



Portland's Centers for the Arts

2013-2014
Annual Report

MAKING A
GREAT
PLACE





Portland's

Centers for the Arts

As one of the largest performing arts centers in the country, Portland's Centers for the Arts serves and attracts many audiences. The five different theaters that make up Portland's – Arlene Schnitzer Concert Hall, Keller Auditorium, and the Newmark, Dolores Winningstad and Brunish Theatres – vary in size, appeal and focus. But collectively, they make for a single, unique voice in the Northwest cultural landscape. ■ Since 1987, roughly 1,000 different kinds of performances, lectures and events have been presented annually at the Portland's venues, including dance, music, theater, readings and more. Millions of dollars of revenue and taxes have been generated by these experiences, as well as thousands of jobs. For Portland-area citizens and visitors, Portland's informs the cultural perspective of a beautiful and increasingly world-class city. ■ The Fiscal Year 2013-14 Annual Report offers a look at the spending, jobs and tax revenues attributed to the events and performances at Portland's.



A splendid year **2013-14 was another splendid year for Portland's. Once again, the diversity of performances, events and lectures that visited Portland's venues was unparalleled by other competing institutions.**

Former Secretary of State Hillary Rodham Clinton spoke to throngs; Wynton Marsalis played incredible jazz; Storm Large wowed audiences with her voice and presence; the Jefferson Dancers once again killed it on stage; Dave Chappelle made his return to the realm of standup comedy. One of the biggest buzzes of the year involved a show that had yet to arrive. Tickets for the Book of Mormon, which will play at the Keller in 2015, drew overwhelming response when they went on sale.

But not every performer, dancer or musician comes to Portland's for a public performance. Sometimes, the performance is never seen. Such was the case when Steely Dan approached Portland's about rehearsing at the Arlene Schnitzer Concert Hall for a few days before kicking off their tour. The legendary band worked out their set for three days before hitting the road on July 2. Same for chanteuse Fiona Apple, who rehearsed in the Newmark for a day before launching her fall 2014 tour.



From the director



Robyn Williams
EXECUTIVE DIRECTOR

Cities witness ebbs and flows in popularity and renown. And with them, so do the cultural scenes and institutions that make cities a better and richer place to live for their citizens.

For Portland, the 21st Century has been Portland's Time. This century has embraced the city and its flourishing cultural universe with unprecedented warmth. The result has been an extraordinary increase in profile for both the city and its cultural institutions. I, like everyone in Portland, believe this trend will continue as the rest of the world discovers the treasures of Portland and Oregon.

Of course, skeptics argue there is no such element as certainty in this world. I am not a skeptic. I also believe, without qualification, that Portland's Centers for the Arts will continue to play the role that it has since August of 1987, when it opened. Then, as now, and into the future, we have hosted every manner of cultural event and more in our theaters.

2013-14 was no different. A year after our silver anniversary, we continued to do the very things that have made us an invaluable Portland institution since 1987. The year was another testament to the faith and love the larger public has in the beauty of our venues, the variety of our offerings, and the expertise of the Portland's staff and their ethos of service.

This year, 911 performances ranging from classical music to rock, theater to literary readings, and numerous variations in between, thrilled 738,489 visitors. These events spurred more than \$65 million in total spending, 670 jobs and about \$1.9 million in taxes for the region.

These are just a few of the impact figures that prove the importance of Portland's to the local economy. But, while economic numbers are crucial and impressive they should not be the sole basis for defining who we are and our impact on the community. I'd like to believe these numbers simply affirm the joy and confidence the public has in Portland's.

In this year's annual report, you'll get a glimpse behind the scenes, behind the numbers, so to speak, as to what makes Portland's an enduring local institution. It's my further hope, and belief, that as changes continue to greet Portland – as history ebbs and flows – Portland's will be there up front, leading the charge for Portland's culture in the years and decades to come.



ESTIMATED
ECONOMIC BENEFITS
FROM PORTLAND'S
OPERATIONS
FY 2014

Earnings represent the wages and salaries earned by employees of businesses associated with, or impacted by, the facility.

CATEGORY	AMOUNT
Spending	
Direct Spending	\$37,302,000
Indirect/Induced Spending	28,447,000
Total Spending	\$65,749,000
Total Jobs	670
Total Earnings	\$26,184,000



Metro contracts with Crossroads Consulting Services to conduct the annual economic and fiscal impact analysis of its visitor venues. Expenditures generated from facility operations from items such as personal services, food and beverage sales, goods and services, marketing, administration and capital outlay are included as the initial measure of economic impact in the marketplace. So, too, is spending by attendees, sponsoring organizations, event producers and exhibitors outside the facility on items such as lodging, restaurants, retail, entertainment and transportation. A calculated multiplier is applied to the amount attributed to direct spending in order to generate indirect and induced effects. The sum of direct, indirect and induced effects equals the total economic impact, expressed in terms of spending, employment and jobs.



Extraordinary



Every part of the Portland'5 team is responsible for its success: Administration, events, booking and sales, sustainability, box office and of course, operations. This year, food and beverage operations generated \$2 million in revenue.

Some highlights: The Music on Main Street concert series grossed \$35,117; a partnership with Cupcake Jones resulted in the sale of 677 cupcakes for Oregon Children's Theatre's production of "Fancy Nancy;" perhaps most humorously and cleverly, drink specials for "Menopause the Musical" sold 115 Mood Swing Stabilizers and 108 Hot Flash Coolers. Way to go, Portland'5 mixologists!

Such was the extraordinary variety that visited Portland'5 in 2013-14. Here are other events unrelated to the arts and culture but nonetheless worth mentioning as they show how Portland'5 venues have been used for nearly every conceivable type of event.

In early 2014, the Walt Disney Company held its annual shareholder meeting at Keller Auditorium. As a venerated American company, the Disney Company's decision to trust Portland'5 was a prestigious one for the Portland institution. This being Disney, the meeting also demanded technological elements Portland'5 hadn't often worked with. But Portland'5 staff met the challenge, working days in advance to perfect the Disney Company's highly tech savvy approach for the annual meeting.

Keller Auditorium was also the site for a TedX Portland Conference in April. This was the first time the popular TedX brand had partnered with Portland'5; it was also the first time TedX filled a 3,000 seat venue in Portland. Portland'5 is happy to report that TedX renewed to hold another event at the Keller next year.



There are many ways to serve the public beyond providing first class service and high quality events – engaging the spirit of volunteerism, for example.

Community

For the second year in a row, Portland’s was the beneficiary of the annual Jim Neill Memorial Golf Tournament held in August at Eastmoreland Golf Course. The tournament is a festive celebration of golf, fun, and community. Neill, who passed away in 2010, was the first chairman of the Portland’s Foundation and a devoted and cherished member of the Portland business and philanthropic community.

Sometimes, the best community service doesn’t require anything complicated: Just program amazing stuff.

The Music on Main Street concert series serves dual purposes by supporting local artists and providing stellar – and free – entertainment to the public. The concerts feature bands from the Portland area and are family friendly. Over the past nine years, 31,000 people have attended these summer shows. What’s more, bands and musicians are also paid for their performances through sponsorship dollars.

Portland’s, through the Portland’s Foundation, partnered with The Attic Institute to present its inaugural Poetry on Broadway, an ambitious free poetry series hosted by Portland’s and featuring both local and nationally renowned poets. Held in the Antoinette Hatfield Hall Rotunda, the series gave the public a close-up look at the local and national poetry scene, and how the two worlds often intersect. Simply, it was a celebration of literary talent. Some of the poets who read include Paulann Petersen, Floyd Skloot, Camille Dungy and Wendy Willis. The series also included

students from Roosevelt High School’s writing program. Students read their work alongside professional poets who also held workshops at the school.

These programs and initiatives are among the reasons why Portland’s has had a huge impact on the community, according to a comprehensive study by its marketing team. The study revealed the profound effect Portland’s has on the culture, economy and public engagement of the city. The impact on many levels is one reason why neighboring businesses rely so heavily on Portland’s and why many even decided on their location because of its proximity to Portland’s.



Sustainability

As one of the visitor venues overseen and managed by Metro, Portland's has long prided itself on its sustainability programs.



Art the sustainability mascot created by the Portland's Green Team reminded stagehands to shut off the lights after a recent Pixies concert at the Arlene Schnitzer Concert Hall.

From administration to operations and every area of staffing in between, sustainability is a priority embedded into the institution's culture. The past year saw continued emphasis on green practices and awareness. Two moments rose above others.

The Green Team at Portland's introduced a sustainability mascot named Art. Art makes surprise

appearances at the different Portland's venues and reminds staff to turn off lights and engage in other energy saving initiatives.

Portland's also replaced three 20-year-old ice machines at three different venues with new technologically updated machines. This step is anticipated to save 840,000 gallons of water annually, roughly \$12,000 in operating costs every year. For some idea of how much water that is, it was approximately 75 percent of the water used by Metro's Portland offices in 2012.



INTIX BOX OFFICE OF THE YEAR AWARD

Portland's Centers for the Arts was the first venue in the Pacific Northwest to receive this prestigious award given out by the International Ticketing Association. Portland's was recognized for embracing change and adapting its ticketing system to the needs of the local arts community. The ticketing staff of Portland's were also singled out for excellence in customer service despite the fact the box office has a minimal number of employees. A Tickets West representative nominated Portland's after being impressed by how it transitioned seamlessly from one ticketing company to another.

Running Portland's demands a collaborative balance between many different teams. Much goes on in a given day that the public does not see. Here are a few special staff happenings from the past year that might not otherwise get attention.

Special staff

Portland's relies on volunteers for much of its day-to-day operations and staff is eternally grateful. This year, 565 volunteers worked 7,645 volunteer shifts for a total of 40,924 hours worked. These efforts saved Portland's and its clients \$683,553.

In partnership with its food and beverage partner **pacifcwild**, Portland's launched "Be the Difference," a program that recognizes and rewards employees and volunteers providing outstanding customer service. If you noticed staffers and volunteers smiling, making eye contact or engaging visitors, then you "caught" employees and volunteers "Being the Difference."

In late 2013, Portland's launched a new website, a radical and timely update to the original website created many years before. The original site had become outdated in the past decade and difficult for users to navigate. Thanks to Sockeye Creative and TrestleMedia, the website was refreshed with a new look, easier navigation systems, and content in keeping with the previously introduced branding effort that put all five theaters under one name.

A major staffing announcement this year was the hiring of Tom Sessa as Director of Booking, Sales and Marketing. Tom comes to Portland's with two decades worth of experi-

ence in the entertainment industry. Because of his expertise, the scope of his position changed significantly. Besides leading the Booking, Sales and Marketing teams, Tom is now charged with diversifying income streams with a focus on advertising sales and Portland's "presents" events.



ESTIMATED FISCAL
BENEFITS FROM
PORTLAND'S
OPERATIONS
FY 2014

*Although Multnomah
County collects the
Transient Lodging
Tax, a portion of this
tax is distributed to
the City of Portland's
general fund and to
Travel Portland.*

MUNICIPALITY/TAX

AMOUNT

State of Oregon

Personal Income Tax	\$746,000
Corporate Excise & Income Tax	64,000
Transient Lodging Tax	83,000
Total	\$893,000

Multnomah County

Transient Lodging Tax	\$951,000
Business Income Tax	14,000
Total	\$965,000

Grand Total	\$1,858,000
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SUMMARY OF KEY
COMPARATIVE DATA

CATEGORY	FY 2011	FY 2012	FY 2013	FY 2014
Utilization				
Performances	880	886	957	911
Total Use Days	1,129	1,335	1,369	1,272
Total Attendance	769,500	845,600	785,600	738,489
Financial Operations				
Operating Revenues	\$7,605,000	\$8,706,000	\$9,608,000	\$10,305,000
Operating Expenses	11,089,000	\$11,371,000	11,900,000	12,049,000
Net Operating Results	(\$3,484,000)	(\$2,665,000)	(\$2,293,000)	(\$1,744,000)
Economic/Fiscal Impacts				
Direct Spending	\$33,625,000	\$38,787,000	\$37,670,000	\$37,302,000
Indirect/Induced Spending	23,845,000	26,716,000	25,935,000	28,447,000
Total Spending	\$57,470,000	\$65,503,000	\$63,605,000	\$65,749,000
Total Jobs	640	700	680	670
Total Earnings	\$22,234,000	\$25,162,000	\$24,477,000	\$26,184,000
Total Tax Revenues	\$1,356,000	\$1,872,000	\$1,781,000	\$1,858,000



SHIFTS WORKED BY VOLUNTEERS: 7,645

SAVINGS AS A RESULT OF VOLUNTEER SHIFTS: \$683,553

YEARS OF OPERATION: 26

TOTAL VOLUNTEER HOURS: 40,924

VOLUNTEERS AT THE FIVE THEATERS: 565

ENTERTAINED SINCE MUSIC ON MAIN BEGAN: 31,000



PORTLAND'S
CENTERS FOR THE ARTS

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Photos: David Gn: cover; David Barrs: page 2, page 10 right, Jim Lykins: page 7 upper, page 10 left, back cover; Owen Carey: page 3 upper, page 4 lower, page 6 lower; Rosalie O'Connor: page 5 left; December Carson: page 5 right, page 11; Matt Carbone: page 6 left, page 7 lower, page 8 middle; Jeannie Baker: page 8 lower; Justin Dunlap: page 8 upper; Margie Humphreys: page 9 lower; Michael Dahlstrom: page 10 left.