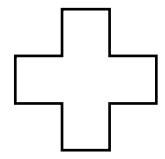
**Personal  
Protection  
Equipment**



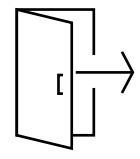
**Reducing Patron  
Touchpoints**



**Reduce or  
Clean Back-of-  
House/Office  
Touchpoints**



**Health and Safety  
Screening**



**Emergency  
Egress**



**Cast and Crew  
Accommodations/  
Teaming**



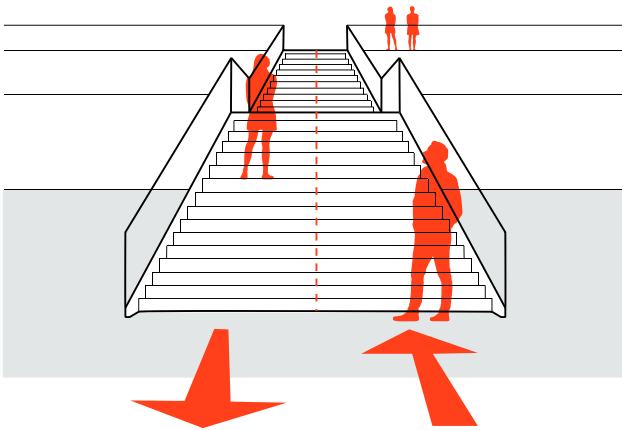
**Policy Signage  
and Messaging**

## Social Distancing

The current federal guidelines include maintaining a minimum of 6 feet, or 2 meters, between parties that are not currently cohabitating. This requirement provides the biggest challenge for arts organizations that typically have patrons, performers, and crew members in intimate proximity with each other. Factor into this the audience's potential proximity to the performers or musicians, the proximity of the crew to performers, and the proximity of performers plus musicians to each other. The following observations and opportunities related to social distancing are broken down by front-of-house and back-of-house:

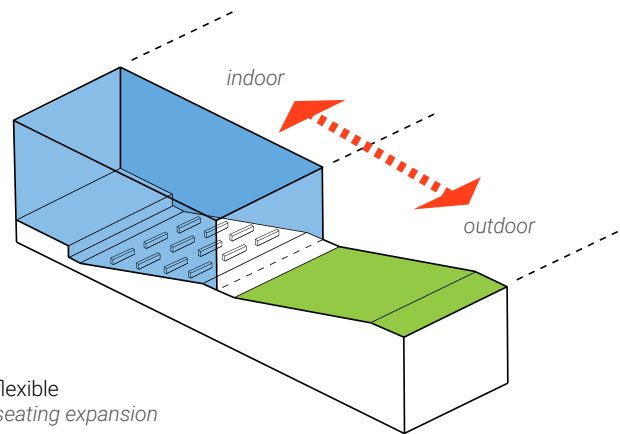
### FRONT-OF-HOUSE

Venues can reorganize entry/exit sequences to reduce potential contact in linear, sequenced, and orchestrated pathways, a strategy similar to the amusement park "fast-pass" scheduled entrances. In this case, patrons would stagger arrival times, wait in a designated area at a safe distance from each other, or wait in their vehicle until their time to enter the venue. Once in the venue, patrons would be placed in a segmented queuing system – 6 feet apart per patron or group – that loads the venue from the front to the back and from the center of rows out. Exiting the venue would reverse the procedure in which the back of the house exits first moving towards the front in a timed sequence. Outdoor environments may need to be leveraged due to unique lobby sizes and access points.



**Stair Traffic Pattern Control:** Segmented queuing to seats allows for clear, one-way access.

**Seating arrangements**, as discussed above, could be assigned by a tiered ticketing system that gives preferred seating to single seats and groups that do not need to follow the socially distanced guidelines due to cohabitation. Because this is a dynamic seating approach, guaranteed seating locations would most likely not be possible and must be taken into consideration. This may include an every-other-row scenario or a minimum of three empty seats between groupings. Strategies that allow patrons to exit from the center of a row while passing other patrons must be devised and may require wider back-to-back spacing between rows or the removal of seats between occupied rows. An individual assessment and strategy can be developed based on the unique design and needs of each venue.



**Seating Opportunity:** Repurpose outdoor space for an extension of seating options.

**Food and beverage or concessions** would eliminate the exchange of cash or credit card touch screens and transition to touchless pay points. Another strategy is to replace lobby concessions with direct-to-seat service during intermission where all purchases are made prior to the start of the show using an app. In this scenario, waste management would need to be orchestrated and may require a longer intermission to accommodate. Other options include eliminating food and beverage options altogether and producing one-act or shorter productions.

**Front-of-house staff** should be provided with personal protective equipment and be properly trained in its use. Staff would function as the on-the-ground guardians of the facility's safety and hygiene policies, including maintaining social distancing for themselves and guests.

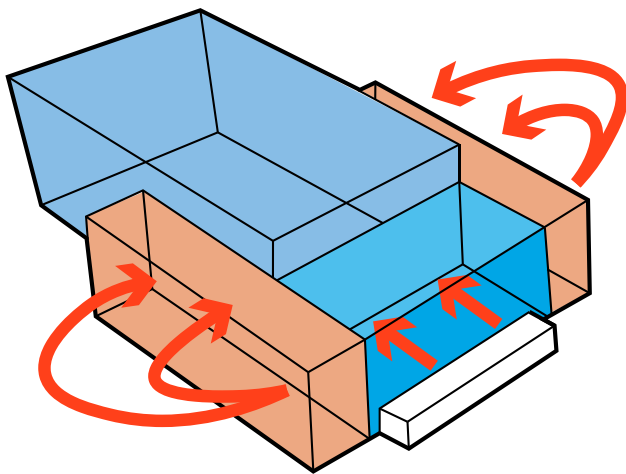
## Social Distancing (continued)

### BACK-OF-HOUSE:

The nature of live performance positions crew and performers, including musicians, in tight quarters with each other. Providing safety measures between them is crucial and will be best achieved through stringent health check protocols. Careful consideration must be taken in maintaining, if possible, twice the recommended distance from the audience (12 feet) as performers have a greater opportunity to aerosolize saliva while performing. Clear plastic shields adversely affect production values such as acoustics and lighting. Remoting musicians, using smaller orchestras combined with pre-recorded music, or eliminating live musicians altogether may be better options for performance quality.

## Hand Washing

One of the most effective methods of preventing the spread of the novel coronavirus is hand washing. Hand washing and/or sanitizing stations should be placed at all entrances, concessions, ticketing kiosks, points of entry, bathrooms, and other high traffic areas where there may be points of contact on surfaces. These stations should preferably be the touchless variety and be checked often to assure batteries are charged, and reservoirs are full.



*Counter vs Pods - Multiple Entry Points To Auditorium: Assigned entry points reduces contact.*

## Personal Protection Equipment (PPE)

Signage should be prominently located to illustrate the venue's policy on face masks, which would be monitored by front-of-house staff. This can also be a branding opportunity: for a small fee, provide patrons with masks that have the venue logo or branding related to the performance. Inform patrons before arrival that this will be the policy through social media campaigns, agreement forms when purchasing tickets, website notices, and any other touchpoint with patrons prior to their arrival. On site, signage should be visible in multiple places before patrons enter the venue, at the entrance point, throughout the lobby and restrooms, in the (digital) program, and as part of any curtain speech.

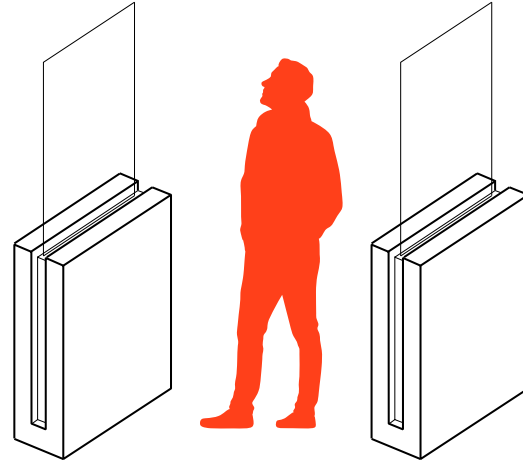
There is much debate regarding gloves and their effective usage. As per healthcare guidelines and requirements, gloves should be changed out after each interaction. For example, a nurse may use a pair of gloves during a procedure with a patient, then immediately dispose of the gloves and wash or sanitize their hands to prevent spread of disease. When patrons or employees wear gloves and do not change them with each interaction, they effectively spread the virus around more than simply washing their hands or using a hand sanitizer. Therefore, gloves should be discouraged for general use. Cleaning staff present a different situation as they will be disinfecting your venue and should have a supply of gloves to change after each cleaning exercise.

Front-of-house staff should wear masks as the patrons do. Depending on their proximity to patrons as required for their function, these masks should meet the minimum N95 standards. An example of this would be a docent who is taking patron temperatures or checking bags prior to entering the building. Face shields may also be required in this close proximity scenario as well.

Back-of-house staff should wear facemasks, as should performers and musicians when in dressing rooms, greenrooms, or other common spaces.

## Reducing Patron Touchpoints

People touch more than they realize. Designing how people move through an environment and what is commonly touched should be assessed and mitigated at any reasonable cost. Of course, a deep clean and sanitization should happen before and after each performance. Make the cleaning staff clearly recognizable through uniform or other distinguishing indicators to aid patrons in identifying them should a need arise. Proper disposal receptacles for all cleaning supplies, masks, and gloves should be clearly marked and readily available. The following high-touch areas should be eliminated or cleaned on an active basis:



*Digital Projection Podium: Digital signage adapts to fast-changing messaging for patrons and staff*

**Door handles and push plates** are probably one of the most obvious high-touch areas. When at all possible, reduce this touchpoint by using automated door openers or door stops to prop open doors in a manner that will not violate fire codes.

**Handrails** along stairs, ramps, and escalators cannot be eliminated per most building codes. Every effort to sanitize these during potential interaction with patrons should be made.

**Elevator buttons** must be cleaned continuously. One solution is to provide an elevator operator who is responsible for pushing all buttons. This strategy requires one operator in the cab and one on each floor to interact with the outside buttons.

**Countertops and ticket windows** should be disinfected after each transaction by the designated staff at that location. Social distance markings on the floor should be clearly visible to prevent congregating too close to the counter. Plexiglass shields common in most grocery store checkouts these days should also be installed.

**Point-of-sale readers** are an unconscious touchpoint. Provide readers that only use nearfield communication for reading chips in cards or personal payment apps via smart phone.

**Merchandise and concessions** should be as touchless as possible. Only the retailer should handle the merchandise.

**Self-serve beverage stations and water fountains** should be eliminated or taken out of service and marked as such to prevent use.

**Bike racks, stanchions and ropes, barricades, and other crowd control devices** should be cleaned on a regular schedule.

**Restroom sink faucets, counters, and toilet handles** should be cleaned after each use either by dedicated and visible cleaning staff during a performance, or a bathroom attendant. Automated touchless soap and paper towel dispensers following the WELL Building Standard guidelines should be used with adequate trash receptacles that should also be cleaned on a frequent basis.

**Baby changing stations** should be sanitized after each use.

**Containers for injectables and women's sanitary products** should be sanitized after each use.

**Horizontal surfaces** should be filled or covered to discourage people from touching or setting things down on them. Any surfaces that are touched should be sanitized regularly.

## Reduce or Clean Back-of-House/Office Touchpoints

Back-of-house and administrative areas should be handled differently than those at the front-of-house, as most often it is a known staff person who is accessing specific areas. Surfaces should be cleaned based on the number of distinct people who come in contact with these areas. A record log should be kept indicating cleaning times, the surface cleaned, the cleaning/disinfectant agent used, and the name of the cleaner. Offices should be cleaned and disinfected throughout out the work period, especially if there is a shared office space that supports multiple shifts. Other areas to be cleaned and disinfected include:

Light switches, thermostats, intercom wall plates, and other frequently touched infrastructure connectivity locations.

Automated rigging control panels, rope lock operating systems for manual counterweights, and pin rail locations.

All cabinet handles and doors should be wiped down and disinfected, including props and scene/costume shop cabinets.

Stationary and portable power tools, sewing machines, washing machines, refrigerators, and all other shop surfaces should have a thorough cleaning twice daily. Surrounding surfaces should be cleaned after each use during working times. Machines should be unplugged prior to cleaning to prevent electrical shock.

Paint sinks and dye vats should be cleaned and disinfected regularly.

All computers, keyboards, mice, printers, and plotters should be cleaned in a manner that is not detrimental to the internal electronics.

Microphones – handheld and lavalier – belt packs, headsets, mic stands, musician chairs, and choral risers should be cleaned so as not to damage the electronics.

Control consoles for audio, lighting, and projection systems.

Stage management control desks, both booth and on-stage.

Control booth counter tops.

Follow spots.

Theatrical fixtures – before, during, and after light-focus.

Loudspeakers that are installed for a production or come in contact with stage crew.

Back stage toilets, showers, and dressing rooms, similar to public restroom cleaning.

**Back-of-house and administrative areas should be handled differently than those at front-of-house, as most often it is a known staff person who is involved with specific areas.**

## Health and Safety Screening

### EMERGENCY EGRESS

Back-of-house and administrative areas should be handled differently than those at the front-of-house, as most often it is a known staff person who is accessing specific areas. Surfaces should be cleaned based on the number of distinct people who come in contact with these areas. A record log should be kept indicating cleaning times, the surface cleaned, the cleaning/disinfectant agent used, and the name of the cleaner. Offices should be cleaned and disinfected throughout out the work period, especially if there is a shared office space that supports multiple shifts. Other areas to be cleaned and disinfected include:

**Social distancing and planned loading of patrons safely into and out of the auditorium are the best-case scenario.**

## CAST AND CREW ACCOMMODATIONS/TEAMING

Because performers, staff, and crew are typically in close proximity during a production, it may be necessary to provide accommodations for cast and crew to self-isolate for two weeks prior to a production run, and then provide sanitized housing and a close location to the venue to ensure the integrity of health and safety. This may seem an extreme measure; however, it would assure that exposure to the novel coronavirus is minimal. This would also be important for out-of-town performers or crew who may be engaged for the run of a show. Depending on circumstances, housing may be made available right before rehearsals for performers and stage management and, for crew, right before a production's technical rehearsal schedule. Cost savings for this would be realized by reducing a stable of understudies and substitutes should someone or multiple members of the production fall ill with the virus, protecting a performance from having to shut down due to a lack of performers in quarantine.

To keep a unified team that only works with each other helps to mitigate the potential spread of the virus by limiting those with whom they are in close contact. This holds true for performers and wardrobe staff helping in a quick-change scenario as well.

Early testing is still the best course of action as recommended by the CDC pending availability. A negative test would be required before anyone could begin work on a production. This would be followed by regularly scheduled testing similar to a costume fitting for performers, the design team, directors, choreographers, production crew, and stage management.

Visitors should be prohibited during the rehearsal process and the traditional meet-and-greet or table reading would be terminated. Production and design meetings should be conducted virtually, as would auditions. Load-in and strike would only be done with designated staff and no performers could be present.

## POLICY SIGNAGE AND MESSAGING

Information provided to patrons, staff, crew, and performers that is clear, consistent, and visible will go a long way in successfully reopening and operating your venue. Messaging must start even before the patrons, staff, crew, or performers arrive at the venue.

Managing a change in expectations from how a venue has been operated in the past will be challenging for some. Most venues already have myriad policies in place, and patrons are used to these. The importance of highlighting new policies and procedures such as wearing masks, temperature taking, and security measures need to be communicated in a front-and-center approach and then reinforced. This message should be updated based on any new information received by state or local authorities, and changes should be communicated promptly. Avenues to communicate include the following:

---

**Your organization's website and any websites where your organization is featured**, including civic arts and culture sites, ticket sales sites, and other places of advertisement. All websites should feature the same message or have a direct link to a common webpage. The information should provide the most recent date the information was updated.

**Social media channels** are an effective way to communicate information. Posts should point to your website and feature the same consistent message.

**Email campaigns and mailed flyers** are still effective in getting messaging out.

**Mobile applications**, either your organization's or one your organization is featured on, can supply users with notifications regarding new information.

The message is entirely dependent on which policies and procedures your organization decides to implement. Being in the entertainment industry, where creativity abounds, there is an opportunity to present this in a fun or branded way.

**Information provided to patrons, staff, crew, and performers that is clear, consistent, and visible will go a long way in successfully reopening and operating your venue.**

---

**On-premise signage**, from traditional print media to digital signage located in strategic locations, reinforces your policies while patrons are on-site. The same messaging should also be deployed to back-of-house for staff, crew, and performers. Digital signage has an added benefit of being more easily updateable and can become a revenue generator through the sale of advertising space. Since the global pandemic is a fluid situation, digital signage can adapt to fast-changing messaging. These devices can also double as late comer video feeds or be used in ancillary locations on-the-fly for other messages.

**Touchless ticketing check-in kiosks** are a good way to reiterate policy. Once a ticket is scanned in, the display can list the rules that audiences need to acknowledge before entering the facility.

**Your staff** may be the best opportunity to communicate the rules and policies through a consistent message, education, and a smiling face.

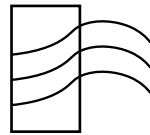
# Facilities Considerations



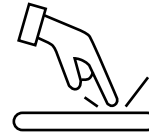




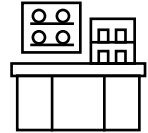
**F**inancial challenges and opportunities coupled with operational changes as described above will inform key changes in architecture and building systems to a venue that will maximize the potential for success of any planned strategy. Each measure should include a full analysis to ascertain the return on investment, any impact on the venue's schedule, and whether a change is a permanent or temporary one. It is anticipated that building codes will have foundational changes such as indoor air quality, egress, and other life safety concerns as a result of this pandemic. **The following are facility recommendations:**



**Indoor Air Quality**



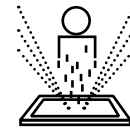
**Touchpoints**



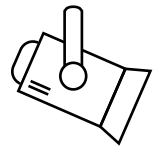
**Concessions / Bar / Food Service**



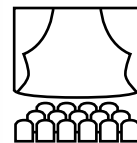
**Merchandise**



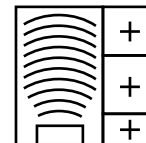
**Technology**



**Interiors and Finishes**



**Audience Chamber**



**Ancillary / Back-of-House Spaces**

## Indoor Air Quality

Significant attention is being paid to building systems, including their impact on operating costs, air quality, and other health and safety issues.

### HEATING, VENTILATION, AND AIR-CONDITIONING SYSTEMS:

Modern systems allow for temperature and humidity control, introduction of ventilation air, and filtration.

**Space Conditions:** research shows that a relative humidity range of 40-to-60 percent relative humidity reduces the potential length of time for aerosolized virus to travel through indoor air. While most HVAC systems can dehumidify to 60 percent RH, most also do not have active humidification. In colder and drier climates, RH may drop significantly below 40 percent. Traditionally, active humidification has been used sparingly due to energy impacts, additional maintenance, and risk of condensation to older structures with limited vapor and air control.

**Ventilation:** modern ventilation standards, such as ASHRAE 62.1, address the delivery of oxygen to replace carbon dioxide that offsets odors from finishes and occupants, and dilutes other contaminants. With COVID-19, there is an increased interest in additional ventilation. Operators should consider the energy impacts of additional ventilation. In some climates at certain times of year, additional ventilation can be introduced with a limited energy impact, but may require additional controls. Our recommendation is to first validate that code levels of ventilation are being met. Over time, ventilation rates can be inadvertently reduced or even eliminated. Operators should ventilate several hours before and after occupancy.

**Filtration:** modern HVAC systems incorporate multiple stages of filtration, known as a pre-filter and final filter. Filtration effectiveness is commonly categorized by MERV ratings, with MERV 8 for pre-filtration and MERV 13 for final-filtration common. The higher the value, the more efficient the filter is at removing particles; but these higher levels of filtration come with potential energy and cost considerations. Operators have expressed interest in additional air treatment, which may include the use of ultraviolet germicidal lighting. These systems, when used properly, can reduce virus loading. Note that these UV lamps typically require annual replacement to maintain effectiveness.

**Air Distribution:** the proper design of air delivery to public assembly spaces requires a blend of art and science. Two types of distribution are commonly used:

- **Mixed-air:** diffusers are designed to aggressively mix room air with air from an air-handling unit or fan coil unit. A well-designed system minimizes draft. There is currently some concern that air can promote transfer of virus from person to person within the direction of air movement. This transmission pathway is currently being studied carefully by research organizations.
- **Displacement:** another approach to air distribution is to supply cool air at low speed from floor level and let heat from occupants naturally drive air upwards, where it is captured at ceiling level. This strategy is often used in larger performing arts spaces, due to its benefits for acoustics. This approach can be difficult for retrofitting in an existing space but should be considered for major modernization or new construction work. This type of air delivery addresses the concern of mixed-air systems where airstreams can result in unpredictable movement of virus droplets.

**Energy:** As many facilities have had to stop operations, operators are searching for ways to reduce energy use when operations resume. If spaces have no occupancy, systems can be run at significantly reduced demand, including the use of elevated temperature setpoints and reduced ventilation. It is important that a facility operations team is aware of these adjustments, as air quality may be compromised in this type of operating mode. Relative humidity should be checked regularly, as extended operation above 60 percent RH can result in organic growth. A complete shut-off of systems for more than a month should be done with care and consultation with a mechanical service provider.

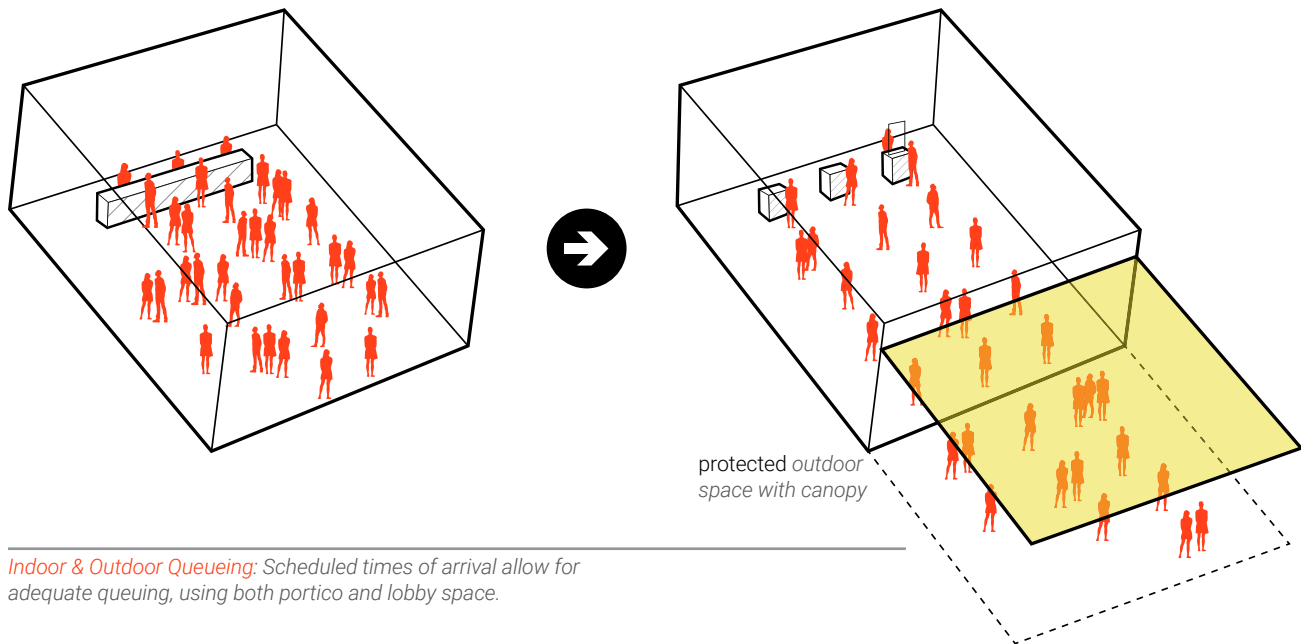
**Water:** As potable water systems see low or no demand, stagnant water has raised concerns over bacterial growth. Before systems are used again, water systems should be flushed, and domestic hot water heating systems should be confirmed to deliver at least 120 degree Fahrenheit water.

## Touchpoints

Touchpoints should be minimized wherever possible and those that cannot be eliminated should be cleaned and sterilized often. To augment that strategy, anti-microbial, easy-to-clean materials should be considered. This may include using solid surface materials that do not have complex geometry on edges and can be installed without visible seams or joints which can trap microbes and viruses; temporary or disposable seating covers within the auditorium to minimize contact with fabrics; or use of stainless steel on railings and counter surfaces that are easier to maintain and clean.

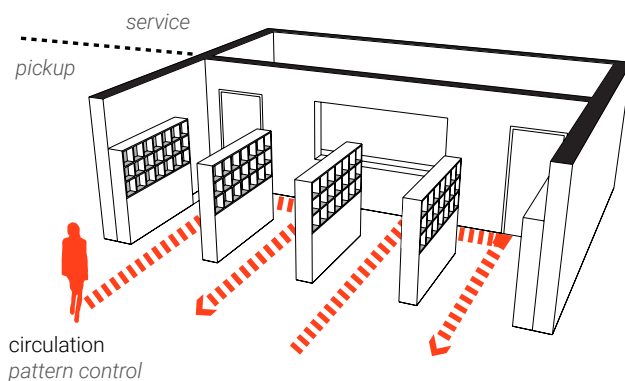
Automation of is one of the most effective ways to minimize touchpoints within a facility, including the installation of automatic door openers/closers, faucets, soap and paper towel dispensers, toilet flushers, ticketing kiosks, and pay points. Proximity sensors could be employed to maintain and control access points eliminating the need to touch. All current life safety codes should be researched to determine the best-case use of these devices while maintaining life safety requirements.

Line queuing should be analyzed to determine the best crowd control method that discourages patrons from touching barriers, stanchions, or ropes. Virtual queuing would support this goal by staggering ingress and relieving potential crowding during extended health and security checks. This could include scheduled times of arrival with a plan of action should a patron miss their scheduled time of arrival due to traffic or other unforeseen circumstance. Based on the six-foot guidelines of social distancing, spacing between unrelated groups would be at a minimum of 36 square feet. Adequate spacing and location within existing portico and lobby space should be analyzed, and additional covered areas should be provided either temporarily or permanently. Other ingress areas that would not normally be used should also be examined for efficiency while minimizing touchpoints; however, urban density and site constrictions may preclude additional space options to be explored.



## Concessions/Bar/Food Service

Some venues, such as dinner theaters, may have dining either on premise or as part of the experience, however bar service and traditional concessions are more standard. Because these spaces traditionally congregate patrons before, during, and after performances, attention needs to be paid to the location of queuing lines, food/beverage pickup and disposal, and surfaces upon which these items may be placed to consume. Additionally, the food prep/kitchen/bar back area should follow recommended guidelines for restaurants and bars based on the latest government and health department directives. The location of these services should be relocated where best able to adhere to the recommended guidelines. Limiting offerings or other changes in the menu may be in order as well as how food and beverages are delivered to patrons in an effort to minimize potential exposure for the waitstaff/bartenders. As described previously, ordering could be done through a patron's personal phone using a dedicated app or as part the ticket purchase process through pre-order. Counter service should be evaluated to adhere to social distancing requirements. Plexiglass shields should be integrated into the counter service with either a rotating tray style delivery method or sliding partition. All points of sale should be touchless or removed in lieu of phone-based apps for payment. Separate entrance and exit points should be considered for patrons and waitstaff to move the flow of people away from the food and maintain social distancing, which may necessitate new partitioning or expansion of spaces.



*Pre-order Concessions Pickup: Pre-purchased and bagged concessions and merchandise with easy one-way pick-up.*

## Merchandise

Merchandise spaces should be examined for traffic patterns and patron flow throughout a space to maintain social distancing guidelines. Opportunities for pre-purchase or app purchase should prevent potential cash wrap issues. All merchandise should be displayed behind a counter with a plexiglass shield to prevent patrons from handling merchandise. Staff should bag merchandise and place on the counter for the patron to pick up or offer to ship direct for a fee to a patron's home.

## Technology

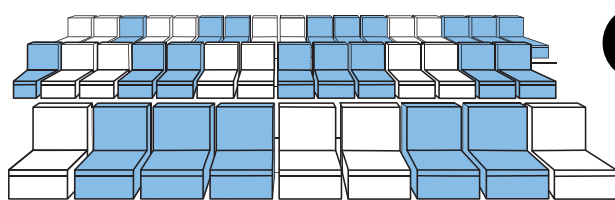
Due to the extensive use of technology to implement touchless devices, add messaging options, expand viewing options (as discussed in the financial section of this paper), and maintain social distancing, a robust data and audiovisual network will need to be evaluated and augmented. Providing a robust virtual footprint for recording, broadcasting, distance learning, and communication, and enhanced media spaces will require significant upgrades to most venues. These systems should be developed as mission critical with redundancy and strategies for network outages and equipment failures. Help desk features and response times will need to be included in any strategy that is deployed. To incorporate many of the proposed audiovisual features in the best way possible may require changes to finishes, lighting, color choices to not conflict with the technology, as well as a designated area to maximize the efficiency and quality of any produced performances.

## Interiors and Finishes

Finishes and lighting will be critical to the perception of a great experience. A well-lit space with the proper color temperature and high attention given to touchpoints will give patrons a sense of security. Switching out to LED fixtures will also help reduce operating costs while improving lighting quality through smart lighting controls. It is not recommended to deploy or install permanent or portable ultraviolet-C sterilization lighting systems to disinfect surfaces based on the [costs](#) of the systems, [misuse](#), and [unreliable efficacy](#) as indicated through multiple peer reviewed studies by major infectious disease journals.

**Finishes and lighting will be critical to the perception of a great experience. A well-lit space with the proper color temperature and high attention given to touchpoints will give patrons a sense of security.**

With a better lit space, focus on finishes will be more prevalent. It is easier to see when lighter value finishes need cleaning. The right color palette can provide a calming effect. Providing views to the exterior and carrying that into the finishes can also provide a sense of cleanliness. Staying away from hard-to-clean fabrics and other soft surfaces with potential for crevasses and folds that can trap pathogens should be considered, especially in high-touch situations.



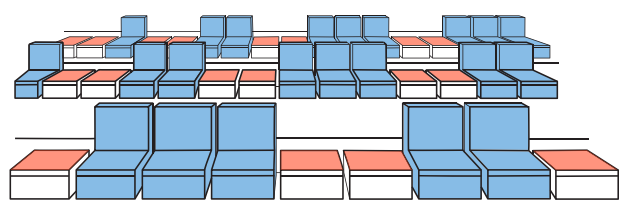
## Audience Chamber

Rethinking seating configurations may help accommodate more patrons while maintaining social distancing guidelines; one example is banquettes covered in anti-microbial material with eight seats in lieu of individual fixed seats. Two adjoining banquettes can seat two couples each for four persons within 16 lineal feet. Additionally, a family of four could also occupy a banquette, skip the adjoining banquette, and have another family of four in a third banquette. As discussed previously, dynamic seating will allow the maximum number of patrons in the audience chamber while maintaining social distancing, which could potentially accommodate up to 40-to-50 percent capacity.

## Ancillary/Back-of-House Spaces

Analyzing and developing ancillary spaces as potential overflow or income-generating opportunities will most likely require some modification architecturally and technologically to manage seating and ingress/egress requirements, lighting, acoustics, and electrical/HVAC needs. A clear program of functions should be developed and explored to discover what your organization may want to undertake. These spaces may include donor's lounges, rehearsal rooms, courtyards, ancillary lobby spaces, and exterior courtyards to name a few. Each of these new and repurposed areas will have the same considerations for ingress/egress, ticketing, and social distancing as the main venue.

Back-of-house areas such as greenrooms and dressing rooms may need to be reconfigured to allow for social distancing. This may include being able to sub-divide spaces to create additional dressing room space, or be used as overflow or an emergency isolation room for sick patrons, staff, crew, or performers.



*Seating Distribution: Dynamic seating and folding seats provide both social distancing and tabletops for concessions delivery*

# Additional Resources





## Resources

The following is a list of the most relevant resources for more information on status of the COVID-19 pandemic. This is not a complete list. Local resources and government websites are continuously updated and should be frequently checked:

### Federal Emergency Management Administration

<https://www.fema.gov/coronavirus>

### Centers for Disease Control and Prevention

[www.cdc.gov](http://www.cdc.gov)

<https://www.cdc.gov/coronavirus/2019-ncov/community/large-events/mass-gatherings-ready-for-covid-19.html>

<https://www.cdc.gov/coronavirus/2019-ncov/community/reopen-guidance.html>

<https://www.cdc.gov/coronavirus/2019-ncov/community/organizations/cleaning-disinfection.html>

<https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/cloth-face-cover.html>

<https://www.cdc.gov/handwashing/when-how-handwashing.html>

<https://www.cdc.gov/coronavirus/2019-ncov/php/principles-contact-tracing.html>

<https://www.cdc.gov/coronavirus/2019-ncov/downloads/sick-with-2019-ncov-fact-sheet.pdf>

### U.S. Department of Health & Human Services

<https://www.hhs.gov/>

### Health Insurance Portability and Accountability Act

[www.hhs.gov/sites/default/files/february-2020-hipaa-and-novel-coronavirus.pdf](http://www.hhs.gov/sites/default/files/february-2020-hipaa-and-novel-coronavirus.pdf)

### World Health Organization

[www.who.int/covid-19/information](http://www.who.int/covid-19/information)

[https://apps.who.int/iris/bitstream/handle/10665/331764/WHO-2019-nCoV-Mass\\_Gatherings\\_Sports-2020.1-eng.pdf](https://apps.who.int/iris/bitstream/handle/10665/331764/WHO-2019-nCoV-Mass_Gatherings_Sports-2020.1-eng.pdf)

<https://www.who.int/publications-detail/key-planning-recommendations-for-mass-gatherings-in-the-context-of-the-current-covid-19-outbreak>

<https://www.who.int/gpsc/5may/resources/posters/en/>

## **Coronavirus Resource Center - NAIC**

[content.naic.org/naic\\_coronavirus\\_info.htm](http://content.naic.org/naic_coronavirus_info.htm)

## **The U.S. Department of Labor**

[www.dol.gov/coronavirus](http://www.dol.gov/coronavirus)

[https://www.dol.gov/sites/dolgov/files/WHD/posters/FFCRA\\_Poster\\_WH1422\\_Non-Federal.pdf](https://www.dol.gov/sites/dolgov/files/WHD/posters/FFCRA_Poster_WH1422_Non-Federal.pdf)

## **Occupational Safety and Health Administration**

<https://www.osha.gov/SLTC/covid-19/>

## **Equal Employment Opportunity Commission/Americans with Disabilities Act**

<https://www.eeoc.gov/wysk/what-you-should-know-about-ada-rehabilitation-act-and-coronavirus>

## **Food and Drug Administration**

<https://www.fda.gov/food/food-safety-during-emergencies/best-practices-retail-food-stores-restaurants-and-food-pick-up-delivery-services-during-covid-19>,

<https://www.fda.gov/food/food-safety-during-emergencies/food-safety-and-coronavirus-disease-2019-COVID-19>

<https://www.fda.gov/media/136533/download>

## **American Meteorological Society**

<https://www.ametsoc.org/index.cfm/ams/about-ams/ams-statements/statements-of-the-ams-in-force/tornado-sheltering-guidelines-during-the-covid-19-pandemic/>

## **National Restaurant Association**

<https://restaurant.org/Downloads/PDFs/business/COVID19-Reopen-Guidance.pdf>

## **National Conference of State Legislatures**

<https://www.ncsl.org/research/health/ncsl-coronavirus-covid-19-resources.aspx>

## **The Council of State Governments**

<https://web.csg.org/covid19/state-covid-19-websites-and-related-resources/>

## **Harvard Business Review**

<https://hbr.org/2020/04/what-makes-an-office-building-healthy>

## **WELL Building Standard**

<https://v2.wellcertified.com/v/en/water/feature/8>

---

## **Who We Are**

DLR Group is a global integrated design firm with 1,200 employee-owners in 29 offices around the world. Our Cultural+Performing Arts Studio specializes in projects that enrich communities and empower creative expression. We bring a multi-disciplinary approach to arts projects. Our in-house team includes architects, engineers, technology

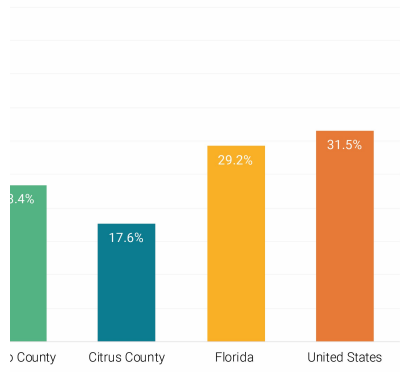
designers—acoustics, audiovisual, digital media, lighting, and theatrical systems—and specialists in business and operations planning, grant writing, and fundraising support. DLR Group is 100 percent employee-owned; we are committed to developing a diverse, next generation of leaders who are the vanguard of a more inclusive workforce.



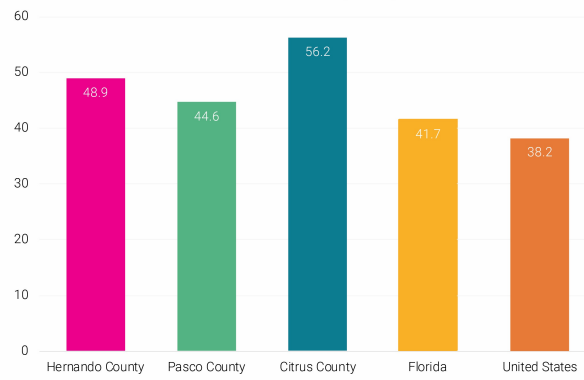
# Appendix B: Market Data



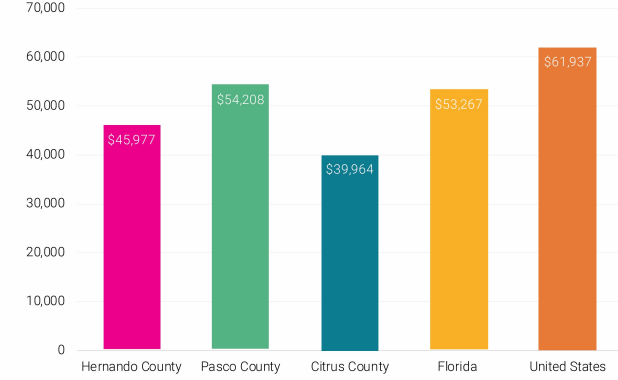
With Bachelors or Higher (2019)



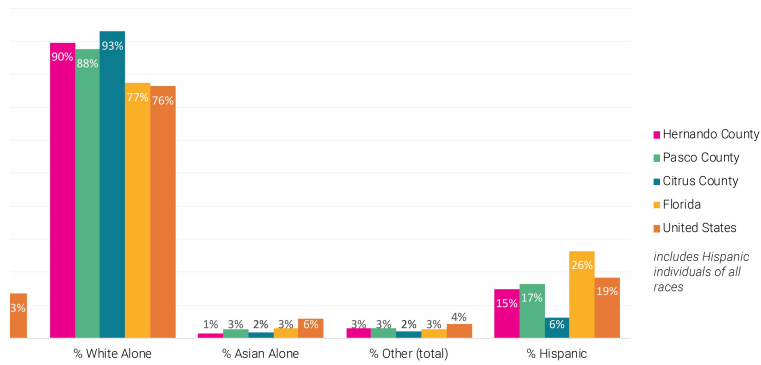
Median Age (2018)



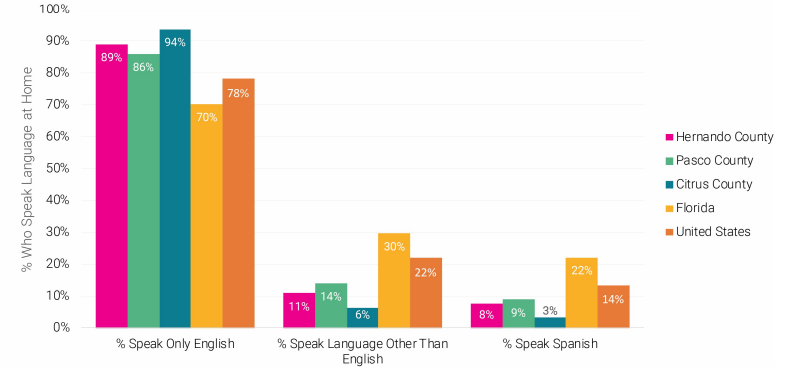
Median Household Income (2018)



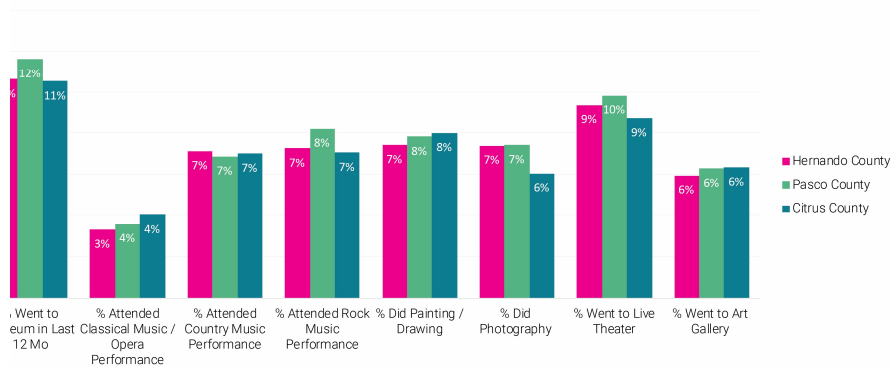
Race / Ethnicity (2019)



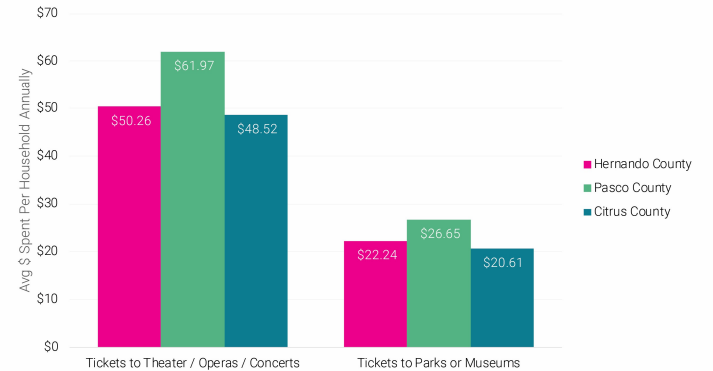
Language Spoken at Home (2018)



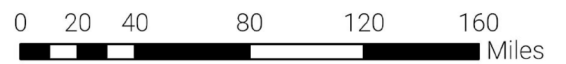
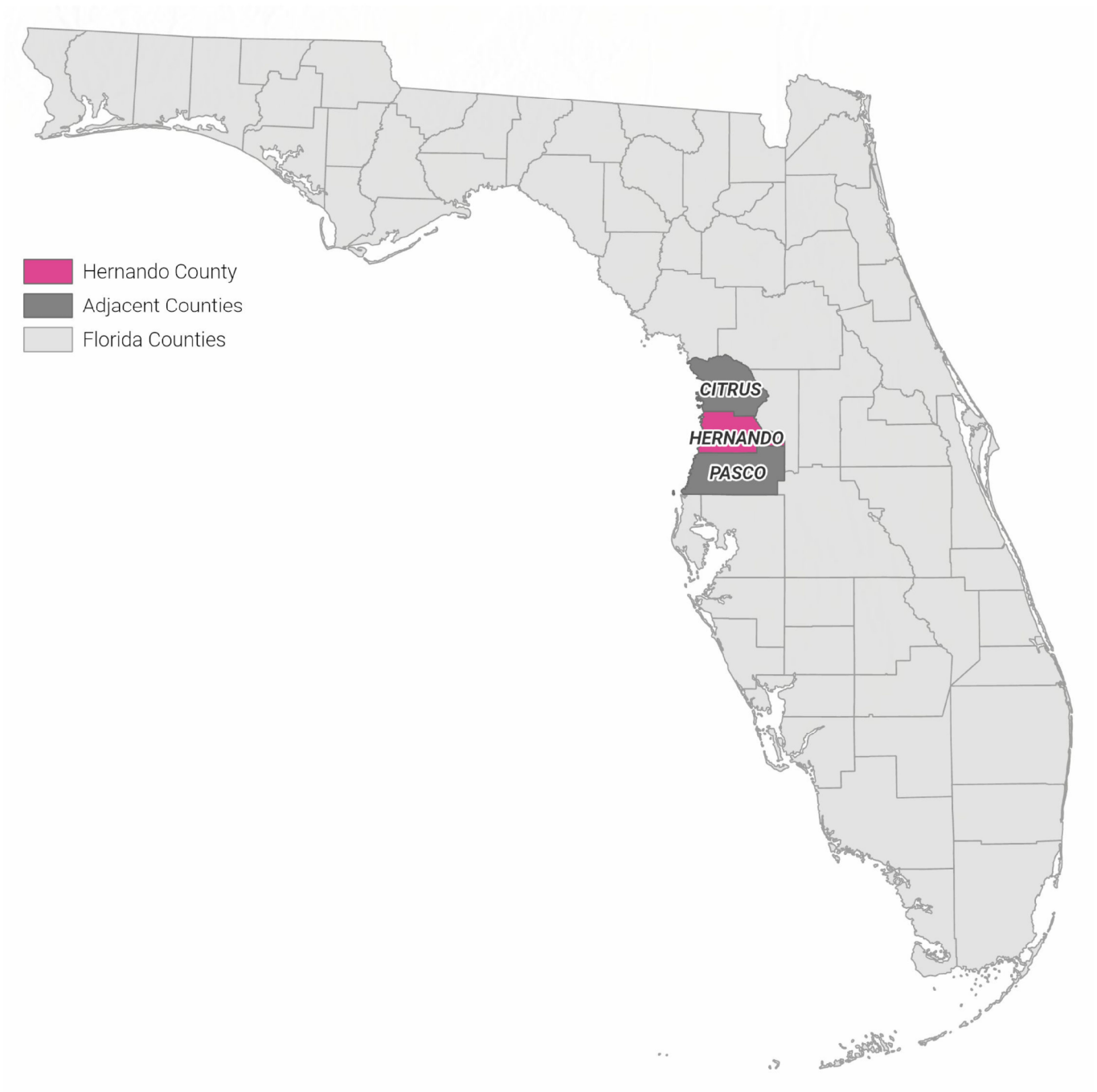
Participation in Arts and Culture Activities in Last 12 Months (2020)



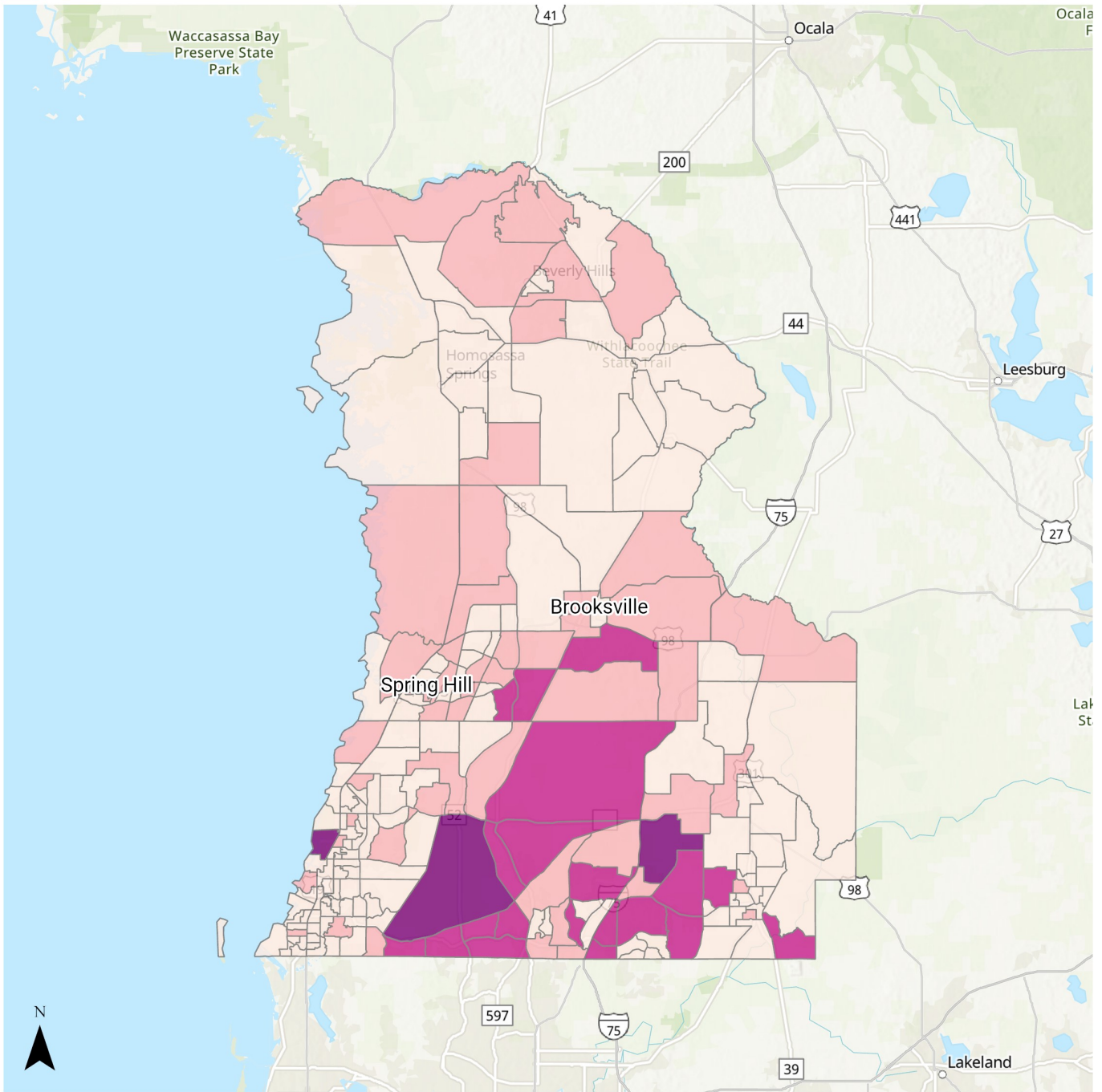
Average Annual Spending on Tickets (2020)



# Counties in Study Area



# Population Growth Rate: 2020-2025

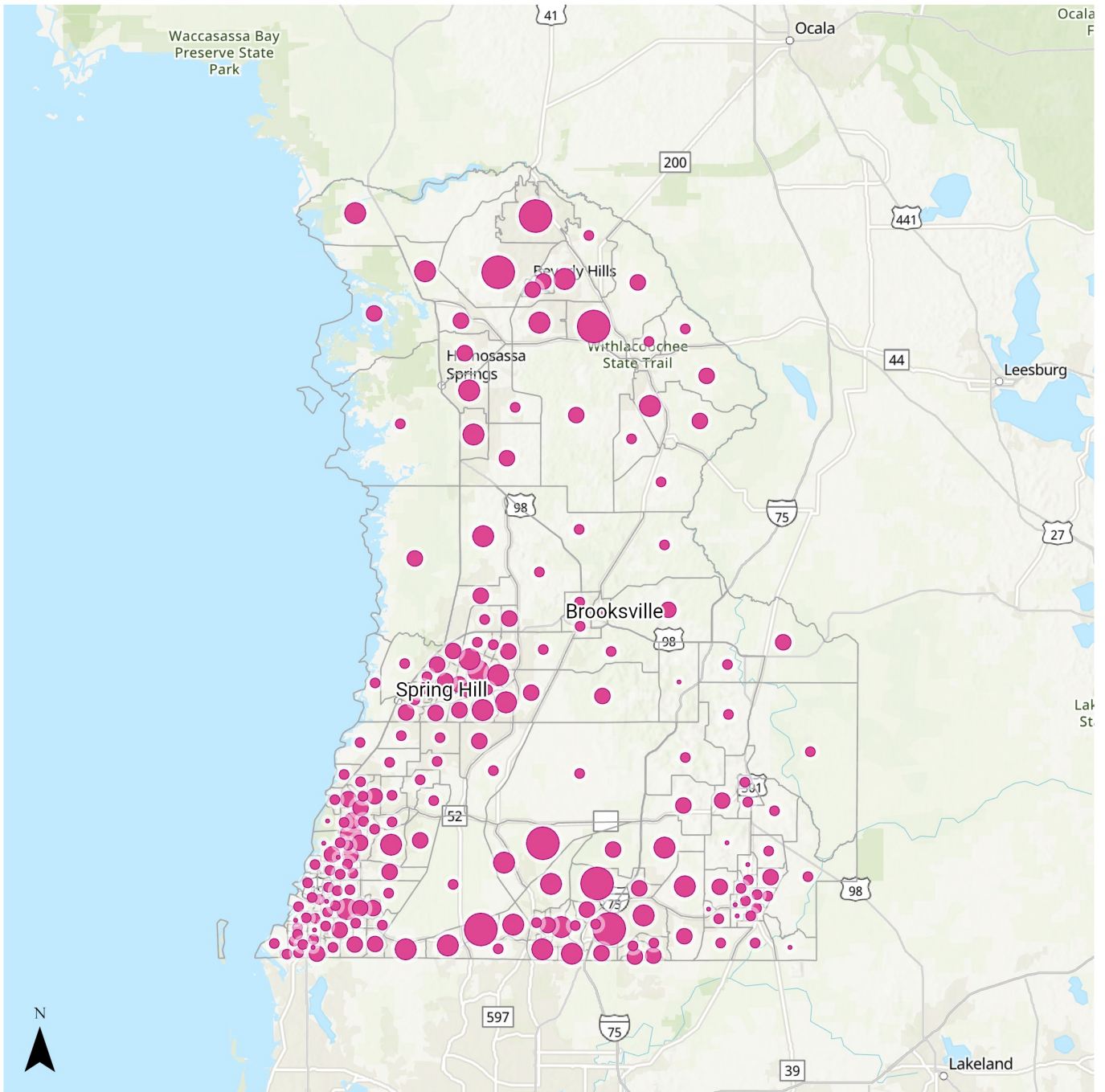


2020-2025 Growth Rate: Population

- 1% or less
- 1-2%
- 2-6%
- 6-13%

0 3.75 7.5 15 22.5 30 Miles

# Population by Census Tract

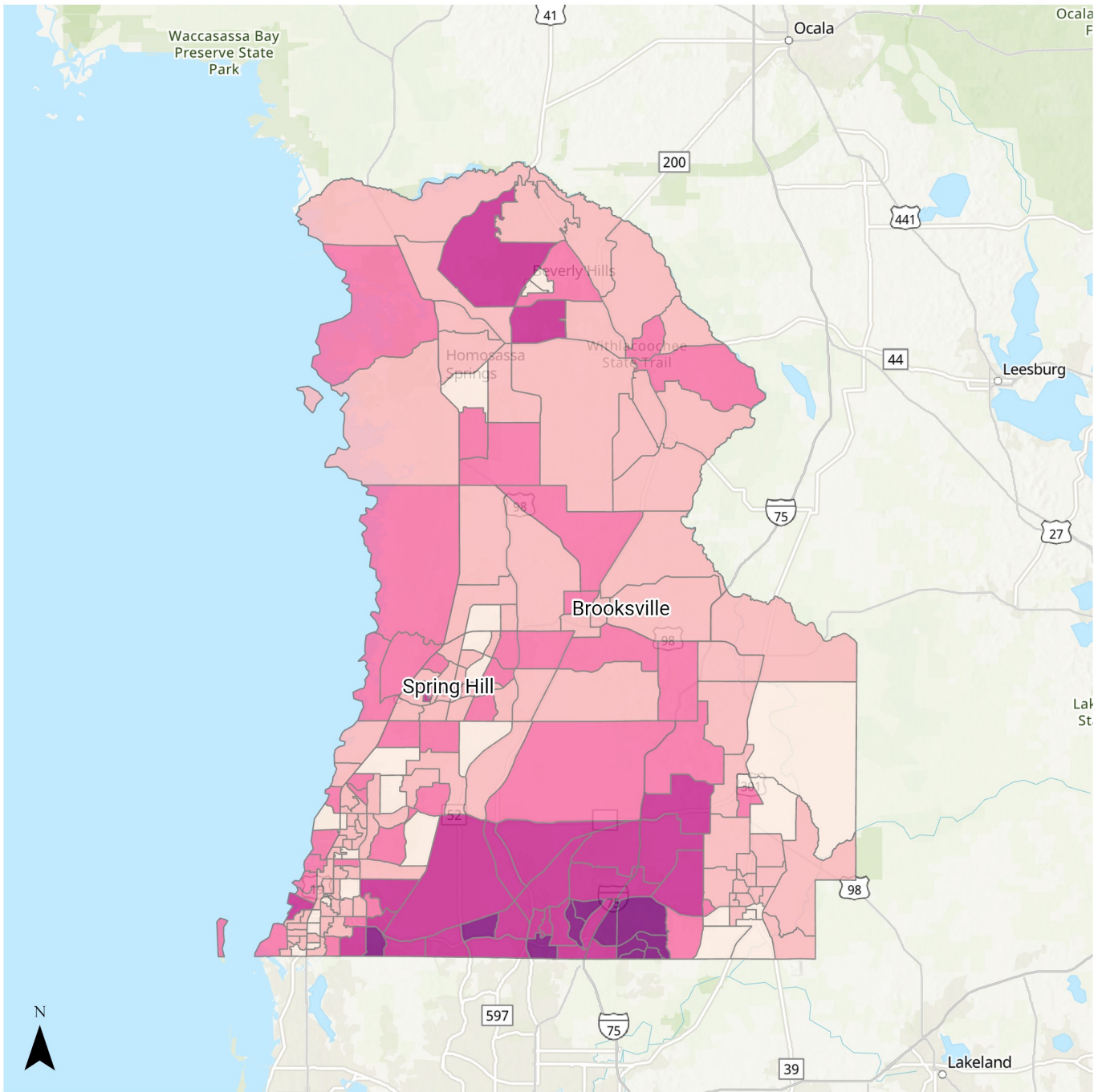


## Total Population

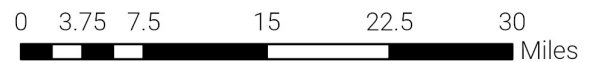
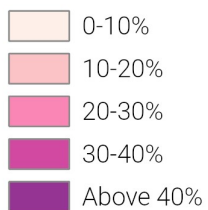
- 0-2,000 people
- 2,000-4,000 people
- 4,000-6,000 people
- 6,000-8,000 people
- Over 8,000 people

0 3.75 7.5 15 22.5 30 Miles

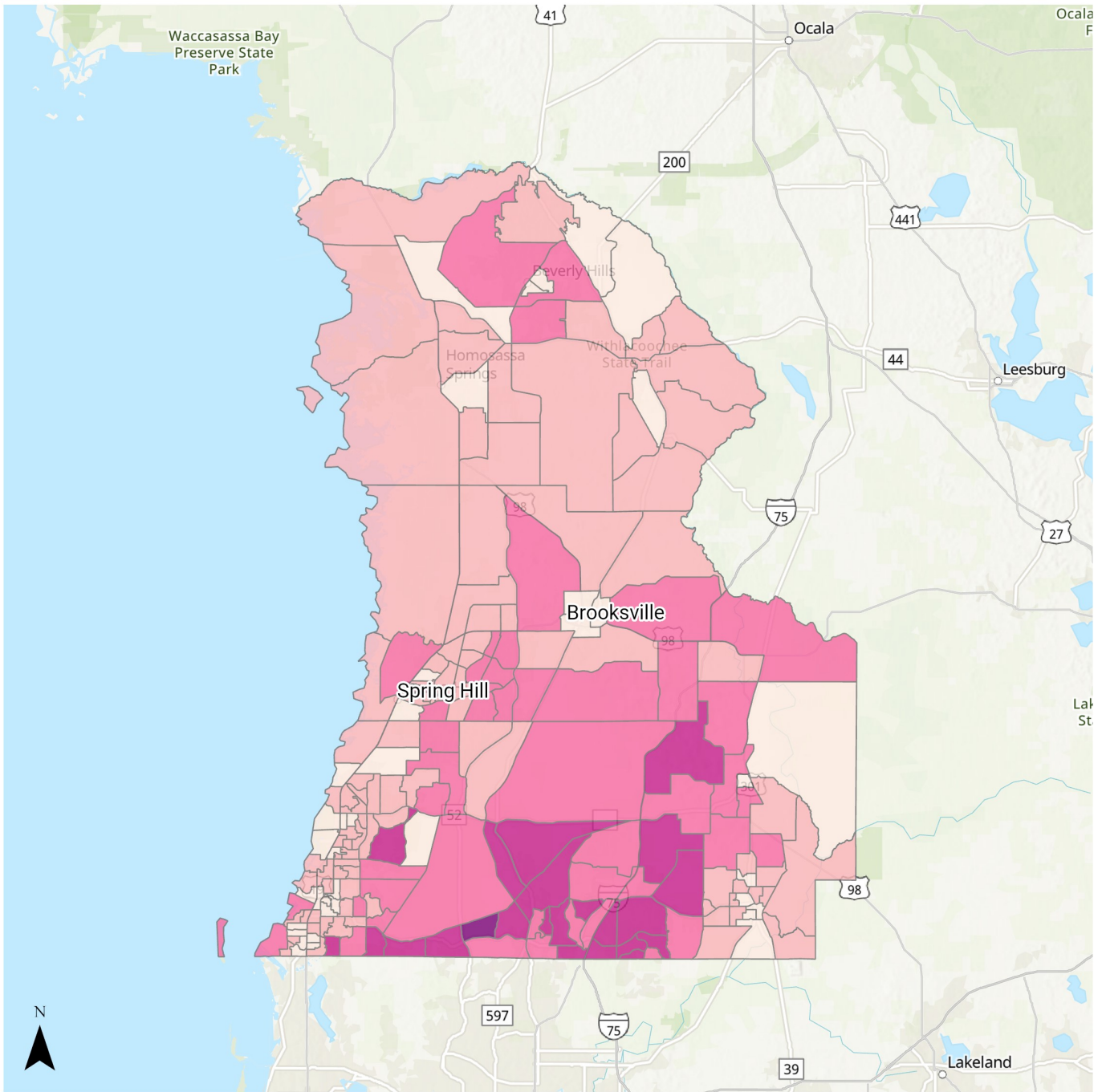
# % Over 25 with Bachelors Degree or Higher



% Over 25 with Bachelors Degree or Higher

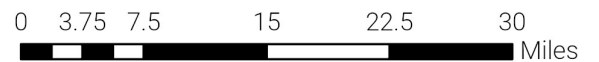


# Median Household Income



## Median Household Income

- Below \$35,000
- \$35,000 - \$49,999
- \$50,000 - \$75,000
- \$75,000 - \$99,999
- \$100,000 or above

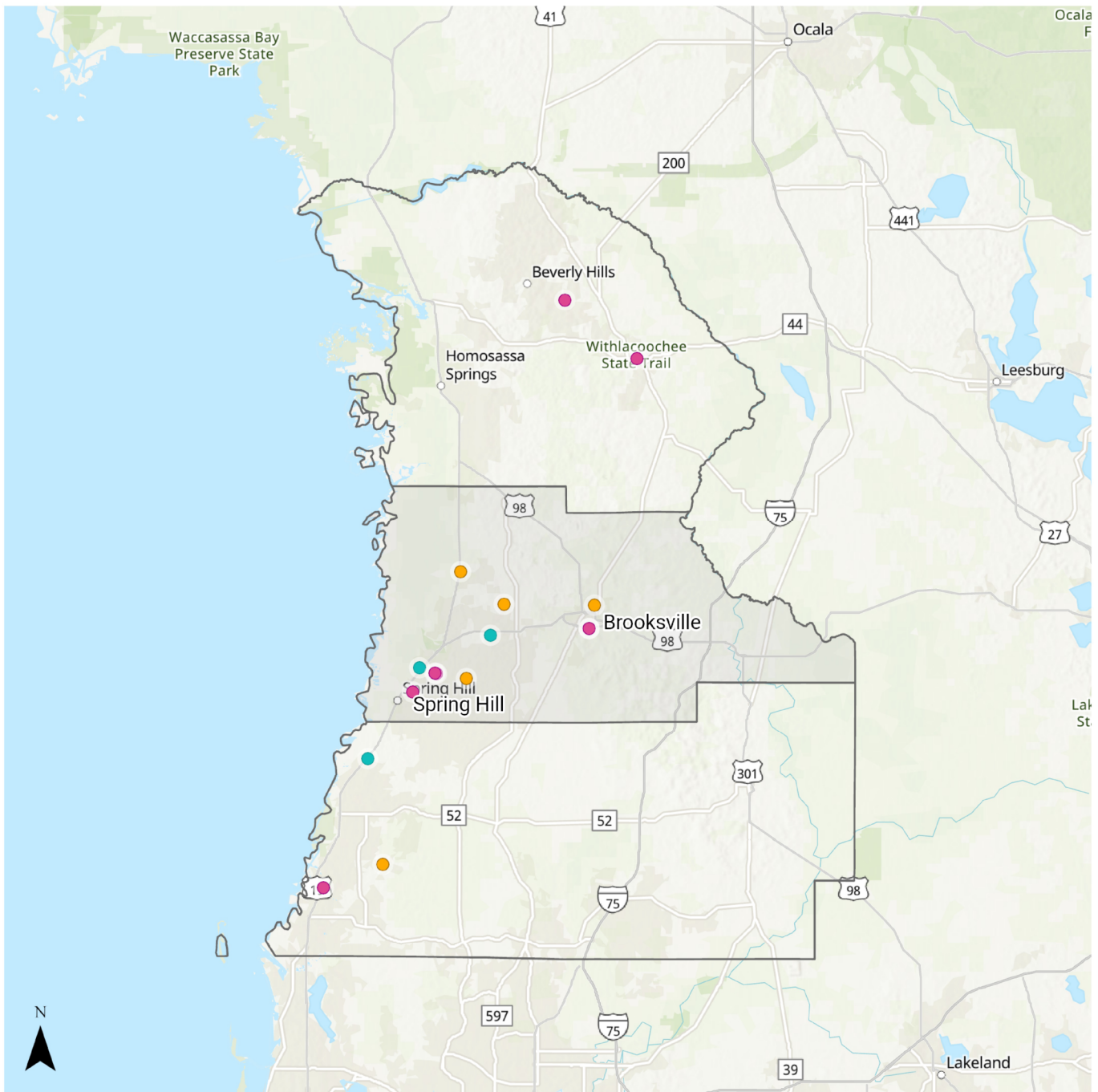


# **Appendix C: Facility Inventories**





# Performance Facilities by Type



## Performance Facilities

● Other

## Facility Type

- Theater
- School/University

## Study Area

- Hernando County
- Adjacent Counties

0 3.75 7.5 15 22.5 30 Miles

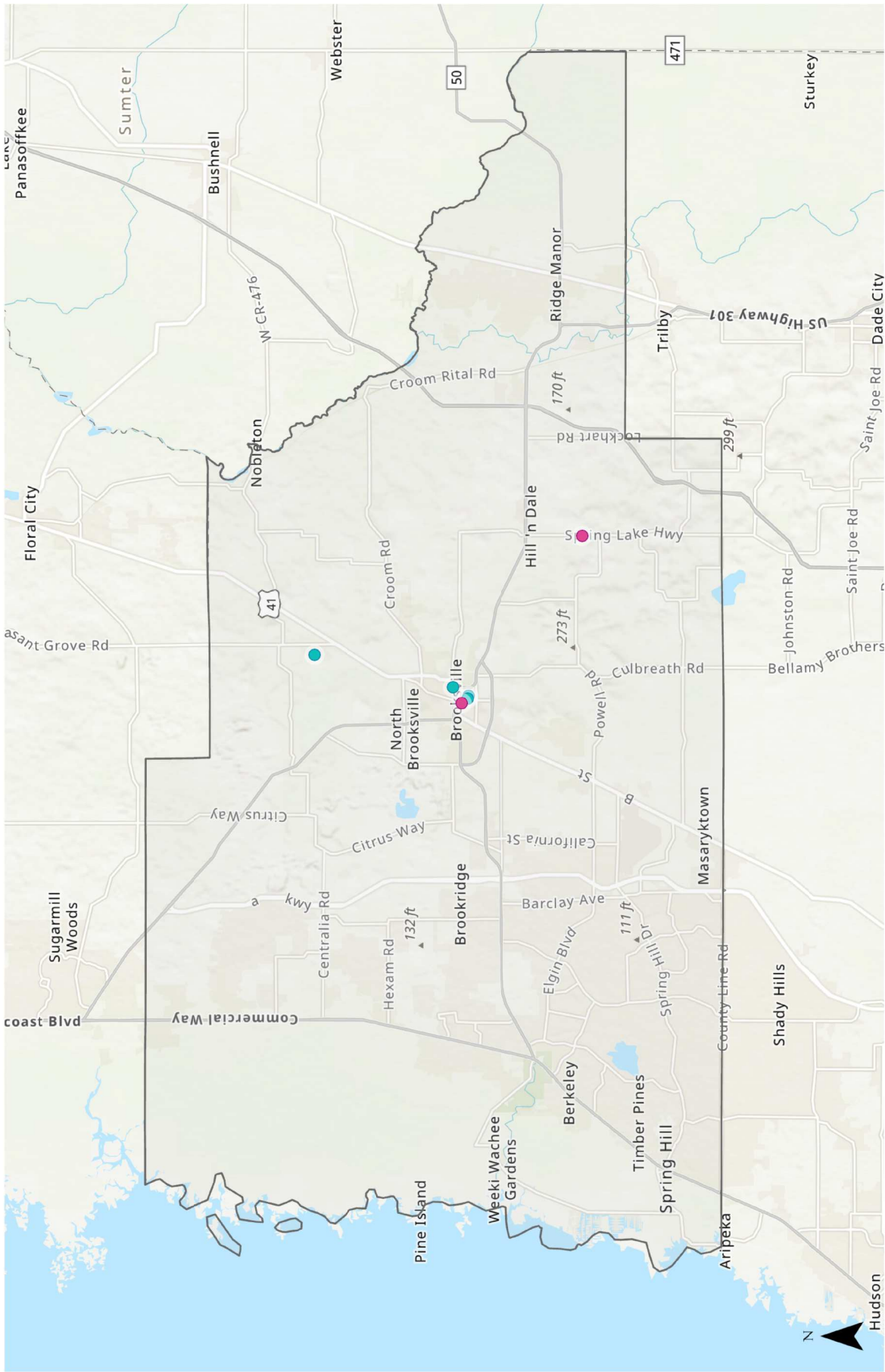
**HCFAC Market Assessment  
Visual Arts Facilities Inventory**  
Inclusive of gallery and exhibition spaces in Hernando County

Type	Facility
Other	1885 Train Depot
Gallery	Boyett's Grove and Citrus Attraction: Art Gallery
Other	Chinsegut Hill Manor House
Other	Countryman Family One Room Schoolhouse
Other	May-Stringer House / Hernando Heritage Museum
Gallery	Uptown Art Gallery

Activities													
Exhibitions						Programs / Services				Rental			
Visual Arts: 2D	Visual Arts: 3D/Installation	Photography	Design	Craft: Jewelry Making	Digital Media	Local History / Heritage	Hands-on Programs	Framing Services	Curatorial Services	Artist Studio / Workshop Space	Cultural Organizations	Community Organizations	Private Events

\*Does not include in-home / appointment only galleries

# Visual Arts Facilities by Type



**Facility Type**

- Gallery
- Other
- Hernando County

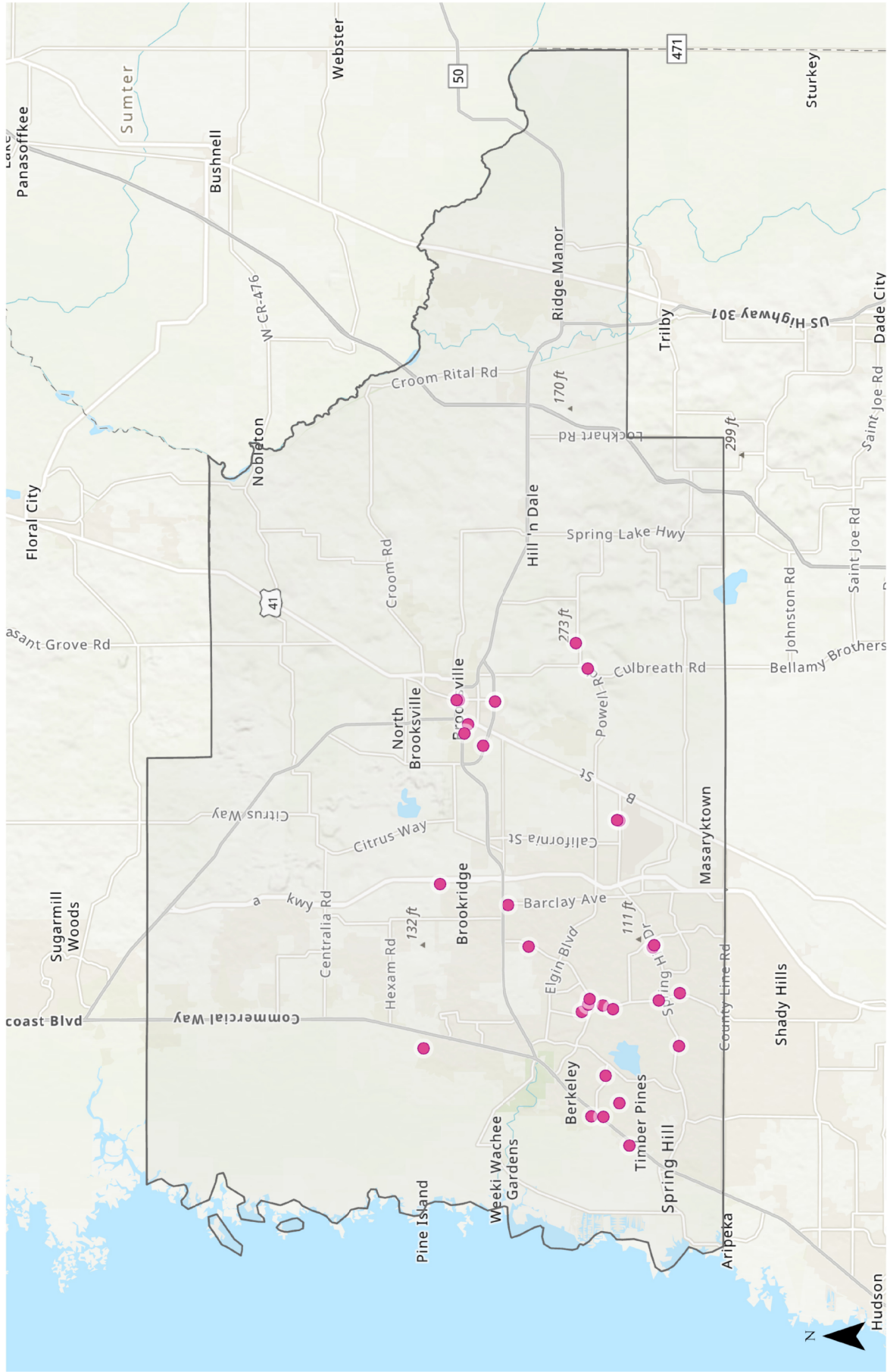


**HCFAC Market Assessment  
Participatory Program Spaces Inventory**  
Exclusive of at-home or appointment only programs spaces in Hernando County

Facility	Disciplines/Practices														Activity							Time			Demographic Served										
	Theatre	Dance	Music	Digital Media	Visual Arts: 2D	Visual Arts: 3D/Installation	Culinary/Food-related	Photography	Craft: DIY	Craft: Needle Arts	Craft: Jewelry Making	Health / Wellness	Writing/Poetry	Classes: Weekday	Classes: Weekend	Classes: After School	Classes: Drop-in	Classes: Multi-week	Workshops	Virtual	Camps	Birthdays Parties/Private Events	Morning	Afternoon	Evening	Children/Youth	Teens	Multi-generational/Families	Adults	Seniors					
Adventures in Music																																			
AK Dance Away Studio																																			
All About Music Lessons																																			
Artful Possibilities																																			
Charlene's School of Dance*																																			
Dance First																																			
Diane Becker Portait Studio																																			
Erin's Danceworks																																			
Full Scale Music																																			
Hernando County YMCA																																			
Hill Top Music Lessons																																			
Inspire Studios																																			
Jayne's Dance Academy																																			
Jerome Brown Community Center																																			
Live Oak Theatre Company																																			
Magic Fingers Music																																			
Nature Coast Art League @ Weeki Wachee Senior Center																																			
Panbanged Knits and Fiber Shop																																			
Precision Dance Academy																																			
Serena's Dance Palace																																			
Spirit in Motion*																																			
Spring Hill Arts Academy																																			
Stage West																																			
Stir Up the Gift																																			
Suncoast School of the Arts*																																			
Suzuki Strings																																			
Teal Plank																																			
The Olive Grove																																			
Tina's Dance Academy*																																			
Tree of Life Creative Art Workshop																																			
Wellcome Om Center																																			

\*Some estimations made

# Participatory Program Spaces



# **Appendix D: Survey Findings Summary**

GREETINGS FROM



# Survey Findings

Hernando County Fine Arts Council Market Assessment

September 10, 2020





# Overview

## Study To-date

---

- Started in March with stakeholder engagement (40 phone interviews)
- Draft market assessment at end of month

## Survey Overview

---

- Objective: Collect data on market demand for space
- Open for 2 weeks
- Distributed through the HCFAC list serves and in partnership with Florida's Adventure Coast, Brooksville Main Street Program, Nature Coast Art League, Uptown Art Gallery
- Respondents invited to respond more than once
- 64 total responses
- 4 respondents took the survey twice



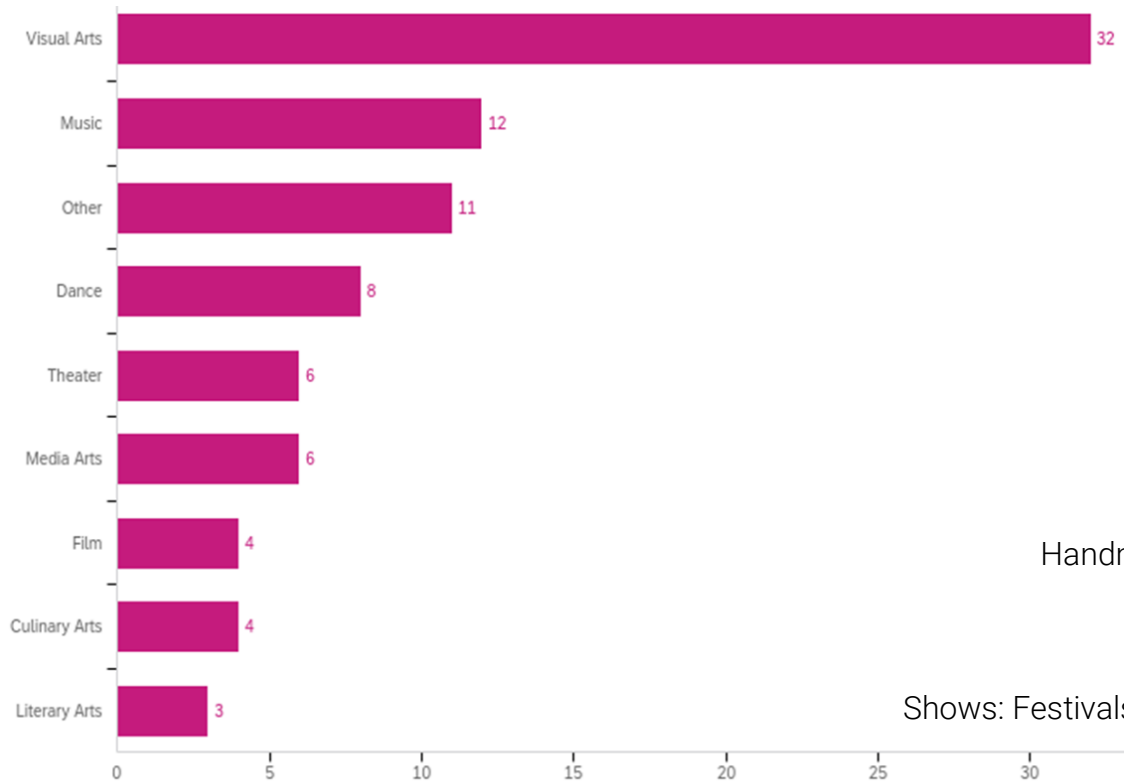
Findings: Artists + Organizations

# Q1 - Are you completing this survey as...



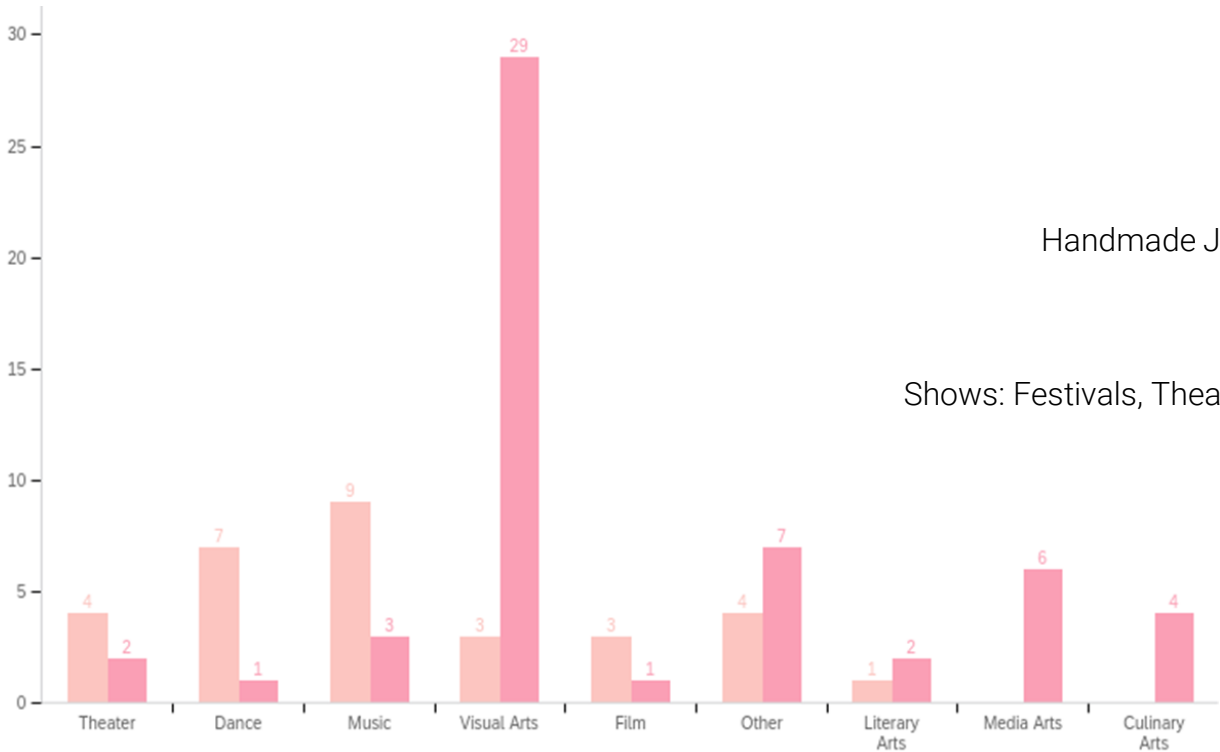
- A representative of an arts or cultural organization
- An individual artist
- An individual interested in arts or cultural events or programs

# Q2 – Please select the disciplines below that best describe your or your organization’s activities. (Select all that apply.)



**Other:**  
Photography  
Handmade Jewelry  
Wearable Art  
Recycle Arts  
Sculptures  
Dramatic Arts  
Shows: Festivals, Theater, Street Art, Stage  
Metal Sculpture  
Support of the Arts

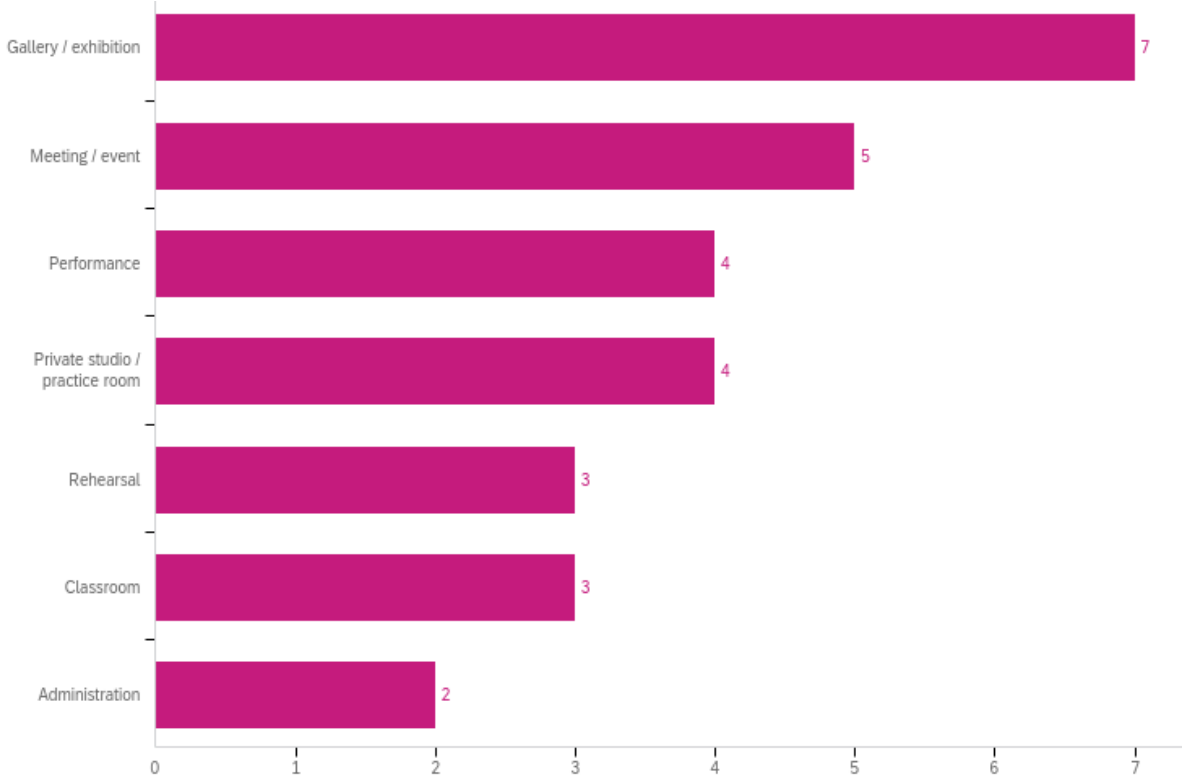
# Q2 – Please select the disciplines below that best describe your or your organization’s activities. (Select all that apply.)



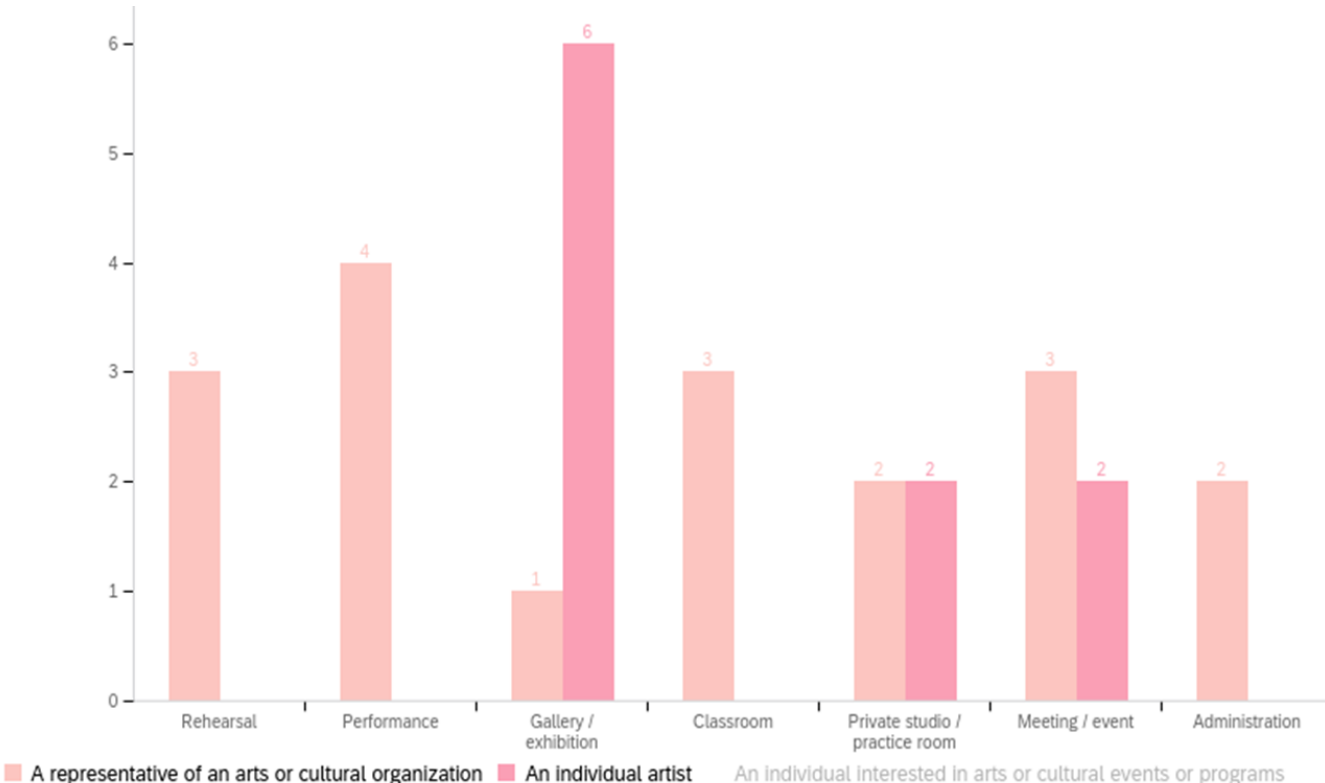
- Other:**
- Photography
  - Handmade Jewelry
  - Wearable Art
  - Recycle Arts
  - Sculptures
  - Dramatic Arts
  - Shows: Festivals, Theater, Street Art, Stage
  - Metal Sculpture
  - Support of the Arts

■ A representative of an arts or cultural organization 
 ■ An individual artist 
 ■ An individual interested in arts or cultural events or programs

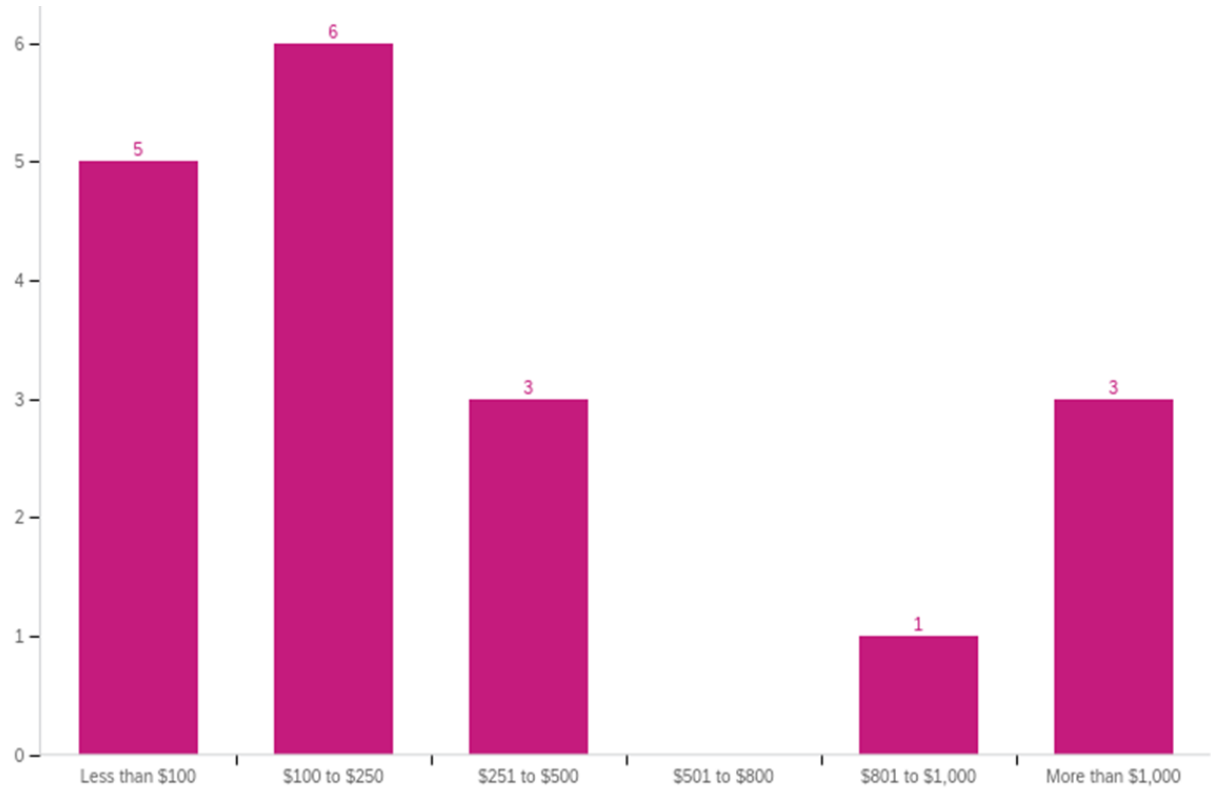
# Q3 – Do you rent any of the following spaces? (Select all that apply.)



# Q3 – Do you rent any of the following spaces? (Select all that apply.)

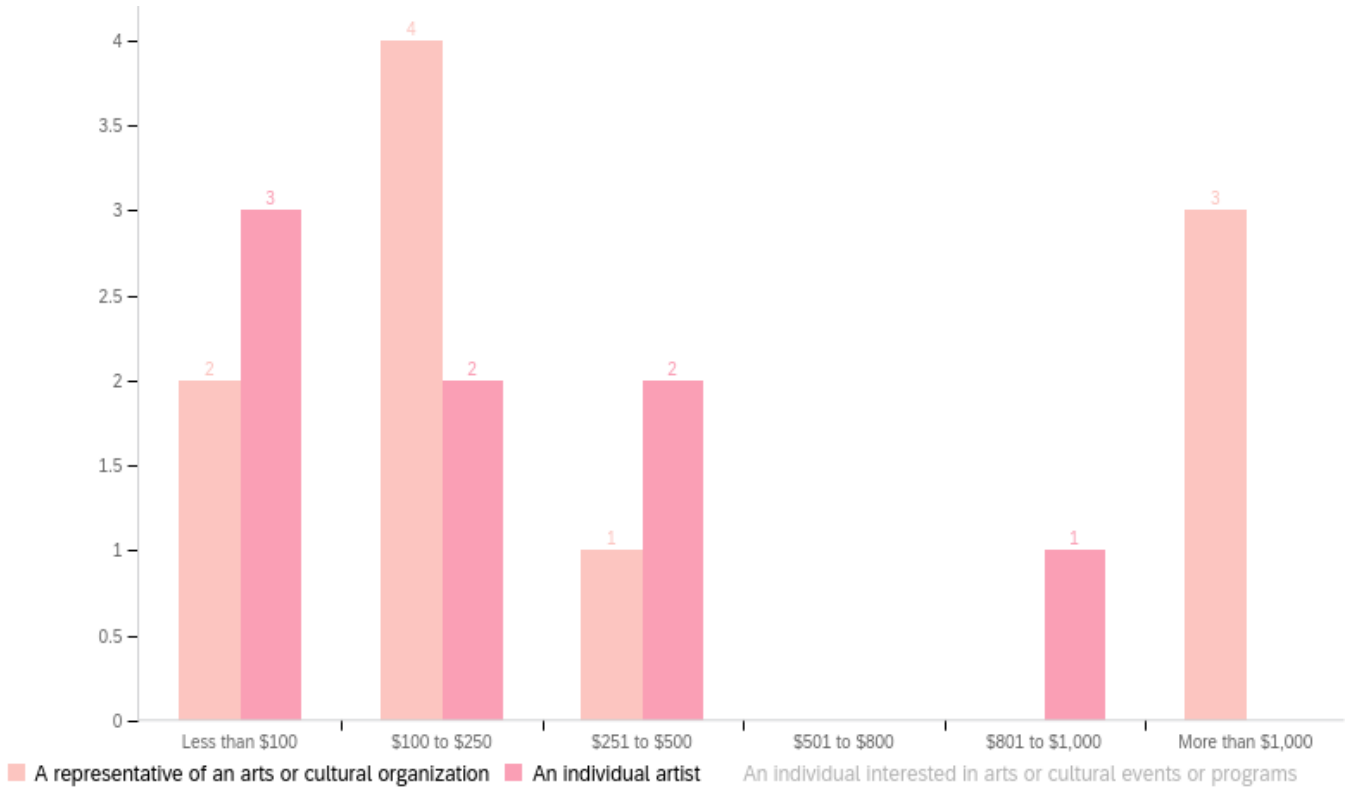


# Q4 – On average, how much do you spend PER MONTH on rent?

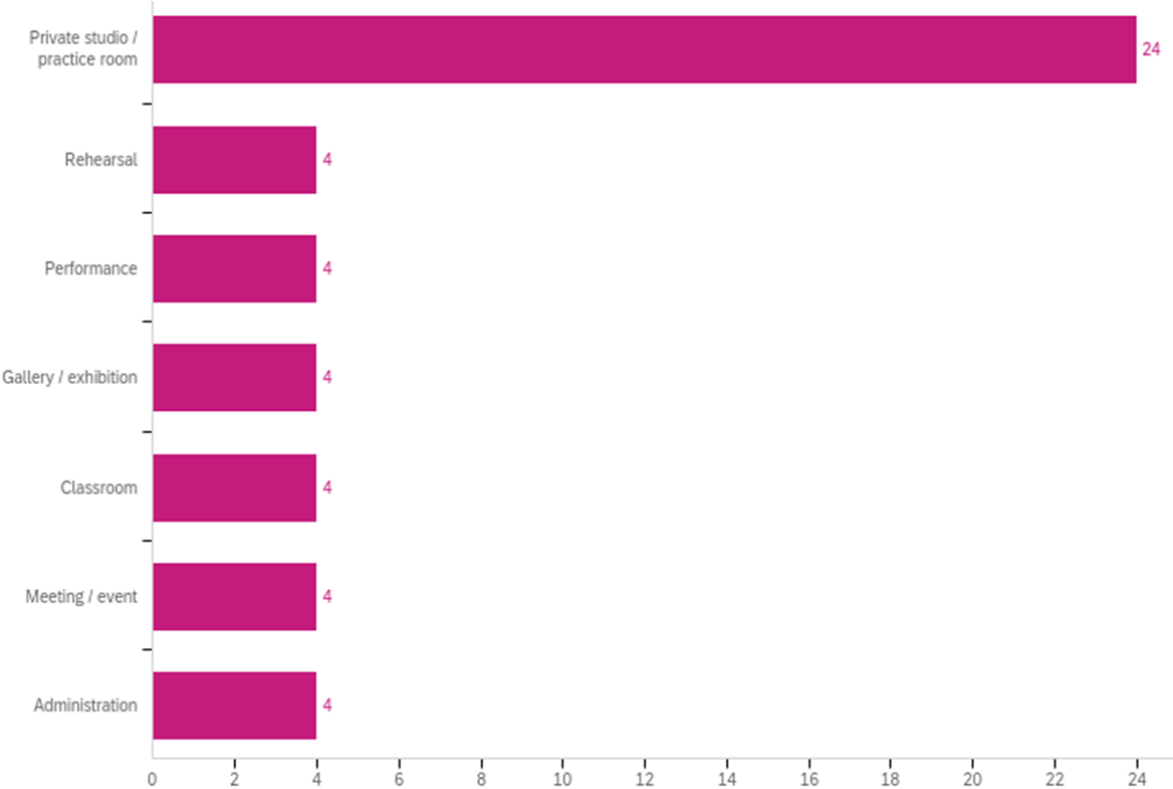




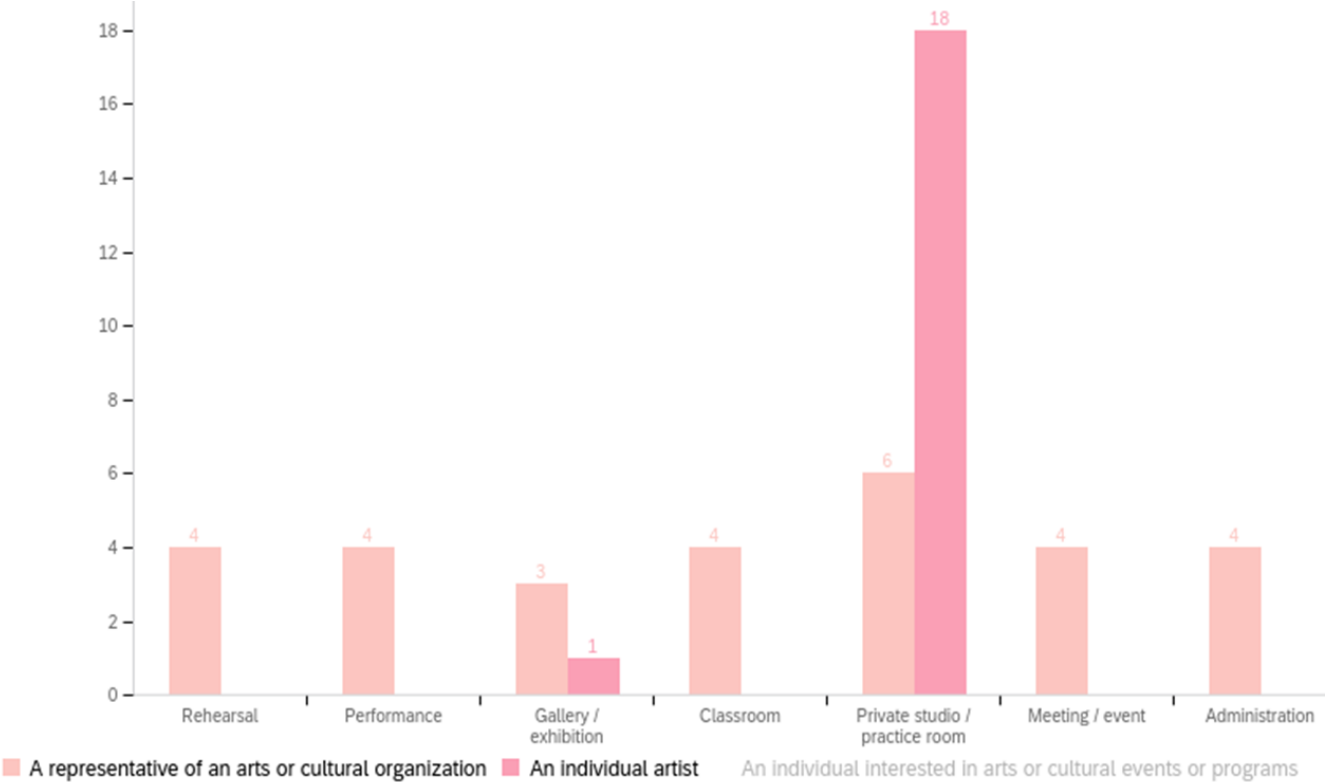
# Q4 – On average, how much do you spend PER MONTH on rent?



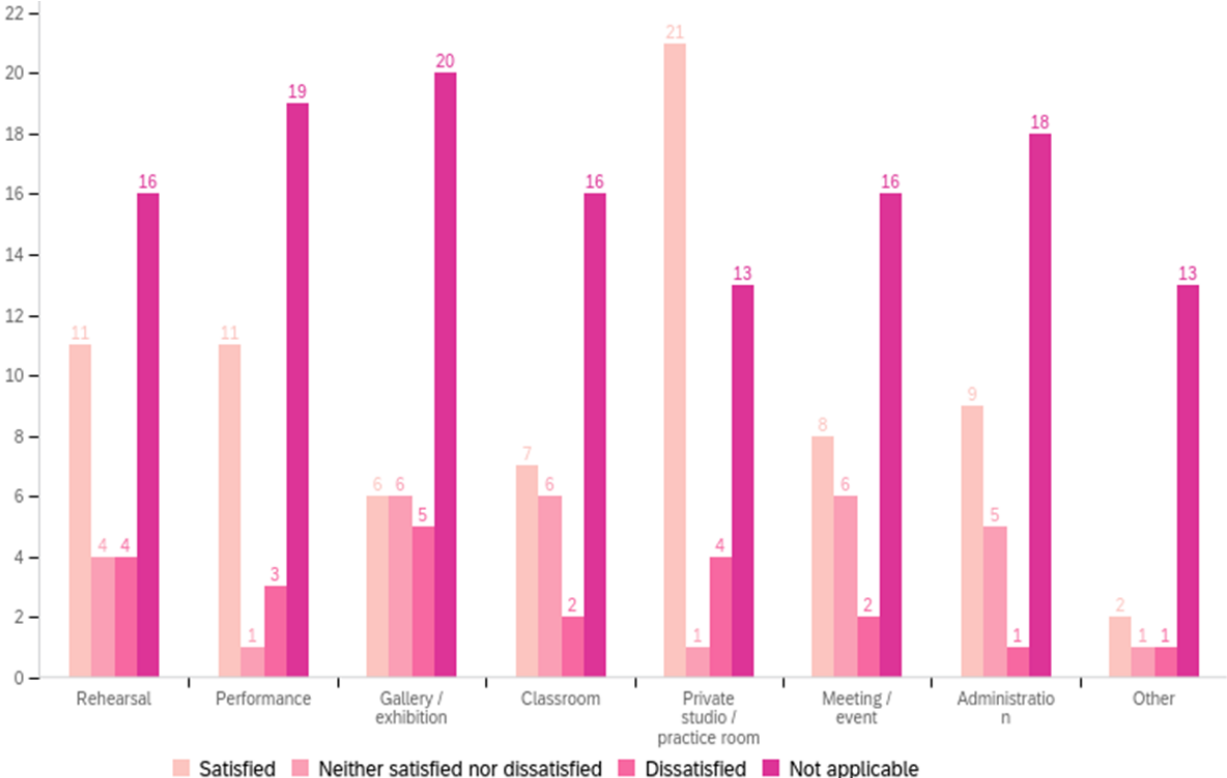
# Q5 – Do you own any of the following spaces? (Select all that apply.)



# Q5 – Do you own any of the following spaces? (Select all that apply.)

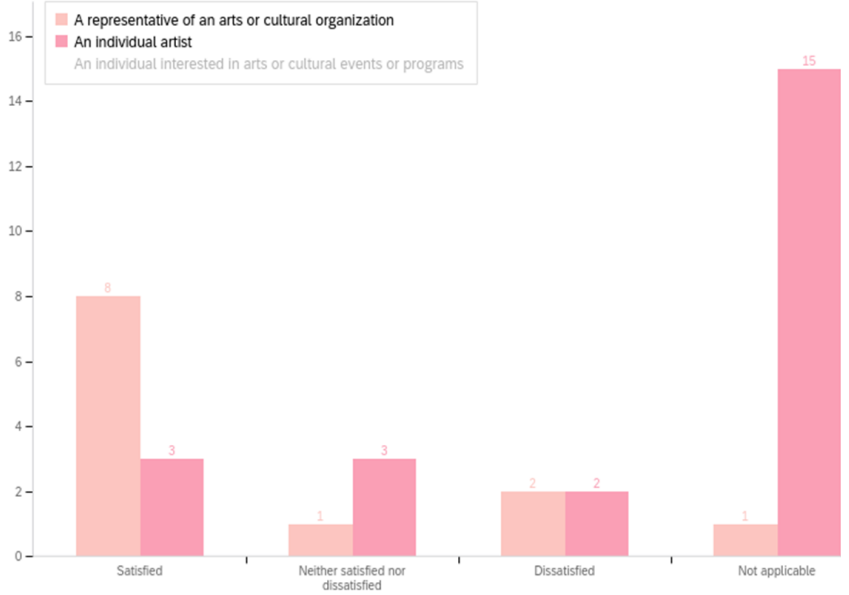


# Q6 – How satisfied are you with the spaces you currently utilize?

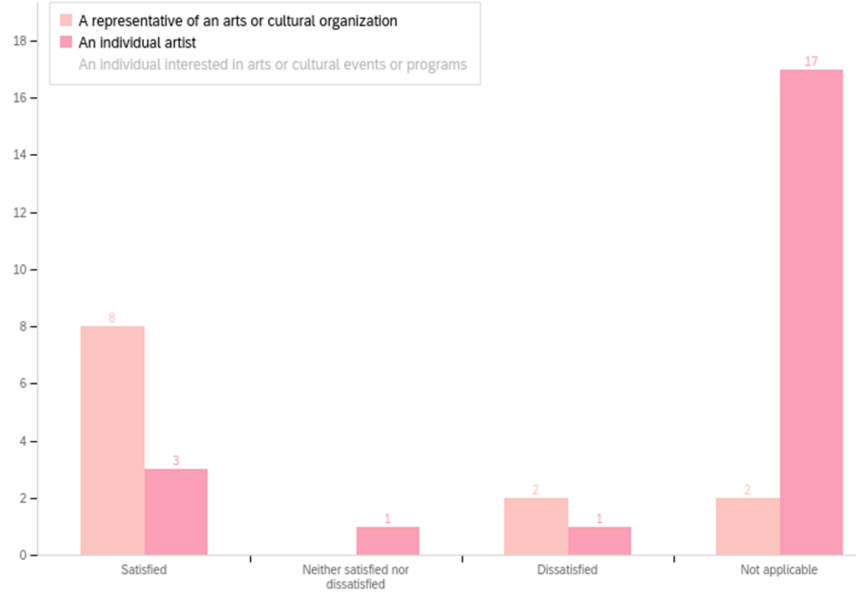


# Q6 – How satisfied are you with the spaces you currently utilize?

Rehearsal

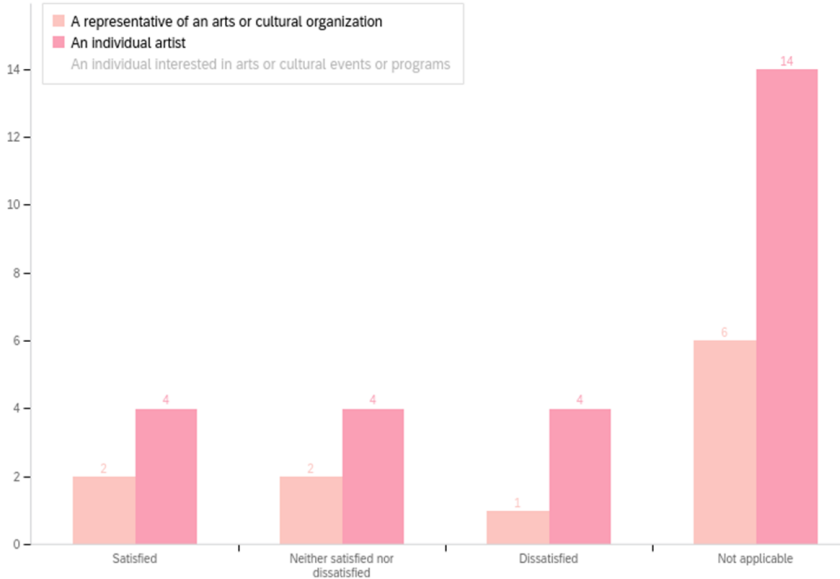


Performance

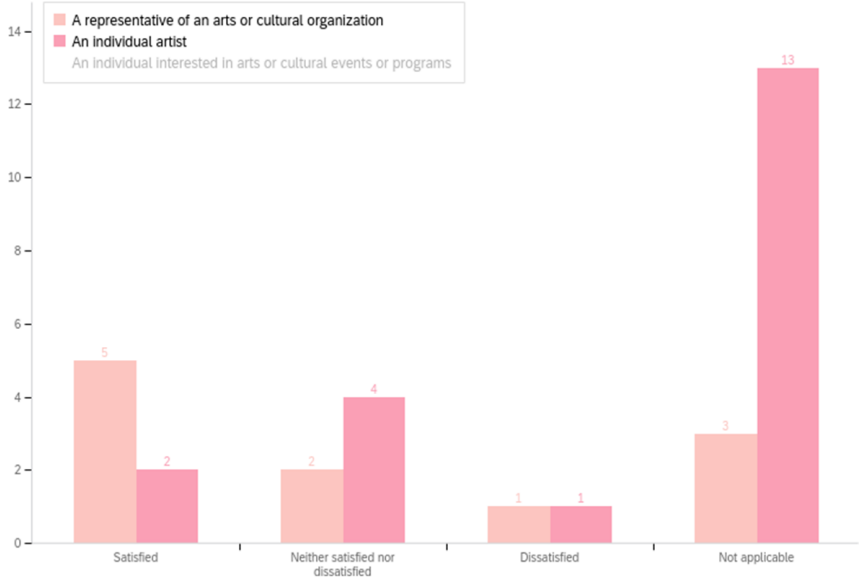


# Q6 – How satisfied are you with the spaces you currently utilize?

Gallery / exhibition

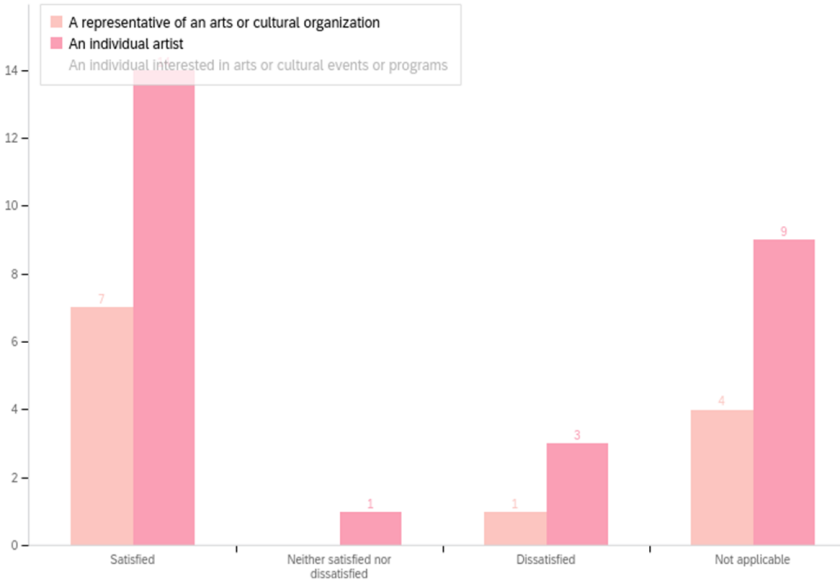


Classroom

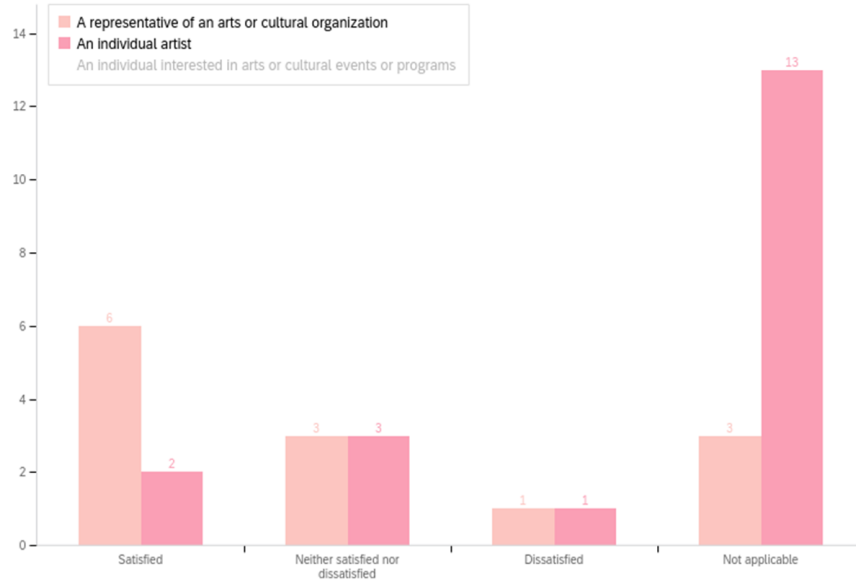


# Q6 – How satisfied are you with the spaces you currently utilize?

Private studio / practice room

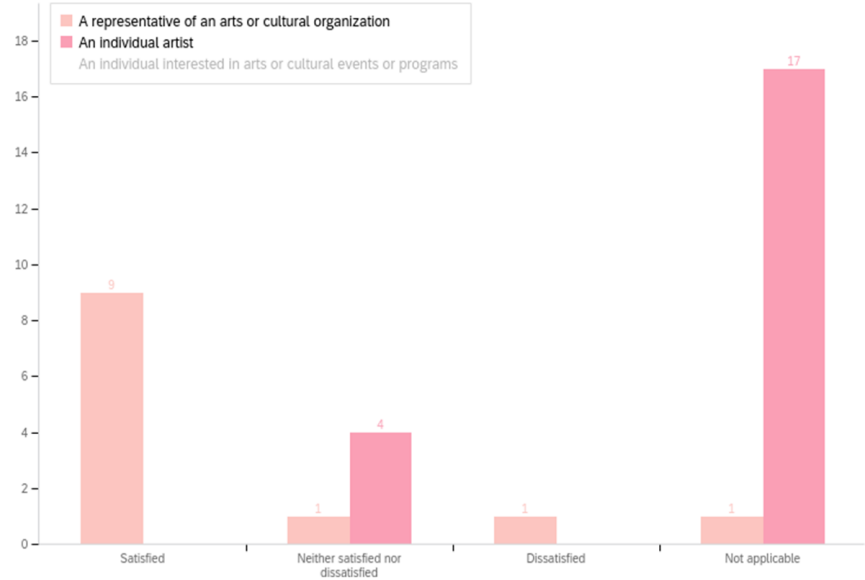


Meeting / event

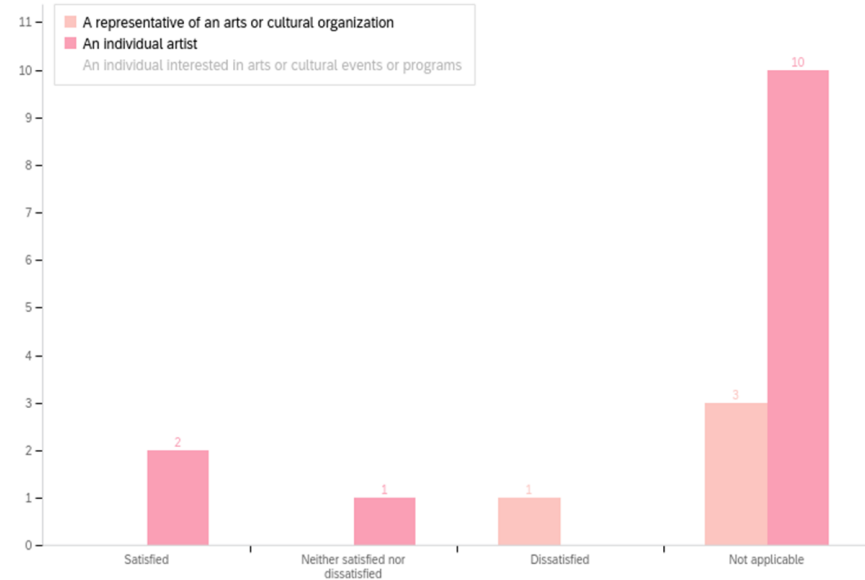


# Q6 – How satisfied are you with the spaces you currently utilize?

Administration



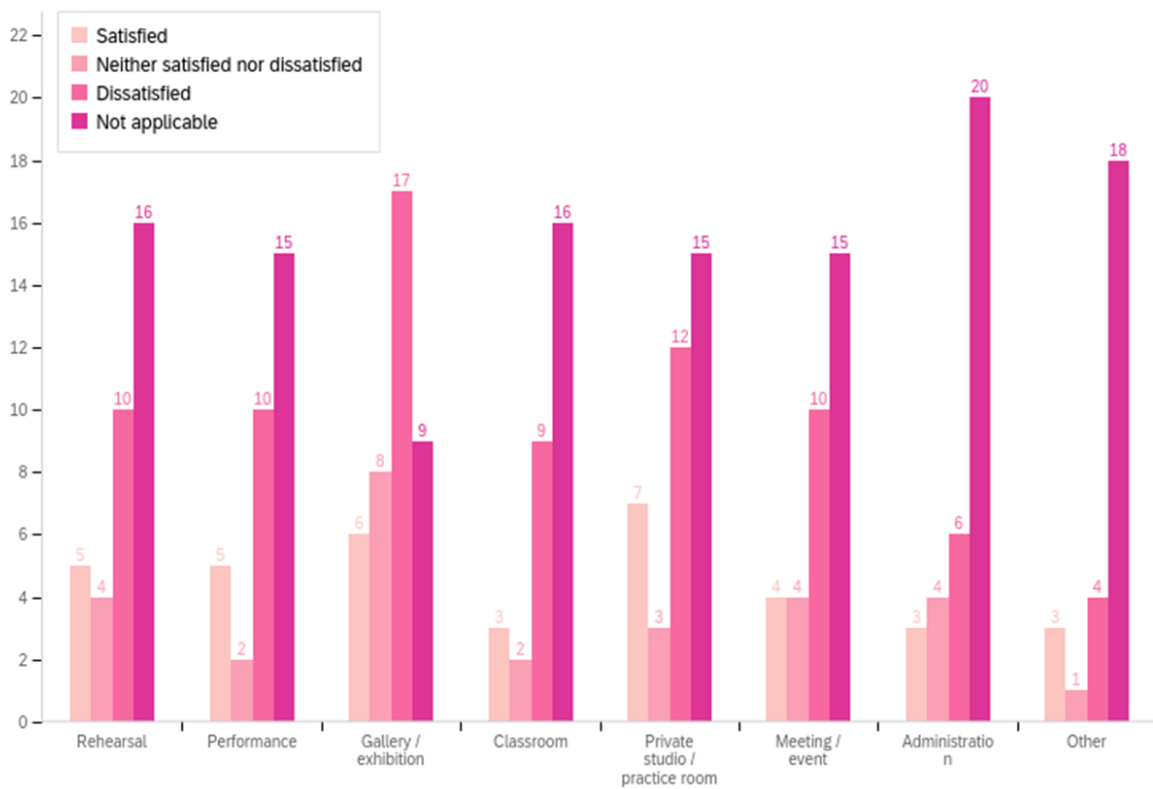
Other



Other:  
 Storage  
 Home Studio  
 Art Festival and Craft Festivals

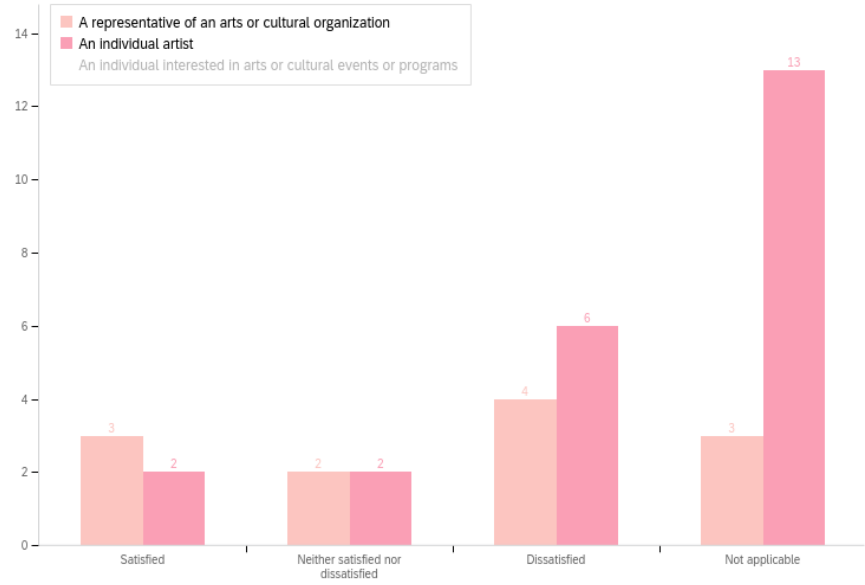


# Q7 – How satisfied are you with the spaces available to you in the community?

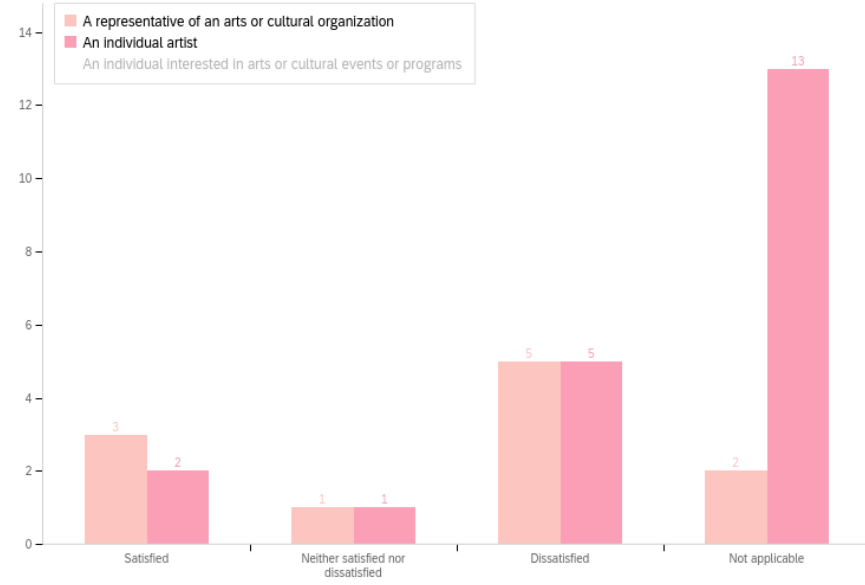


# Q7 – How satisfied are you with the spaces available to you in the community?

Rehearsal

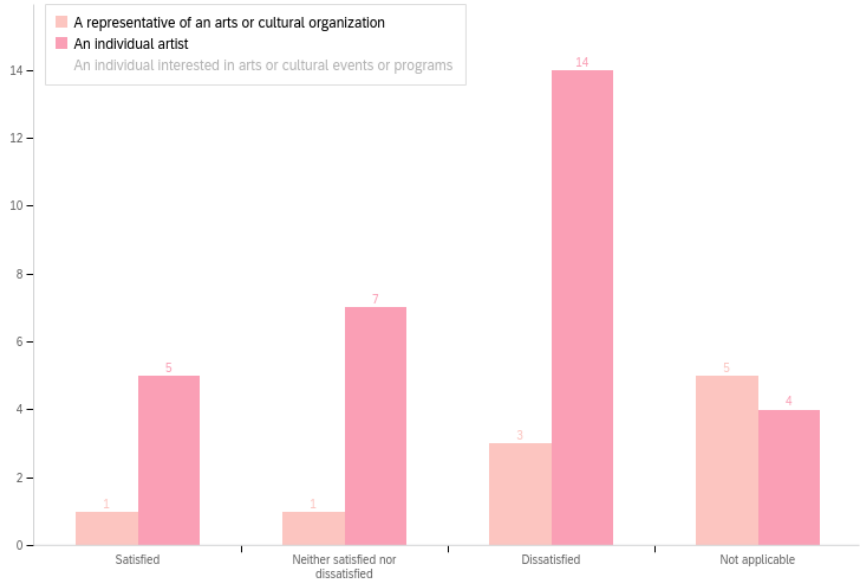


Performance

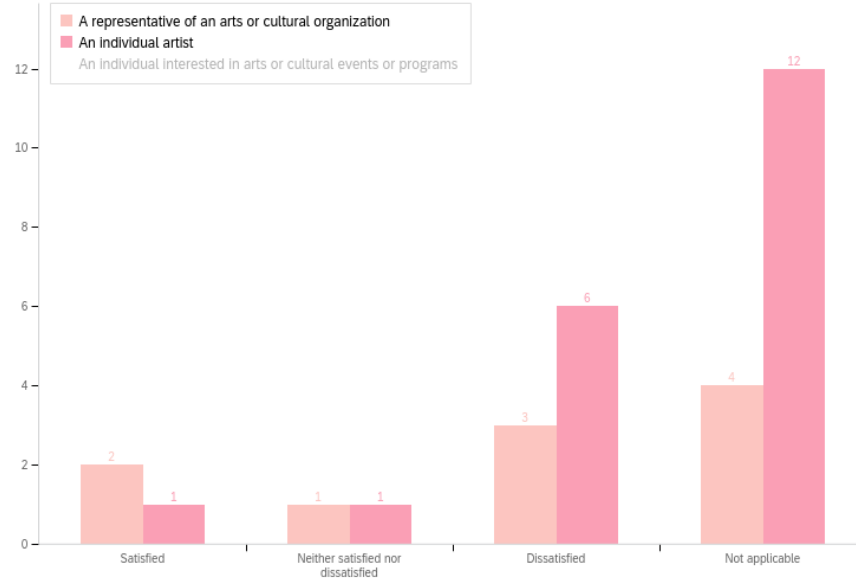


# Q7 – How satisfied are you with the spaces available to you in the community?

Gallery / exhibition

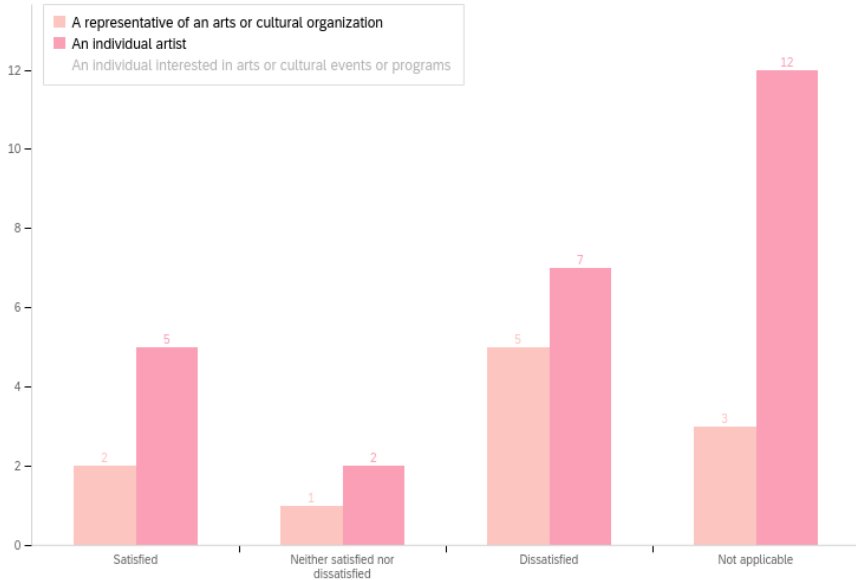


Classroom

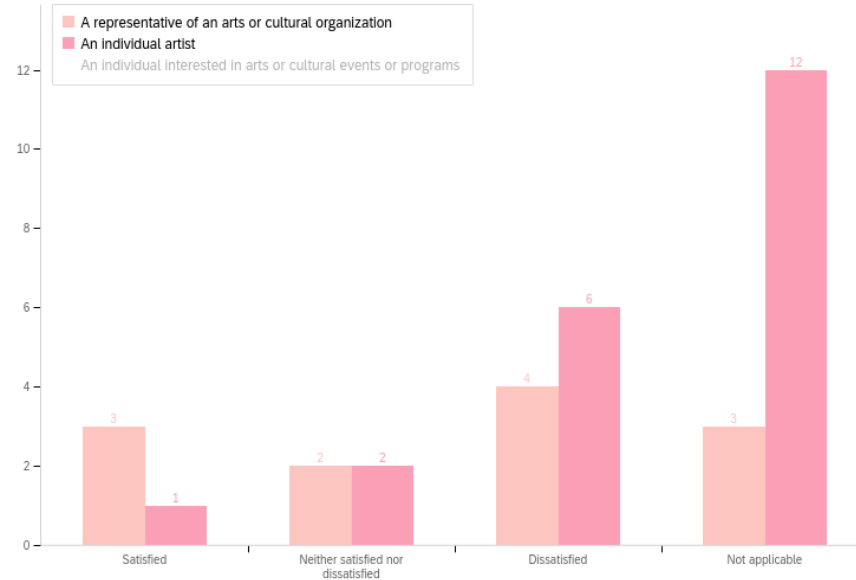


# Q7 – How satisfied are you with the spaces available to you in the community?

Private studio / practice room

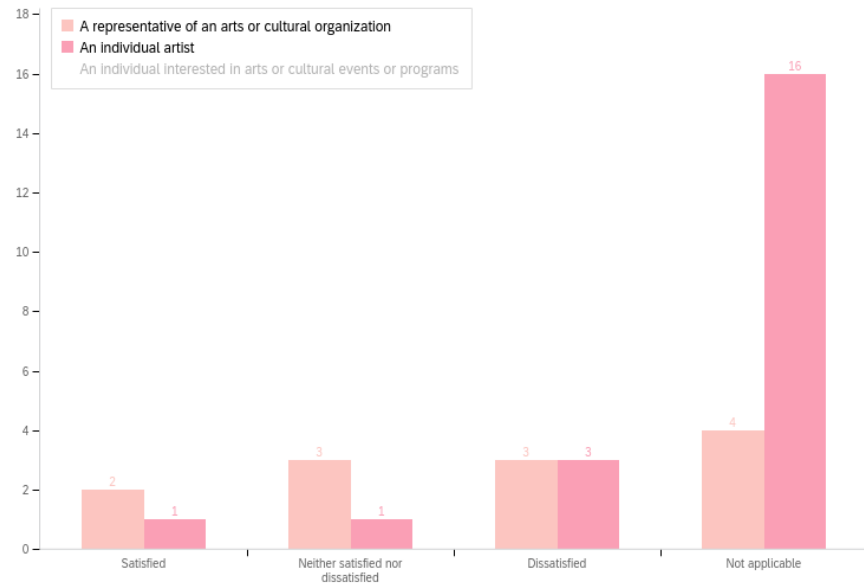


Meeting / event

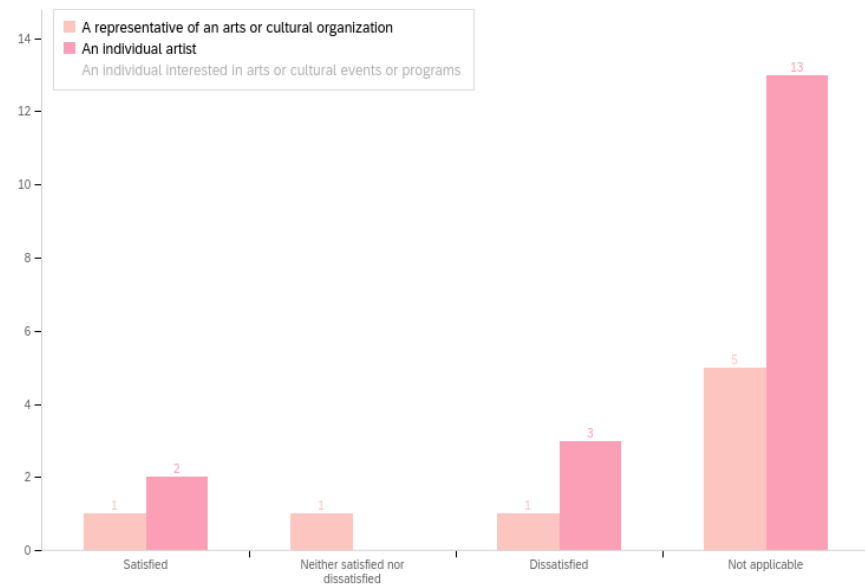


# Q7 – How satisfied are you with the spaces available to you in the community?

Administration



Other



# Q8 – If new or improved facilities were available in Hernando County, and affordable, how many DAYS A YEAR would you or your organization use them?

Respondent	Rehearsal
Individual Artist	100
Suncoast Harmony Chorus of Sweet Adelines International	50
Hernando Youth Orchestra	43
Hernando Symphony Orchestra	40
Individual Artist	30
Individual Artist	25
Individual Artist	20
DanceCraft	16
Stir Up The Gift Talent Org.	8
Suzuki Strings	6
Chocachatti Elem. School for the Arts and MicroSociety	5
Spirit in Motion Dance Studio	5
<b>TOTAL</b>	<b>348</b>

Respondent	Performance
Hernando Jazz Society	45
Individual Artist	30
Individual Artist	30
Stir Up The Gift Talent Org.	15
Hernando Symphony Orchestra	9
DanceCraft	8
Suzuki Strings	6
Individual Artist	5
Chocachatti Elem. School for the Arts and MicroSociety	5
Hernando Youth Orchestra	4
Spirit in Motion Dance Studio	4
Suncoast Harmony Chorus of Sweet Adelines International	2
<b>TOTAL</b>	<b>163</b>

# Q8 – If new or improved facilities were available in Hernando County, and affordable, how many DAYS A YEAR would you or your organization use them?

Respondent	Gallery / exhibition
Individual Artist	365
Individual Artist	365
Individual Artist	365
Individual Artist	365
Individual Artist	365
Individual Artist	365
Individual Artist	365
Individual Artist	365
Individual Artist	365
Individual Artist	184
Hernando County Fine Arts Council	180
Individual Artist	150
Individual Artist	120
Individual Artist	120
Individual Artist	60
Individual Artist	30
Individual Artist	30
Individual Artist	20
Individual Artist	15
Individual Artist	12
Individual Artist	12
Individual Artist	10
Individual Artist	4
Individual Artist	4
<b>TOTAL</b>	<b>3,871</b>

Respondent	Classes / workshops
Individual Artist	300
Individual Artist	120
Suzuki Strings	104
Individual Artist	100
DanceCraft	100
Individual Artist	90
Individual Artist	52
Hernando Symphony Orchestra	40
Individual Artist	36
Individual Artist	30
Individual Artist	30
Chocachatti Elem. School for the Arts and MicroSociety	20
Individual Artist	15
Hernando County Fine Arts Council	12
Nature Coast Art League	12
Individual Artist	10
Individual Artist	10
Individual Artist	5
Individual Artist	4
Individual Artist	3
<b>TOTAL</b>	<b>1,093</b>

# Q8 – If new or improved facilities were available in Hernando County, and affordable, how many DAYS A YEAR would you or your organization use them?

Respondent	Privately creating artwork / practicing your craft
Chocachatti Elem. School for the Arts and MicroSociety	300
Suzuki Strings	200
Individual Artist	180
Individual Artist	180
Individual Artist	156
Individual Artist	100
Individual Artist	100
Individual Artist	52
Stir Up The Gift Talent Org.	50
Individual Artist	30
Individual Artist	10
Individual Artist	4
<b>TOTAL</b>	<b>1,362</b>

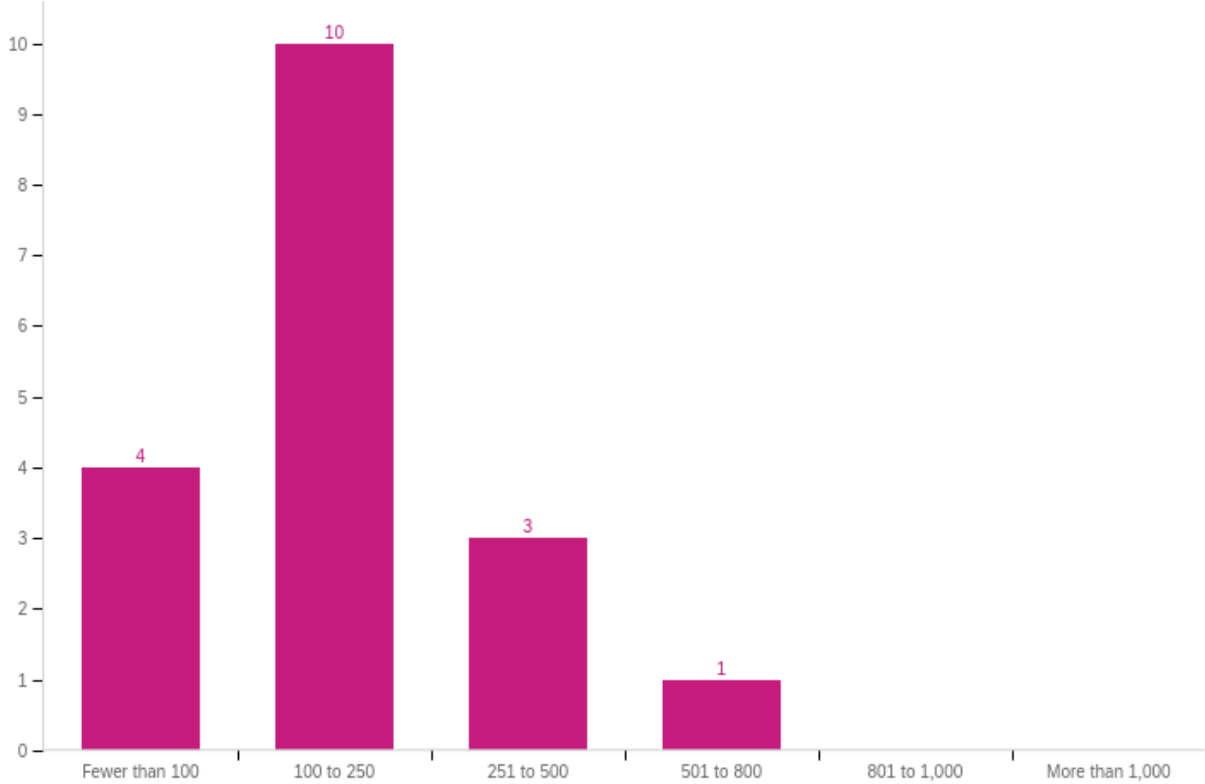
Respondent	Meeting / event
Individual Artist	100
Chocachatti Elem. School for the Arts and MicroSociety	60
Individual Artist	45
Individual Artist	30
Individual Artist	30
Individual Artist	25
Hernando Youth Orchestra	24
Spring Hill Camera Club	24
Suzuki Strings	20
Stir Up The Gift Talent Org.	12
Individual Artist	12
Individual Artist	12
Individual Artist	8
Individual Artist	8
Individual Artist	4
Individual Artist	2
<b>TOTAL</b>	<b>416</b>



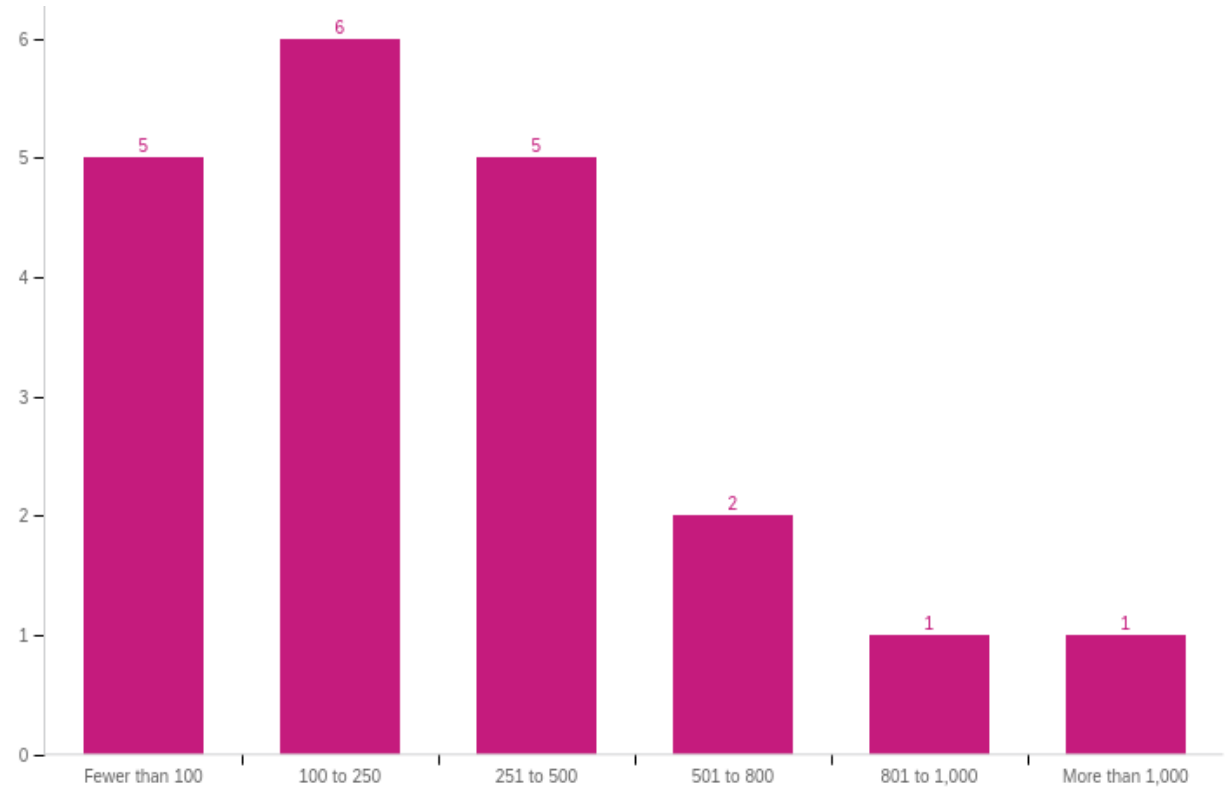
# Q8 – If new or improved facilities were available in Hernando County, and affordable, how many DAYS A YEAR would you or your organization use them?

Respondent	Admin.	Respondent	Other
Individual Artist	251	Individual Artist	365
Individual Artist	52	Individual Artist	100
Stir Up The Gift Talent Org.	12	Individual Artist	50
Chocachatti Elem. School for the Arts and MicroSociety	10		TOTAL 515
TOTAL	325		

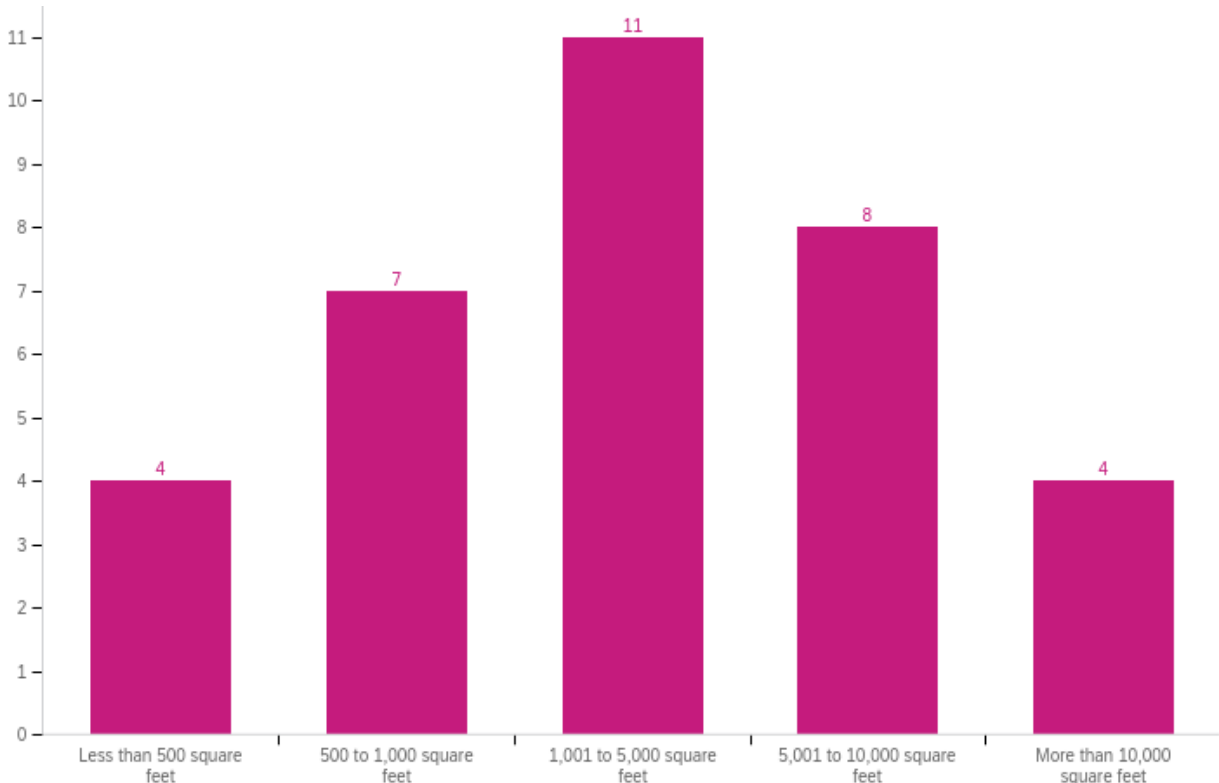
# Q9 - If you or your organization hold performances, what is your typical audience size?



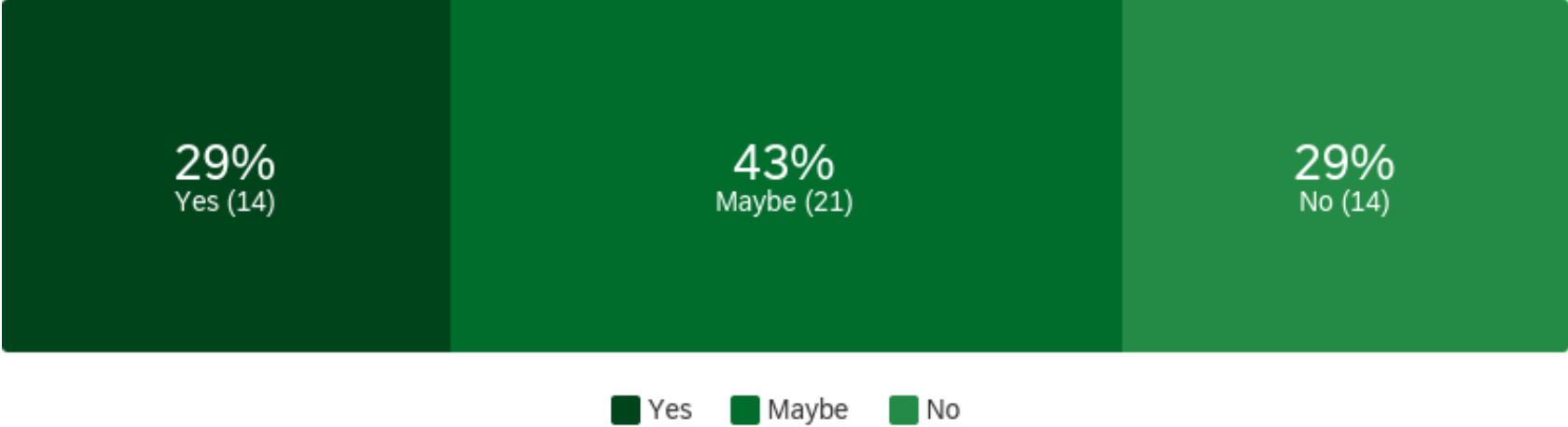
# Q10 - What would be your ideal seating capacity in a new or improved performance venue ?



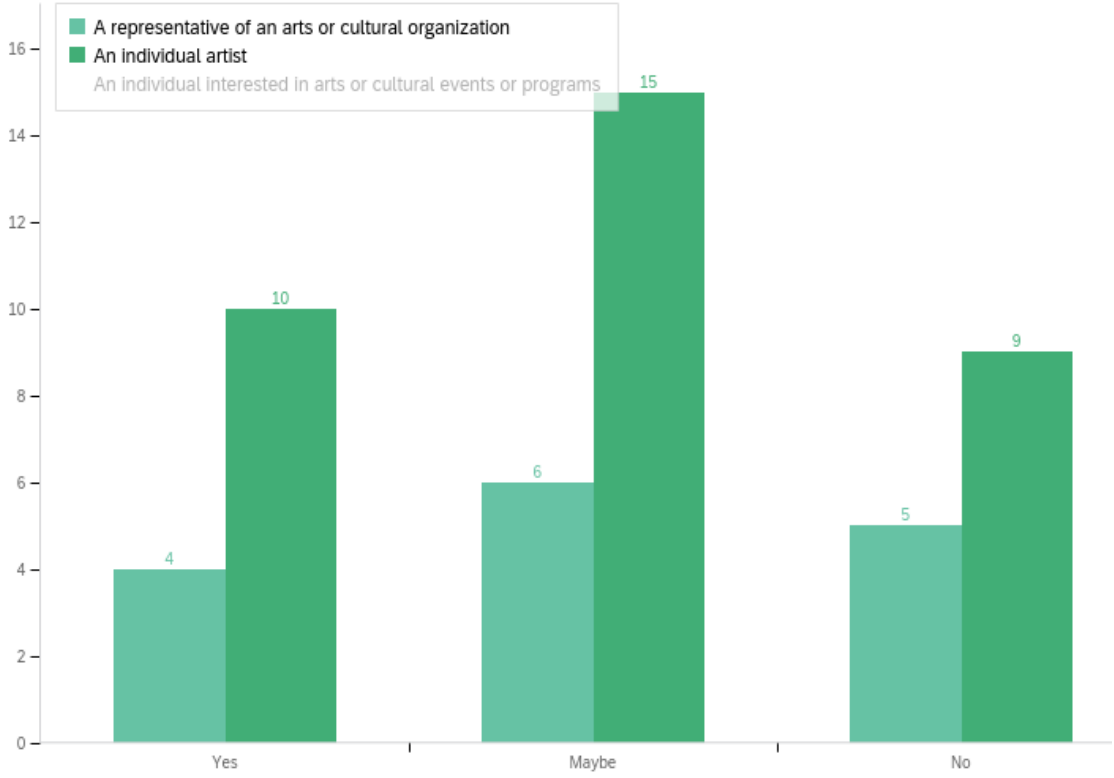
# Q11 - What would be your ideal size, in square feet, for a new or improved gallery / exhibition space?



# Q12 - Are you interested in using a new facility for classes or workshops?



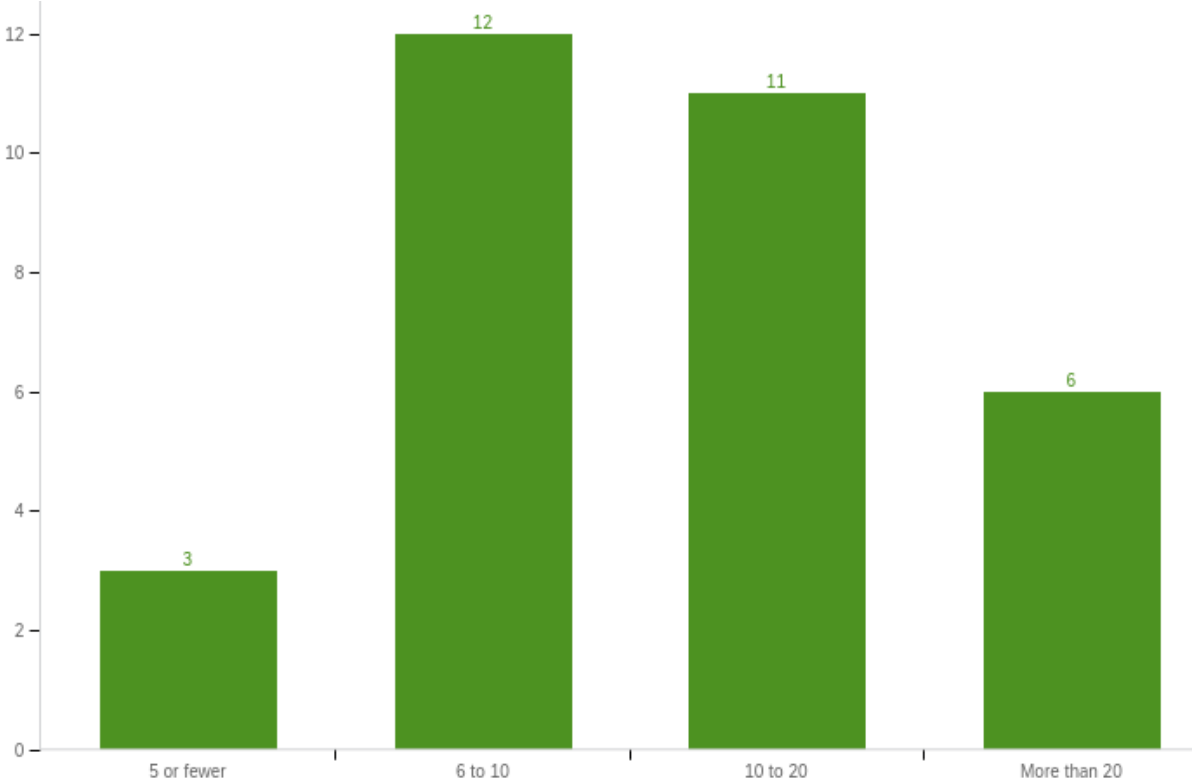
# Q12.a. - Are you interested in using a new facility for classes or workshops?



# Q12.b. - What types of classes or workshops would you offer?

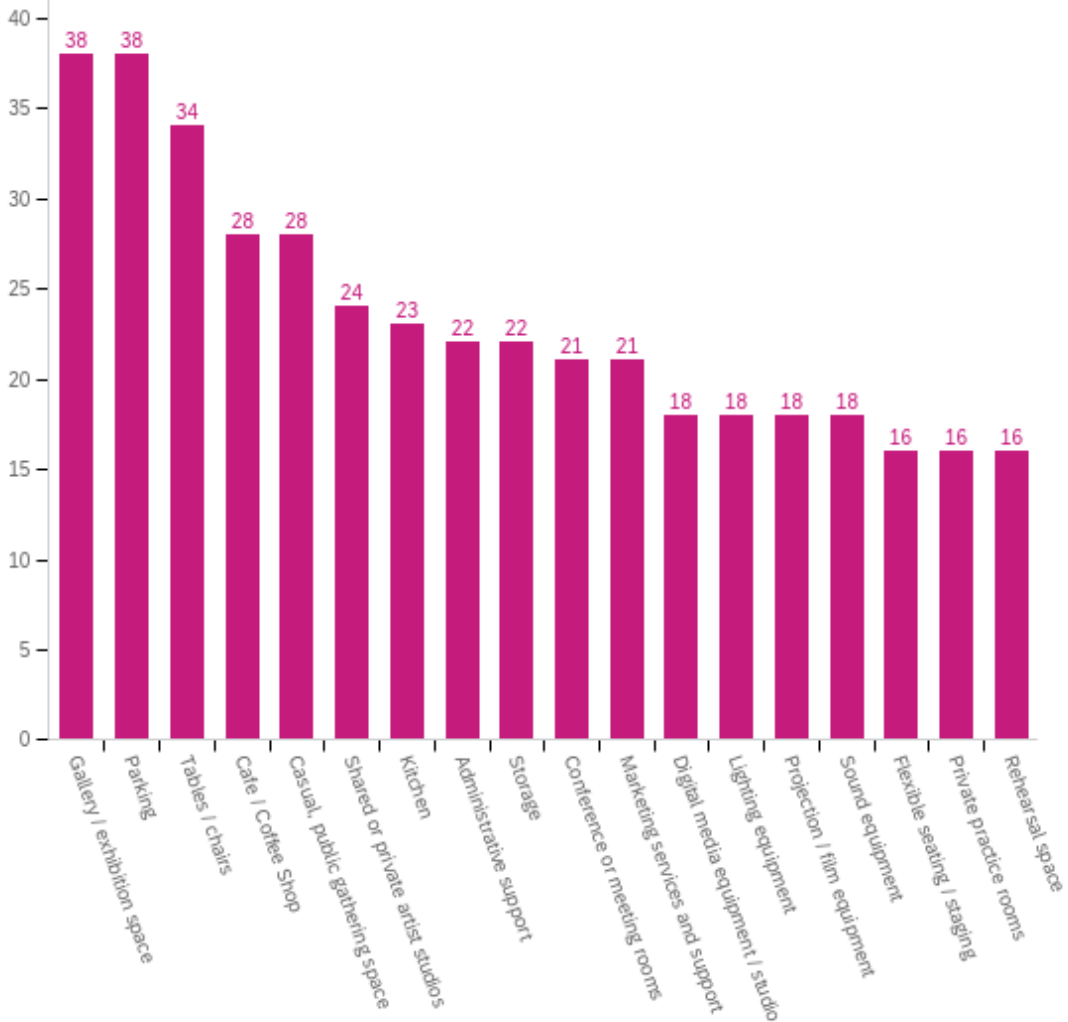
Visual arts, art history	Photography (x2)
Self defense, safety, acting	Drawing, painting, 3D
Polymer clay. Artist for 34 years, teacher for 20	Art (x4)
Painting, drawing, class on how to get past the fear of doing art and how to see in order to create, art history lectures	Painting
Painting, other visual arts and cooking	Crafting / Multimedia
Dance and musical theater	Portrait workshop
Acrylic/oil	America's Jazz History
Music / Dance/ Acting / Modeling	Music lessons
Music, 2D 3D art for youth	Painting
Knitting classes	Dance
Visual arts	Orchestral sectionals and individual instruction
Pottery, ceramic sculptures, painting	Folkloric style group improv, Multi-cultural Dance
Welding, metal sculpture assembly	Children and adult art classes

# Q12.c. - What would be your ideal student capacity for a classroom?





# Q13 - To best suit your needs, what features and amenities should a new or improved cultural facility in Hernando County have? (Select all that apply.)



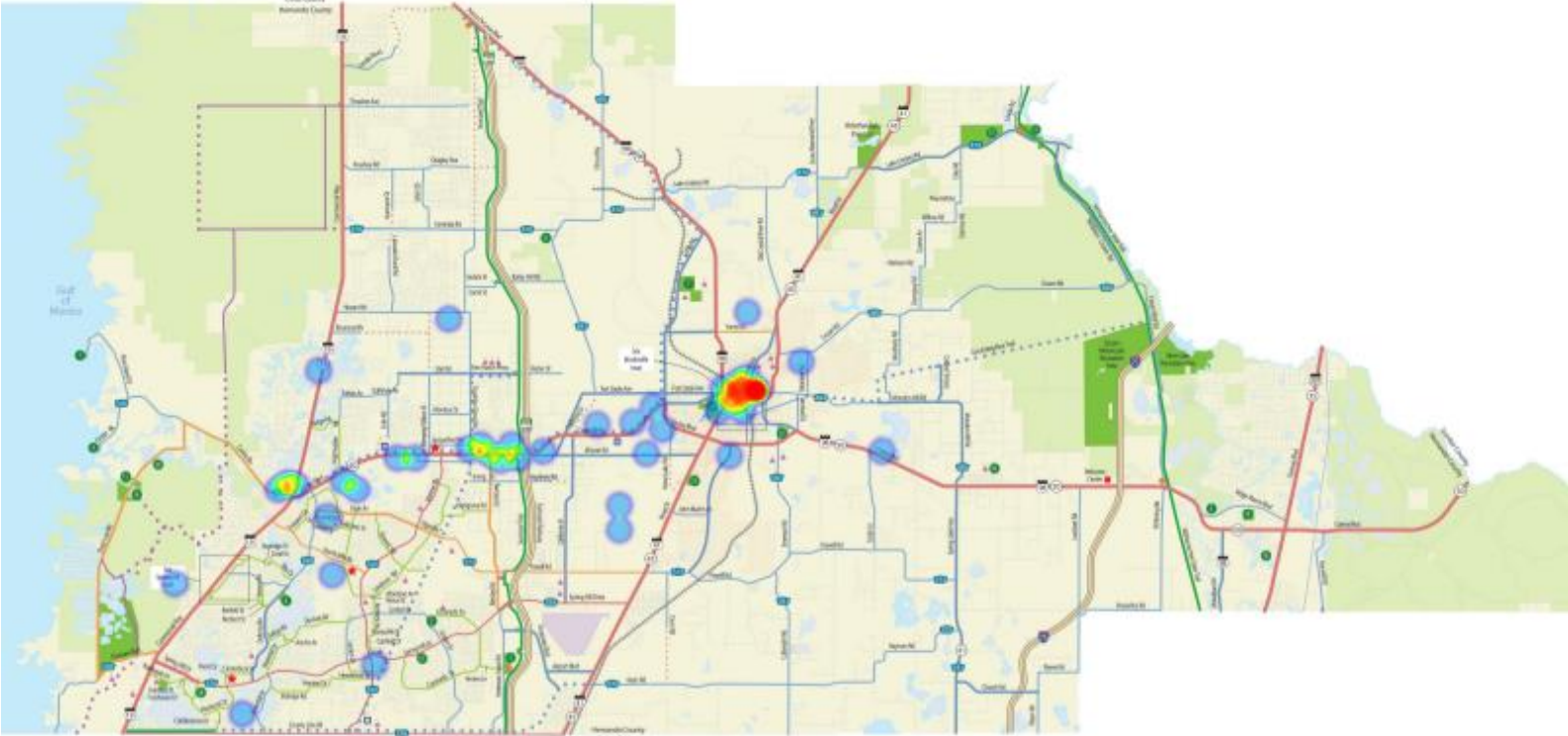
# Q13.a. - Please click and drag the features and amenities you have selected to rank them in order of importance.

#	Field	1	2	3	4	5	6	7	8	9	10
2	Gallery / exhibition space	44.12% 15	17.65% 6	11.76% 4	8.82% 3	0.00% 0	2.94% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0
20	Rehearsal space	28.57% 4	0.00% 0	14.29% 2	0.00% 0	7.14% 1	0.00% 0	14.29% 2	0.00% 0	0.00% 0	0.00% 0
1	Administrative support	20.00% 4	10.00% 2	5.00% 1	10.00% 2	5.00% 1	5.00% 1	5.00% 1	10.00% 2	5.00% 1	5.00% 1
31	Blacksmith equipment / studio	20.00% 1	20.00% 1	0.00% 0	0.00% 0	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1
38	Other	20.00% 1	40.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1
11	Flexible seating / staging	15.38% 2	0.00% 0	0.00% 0	15.38% 2	7.69% 1	7.69% 1	0.00% 0	0.00% 0	0.00% 0	7.69% 1
9	Metals equipment / studio	12.50% 1	0.00% 0	0.00% 0	0.00% 0	12.50% 1	0.00% 0	0.00% 0	0.00% 0	25.00% 2	0.00% 0
14	Parking	11.76% 4	17.65% 6	11.76% 4	8.82% 3	14.71% 5	2.94% 1	0.00% 0	8.82% 3	0.00% 0	2.94% 1
23	Conference or meeting rooms	11.11% 2	5.56% 1	16.67% 3	5.56% 1	5.56% 1	16.67% 3	11.11% 2	0.00% 0	5.56% 1	0.00% 0
25	Ceramics equipment / studio	10.00% 1	40.00% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 2	10.00% 1	0.00% 0
24	Shared or private artist studios	9.09% 2	13.64% 3	0.00% 0	22.73% 5	9.09% 2	4.55% 1	4.55% 1	4.55% 1	9.09% 2	0.00% 0
37	Alcohol permit	7.69% 1	0.00% 0	0.00% 0	7.69% 1	23.08% 3	0.00% 0	7.69% 1	0.00% 0	23.08% 3	0.00% 0
16	Private practice rooms	7.14% 1	7.14% 1	0.00% 0	7.14% 1	0.00% 0	7.14% 1	7.14% 1	0.00% 0	14.29% 2	0.00% 0

DLR Group

Other:  
 Classrooms w/ Suitable Wood Floors  
 Frequent Craft and Art Shows  
 Dance  
 Co-op

**Q14 – Please click on the map below to indicate your preferred location for an arts or cultural facility in Hernando County.**



# Q15 – Last question! Please share any additional thoughts or comments below.

Great idea. Hope that you guys can make this work. I would think that anything in the southern part of the county and close to 19 would work well.

As a former arts council executive director I know the need for a building that can accommodate many arts disciplines--theatre, dance, concerts, visual arts (gallery and classroom spaces) and so much more. I wish you the best as you pursue this project.

What an amazing opportunity for Hernando county artists and residences. I am very interested in participating in anyway to make this project happen! Thank you!

Thanks

It would be great to be acknowledged from the community and have a place to go.

I would love to have an artist gallery in this area.

I would like to see a weekly indoor craft art event for residents of Hernando county. Something that people could sell their art or crafts at.

Now I am excited!!!!

This would be wonderful

## Q15 – Last question! Please share any additional thoughts or comments below.

Great exhibition spaces would provide a great deal of cultural enhancement to broad range of people (both artists and viewers).

Thank you for supporting the arts and helping artists find affordable resources!

I am actually a resident of Sumter County but live just across the Withlacoochee River from Hernando County and own 2 properties in Hernando, which is also where I do most of my shopping and physician appointments. As an artist, I also feel I am better supported in Hernando than in Sumter.

We have 2 individual theater spaces at this time and are very interested in building the 3rd stage of the original building plan for the use of others i the county. We would love to become the cultural center everyone is yearning for

Our organization is looking for rehearsal and performance facilities - as a non-profit organization, our budget is very limited and so we would hope that the county could provide at a minimum fee if none at all.

Art shows and festivals need to come back.

Relocate the confederate and veteran statues from the court house in Brooksville and replace them with art. Use the old court house as a gallery and arts center.

## Q15 – Last question! Please share any additional thoughts or comments below.

There are alot of artist in our county.

The current gallery at brooksville city hall is great to have but the location and hours are so poor that nobody knows about it.

It is ashame that in a area that prides itself in arts that there is no art galleries.

You need a larger map or some means to zoom in. Too small to read.

That map is not readable



# Findings: Interested Individuals



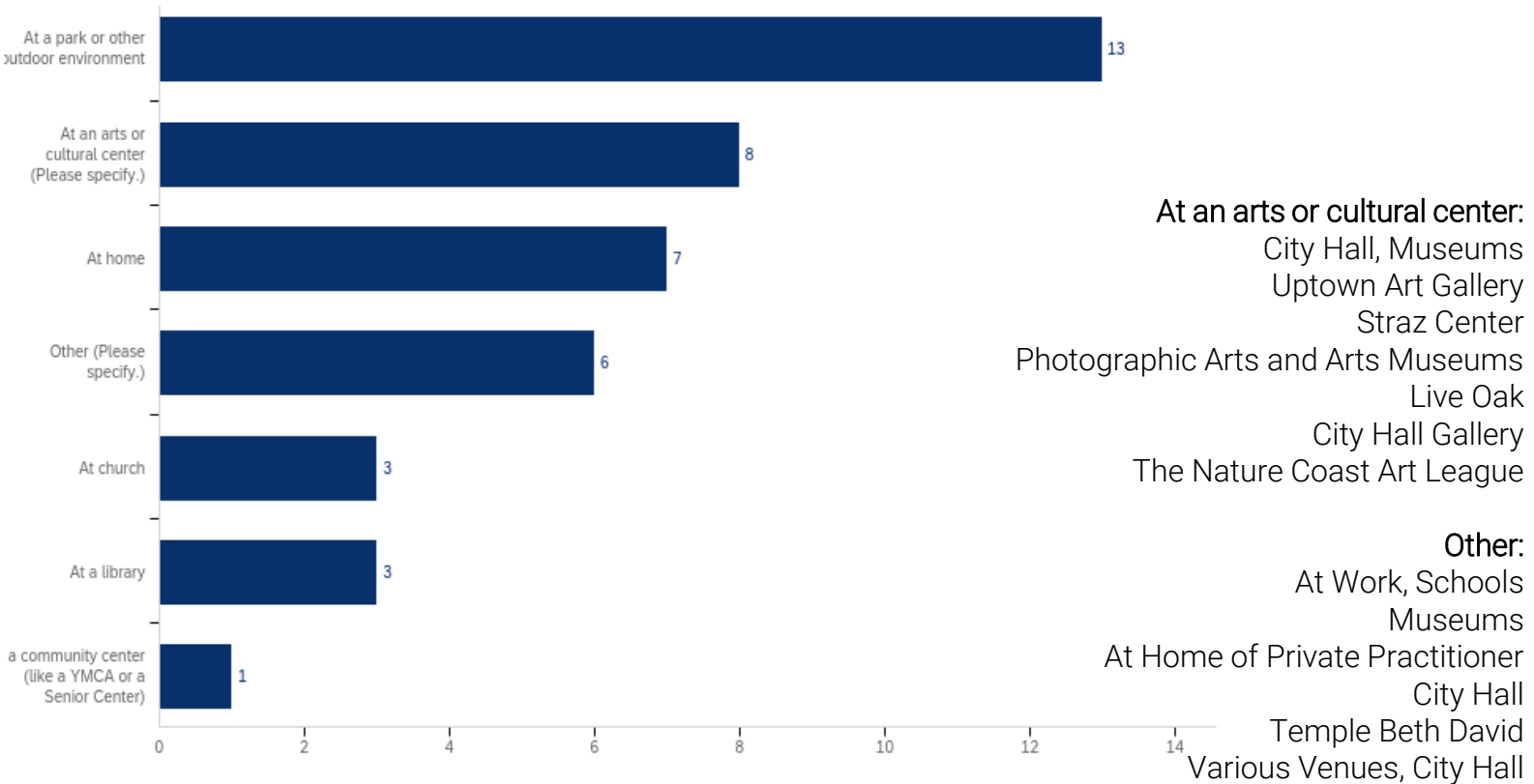
# Q2 – Prior to the pandemic, did you participate in or attend arts or cultural programs and activities?



■ Yes   ■ No



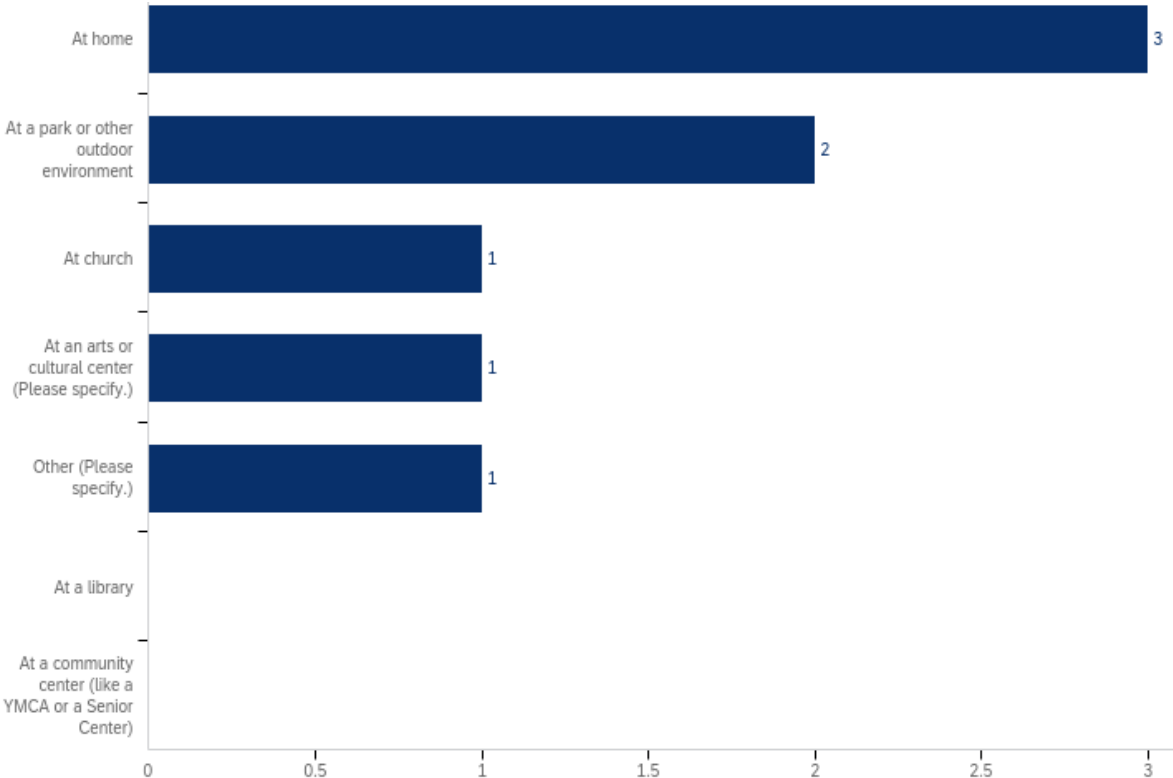
# Q3 – Where did you participate in or attend these activities? (Select all that apply.)



# Q4 – Have you participated in arts or cultural programs since the start of the pandemic?



# Q5 – Where have you participated in these programs? (Select all that apply.)



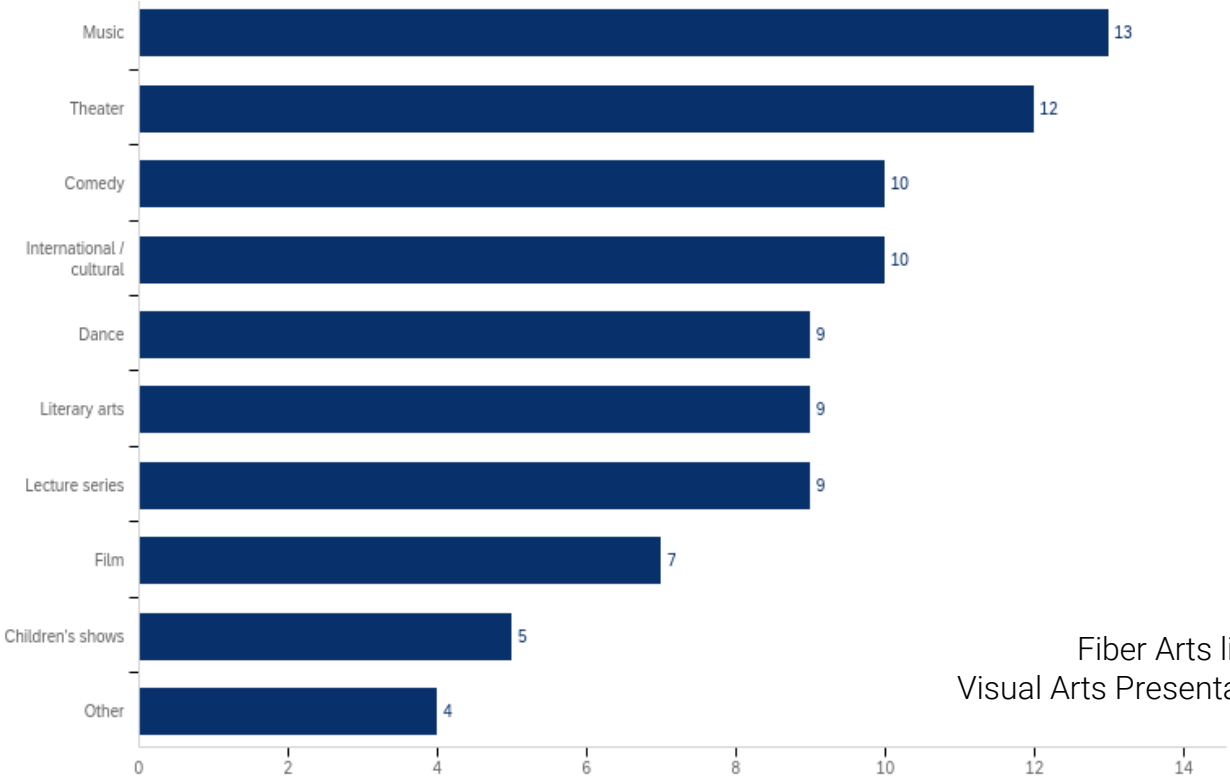
Other:  
Fiber shop

# Q6 – If there were a new arts or cultural facility in Hernando County, would you have interest in attending a live performance?



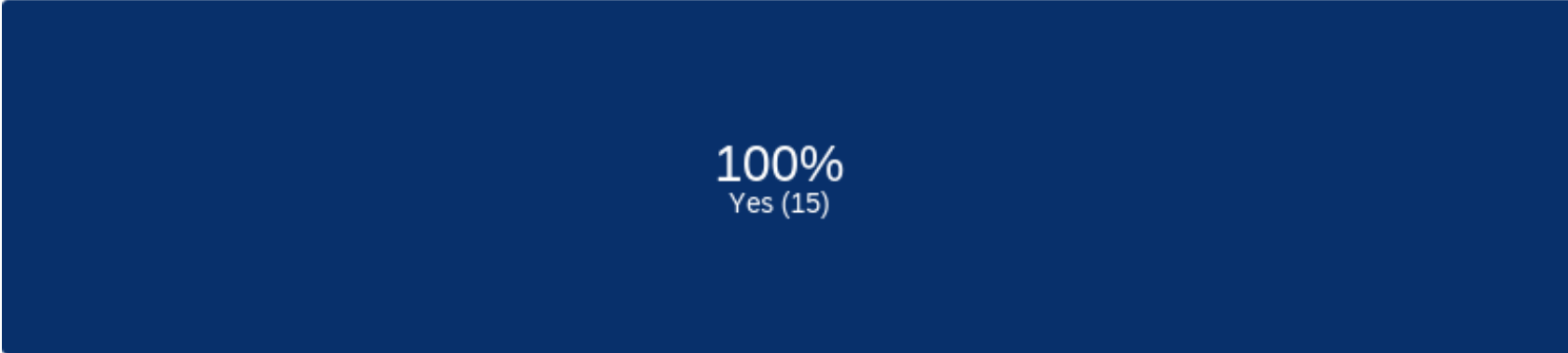
■ Yes   ■ Maybe   ■ No

# Q7 – What program areas would be of most interest? (Select all that apply.)



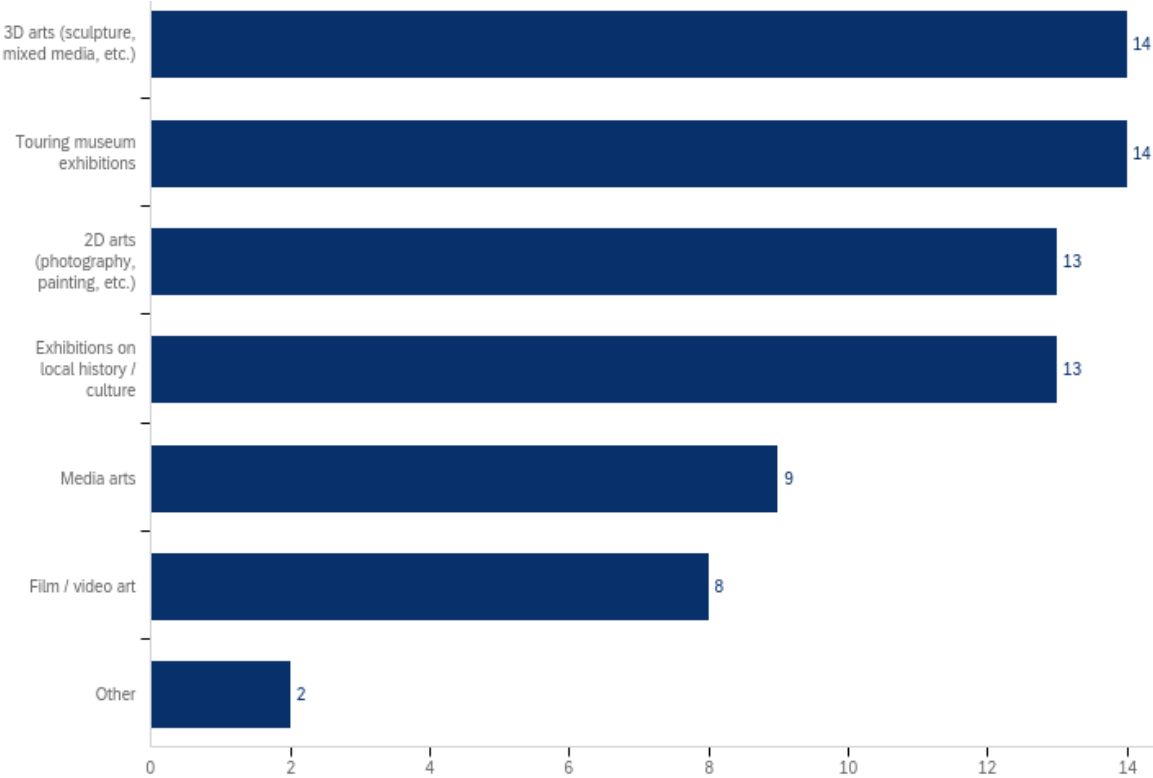
**Other:**  
Fiber Arts like Quilt Show, Art Show  
Visual Arts Presentations / One Man Shows  
Art Shows

# Q8 – If there were a new arts or cultural facility in Hernando County, would you have interest in attending gallery or museum exhibitions?



■ Yes   ■ Maybe   ■ No

# Q9 – What program areas would be of most interest? (Select all that apply.)



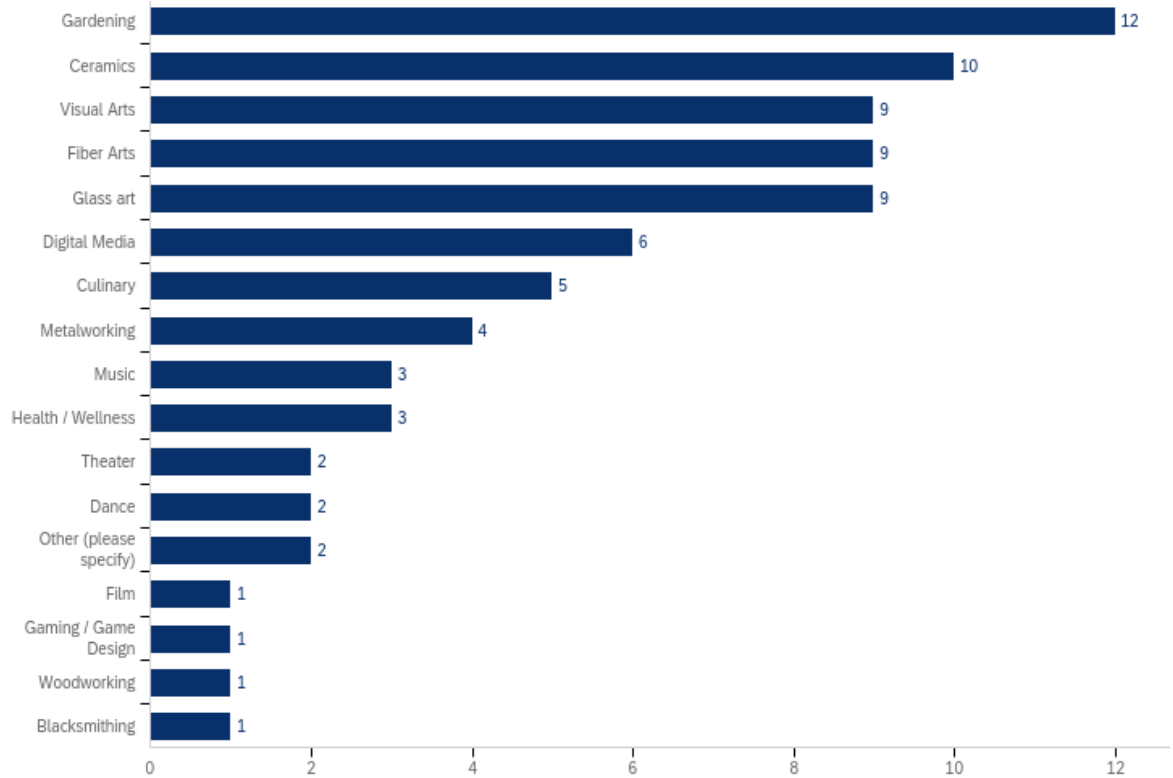
Other:  
Dance and Art Psychology  
All of the Above

# Q10 – If there were a new arts or cultural facility in Hernando County, would you have interest in participating in a class or workshop?



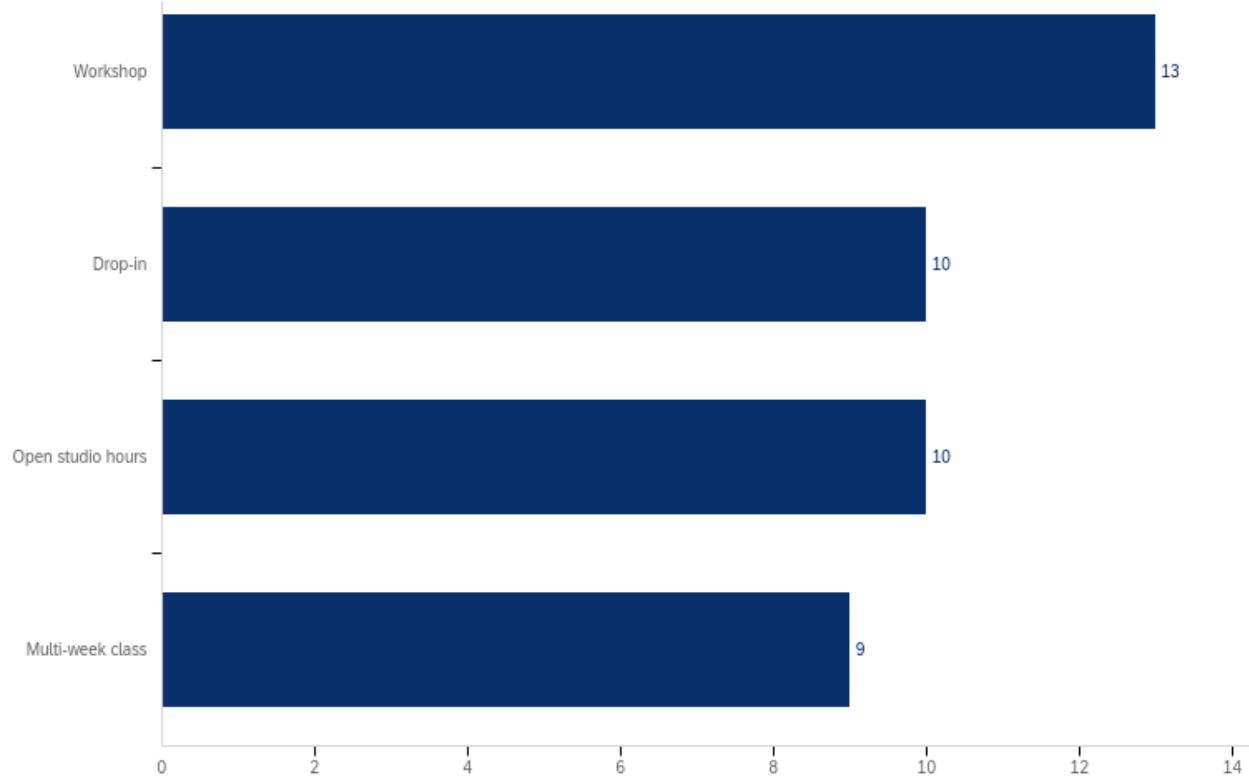


# Q11 – What program areas would be of most interest? (Select all that apply.)

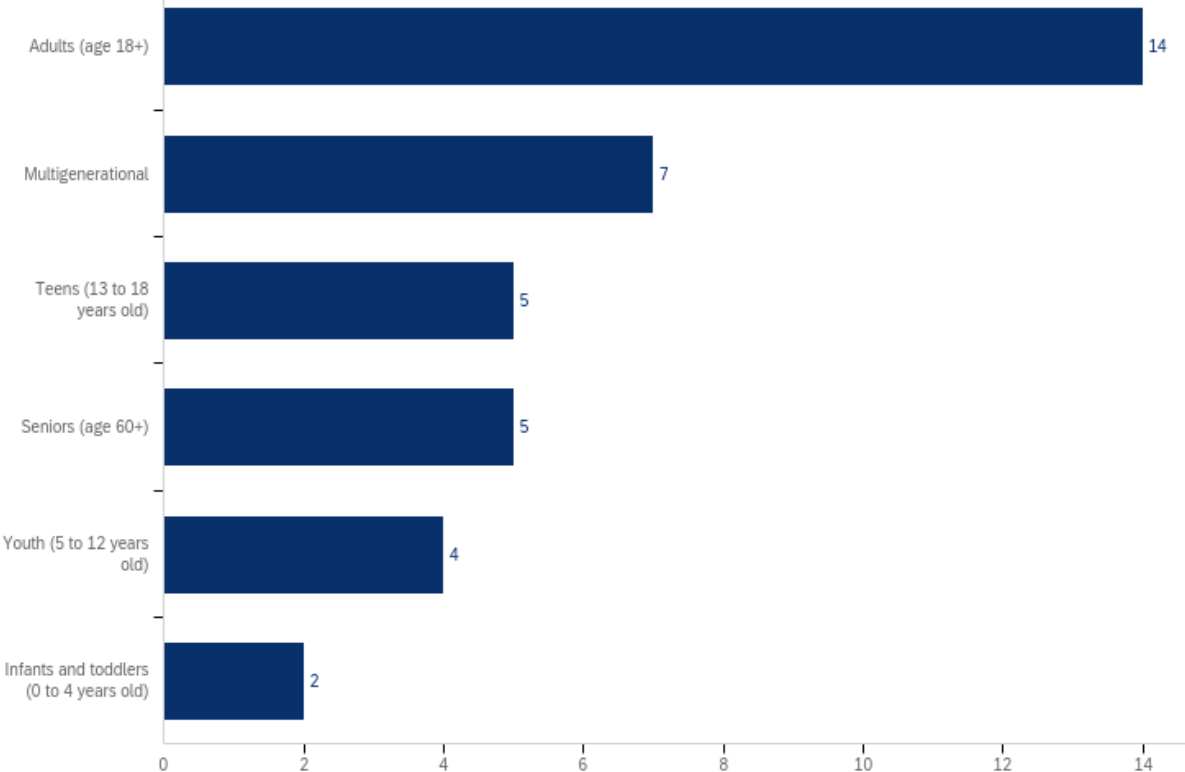


Other:  
Photography  
Painting with Acrylics

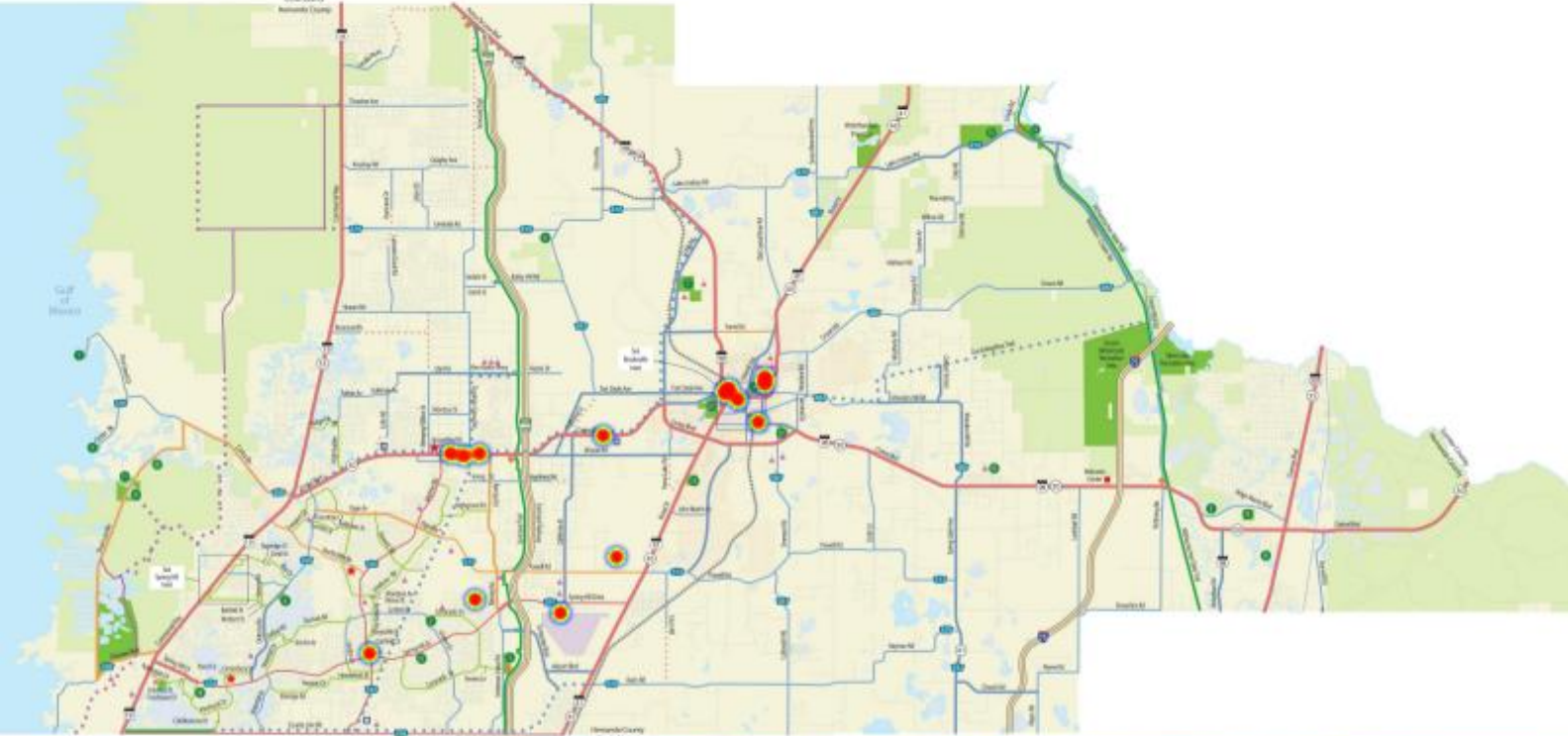
# Q12 – What would be your preferred class format? (Select all that apply.)



# Q13 – Would you have interest in classes or programs for the following populations? (Select all that apply.)



**Q14 – Please click on the map below to indicate your preferred location for an arts or cultural facility in Hernando County.**



**Q15 – Last question! Please share any additional thoughts or comments below.**

More art opportunities in Hernando County would be great!
Art helps make life interesting and exciting.
Excited about these developments!
GO FOR IT! It's about time we had a decent venue and didn't have to squeeze into some multipurpose space!
having available studio space to rent would be of great interest also.