City Auditorium, Colorado Springs, Colo.

“Usui Civium Decori Urbis”:
For the use of the people and the glory of the city
Progress Made to Date

✓ Nonprofit organization formed with board and advisory council
✓ Financial plan for renovation, including tax credits, private fundraising and government funds
✓ Business plan that identifies new earned revenue streams and enterprise components
✓ Conceptual renovation plan developed
✓ Design and construction partners identified
✓ Education, commercial and cultural partners identified
✓ $5 million in private seed funding solicited – City administration supports the concept and financial commitment under discussion
A singular and timely opportunity

**REGIONAL NEED**
- Under-utilized
- Multiple studies identify need for improvements
- City lacks necessary resources for renovation and optimal operation

**SOLUTIONS**
- Programming model based on demonstrated demand
- Capital renovation plan
- Day-long use benefitting neighbors and downtown

**RESOURCES**
- Tax credit programs
- Blend of for-profit and non-profit operations
- Significant government funds
Project Team and Leadership

Cultural Collective Board of Directors
- David Lord, Chair
- Wynne Palermo, Secretary
- Deborah Hendrix, Member at Large
- Ed Nichols, Member at Large
- Dan Nordberg, Member at Large
- Linda Purl, Member at Large
- Douglas Stimple, Member at Large

Cultural Collective Executive Advisory Council
- Buck Blessing
- Marvin Boyd
- Chris Jenkins
- Kathy Loo
- Deb Mahan
- Jon Medved

Cultural Collective Management Team
- Linda Weise, Chief Executive Officer/President
- Amy Allison, Chief Operating Officer

Project Partners
- Semple Brown, Architecture & Interior Design, Chris Wineman
- GE Johnson Construction, Jim Johnson, Peter Speiser
- Bachman pr, Public Engagement, Lisa Bachman
- S.B. Clark Companies, Public Finance Consultant, Monica Peterson (New Market Tax Credits and Historic Preservation Tax Credits)
- Orb Management, Real Estate and Project Advisor, Tom Wacholz, P.E.
- Legal Counsel, David McDermott
- Accountant, Marc Boyce
- Pikes Peak Community Foundation, Sam Clark and David Dahlin
- Broadmoor World Arena, Event Advisor, Dot Lischick
Active program partnerships
What’s unique about this plan?

• Preserves building’s history – and its public use
• Addresses deficiencies identified in studies done from 2006-2010
• Builds on a track record of programming in education, culture and entrepreneurship
• Builds layers of use and revenue
Conceptual renovation approach

1. Preserve the exterior.
2. De-construct the gymnasium/arena.
3. Preserve significant interior features.
4. Construct a new flexible venue facing the historic stage and proscenium.
5. Add new floor plates around the new theater for rehearsal, education and event studios. Use attic space.
6. Add a new small venue on the West side of the building.
7. New backstage addition.
3rd Floor - Conservatory
2nd Floor - Large Format Rehearsal / Education / Event / Studio
1st Floor - Enterprise Zone with street visibility

CITY AUDITORIUM - SECTION
Overall Space Plan

4: Teacher touch-down and prep space; facility management offices.
   5600 sf

3: Studio and office space for Colorado Springs Conservatory and partners.
   19,500 sf (not including mainstage venue or two-story studios)

2: Large-format rehearsal and education studios also available for event rental. Suitable for music, dance and drama use and including a catering kitchen.
   19,300 sf of studios
   12,600 sf of mainstage venue and support

1: Ground-floor retail partners and the entrance to the mainstage venue as well as the cabaret venue.
   11,640 sf retail
   12,600 sf mainstage venue and support
   3,204 sf cabaret venue

B: Partial basement includes support space for mainstage venue, stage of the cabaret venue and a commercial speakeasy.
   10,600 sf mainstage and cabaret support
   2,600 sf cabaret venue
   2,600 sf speakeasy
CITY AUDITORIUM - CENTER SECTION
MAIN STAGE – PROSCENIUM VIEW
MAIN STAGE – HOUSE VIEW
MAIN STAGE – STANDING AUDIENCE
MAIN STAGE – TABLES & CHAIRS
SECOND STAGE – HOUSE VIEW
SECOND STAGE – FLAT FLOOR
Schedule

Current
Continue due diligence process with City
Build awareness of project for multiple layers of stimulus and infrastructure funds

2021 Q3 and Q4
Assemble Tax Credit Applications
Schematic Design and Cost Estimate
Complete Phase 1 Fundraising

2022
Continue Design (2 phases)
New Market Tax Credit Notice

2023
Bidding
Break Ground

2024
Construction through July
Soft opening in Fall

2026
Stable Operations
Sustainable Business Model: *diversified revenue streams*
Working with other community venues

1. The City Auditorium can provide exactly what other venues in the community cannot:
   • Rehearsal and education studios
   • Access from early morning through evening
   • Option for office space
   • Support spaces scaled to community arts use

2. The City Auditorium schedule doesn’t have to work around an anchor tenant (as UCCS, CC and Pikes Peak Center must).

3. The more successful the City Auditorium is, the more programming will be generated for the stages of the Ent Center, the Fine Arts Center and the Pikes Peak Center.
Financial Summary: Capital and Operating

<table>
<thead>
<tr>
<th>CAPITAL Expense:</th>
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</thead>
<tbody>
<tr>
<td>Project Management</td>
<td>$ 3,140,011</td>
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<tr>
<td>Project Design</td>
<td>$ 5,665,000</td>
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<tr>
<td>Project Construction</td>
<td>$44,083,994</td>
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<tr>
<td>Project Contingency</td>
<td>$ 3,576,919</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$52,889,005</strong></td>
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<table>
<thead>
<tr>
<th>Revenue:</th>
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<tbody>
<tr>
<td>Capital Campaign</td>
<td>$26,500,000</td>
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<tr>
<td>New Market Tax Credit (Net)</td>
<td>$ 3,600,000</td>
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<tr>
<td>Historic Tax Credit - Federal</td>
<td>$ 5,000,000</td>
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<tr>
<td>Historic Tax Credit - State</td>
<td>$ 850,000</td>
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<tr>
<td><strong>Donated Land and Building</strong></td>
<td><strong>$ 2,265,924</strong></td>
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<tr>
<td>Other Federal and State Funding*</td>
<td>$15,000,000</td>
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<tr>
<td>Other Grants &amp; Awards</td>
<td>$ 1,750,000</td>
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<tr>
<td><strong>Tax Increment Financing Proceeds</strong></td>
<td><strong>$ 1,500,000</strong></td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$56,465,924</strong></td>
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<table>
<thead>
<tr>
<th>OPERATING EXPENSE AND REVENUE (2026)</th>
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<tbody>
<tr>
<td>Personnel Salaries, Payroll Taxes, and Benefits</td>
<td>$2,187,969</td>
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<tr>
<td>Office Supplies &amp; General Expenses</td>
<td>$ 50,000</td>
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<tr>
<td>Legal &amp; Accounting Fees</td>
<td>$ 30,000</td>
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<tr>
<td>Insurance - Liability/Building/D&amp;O/WC</td>
<td>$ 80,000</td>
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<tr>
<td>Development / Fundraising</td>
<td>$ 18,000</td>
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<td>Marketing &amp; Branding</td>
<td>$ 50,000</td>
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<td>Donor Care</td>
<td>$ 15,000</td>
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<tr>
<td>Building Operating Costs</td>
<td>$1,800,000</td>
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<tr>
<td><strong>Operating Expenses</strong></td>
<td><strong>$4,230,969</strong></td>
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<td>Lease Revenue - Resident Partners</td>
<td>$ 708,147</td>
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<tr>
<td>Lease Revenue – Tenants</td>
<td>$ 822,600</td>
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<tr>
<td>Lease Revenue - Rental Bookings</td>
<td>$1,022,000</td>
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<td>Lease Revenue - Commercial Partners</td>
<td>$ 482,238</td>
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<td>Lease Revenue – Education</td>
<td>$ 270,000</td>
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<td>Lease Revenue - Program Incubator</td>
<td>$ 90,000</td>
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<tr>
<td>Large and Small Theater Producing Sponsors</td>
<td>$ 150,000</td>
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<tr>
<td>On-Going Grants and Awards</td>
<td>$ 275,000</td>
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<tr>
<td>One-Time Grants &amp; Awards</td>
<td>$ 475,000</td>
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<tr>
<td>City Support</td>
<td>$ 250,000</td>
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<tr>
<td><strong>Operating Revenue</strong></td>
<td><strong>$4,544,985</strong></td>
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**ANNUAL NET OPERATING:** $ 314,016
# Potential Sources of Government and Informed Institutional Funders

<table>
<thead>
<tr>
<th>FEDERAL</th>
<th>STATE</th>
<th>COUNTY</th>
<th>CITY</th>
<th>INSTITUTIONAL FUNDERS</th>
</tr>
</thead>
</table>
| -American Rescue Plan Act of 2021 | -American Rescue Plan Act of 2021  
• Interim Committees will soon be established to inform funding decisions  
• Disbursement of funds will begin in 2021 with the remainder allocated in 2022 | $140M to distribute | $76M to distribute  
• Currently being allocated | -Anschutz Foundation  
-Bee Vradenburg Foundation  
-Bloom Foundation  
-Boettcher Foundation  
-Chapman Foundation  
-Daniels Foundation  
-Donner Foundation  
-Edmonson Foundation  
-Edson Foundation  
-El Pomar Foundation  
-Ent Credit Union Foundation  
-Gates Family Foundation  
-Gaylord Foundation  
-GE Johnson Foundation  
-Inasmuch Foundation  
-Kirkpatrick Foundation  
-Lane Foundation  
-Lyda Hill Foundation  
-Myron Stratton Foundation  
-Peter Grant Preservation Fund for CO  
-Petritz Foundation  
-Tiemens Foundation |
| -Congressional Appropriation Process | -Senate Bill 252 |  |  |  |
| -National Endowment for the Arts | -House Bill 1285, includes three funding priorities:  
• Film & Media  
• COVID Relief (CSC)  
• Tier III Venues (not eligible for) |  |  |  |
| -National Endowment for the Humanities | -State Fund for Historic Preservation |  |  |  |
| -National Trust for Historic Preservation |  |  |  |  |
| -Economic Development Administration |  |  |  |  |
Impacts beyond Arts & Culture

- Cultural tourists spend more than other visitors
- Ripple effects for downtown businesses
- Encourages downtown residential development
- Shared resource for multiple school districts
- Encourage entrepreneurship
- Business recruitment and retention – high correlation with medical, technical education levels
- Helps keep cultural spending within the County
- Community history and heritage
- Community health and mental health
CITY AUDITORIUM - LOWER LEVEL
CITY AUDITORIUM - LEVEL 1

1st & 2nd Floor Occupancy Combination TOTALS
- 1st floor standing, 2nd level seating
  - 730 people
- 1st floor Banquet set, 2nd level seating
  - 330 people

Stage
Main Floor
- Seating Area - 2475 SF
- Orchestra Pit - 524 SF
TOTAL - 2999 SF
- Banquet Seating - 200 people
- Standing - 600 people

Elevator
Lobby
Security
Ticketing

Boutique (6)
Wardrobe
Green Room
Loading

Restrooms
Elevator
Gallery
Loading
Theater / Support
Boutique
Lobby
Security / Ticketing
CITY AUDITORIUM - LEVEL 2
CITY AUDITORIUM - LEVEL 4