

FOCUS 20/20: Your Theatre, Your Town 33rd Annual Conference and Theatre Tour Cleveland, Ohio July 15-18, 2009



Last updated 6/19/09; subject to change.

TOOLS AND TECHNIQUES

Panel discussions, hands-on workshops, case study presentations and presentations of research from the field will be offered on a variety of topics related to best practices and emerging trends during a segment each day of the conference. All sessions will be repeated following a short refreshment break, so you can attend twice as many sessions this year.

This page contains session topics, descriptions, speakers and room assignments as they become available. Speaker bios (in alphabetical order) follow the list of topics and descriptions.

Session II

Thursday, July 16, 2009

9:45-11:00 AM and 11:15-12:30 PM

Wyndham Hotel Meeting Rooms, 3rd Level

Programming as Mission

How can you extend the use of your facility, deepen your engagement with your community, support local and national artistic creation, and triumph with quality? Join an executive director and artistic director in a discussion of how they've developed an organizational culture to support programming. This session will focus on assessing the community, working with agents, colleagues and artists to create a portfolio with genre consistency, and striking a balance between leading the community in artistically challenging directions and following a community's enthusiasms.

Presenters: *Andrea Rogers, Executive Director, and Arnie Malina, Artistic Director, Flynn Center for the Performing Arts, Burlington, VT*

Evacuating People with Disabilities: Training and Programmatic Issues

Even the most carefully crafted emergency evacuation plan is incomplete if it does not address the unique needs of people with disabilities. Does your evacuation plan include training? Does it cover what to do when an area of rescue is blocked or time is of the essence? This session will cover what historic theatre operators legally need to do to ensure that employees and visitors with disabilities are safely evacuated.

Presenter: *Kevin McGuire, McGuire Associates, Waltham, MA*

Raising the Curtain on Contracts: A script for better communications between artists, managers, and presenters

Gain a better understanding of the general nature of contractual relationships for confirming artist engagements and learn practical solutions for addressing and avoiding the impact of cancellations or misunderstandings.

Presented by NAPAMA, the Association of North American Performing Arts Managers and Agents: *Eleanor Oldham, 2Luck Concepts, New Baltimore, NY; Brian Goldstein, FTM Arts Law, Fairfax, VA*

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Building Successful Audience Development Strategies in a Challenging Economic Climate

Developing and implementing new ways to reach and audience and maximize ticket sales during this period of economic turmoil can have a powerful impact on the survival of your historic theatre. This hands-on session will focus on developing and implementing programs utilizing new technology, data-mining and audience development strategies as key components of ensuring success at the box office and in the community during these tough economic times.

Presenters: *Robert Friend, Choice Ticketing Systems and Strategic Entertainment Group, Madison, CT; Donna Walker Kuhne, Walker International Communications Group, Brooklyn, NY*

Securing New Markets Financing for Theatre Projects: How to Find an Allocatee

Since its inception in 2001, the federal New Markets Tax Credit program has provided hundreds of millions of dollars in below-market financing to historic theater projects from coast-to-coast. But NMTCs can be illusive: they are allocated by the federal government to financial intermediaries called Community Development Entities (CDEs) -- not to projects. Finding a CDE and convincing them to set aside their NMTC allocation for your project is key. First, Allocatees and consultants from around the country will share tips on how theaters can find and secure NMTC allocations. Then, representatives from Cleveland's Capitol Theatre will discuss how they convinced two different CDEs to provide NMTC allocations for their theatre project.

Presenters: *Andrew Potts, Nixon Peabody, LLP, Washington, DC, moderator; Ira Weinstein, Reznick Group, Baltimore, MD; Steve Luca, Cleveland Development Advisors, Cleveland, OH; Michael Taylor, National City Community Development Entity, Cleveland, OH; Jeffrey Ramsey, Detroit Shoreway Community Development Organization, Cleveland, OH.*

Food and Beverage Management at PlayhouseSquare

State Theatre Ireland Lobby

Remember when a show was just a show? Today, guests have come to expect all the amenities of the 21st century in our historic venues. Learn how PlayhouseSquare successfully offers the many amenities guests expect, while maintaining the historic beauty of their theaters. Discuss operations, inventory control, maintenance, product offerings, customer service and sponsorship. **Presenter:** *Joseph Joyce, CCM, Assistant Director of Retail Sales, PlayhouseSquare, Cleveland, OH*

SPEAKER BIOS (in alphabetical order)

ROBERT FRIEND

Vice President of Sales & Marketing, Choice Ticketing Systems
President, Strategic Entertainment Group, Madison, CT

Robert Friend has extensive experience in strategic and financial business operations with significant expertise in marketing, fundraising, sales and technology. He has over 25 years of professional leadership in the non-profit and commercial arts, entertainment and arts technology industries and has worked with and consulted for performing arts organizations throughout the North America and Europe assisting them in strengthening their financial base through enhanced audience development, marketing, fundraising and technology-based services and initiatives. Mr. Friend is currently Vice President of Sales & Marketing for Choice Ticketing Systems and has served as the Director of Marketing for the La Jolla Playhouse, Long Wharf Theatre and as the Director for Institutional Advancement for the Garde Arts

League of Historic American Theatres – 334 North Charles Street – Baltimore, MD 21201
410-659-9533 – FAX=410-837-9664 -- info@lhat.org – <http://www.lhat.org>

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Center in New London, Connecticut. His consulting client's have included the Yale Repertory Theatre, Brooklyn Center for the Arts, Hartford Stage Company, Goodspeed Musicals, Boston's Lyric Stage, Merimack Repertory Theatre and Brooklyn's 651 Arts at the Brooklyn Academy of Music. He is currently serving as President of the Emerson College Alumni Association where he graduated in 1979 with a degree in Theatre Education.

BRIAN TAYLOR GOLDSTEIN

Principal

Fettmann, Tolchin & Majors, PC, Washington, DC

Brian received his undergraduate degree in English and Theatre from George Mason University (B.A. with Distinction and Recognition, 1988) and his law degree from American University (J.D., 1991). He also attended Oxford University where he studied Medieval English Literature and History. He joined Fettmann, Tolchin & Majors, PC as an associate in 1992, eventually becoming emancipated to the rank of principal in 2000. A member of both the Virginia State Bar and the New York State Bar, Brian's practice is focused exclusively on representing and counseling clients in the fields of entertainment and the arts--including television, music, motion pictures, the fine arts, the performing arts, publishing, artist and arts management, and non-profit arts related organizations--with regard to such matters as intellectual property, licensing, corporate matters, contracts, and obtaining visas for foreign artists and performers.

Brian serves as Legal Affairs Advisor to NAPAMA (North American Performing Arts Managers and Agents) and U.S. Legal Advisor to IAMA (International Artist Managers Association). He is also a legal advisor to the National Performing Arts Visa Task Force and the American Arts Alliance, as well as a member of the National Ethics Task Force of the Association of Performing Arts Presenter; the advisory board of the Future of Music Coalition; the Entertainment, Arts and Sports Law Section of the New York State Bar Association; and the American Immigration Lawyers Association. He serves as President of the Northern Virginia Board of Governors of Virginia Opera and a member of the Virginia Opera Statewide Executive Committee, as well as the Secretary of the Board of Directors of the Arts Council of Fairfax County, Virginia, a member of the Arts at Mason Board of George Mason University, and a member of the Advisory Board of the Baroque Band of Chicago.

Brian is the author of *A License To Manage: State Licensing Requirements for Artist Managers*, the *Model Artist Management Contract and Model Performance Agreement* (all published and distributed by NAPAMA), and a contributor to *Building and Managing Your Network* (published by Opera America), the *DanceUSA Member Toolkit*, and *Brand, Buzz and Success* by W. Blake Althen. He is the recipient of the Washington Area Lawyers for the Arts 2000 Educational Programs Award and was nominated for a 2003 Outstanding Entertainment Executive of the Year Award by the Washington Area Music Association.

JOSEPH JOYCE, CCM

Assistant Director of Retail Sales

PlayhouseSquare, Cleveland, OH

Joseph Joyce manages the Food and Beverage department of PlayhouseSquare, which operates the concession and merchandise sales in 7 of 8 theaters. Joseph's responsibilities include, beverage and concession sales, menu item development, product standards, innovative drink promotions, inventory cost control systems and marketing. Joseph is a Certified Concession Manager through the National Association of Concessionaires. He is a member of the National Association of Concessionaires and the National Restaurant Association.

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STEVE A. LUCA

Cleveland Development Advisor's Inc., Cleveland, OH

Cleveland Development Advisor's Inc. ("CDA"), an affiliate of the Greater Cleveland Partnership, is responsible for the utilization and management of privately-funded real estate investment funds as well as two New Markets Tax Credit allocations totaling \$45 million. Steve identifies and underwrites potential investment opportunities, performs feasibility and risk analysis, and structures investments.

Prior to joining CDA, Steve was the Asset Manger of the National Trust Community Investment Corporation, located in Washington, D.C. Steve obtained a Masters Degree in Real Estate Development & Investment from the Johns Hopkins University as well as a Bachelors Degree in Business Administration from Baldwin Wallace College.

ARNIE MALINA

Artistic Director & Chief Programming Officer
Flynn Center for the Performing Arts, Burlington, VT

After 21 years in Montana, in September 1997, Arnie Malina assumed the position of Chief Programming at the Flynn Theatre (now Flynn Center) for the Performing Arts in Burlington, VT where he is responsible for a 40 event season of performances, the Burlington Discover Jazz Festival program, along with master classes, community residencies, commissions, and events in the Flynn's blackbox theatre, FlynnSpace.

In Montana Malina founded Helena Presents/Myrna Loy Center, developing nationally recognized and pioneering programs in modern dance, jazz, new music, innovative performance and arts education and spearheading the \$2 million renovation of the historic county jail into the Myrna Loy Center.

Arnie Malina is the recipient of the Fannie Taylor Award from Arts Presenters, 1994, and distinguished service awards from the Western Alliance of Arts Administrators, 1985, and the Montana Committee for the Humanities, 1989. He was profiled as "Montana's Unsung Hero" in *Newsweek Magazine* (1988) and received the Montana Governor's Award in the Arts, 1997.

Mr. Malina co-produced the Blue Note recording, "Sacred Common Ground," (1996), the last project of the renowned pianist/composer Don Pullen in collaboration with the Chief Cliff Singers, which came out of an Arts Partners project.

Malina has served on numerous panels for the National Endowment for the Arts, the Western States Arts Federation, and Meet the Composer. From 1989-95 he co-administered "New Forms: Regional Initiative," a grant program funded by the NEA/Rockefeller Foundation/Warhol Foundation in 6 state Western region, Colorado, Idaho, Montana, Nevada, Utah and Wyoming. On behalf of the Flynn, he received the first MET/Life Access Award from Arts Presenters for a six week tour of AXIS Dance Theater. He was co-producer and co-curator of a program of ethnic minority artists from Yunnan China which toured the U.S. in October 2005. He currently serves on the board of the National Performance Network and prior to that was on the board of the Association of Performing Arts Presenters (APAP).

Malina grew up in New York City and attended the High School of Music and Art and City College of New York. He holds a Ph.D. in English from the University of Colorado (1974) where he specialized in Shakespeare and Renaissance Drama.

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KEVIN G. MCGUIRE

Chairman & CEO
McGuire Associates, Waltham, MA

Kevin is one of the country's most renowned ADA consultants. Kevin's professional training and diversified experiences have provided him with a wide range of knowledge and skills. A graduate of Boston University and the Georgetown University Law Center, he holds a Bachelor of Arts in Political Science and History, and a Juris Doctorate.

Kevin has developed his skills through hands-on experience in government and disability law. He has conducted over 500 conferences, trained over 25,000 facilities staff people, and lectured widely to conventions, TV audiences, public sector workshops, and corporate compliance executives. He has also consulted on building projects with construction budgets in excess of \$16 billion.

ELEANOR OLDHAM

Director 2Luck Concepts, New Baltimore, NY
President NAPAMA

Eleanor's path began in Europe as a professional opera singer, followed by nearly ten years working as an artist's manager in Paris, providing personal management to a list of conductors and instrumentalists as well as opera singers. From 1991 to '93, she was Artistic Director for the Maurice Ravel International Music Academy in Saint Jean de Luz, securing the services many prestigious performers and teachers and in June 1993, she represented, as European coordinator, the winners of the Ninth Van Cliburn International Piano Competition. In 1995, Eleanor joined the ICM Artists European office in London, where she continued to sign and manage the careers of conductors (such as David Robertson and Larry Foster) and instrumentalists (such as Leon Fleisher).

In 2001, she and John Luckacovic formed 2Luck Concepts which develops and produces projects from around the world. Together they managed the inaugural North American tours of Ballet Boyz and Akram Khan's Kaash, produced and managed the debut North American tours of Shakespeare's Globe, booked and managed Akram Khan's company in MA and Sacred Monsters, the North American tour of Stan Won't Dance in Sinner, a 12 week/50 city tour of Moscow's Helikon Opera and a sold out tour of Mazowsze, The State Song and Dance Ensemble of Poland.

ANDREW POTTS

Partner
Nixon Peabody, LLP, Washington, DC

An attorney with a B.A. and J.D. for Indiana University, Andrew has concentrated his practice on the financing of community revitalization. His twin emphasis are (1) tax advantaged private investment (including New Markets Tax Credit-advantaged transactions and the syndication and direct placement of Low-Income Housing Tax Credits and Rehabilitation/Historic Tax Credits) and (2) public investment (including HOPE VI, HOME, CDBG, McKinney and HOPWA funding). He has advised developers, government agencies, lenders and investors in numerous aspects of affordable housing, supportive housing, and commercial and residential historic rehabilitation projects.

Mr. Potts' other professional experience includes an association with Hopkins & Sutter and acting as assistant general counsel at National Equity Fund, Inc., both in Chicago. He also served as an associate general counsel of the National Trust for Historic Preservation. Active in several preservation and

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community development organizations, he was a presenter for LHAT's *Financing Historic Theatre Rehabilitation Projects* seminar in 2004.

JEFFREY M. RAMSEY

Executive Director

Detroit Shoreway Community Development Organization, Cleveland, OH

Jeff Ramsey began employment with Detroit Shoreway Community Development Organization (DSCDO) in 1987. He became the organization's real estate project manager in 1990, the assistant director in 1995, and the executive director in 2003. Jeff manages an organization of 31 full-time employees with an annual operating budget of \$3 million, real estate projects with annual budgets ranging from \$5 - 10 million, and rental income of \$1 million annually. From 1990 - 2004, the Detroit Shoreway neighborhood experienced the construction/rehabilitation of 596 housing units. From 2004 - 2007, over 300 housing units were completed - more than any neighborhood in the City of Cleveland. Over \$300 million investment is currently underway in the neighborhood. The Gordon Square Arts District and the EcoVillage are national models for urban revitalization. Jeff has previously served on the board of directors of Cleveland Public Theatre, the Cleveland Neighborhood Development Coalition, Parkworks, and the Living in Cleveland Center. He is certified by the National Development Council as an Economic Development Professional. Prior to beginning employment with Detroit Shoreway, Jeff was a realtor with Progressive Urban Real Estate.

ANDREA ROGERS

Executive Director and Chief Executive Officer

Flynn Theatre for the Performing Arts, Burlington, VT

Andrea Rogers has been Executive Director of the Flynn Theatre (now Flynn Center) since 1983 and prior to that was Capital Fund Director and the initial Project Director for the historic Flynn's purchase and early renovation. She has effectively led the Flynn for three decades. Prior to her involvement with the Flynn, Andrea was founding director (1974-1980) of the University of Vermont Church Street Center for Community Education; Director of Prevention, Planning and Education for the Vermont Division of Alcohol and Drug Abuse (1970-74); and held various roles ending in Assistant to the President at AFS International from 1962-1970.

Andrea currently chairs the Board of the New England Foundation for the Arts. In the past, she has served on Boards of the League of Historic American Theatres, the Vermont Arts Council, the Visiting Nurse Association, the Vermont Health Foundation, Downtown Burlington Development Association, and Preservation Burlington.

Andrea has a B.A. with honors from the University of Michigan with a major in history and history of art. She performs with the Oriana Singers. In May 1995, Rogers received an honorary doctorate degree in the arts from St. Michael's College for her service to the arts and humanities. She also received an honorary doctoral degree (of letters) from Burlington College in the spring of 1997.

Rogers provides leadership to the entire Flynn organization with special emphasis on long range planning, board development, fund raising, and new initiatives. She has championed the Flynn's commitment to programming excellence and its signature education programs.

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DONNA WALKER KUHNE

President

Walker International Communications Group, Brooklyn, NY

Acknowledged as the nation's foremost expert in Audience Development by the *Arts & Business Council*, Ms. Walker-Kuhne has devoted her professional career to increasing access to the arts. She was formerly Director of Marketing and Audience Development for The Public Theater and Director of Marketing for Dance Theatre of Harlem. Presently, she is President of *Walker International Communications Group*, a marketing and audience development consulting company. Her clients include *Alvin Ailey American Dance Theatre, Signature Theater and Three Mo' Tenors*. She was an Associate Producer for George C. Wolfe's *Harlem Song* at the Apollo Theater and co-producer for the 2004 Audelco Awards. Her first book, *Invitation to the Party: Building Bridges to Arts, Culture and Community*, was published in 2005.

Robert Friend and Donna Walker-Kuhne serve as Adjunct Lecturers for Brooklyn College's Graduate Training Program in Performing Arts Management and co-teach a course each spring semester on Marketing the Performing Arts. Robert also teaches a graduate course in Advanced Marketing Strategies for the Performing Arts at the University of North Carolina School of the Arts, while Donna teaches a graduate course for the performing Arts management program at Columbia University.

IRA WEINSTEIN

Principal

Reznick Group, Baltimore, MD

Ira Weinstein specializes in transaction advisory and project finance for projects utilizing the New Markets Tax Credit, Historic Rehabilitation Tax Credit, Investment Tax Credit, Production Tax Credit and Low-Income Housing Tax Credit.

Mr. Weinstein is part of a team of professionals that provide analysis, structuring recommendations and support the negotiation of transactions on behalf of the firm's client base of project sponsors, developers, investors, syndicators and other intermediaries. The transaction advisory service industries include community development, affordable housing, commercial real estate and renewable energy. Mr. Weinstein speaks at conferences and seminars nationwide on the various tax credit programs.

Immediately prior to joining Reznick Group, Mr. Weinstein advised local economic development organizations on strategies to revitalize their geographic footprint. Prior to that, he spent several years in the corporate finance department of a public company raising capital for corporate and project finance and consummating acquisition and divestiture of company assets. Mr. Weinstein earned an M.S., Finance from Loyola College, Baltimore, MD and B.S., Management from University of Delaware.