



TOWN of
WAKE FOREST

WAKE FOREST
RENAISSANCE
CENTRE

Wake Forest, North Carolina

Arts and Events Center Feasibility Study

August 5, 2025



JOHNSON
CONSULTING

TABLE OF CONTENTS

SECTION

1

PAGE 3:
Introduction

SECTION

2

PAGE 8:
Market Assessment

SECTION

3

PAGE 39:
Industry Trends

SECTION

4

PAGE 51:
Case Studies

SECTION

5

PAGE 76:
Recommendations, Projections, & Impacts

SECTION

6

PAGE 88:
Funding & Marketing Strategies

1. Introduction

RENAISSANCE
CENTRE

405



Transmittal Letter

Re: Wake Forest, NC Arts and Events Center Feasibility Study

Dear Town Board of Commissioners,

C.H. Johnson Consulting, Inc. (Johnson Consulting) is pleased to submit this report to you regarding the Wake Forest, NC Arts and Events Center Feasibility Study. Pursuant to our engagement, this report fulfills the scope of work outlined in the project proposal submitted by Johnson Consulting to the Town of Wake Forest (the Client) on June 7th, 2024.

Johnson Consulting has no responsibility to update this report for events, plan modifications, and circumstances occurring after the date of this report. The findings presented herein reflect analyses of primary and secondary sources of information. Johnson Consulting used sources deemed to be reliable but cannot guarantee their accuracy. Moreover, some of the estimates and analyses presented in this study are based on trends and assumptions, which can result in differences between projected results and actual results. Because events and circumstances frequently do not occur as expected, those differences may be material.

We have enjoyed serving you on this engagement and look forward to providing you with continuing service.

Sincerely,

C.H. Johnson Consulting, Inc.

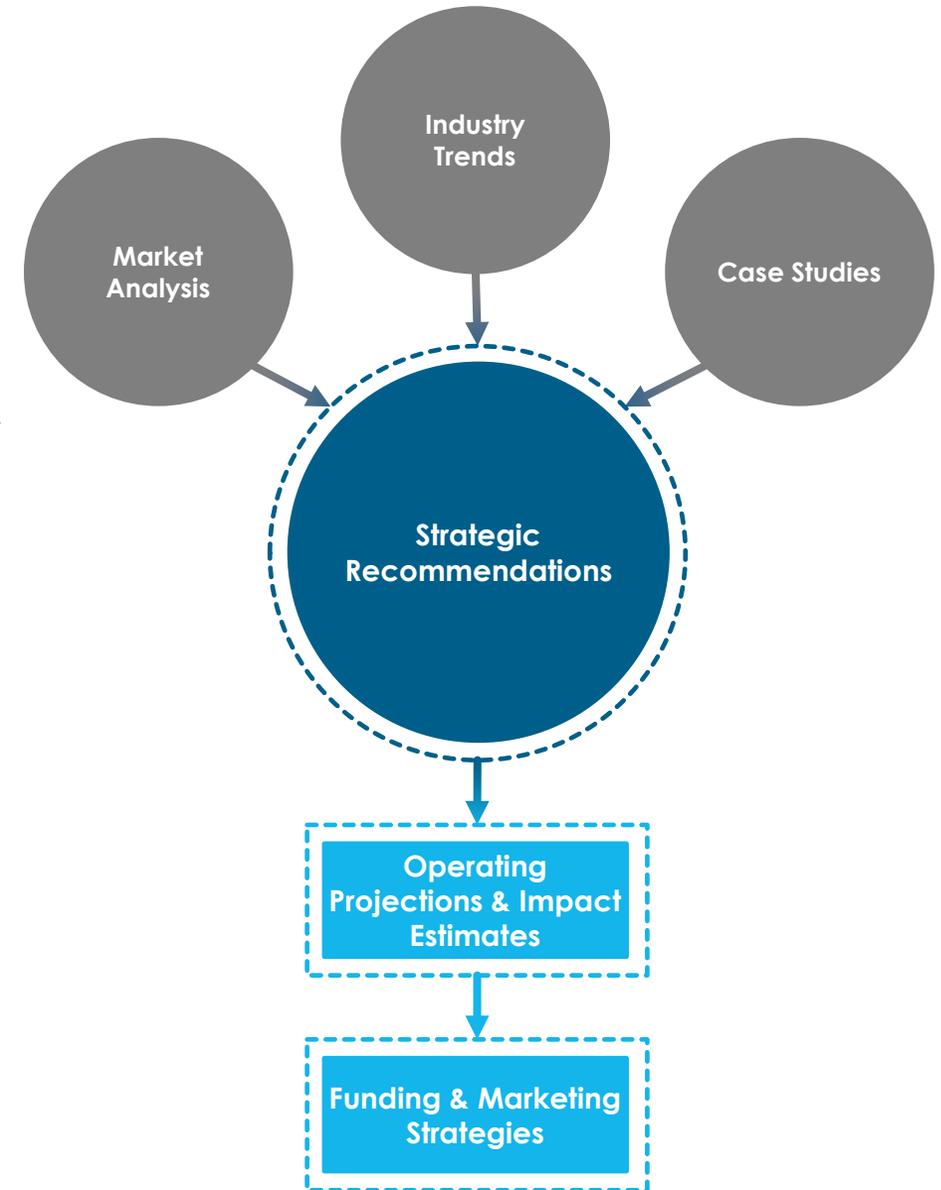
C.H. Johnson Consulting, Inc.

Study Introduction & Methodology

Johnson Consulting was retained by the Town of Wake Forest to assess the viability of a new arts and events center. The report informs the Client as it considers this opportunity. The proposal document submitted to the Client by Johnson Consulting outlines a detailed list of services for the study. Broadly, the objective of this study is to answer the following questions:

- What is the market opportunity for arts and events space in Wake Forest?
- How do market trends and case studies inform the optimal programming and operating strategy of the proposed venue?
- What are achievable levels of demand and financial performance for the proposed venue?
- What is the proposed venue's projected economic and fiscal impact?
- What strategies can be used to fund the venue's construction?

In order to answer the questions above, the Johnson Consulting developed and executed a comprehensive methodology for the study, which is illustrated by the figure on the right. The observations, analysis, and conclusions of the study will be presented throughout the remaining sections of this report.



Project Overview

Wake Forest, NC is a town located directly to the north of Raleigh. Though historically a fairly small and quiet community, Wake Forest has experienced high levels of growth over the past two decades, seeing its population more than triple as the Raleigh-Durham metro has grown overall.

The Town of Wake Forest has been very active in making investments which promote quality of life for its residents and continue the community's trajectory of growth. One of these investments is the Wake Forest Renaissance Centre. The facility, which is located in a converted pharmacy building in Wake Forest's downtown, opened its doors in 2013 and serves as a critical hub of arts, events, and educational programming within the community.

As Wake Forest continues to grow, it has become increasingly clear that the Renaissance Centre's facilities will soon no longer be adequate to support the community's arts and events needs. To address this, the Town engaged Johnson Consulting to explore opportunities for additional arts and events space in the community. The purpose of this additional space would be not only to serve the needs of residents and locals, acting as a quality-of-life amenity promoting resident attraction and retention, but also to catalyze and promote economic development within Wake Forest.



Executive Summary

Wake Forest is on an exceptional trajectory, with its population more than tripling since 2000 and increasing by 4.4 percent annually since 2010—well above state and national averages. In addition to this growth, the town’s demographics are highly favorable, with a median age of 38.5, high educational attainment, and above-average incomes. Cultural spending is strong, yet the town has only four small venues, forcing most residents to travel to Raleigh, Durham, or other nearby communities for performances and events. The existing Renaissance Centre is already operating at capacity, turning away events due to space and date limitations. These factors, coupled with high local demand and projected continued growth, create a compelling case for a new or expanded performing arts facility.

To address this significant market gap, the Consulting Team recommends that the Town construct a new Arts and Events Center (AEC). The proposed facility would be anchored by a 10,000-square-foot multipurpose performance hall with flexible telescoping seating for up to 600 and also include a 3,400-square-foot studio theatre/meeting space, support rooms, a catering kitchen, and a large lobby. This flexible design would allow the venue to accommodate a wide variety of events, from ticketed performances and rentals to community and educational programs.

Case studies of comparable facilities demonstrate that location, diverse programming, and versatile spaces drive attendance and repeat visitation. Competitive analysis highlights opportunities for Wake Forest to differentiate itself through unique offerings such as outdoor spaces, sensory-inclusive shows, and robust arts education. Financial benchmarking shows that while operating losses are common in the industry, Wake Forest’s current venue has managed costs relatively well. Maintaining accessible rental rates for residents and nonprofits, while expanding revenue through concessions, private catering, and external rentals, will be essential to balancing community service and fiscal sustainability.

The recommended AEC would serve three primary demand layers: (1) external rentals and ticketed performances as the main revenue driver, (2) internal rentals and free community events, and (3) discounted or free nonprofit and educational uses. Designed for flexibility and future expansion, the facility would not only meet current market demand but also position Wake Forest as a regional cultural hub, enhancing quality of life for residents and attracting visitors from across the state and beyond.

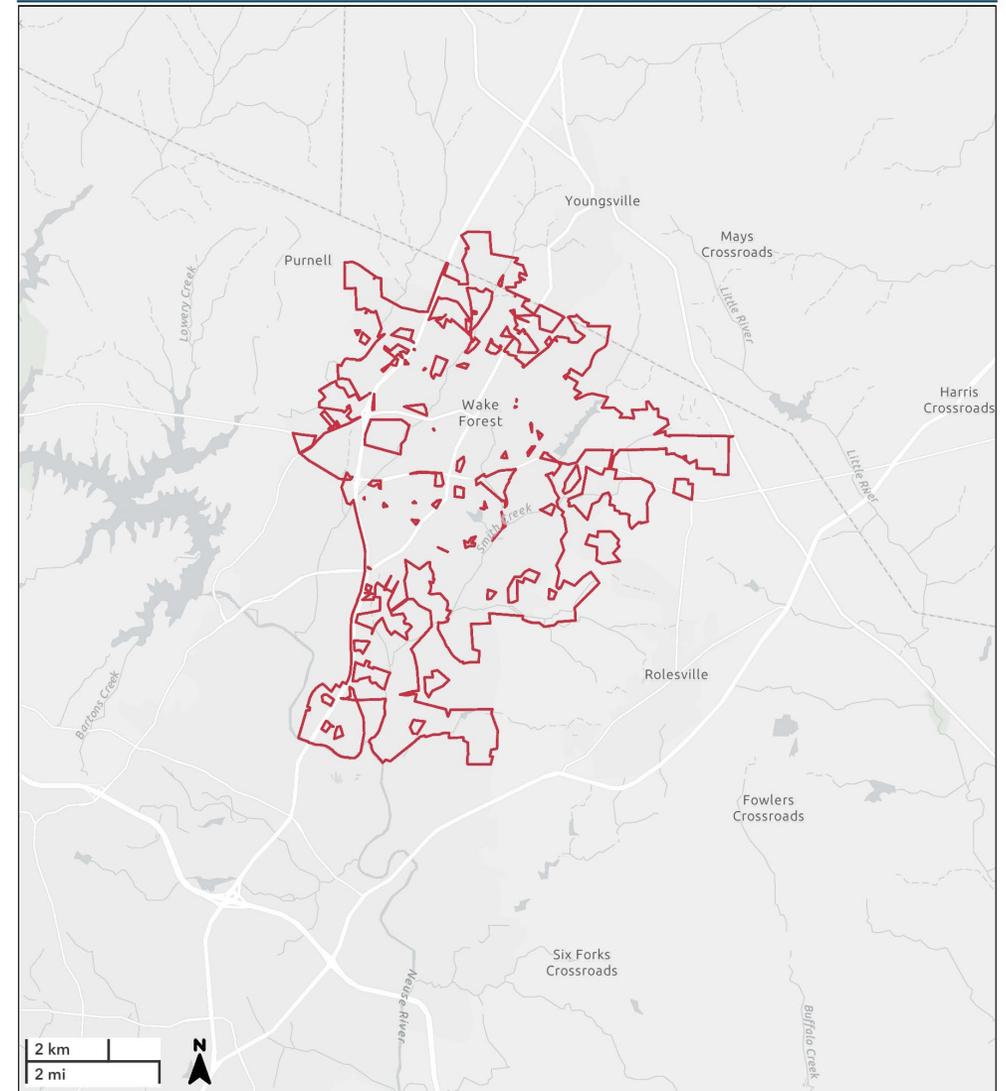
The image shows the exterior of a brick building, identified as the Renaissance Centre. A large banner at the top right reads "RENAISSANCE CENTRE" in a stylized font, with decorative flourishes on either side. To the left, there are two large posters: one featuring a woman in a sailor-style outfit and another featuring a woman in a white dress with the text "IMAGINE THE". Below the posters is a sign that says "UPCOMING EVENTS" with a small graphic below it. A large window reflects the surrounding environment, and a door to the right has the number "405" above it. The entire image is overlaid with a semi-transparent blue filter.

2. Market Assessment

Introduction

In order to analyze the opportunities for a new performing arts center in Wake Forest, NC, Johnson Consulting conducted a detailed analysis of the economic and demographic conditions in Wake Forest as well as 30-, 60-, and 90-minute drive time radii from the Renaissance Centre, relative to county, state and national averages. Johnson Consulting also included an analysis of the “Northeast Counties” which includes Franklin, Granville, Vance, and Warren counties, as these are the areas from which many people travel to Wake Forest to take advantage of its shopping, services, and amenities.

While characteristics such as population, employment, education, and income are not the only predictors of performance for arts and entertainment venues, they provide insight into the capacity of a market to provide sustainable support for such facilities and the activities that occur there. In addition, the size and role of a marketplace, its civic leadership, proximity to other metropolitan areas, transportation concentrations, and the location of competing and/or complementary attractions, directly influence the scale and quality of new, expanded, or renovated facilities that can be supported within that market.

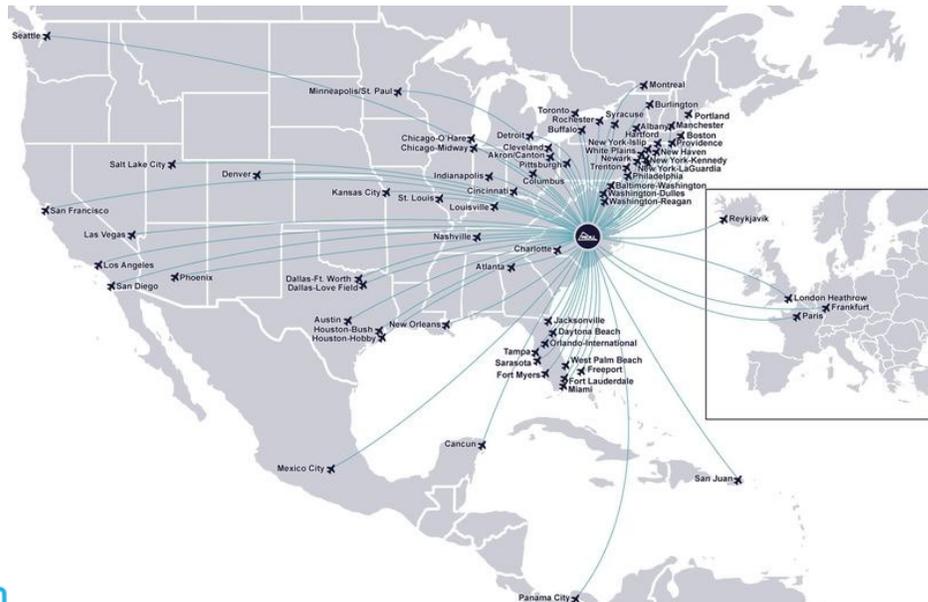


Legend
 Wake Forest City Limits

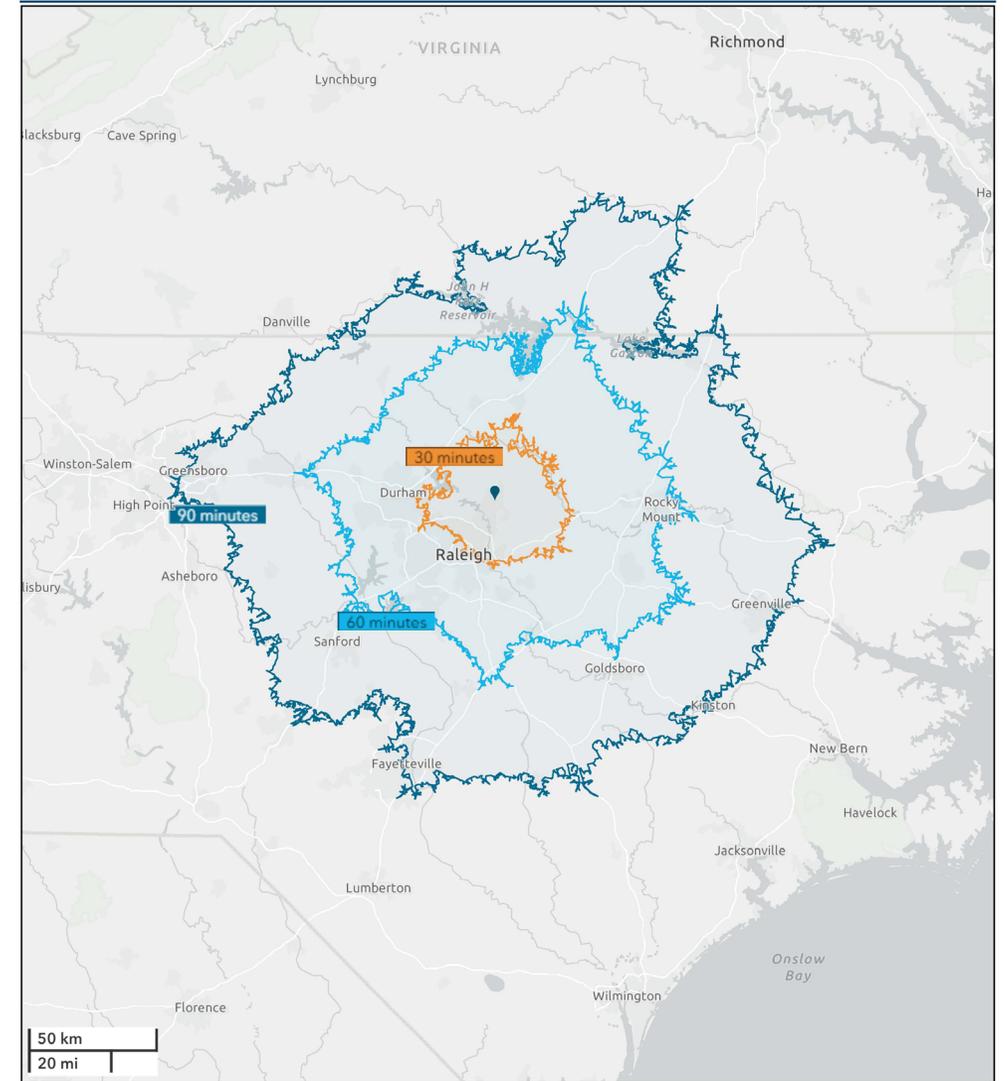
Accessibility

The town of Wake Forest is located in northeastern North Carolina, and is 168 miles east of Charlotte, the State's most populated city. Wake Forest is part of the Raleigh Metro Area, allowing for access to the populations in Raleigh and Durham. Access to Wake Forest is provided via:

Air: The second largest airport in the state and the closest to the Renaissance Centre is the Raleigh-Durham International Airport (RDU), which is the primary public airport in the area and is located just 24 miles away. The largest airport in the State, the Charlotte Douglas International Airport (CLT) is located 171 miles west.



RDU Nonstop Destinations

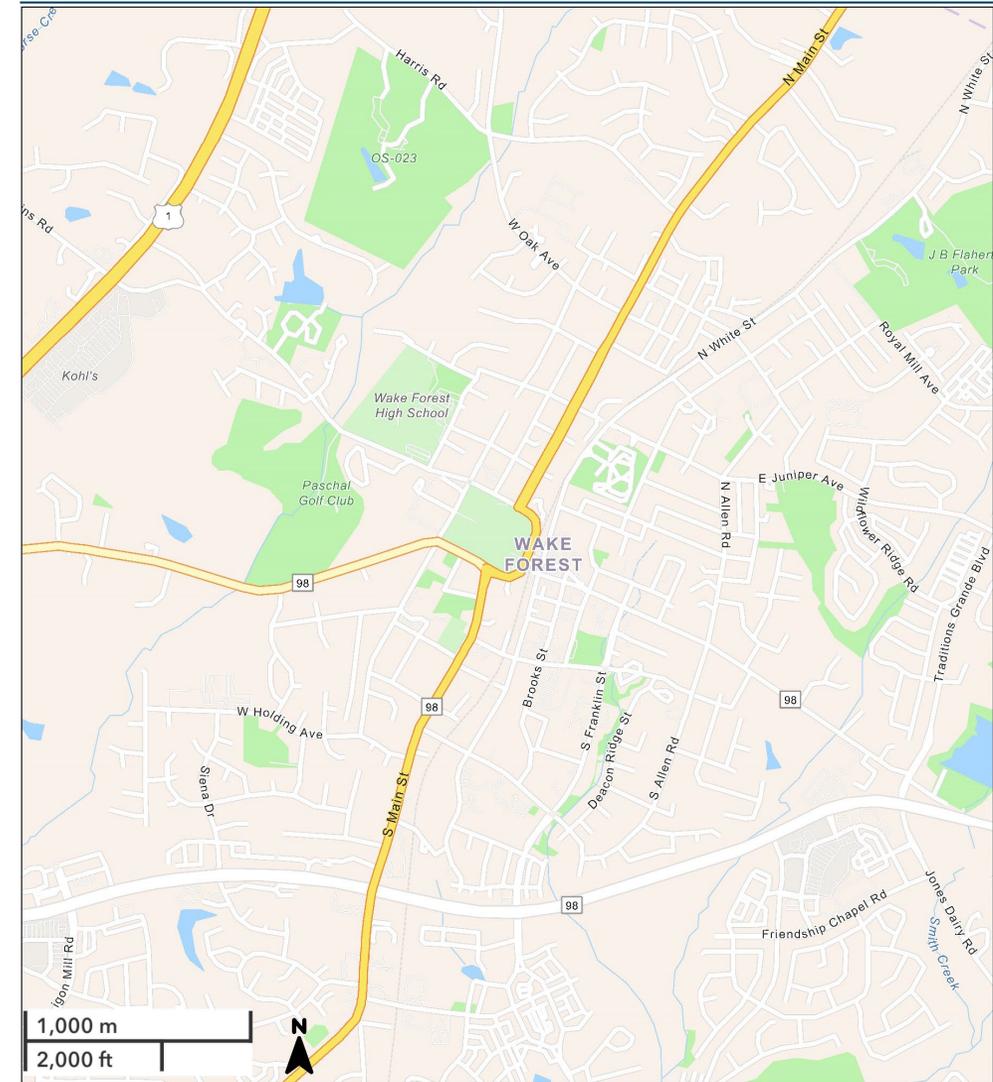


Accessibility

Transit: The Town of Wake Forest is partnered with GoRaleigh to provide two bus routes - the Wake Forest Loop (WFL) and the Wake Forest Raleigh Express (WRX). The WFL is a fare-free bus route for residents that want to travel within Wake Forest and a portion of Wakefield. The WRX is an express bus service with stops at Downtown Wake Forest, Triangle Town Center, and Downtown Raleigh, and has commuter parking in downtown Wake Forest. The WFL is currently suspended as of October 1, 2024, while the Town introduces a town-wide microtransit pilot program called “Go Wake Forest.” This is a ridesharing transit service that operates similarly to Uber and Lyft, and connects riders directly to their desired destinations.

Rail: Downtown Wake Forest was selected as the preferred site for a future S-Line mobility hub, which includes an Amtrak rail station. The S-Line is a freight rail line, and former passenger rail line that connects Richmond, Virginia to Tampa, Florida. The planning phase is scheduled through December 2025, and Construction could be finished and have rail service running by 2030.

Road: Wake Forest is easily accessible from Route 1, a major highway that serves the east coast, and the North Carolina 98 bypass, which connects Durham, Wake Forest and Bunn as well as many small to medium-sized towns in the north portion of The Triangle or Piedmont Region of North Carolina.



Population

Large and growing population bases are a critical component of ensuring the success of event and entertainment facilities. Larger regional populations equate to more potential “drive-to” visitors and locally based demand. The 2024 resident population of Wake Forest is 56,065 persons. Within a 30-minute drive-time radius, the population increases to 569,559 persons and to 2.3M persons within a 60-minute drive-time radius. Within a 120-minute drive-time radius, there is access to a population of over 3.6M persons.

Between 2010 and 2024, the population of Wake Forest grew at a very fast rate of 4.4 percent per annum. This is more than six times the rate of growth reported in the U.S., at 0.7 percent per annum, and over four times that of the State of North Carolina, which was at 1.0 percent per annum.

Over the next 5 years (through 2029), the population of Wake Forest is projected to grow at a rate of 2.8 percent per annum. Though slower than the Town’s growth rate over the last 14 years, this is still a very high growth rate and exceeds the rates of projected population growth in both North Carolina and the U.S. as a whole, as well as the drive-time catchments.

Historic & Current Population (2000-2024)

	2000	2010	2024	CAGR* 2010-2024
United States	281,421,906	308,745,538	338,440,954	0.7%
North Carolina	8,049,320	9,535,481	10,910,469	1.0%
Northeast Counties	158,684	186,961	198,742	0.4%
Wake Forest	14,516	30,603	56,065	4.4%
30-Minute Drive Time	302,296	433,540	569,559	2.0%
60-Minute Drive Time	1,428,372	1,857,845	2,376,847	1.8%
90-Minute Drive Time	2,522,381	3,086,266	3,679,867	1.3%

*Compounded Annual Growth Rate

Note: Drive-times from The Renaissance Centre

Sources: Esri, Johnson Consulting

Current & Forecast Population (2024-2029)

	2024	2029	CAGR* 2024-2029
United States	338,440,954	344,873,411	0.4%
North Carolina	10,910,469	11,323,872	0.7%
Northeast Counties	198,742	206,683	0.8%
Wake Forest	56,065	64,354	2.8%
30-Minute Drive Time	569,559	613,265	1.5%
60-Minute Drive Time	2,376,847	2,530,687	1.3%
90-Minute Drive Time	3,679,867	3,860,723	1.0%

*Compounded Annual Growth Rate

Note: Drive-times from The Renaissance Centre

Sources: Esri, Johnson Consulting

Age

Age is an important demographic indicator to consider when evaluating the market. Some markets seek to combat “brain drain,” a phenomenon where primarily college-educated young professionals are leaked to larger metropolitan markets. Event and entertainment facilities must offer amenities that match their markets and cater to all ages, ranging from family shows for children, conferences and conventions for working professionals, and consumer shows that may appeal to a broad range of demographics, in addition to live entertainment focused on the consumer preferences of the regional market. The key is to achieve a programming balance that works within the social and economic context of the market.

The residents of Wake Forest had a median age of 38.5 years in 2024, younger than the State and national averages of 39.8 and 39.3 years, respectively, as well as the northeast counties at 42.5 years. Going forward, the median age in the town is projected to increase very slightly to 38.6 years by 2029, representing an average annual rate of growth of 0.1 percent, which is lower than the state, national, and northeast counties projected increases.

Median Age					
	2010	2024	2029	CAGR* 2010-2024	CAGR* 2024-2029
United States	37.1	39.3	40.4	0.4%	0.6%
North Carolina	37.3	39.8	40.8	0.5%	0.5%
Northeast Counties	39.7	42.5	43.0	0.5%	0.2%
Wake Forest	34.1	38.5	38.6	0.9%	0.1%
30-Minute Drive Time	35.9	38.7	39.7	0.5%	0.5%
60-Minute Drive Time	35.3	37.8	38.8	0.5%	0.5%
90-Minute Drive Time	35.9	38.3	39.3	0.5%	0.5%

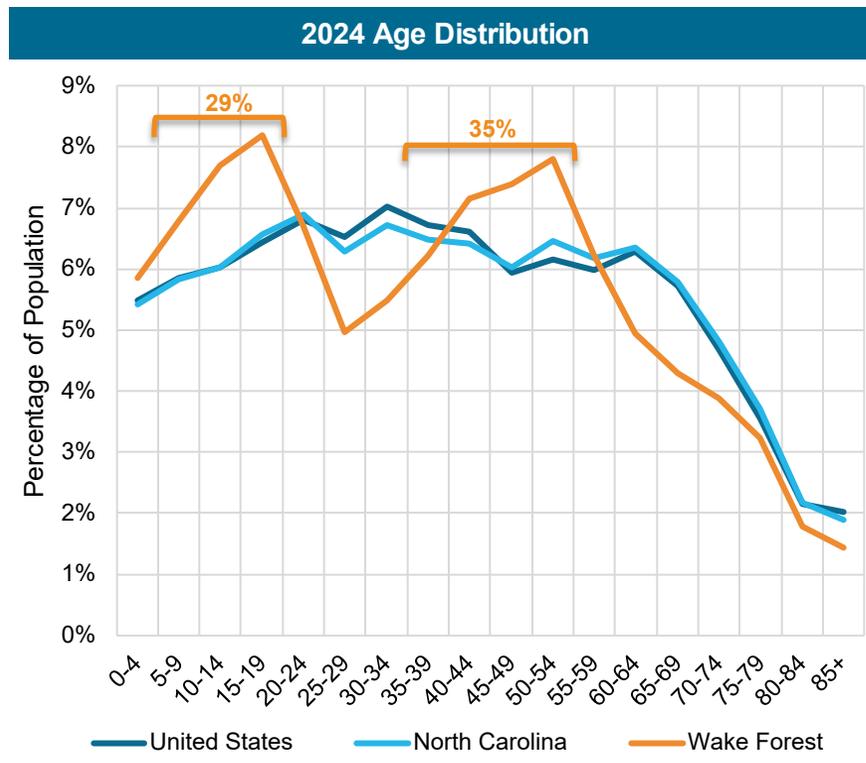
*Compounded Annual Growth Rate

Note: Drive-times from The Renaissance Centre

Sources: Esri, Johnson Consulting

Age

Nearly 35 percent of Wake Forest’s population is between 39 and 55 years old, and 29 percent of the population is between 5 and 24 years old. As shown to the right, Wake Forest has a higher percentage of 0–19-year-olds and 40–59-year-olds when compared to the national averages. Wake Forest has a balanced demographic distribution with significant representation in both younger and middle-aged groups, suggesting a community that supports both families with children and established professionals.



Sources: Esri, Johnson Consulting

2024 Age Distribution Benchmarking			
Age	United States	Wake Forest	Difference
0-4	5.49%	5.85%	0.36%
5-9	5.85%	6.79%	0.94%
10-14	6.03%	7.69%	1.66%
15-19	6.43%	8.19%	1.76%
20-24	6.81%	6.69%	-0.12%
25-29	6.53%	4.97%	-1.56%
30-34	7.02%	5.48%	-1.54%
35-39	6.71%	6.21%	-0.50%
40-44	6.61%	7.16%	0.55%
45-49	5.93%	7.39%	1.46%
50-54	6.16%	7.81%	1.65%
55-59	5.99%	6.21%	0.22%
60-64	6.29%	4.94%	-1.35%
65-69	5.73%	4.30%	-1.43%
70-74	4.68%	3.88%	-0.80%
75-79	3.56%	3.23%	-0.33%
80-84	2.15%	1.77%	-0.38%
85+	2.02%	1.44%	-0.58%

Sources: Esri, Johnson Consulting

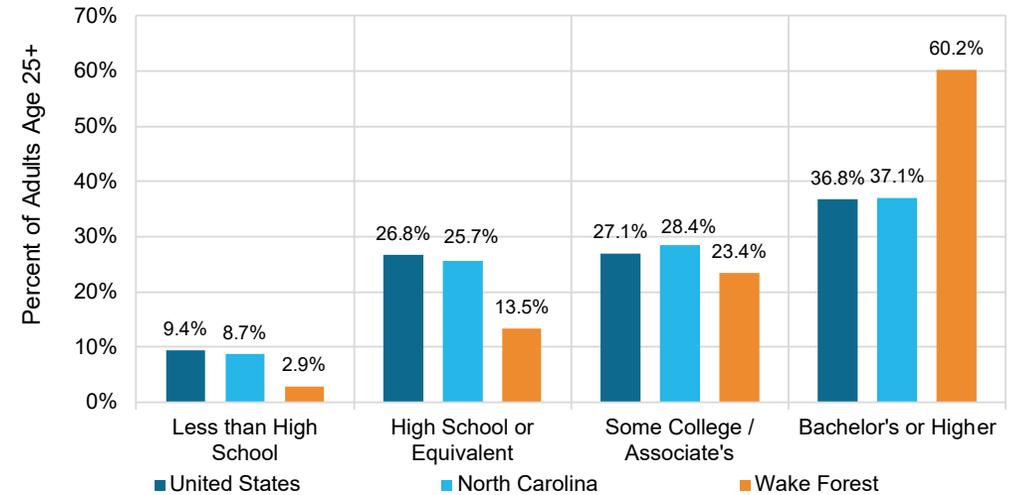
Education and Income

Education and income, although not strict predictors of PAC performance, are important market attributes for benchmarking the level of economic activity. Markets with higher educational attainment and income levels are more likely to have a robust economic base and healthy education system, which are key components of ensuring long-term growth and resiliency.

Wake Forest is home to Southeastern Baptist Theological Seminary, a private, 4-year Baptist theological institute, and there are many colleges nearby in Raleigh, such as North Carolina State University and Meredith College. The State has many other colleges including public, private, 2-year, and 4-year institutions, and the Raleigh-Durham area in particular is home to numerous highly regarded research institutions. In 2024, more than 60 percent of the Town's residents, aged 25+ years, held a bachelor's degree or higher, which is significantly higher than both the national average of 36.8 percent and the State average of 35.5 percent.

In keeping with the trend that higher education is generally associated with higher income, Wake Forest has a significantly higher median household income (\$115,697) than the State (\$71,629) and the U.S. (\$79,068). The median household income in Wake Forest is projected to grow at a slower, but still high rate (2.5 percent per annum) over the next 5 years relative to the State (3.3 percent per annum) and the rate of the U.S. as a whole (3.0 percent per annum). While the Northeast Counties and the 90-minute drive time catchment have lower incomes, they are projected to grow the quickly over the next 5 years as the Raleigh area continues to grow and spread wealth to exurban and rural areas.

2024 Educational Attainment



Sources: Esri, Johnson Consulting

Median Household Income

	2024	2029	CAGR*
United States	\$79,068	\$91,442	3.0%
North Carolina	\$71,629	\$84,086	3.3%
Northeast Counties	\$67,471	\$79,651	3.4%
Wake Forest	\$115,697	\$131,169	2.5%
30-Minute Drive Time	\$97,316	\$110,128	2.5%
60-Minute Drive Time	\$89,116	\$104,743	3.3%
90-Minute Drive Time	\$76,521	\$90,796	3.5%

*Compounded Annual Growth Rate

Note: Drive-times from The Renaissance Centre

Sources: Esri, Johnson Consulting

Major Employers

A strong corporate and business presence can be important in the success of any entertainment facility because local businesses support facilities by attracting residents to the area, by providing disposable income, and through donations, sponsorships, and advertising. Wake County's economic base is built around the professional / scientific / tech services, retail trade, health care and education industries. These sectors are potential targets for experiences and corporate events at a new arts and events center. State of the art and quality entertainment facilities, along with good schools and other quality of life amenities become attractors for potential corporate relocation and retention.

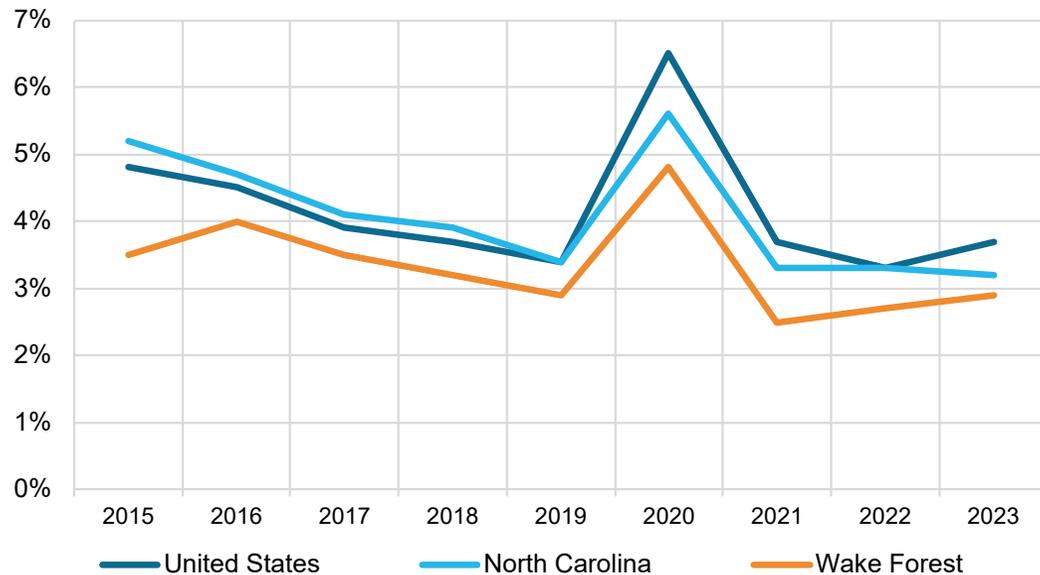
Wake County Largest Employers

Employer	Employees
Duke University and Duke Health Systems	43,108
State of North Carolina	24,083
Wake County Public School System	17,000
Wal-Mart	16,800
University of North Carolina At Chapel Hill	12,204
WakeMed Health & Hospitals	10,307
Food Lion	9,037
North Carolina State University	9,019
IBM (International Business Machines)	9,000
Target Stores	8,400
UNC Rex Healthcare System	7,700
Fidelity Investments	5,968
Harris Teeter	5,300
Lenovo	5,100
Cisco Systems	5,000

**Employers with under 5,000 employees are hidden*

Sources: Wake County Economic Development, Johnson Consulting

Unemployment Rate



Sources: Bureau of Labor Statistics, Johnson Consulting

Unemployment

High unemployment rates are indicative of socioeconomic distress, while low unemployment rates can cause issues like qualified workforce shortages. Wake Forest's unemployment rate has consistently tracked below the rates in the state of North Carolina and the U.S. as a whole. It is important to note that unemployment rates don't always capture the entire picture as they ignore variables like underemployment and labor participation rate.

Location Quotients by Industry Sector

The largest industry sectors of employment in Wake Forest are:

- Professional / Scientific / Tech Services (17.8%)
- Health Care/Social Assistance (12.5%)
- Retail Trade (11.0%)
- Educational Services (10.6%)

As the table on the right shows, the sectors in which Wake Forest has the highest location quotients (i.e., employment concentration relative to the national average) are:

- Professional / Scientific / Tech Services (2.1)
- Utilities (1.5)
- Educational Services (1.2)
- Other Services (excl Public Administration) (1.2)

2024 Employment Location Quotient by Industry Sector

Sector	Wake Forest		United States		Location Quotient
	# of Employees	% of Workforce	# of Employees	% of Workforce	
Professional/Scientific/Tech Services	5,398	17.8%	13,809,183	8.3%	2.1
Health Care/Social Assistance	3,807	12.5%	23,456,971	14.1%	0.9
Retail Trade	3,342	11.0%	17,466,958	10.5%	1.0
Educational Services	3,216	10.6%	15,195,307	9.1%	1.2
Manufacturing	2,718	8.9%	16,689,169	10.0%	0.9
Other Services (excl Public Administration)	1,699	5.6%	7,659,338	4.6%	1.2
Finance/Insurance	1,647	5.4%	8,016,748	4.8%	1.1
Public Administration	1,456	4.8%	8,265,300	5.0%	1.0
Admin/Support/Waste Management Services	1,424	4.7%	7,081,496	4.3%	1.1
Construction	1,173	3.9%	11,451,823	6.9%	0.6
Transportation/Warehousing	1,043	3.4%	8,419,877	5.1%	0.7
Accommodation/Food Services	1,033	3.4%	11,278,906	6.8%	0.5
Wholesale Trade	524	1.7%	3,291,578	2.0%	0.9
Real Estate/Rental/Leasing	507	1.7%	2,954,414	1.8%	0.9
Information	462	1.5%	3,255,572	2.0%	0.8
Utilities	404	1.3%	1,502,079	0.9%	1.5
Arts/Entertainment/Recreation	321	1.1%	3,747,233	2.3%	0.5
Agriculture/Forestry/Fishing/Hunting	131	0.4%	1,785,077	1.1%	0.4
Mining/Quarrying/Oil & Gas Extraction	43	0.1%	561,373	0.3%	0.4
Management of Companies/Enterprises	25	0.1%	237,343	0.1%	0.6
Total Employees	30,373		166,125,745		

Sources: Esri, Johnson Consulting

Location Quotients by Industry Sector (Cont.)

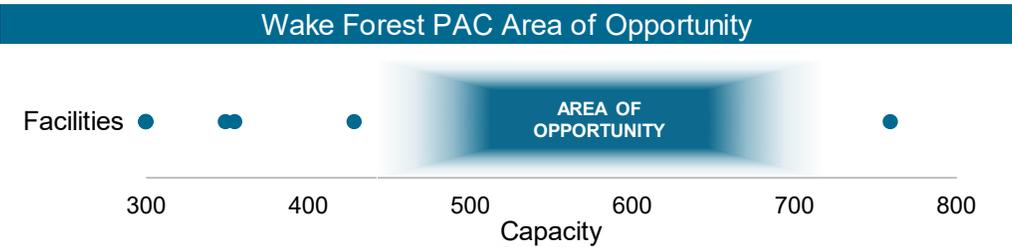
The employment landscape in Wake Forest, NC, reveals a strong foundation in Professional, Scientific, and Technical Services, as well as significant contributions from Healthcare, Retail, and Educational Services. Given this diverse economic base, a new performing arts venue has the potential to not only enhance cultural offerings, but also serve as a catalyst for economic growth by attracting visitors and fostering collaborations between the arts and local industries, particularly in education and healthcare.

2024 Employment Location Quotient by Industry Sector					
Sector	Wake Forest		United States		Location Quotient
	# of Employees	% of Workforce	# of Employees	% of Workforce	
Professional/Scientific/Tech Services	5,398	17.8%	13,809,183	8.3%	2.1
Health Care/Social Assistance	3,807	12.5%	23,456,971	14.1%	0.9
Retail Trade	3,342	11.0%	17,466,958	10.5%	1.0
Educational Services	3,216	10.6%	15,195,307	9.1%	1.2
Manufacturing	2,718	8.9%	16,689,169	10.0%	0.9
Other Services (excl Public Administration)	1,699	5.6%	7,659,338	4.6%	1.2
Finance/Insurance	1,647	5.4%	8,016,748	4.8%	1.1
Public Administration	1,456	4.8%	8,265,300	5.0%	1.0
Admin/Support/Waste Management Services	1,424	4.7%	7,081,496	4.3%	1.1
Construction	1,173	3.9%	11,451,823	6.9%	0.6
Transportation/Warehousing	1,043	3.4%	8,419,877	5.1%	0.7
Accommodation/Food Services	1,033	3.4%	11,278,906	6.8%	0.5
Wholesale Trade	524	1.7%	3,291,578	2.0%	0.9
Real Estate/Rental/Leasing	507	1.7%	2,954,414	1.8%	0.9
Information	462	1.5%	3,255,572	2.0%	0.8
Utilities	404	1.3%	1,502,079	0.9%	1.5
Arts/Entertainment/Recreation	321	1.1%	3,747,233	2.3%	0.5
Agriculture/Forestry/Fishing/Hunting	131	0.4%	1,785,077	1.1%	0.4
Mining/Quarrying/Oil & Gas Extraction	43	0.1%	561,373	0.3%	0.4
Management of Companies/Enterprises	25	0.1%	237,343	0.1%	0.6
Total Employees	30,373		166,125,745		

Sources: Esri, Johnson Consulting

Performing Arts Center Inventory

There are eight performing arts venues within a 60-minute drive of Wake Forest with a capacity of 300-800 people. Most of these venues are either theaters or are located in Raleigh. Only one of these venues – the existing Renaissance Centre – is located in the Town of Wake Forest. The chart below displays the area of opportunity for a new performing arts center in Wake Forest, with the area of opportunity being in the 500-700 capacity range. There are 3 additional performing arts centers in Wake Forest, noted on the next page, none of which fall within this capacity range.



Source: Relevant Facilities, Johnson Consulting

Wake Forest Regional Performing Art Facility Inventory 60-Minute Drive-Time, 300-800 Capacity

Facility	Location	Type	Total Capacity	*Drive-Time (min)
Wake Forest Renaissance Centre	Wake Forest, NC	Cultural Center	300	0
Marbles Kids Museum	Raleigh, NC	Gallery or Museum	300	37
Raleigh Little Theatre - Cantey V. Sutton Theatre	Raleigh, NC	Theatre	300	38
Theatre Raleigh Arts Center	Raleigh, NC	Theatre	349	20
The Arts Center - Earl & Rhoda Wynn Theater	Carrboro, NC	Theatre	355	57
Cary Arts Center Theatre	Cary, NC	Theatre	428	47
Marietta Center - A.J. Fletcher Opera Theater	Raleigh, NC	Theatre	600	38
Stewart Theatre at NC State University	Raleigh, NC	Theatre	759	42

*Drive time from the Renaissance Centre For The Arts

Sources: Cvent, Relevant Facilities, Johnson Consulting

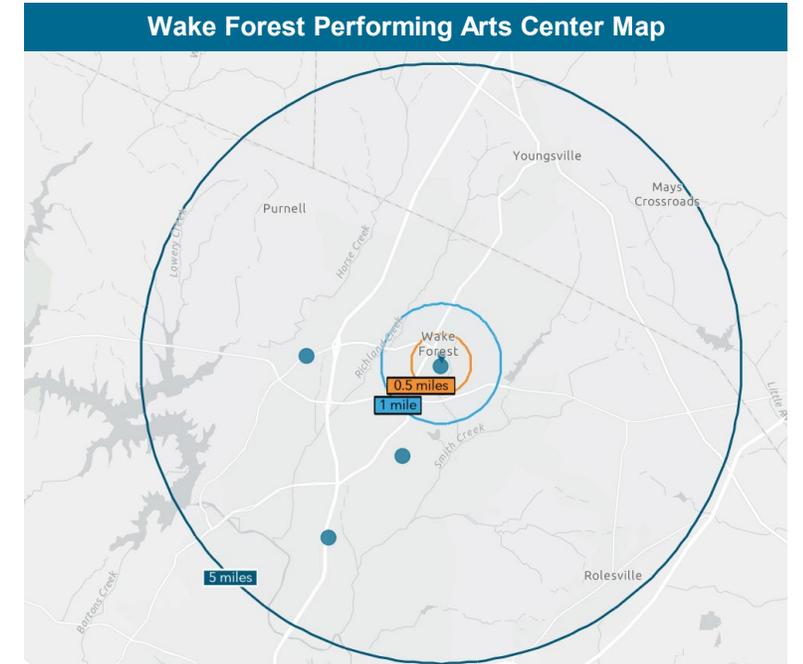
Performing Arts Center Inventory

Of the performing arts centers in the town of Wake Forest, only one is within walking distance of the Renaissance Centre. This venue is the Wake Forest Listening room, a restaurant and live music venue located in the same shopping center as the Renaissance Centre.

Wake Forest Performing Arts Facility Inventory

Facility	Location	Type	Total Capacity	*Drive-Time (min)
Wake Forest Renaissance Centre	Wake Forest, NC	Cultural Center		
Wake Forest Academy of Fine Arts	Wake Forest, NC	Dance Studio	-	7
Field of Dreams Performing Arts	Wake Forest, NC	Performing Arts Studio	-	12
The Wake Forest Listening Room	Wake Forest, NC	Live Music Venue	-	1

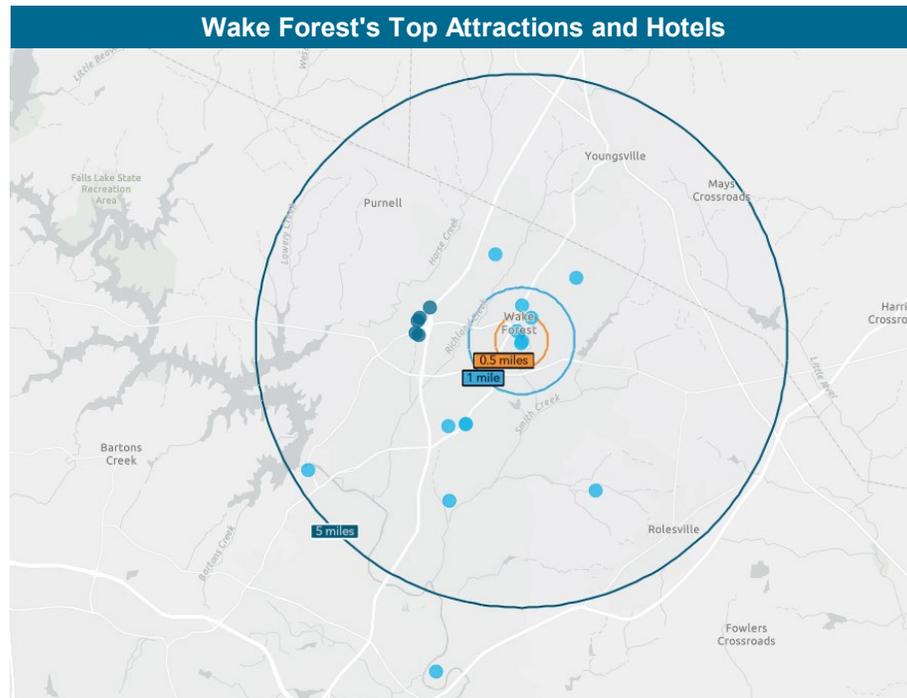
Sources: Cvent, Relevant Facilities, Johnson Consulting



Sources: Esri, Relevant Facilities, Johnson Consulting

Top Attractions / Demand Generators

While the map below doesn't capture every hotel or attraction in Wake Forest, the existing hotels are not near Wake Forest's attractions, and more hotel inventory in the downtown area would help better support these attractions.



Source: Esri, Johnson Consulting

Wake Forest's Top Attractions

Attraction	Attraction Type
E. Carroll Joyner Park	Park
White Street Brewing Company	Brewery
Flaherty Park Community Center	Community Center
Falls Lake State Recreation Area	State Park
Wake Forest Historical Museum	Museum
Pickles and Play - Wake Forest	Pickleball Court Facility
Horseshoe Farm Nature Preserve	Nature Preserve
North Carolina Museum of Art	Art Museum
Wake Forest Farmers Market	Farmer's Market
Wake Forest Escape Room	Escape Room
Strike & Barrel	Bowling Alley
Mill Bridge Nature Park	Park
Battle House Laser Tag	Laser Tag
The Factory	Recreation Center
The Renaissance Centre	Performing Arts Center
Falls of Neuse Trail	Park
Sandling Beach State Recreation Area	Park
Beaverdam Lake State Recreation Area	Park

Source: Relevant Facilities, Johnson Consulting

Consumer Behavior

Wake Forest residents tend to spend far more than the national average on Entertainment and Recreation, as well as more than the residents in the drive-time catchments. This suggests that there is a strong demand for cultural and recreational activities in the area, making the Renaissance Centre a strategic asset. A new arts and events center in Wake Forest could capitalize on the community's high spending on entertainment. By offering events, performances, and exhibits, the center could meet the entertainment preferences of residents and potentially increase the already high local spending in these categories.

Residents of Wake Forest exhibit a strong propensity engage with arts and events. In 2024, they attended at higher rates than the national average in four examined event categories as is shown in the table on the right.

It is important to note that the high consumer participation and entertainment spending is occurring despite Wake Forest being somewhat underserved in terms of arts and entertainment venues, presenting a large opportunity for a more robust version of the Renaissance Centre.

Average Spending on Entertainment and Recreation - 2024

Spending Category	Wake Forest		30-Minute Drive Time		60-Minute Drive Time		90-Minute Drive Time	
	Average Spend*	Index**	Average Spend*	Index**	Average Spend*	Index**	Average Spend*	Index**
2024 Entertainment/Recreation	\$5,263.18	129	\$4,669.19	114	\$4,461.26	109	\$3,941.84	96
2024 Tickets to Theatre/Operas/Concerts	\$98.08	129	\$86.08	113	\$81.03	107	\$68.68	90
2024 Tickets to Movies	\$35.82	147	\$30.20	122	\$28.12	114	\$23.53	95
2024 Tickets to Parks or Museums	\$54.91	145	\$45.53	122	\$42.41	113	\$36.02	96
TOTAL	\$5,451.99	-	\$4,831.00	-	\$4,612.82	-	\$4,070.07	-

* Average spend per person, per annum

** National Average = 100

Source: Esri, Johnson Consulting

Wake Forest 2024 PAC Trends Index

	Wake Forest (2024)	United States (2024)
Attended a...		
Classical/opera performance	95	100
Country music performance	118	100
Dance performance	105	100
Movie	107	100
Rock Music performance	113	100

Note: The average index for the U.S. is 100

Note: Esri's U.S. Consumer spending data is based on the Consumer Expenditure Survey (CEX) from the U.S. Bureau of Labor Statistics

Source: Esri, Johnson Consulting

Event Space Inventory

While there are many event venues regionally, the table to the right lists venues within a 90-minute drive of the Renaissance Centre that have between 2,000 and 20,000 contiguous square feet, and thus are most competitive with the Renaissance Centre's current offerings. Most of these venues are located in Raleigh, and only four are located in the town of Wake Forest. The Maxwell Center, a convention center in Goldsboro, NC, has the largest square footage in their largest space, at 15,500 SF.

Wake Forest Regional Event Space Facility Inventory 90-Minute Drive-Time, Minimum 2,000, Maximum 20,000 Contiguous SF

Facility	Location	Type	Total Event Space (SF)	Largest Space (SF)	Max Capacity	*Drive-Time (min)
The Maxwell Center	Goldsboro, NC	Convention Center	35,945	15,500	700	65
Durham Convention Center	Durham, NC	Convention Center	85,999	15,496	2,000	40
Nasher Museum of Art Duke University	Durham, NC	Museum	15,000	13,000	800	43
McKimmon Conference & Training Center	Raleigh, NC	Educational Facility	3,500	11,800	-	43
Meridian Convention Center	Greensboro, NC	Convention Center	40,000	11,539	900	88
River Ridge Golf Club	Raleigh, NC	Golf Course	15,800	10,000	-	39
Pavilion at Carriage Farm	Raleigh, NC	Event Venue	10,000	10,000	300	55
J.D. Lewis Multi-Purpose Center	Raleigh, NC	Multi-Purpose Center	11,000	9,400	-	41
Cape Fear Botanical Garden	Fayetteville, NC	Event Venue	-	9,000	1,000	86
The Hibiscus	Raleigh, NC	Event Venue	8,900 in 2025	8,900	500	21
PNC Arena	Raleigh, NC	Arena	709,100	8,500	10,000	41
Revolution Mills Events - The Colonnade	Greensboro, NC	Event Venue	11,700	8,500	-	88
Pinehill Pavilion	Youngsville, NC	Event Venue	8,400	8,400	250	18
Millbrook Exchange Community Center	Raleigh, NC	Community Center	10,000	8,000	-	26
Barwell Road Community Center	Raleigh, NC	Community Center	11,000	7,792	-	38
Ritz Raleigh	Raleigh, NC	Event Venue	12,000	7,580	-	31
Carolina Club	Raleigh, NC	Event Venue	9,505	7,200	-	49
Imperial Centre	Rocky Mount, NC	Museum	31,400	7,100	-	55
Lavender Oaks Farm	Raleigh, NC	Event Venue	15,500	7,000	-	61
Optimist Community Center	Raleigh, NC	Community Center	7,000	6,624	-	31
The Historic Wakefield Barn	Raleigh, NC	Event Venue	-	6,200	300	10
Seven Paths Manor	Clinton, NV	Event Venue	-	6,000	-	38
The William and Ida Friday Center	Chapel Hill, NC	Educational Center	25,000	5,610	-	45
Apella by Alexandria	Durham, NC	Event Venue	8,881	5,600	-	34
Brier Creek Community Center	Raleigh, NC	Community Center	11,000	5,375	-	32
Ela's Venue	Wake Forest, NC	Event Venue	5,000	5,000	-	9
Museum of Life + Science	Durham, NC	Museum	-	5,000	-	40
Lake O'The Woods Estate	Warrenton, NC	Event Venue	5,000	5,000	-	53
The Palm Venue & Catering	Raleigh, NC	Event Venue	7,000	5,000	-	44

*Drive time from the Renaissance Centre For The Arts

Sources: Cvent, Relevant Facilities, Johnson Consulting

Event Space Inventory

Continuing the table from the previous page, these are more venues within a 90-minute drive that have between 2,000 and 20,000 square feet of contiguous space.

Wake Forest Regional Event Space Facility Inventory 90-Minute Drive-Time, Minimum 2,000, Maximum 20,000 Contiguous SF						
Facility	Location	Type	Total Event Space (SF)	Largest Space (SF)	Max Capacity	*Drive-Time (min)
Brier Creek Country Club	Raleigh, NC	Golf Course	7,767	4,900	-	32
Wake Forest Renaissance Centre	Wake Forest, NC	Cultural Center	5,418	4,700	300	0
Goels Plaza Banquet & Conference Center	Morrisville, NC	Conference Center	20,000	4,680	-	38
The Upchurch	Cary, NC	Event Venue	6,200	4,200	-	42
Bombay Kitchen	Raleigh, NC	Restaurant	4,000	4,000	100	26
Barclay Villa	Angier, NC	Event Venue	-	4,000	250	66
The Royal Banquet & Conference Center	Raleigh, NC	Conference Center	28,000	3,760	240	38
Fratti's Event Center	Raleigh, NC	Event Venue	3,600	3,600	-	22
TPC Wakefield Plantation	Raleigh, NC	Event Venue	-	3,600	-	11
The Grove at City Market	Raleigh, NC	Event Venue	-	3,400	-	40
Cary Senior Center	Cary, NC	Senior Center	7,843	3,390		47
One Eleven Place	Raleigh, NC	Event Venue	4,000	3,360	350	38
The Raleigh Elks Lodge no.735	Raleigh, NC	Event Venue	3,286	3,286	180	34
Skyview on Hay	Fayetteville, NC	Event Venue	5,145	3,250	-	88
Duke Energy Center for the Performing Arts	Raleigh, NC	Event Venue	-	3,200	2,257	38
The Cotton Company	Wake Forest, NC	Event Venue	5,000	3,200	200	1
Post 6 Events	Chapel Hill, NC	Event Venue	15,000	3,178	-	61
Barber Park Event Center	Greensboro, NC	Event Venue	-	3,168	-	39
Wake Forest Community House	Wake Forest, NC	Community Center	3,042	3,042	250	2
Raleigh Brewing Company	Raleigh, NC	Event Venue	3,440	3,000	-	67
Starmount Forest Country Club	Greensboro, NC	Event Venue	6,000	3,000	-	17
The Oak Branch Conference & Event Center	Greensboro, NC	Conference Center	-	2,700	250	16
Durham Arts Council	Durham, NC	Cultural Center	52,000	2,475	-	49
A Step To Gold International Ballroom	Raleigh, NC	Event Venue	3,400	2,440	180	69
City Club Of Raleigh	Raleigh, NC	Event Venue	8,146	2,440	180	74
The Studio at CTG	Greensboro, NC	Event Venue	3,200	2,400	-	7
Kiwanis Park and Neighborhood Center	Raleigh, NC	Community Center	-	2,400	-	73
Top of the Hill	Chapel Hill, NC	Restaurant	4,484	2,066	-	50
Wake County Shrine Club	Raleigh, NC	Event Venue	12,000	1,200	700	32

*Drive time from the Renaissance Centre For The Arts

Sources: Cvent, Relevant Facilities, Johnson Consulting

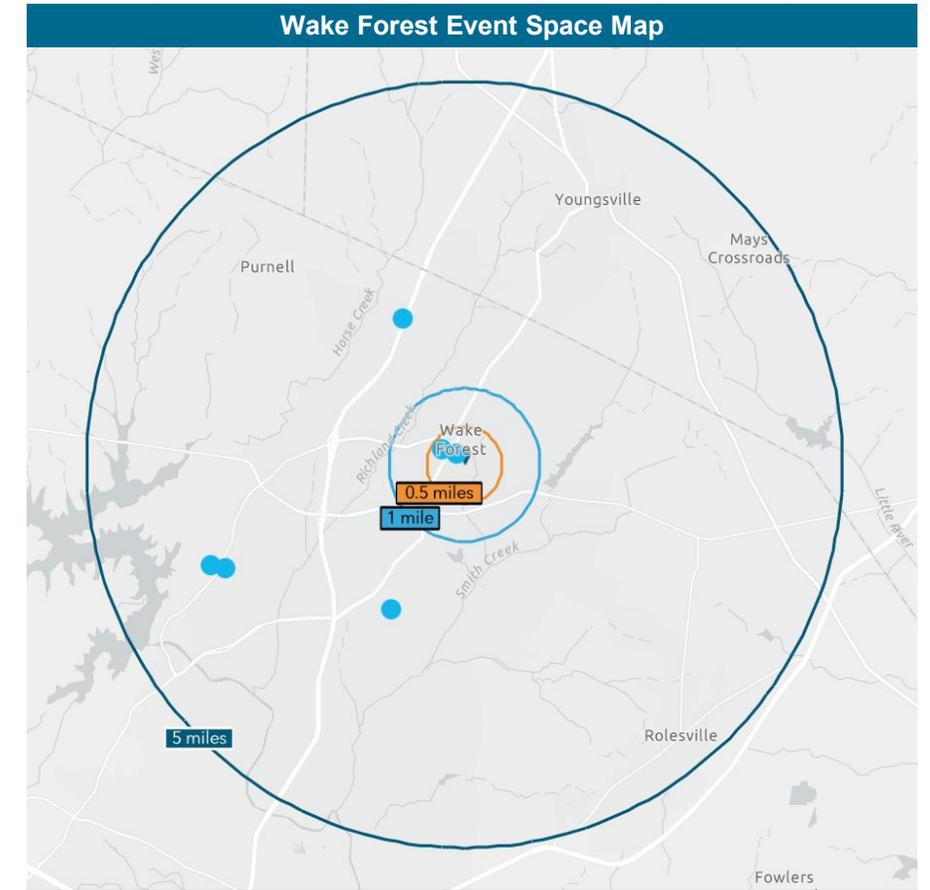
Event Space Inventory

Out of the three venues located within the Town of Wake Forest (not including the Renaissance Centre), two of them are within walking distance of the Renaissance Centre. Within 0.5 miles, there is the Wake Forest Community House, a community center with a maximum capacity of 250 people, and The Cotton Company, an event center with a maximum capacity of 200 people. The table below displays all of the event spaces within a 5-mile radius of the Renaissance Centre.

Event Space Inventory (5-Mile Radius)

Facility	Location	Type	Max Capacity	*Drive-Time (min)
Wake Forest Renaissance Centre	Wake Forest, NC	Cultural Center	300	0
The Cotton Company	Wake Forest, NC	Event Venue	200	1
Wake Forest Community House	Wake Forest, NC	Community Center	250	2
The Sutherland	Raleigh, NC	Event Venue	400	7
Ela's Venue	Wake Forest, NC	Event Venue	-	9
The Historic Wakefield Barn	Raleigh, NC	Event Venue	300	10
TPC Wakefield Plantation	Raleigh, NC	Event Venue	-	11

Sources: Cvent, Relevant Facilities, Johnson Consulting



Sources: Esri, Relevant Facilities, Johnson Consulting

Hotel Event Space Inventory

Within a 90-minute drive, there are 28 hotels offering up to 20,000 square feet of contiguous space, but only three of these are located in Wake Forest, each with just one meeting room. This limited capacity suggests that an expanded Renaissance Centre or new facility in Wake Forest could fill a significant gap in the market for versatile event spaces, attracting more visitors and events to the area.

Wake Forest Regional Hotel Event Space Facility Inventory 90-Minute Drive-Time, Maximum 20,000 Contiguous SF

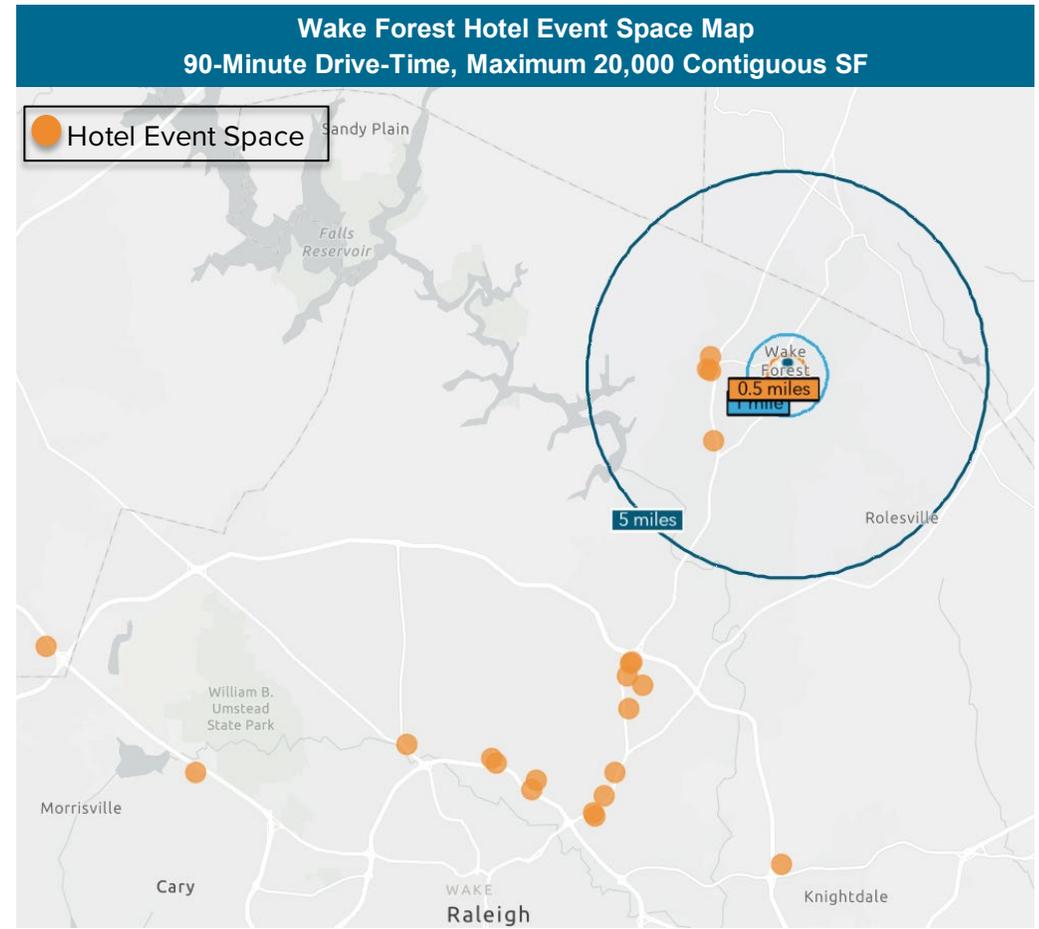
Facility	Location	Total Event Space (SF)	Largest Space (SF)	Meeting Rooms	*Drive-Time (min)
Fairfield Inn & Stes Raleigh Wake Forest	Wake Forest, NC	1,128	1,128	1	6
Hampton Inn Raleigh Town of Wake Forest	Wake Forest, NC	288	288	1	7
Candlewood Suites Wake Forest	Wake Forest, NC	-	-	1	7
Holiday Inn Express Suites Wakefield	Raleigh, NC	1,104	-	2	9
Hilton Garden Inn Capital Blvd & I-540	Raleigh, NC	1,188	900	2	22
Fairfield Inn & Suites Raleigh Cap Blvd	Raleigh, NC	600	600	1	22
Courtyard Raleigh Triangle Town Center	Raleigh, NC	560	560	1	23
Home2 Stes by Hilton Raleigh North I-540	Raleigh, NC	-	-	30	23
Hampton Inn Raleigh/Capital Blvd North	Raleigh, NC	-	920	2	24
Super 8 Raleigh North East	Raleigh, NC	260	-	1	27
Hampton Inn & Suites Knightdale Raleigh	Knightdale, NC	1,008	1,008	2	29
InTown Suites Raleigh North	Raleigh, NC	-	-	1	29
Clarion Pointe Raleigh Midtown	Raleigh, NC	350	-	1	30
Hospitality Studios	Raleigh, NC	572	572	1	31
Hilton Raleigh North Hills	Raleigh, NC	28,343	7,488	26	32
Days Inn Raleigh Midtown	Raleigh, NC	975	-	1	33
Hyatt House Raleigh North Hills	Raleigh, NC	1,606	1,076	2	34
AC Hotel Raleigh North Hills	Raleigh, NC	1,734	-	2	35
Raleigh Marriott Crabtree Valley	Raleigh, NC	22,181	10,500	21	36
Sheraton Imperial Hotel Raleigh-Durham Airport at Research Triangle Park	Durham, NC	31,504	14,288	12	37
Embassy Suites by Hilton Raleigh Durham Research Triangle	Cary, NC	29,000	12,800	15	40
Durham Marriott City Center	Durham, NC	31,935	15,496	9	43
Millennium Hotel Durham	Durham, NC	41,567	11,570	23	44
Sheraton Greensboro at Four Seasons	Greensboro, NC	102,509	9,000	42	83
DoubleTree by Hilton Hotel Greensboro	Greensboro, NC	4,368	3,192	4	88
Marriott Greensboro Downtown	Greensboro, NC	20,008	5,130	13	89
Grandover Resort & Spa, a Wyndham Grand	Greensboro, NC	45,000	13,000	22	90
Wyndham Garden Greensboro	Greensboro, NC	-	4,018	8	90

*Drive time from the Renaissance Centre For The Arts

Sources: Northstar Meetings Group, Johnson Consulting

Hotel Event Space Inventory

While all of the hotel event spaces in these parameters aren't shown, it is clear that just past a 5-mile radius, most of the hotel event space inventory is clustered west of the Renaissance Centre, or clustered south towards Raleigh.



Sources: Esri, Relevant Facilities, Johnson Consulting

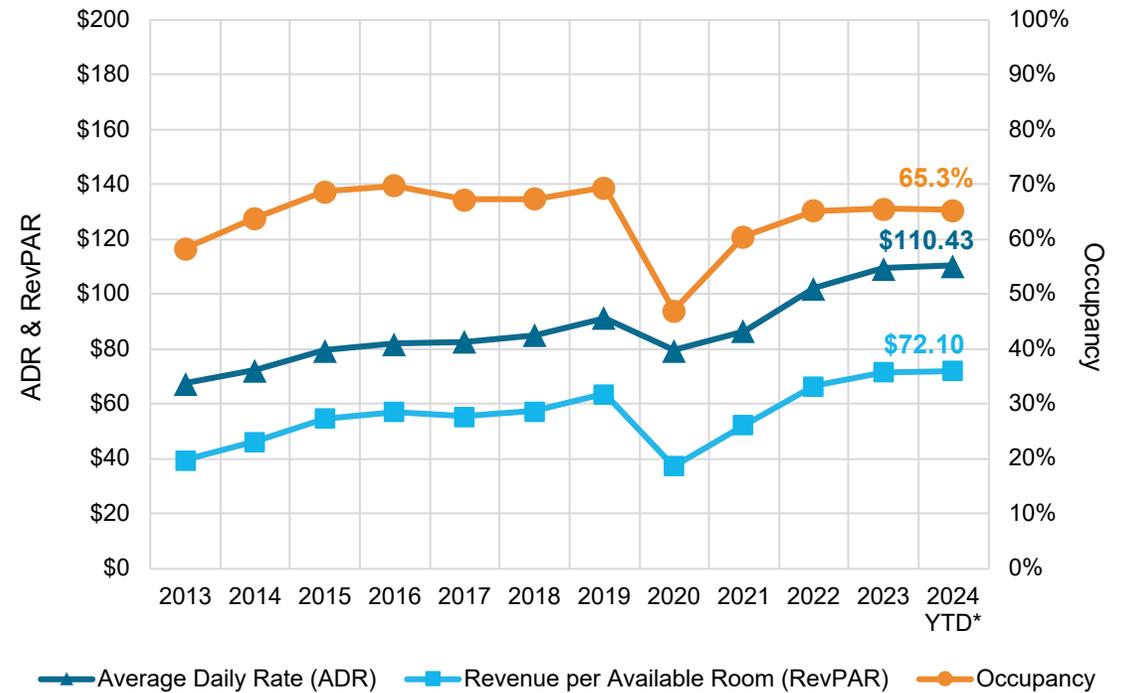
Hotel Market

Data from CoStar/ Smith Travel Research (STR) – a hotel research firm whose statistics are widely used in the hospitality and tourism industry – indicates that Wake Forest has 5 midscale and upper midscale hotel properties totaling 444 guest rooms and 1,816 SF of meeting space. The largest property is the Hampton by Hilton Inn Raleigh/Town Of Wake Forest with 110 upper midscale guest rooms.

There is currently one hotel in the pipeline in Wake Forest, the Towne Place Suites by Marriott Wake Forest, which is currently in final planning and will add 101 upper midscale guest rooms to the market in 2027.

In 2024 as of July, Wake Forest had a revenue per available room (RevPAR) of \$72.10, an average daily rate (ADR) of \$110.43, and occupancy of 65.3 percent. Having said that, occupancy levels in the town are still below pre-pandemic levels, as well as below the 70 percent threshold which generally indicates a healthy hospitality market.

Wake Forest Hotel Market Performance



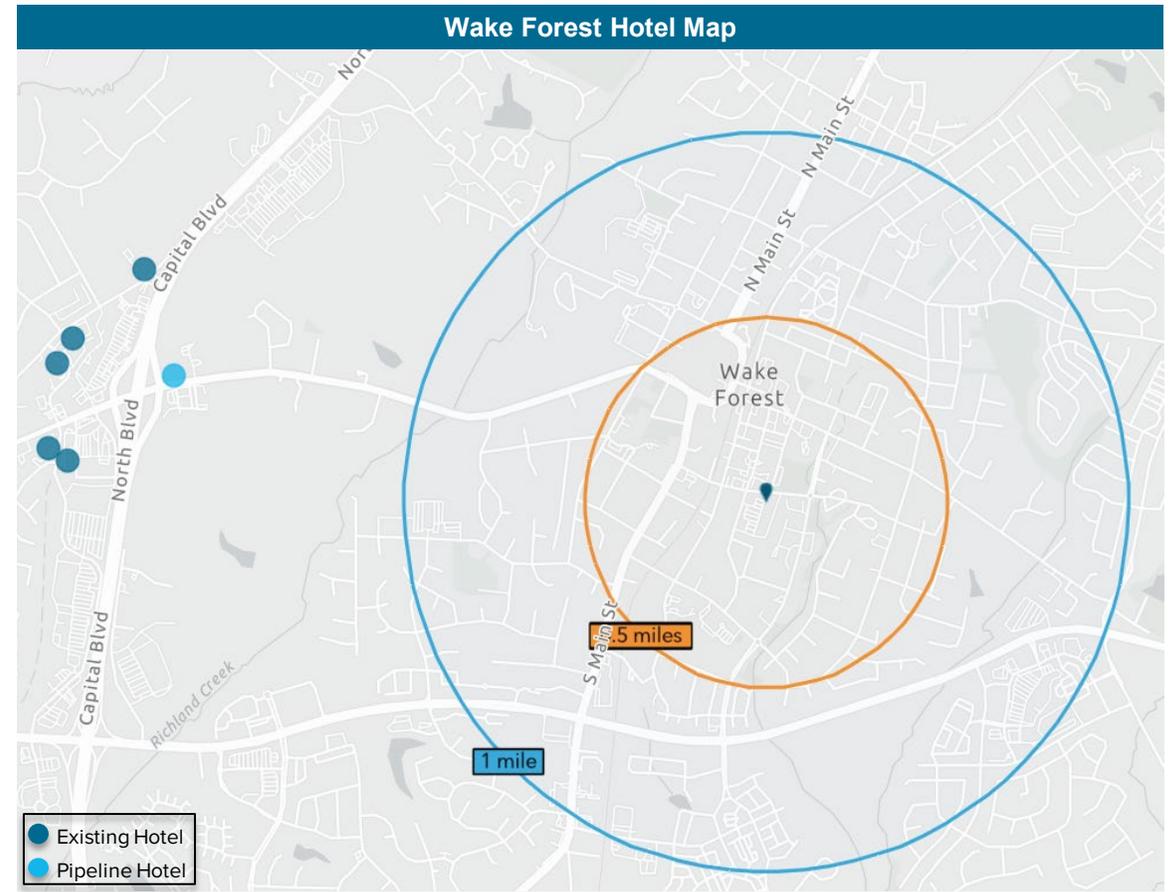
Note: Geographic area as defined by CoStar

*YTD data as of July 2024

Sources: CoStar, Johnson Consulting

Hotel Market

As illustrated on the right, there are currently no hotels, either existing or planned, within walking distance of the Renaissance Centre. This lack of nearby hotel inventory indicates a need for more convenient accommodations and possibly a larger presence of ride-share options for visitors attending events at a new arts and events center.



Sources: CoStar, Johnson Consulting

Renaissance Center Operations

Facilities

The Renaissance Center, though not purpose-built for its uses, has evolved into a vital and flexible community asset. The facility itself offers 5,418 total square feet of function space, most of which is concentrated in the 4,700 square foot Grand Hall. Additionally, there are two classrooms in the arts annex which can be combined to offer 718 square feet of function space. These spaces, along with a small classroom in the nearby senior center, support a wide variety of events and programming including professional and amateur performances, banquets, meetings, consumer shows, camps, and classes.

Event Demand

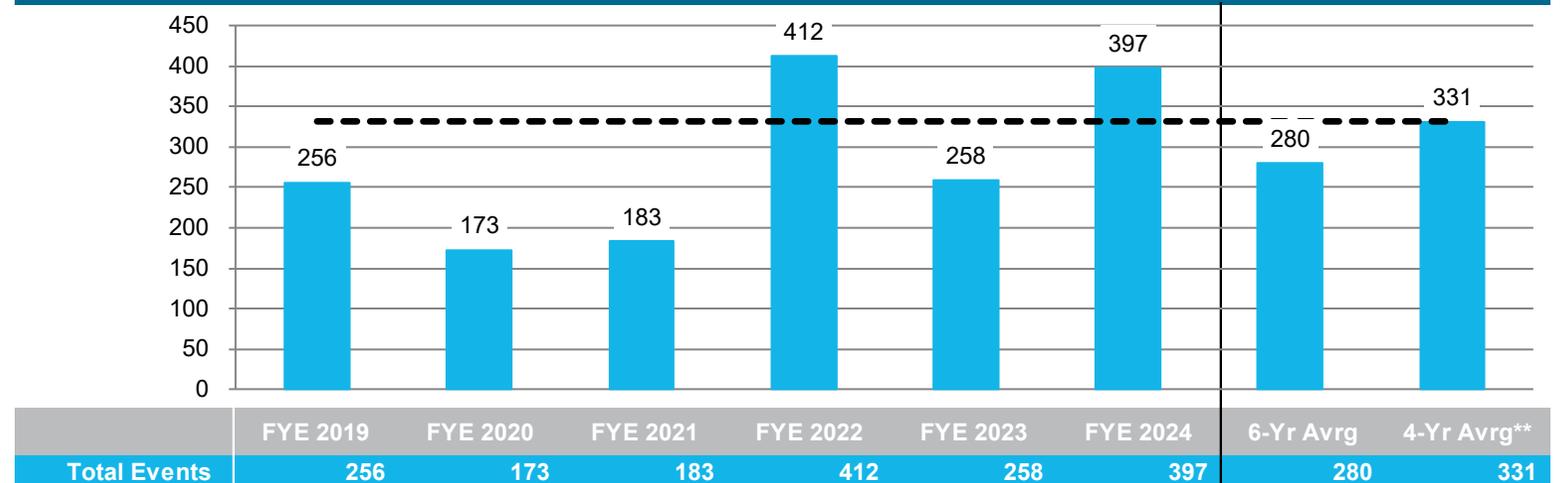
The RC's vitality is illustrated by the quantity of events it hosts; in FYE 2024, the RC accommodated 397 total events, or more than one per day on average. Notably, the facility's utilization has been higher the past three years than it was prior to the COVID-19 pandemic, running counter to the trend observed at most event facilities in the United States. Stripping out the pandemic-impacted FYEs 2020 and 2021, the RC averaged 331 events per year. Note that the event volume decline in FYE 2023 was due to closures at the senior center preventing some events from being held.

Wake Forest Renaissance Center Summary of Function Space Size and Capacities

	Size (SF)		Capacity (# of persons)		
	Smallest (Individual)	Largest (Combined)	Theater	Classroom	Banquet
Event Space					
Grand Hall	-	4,700	300	135	200
Total Event Space SF		4,700			
Meeting Rooms					
Classroom A	360	-	16	10	-
Classroom B	358	-	16	10	-
Classrooms A & B (Combined)		718	39	20	-
Total Meeting Room SF		718			
Total Function Space SF		5,418			

Source: Wake Forest Renaissance Center, Johnson Consulting

Wake Forest Renaissance Center Historical Event Demand



*RC's fiscal year is July-June

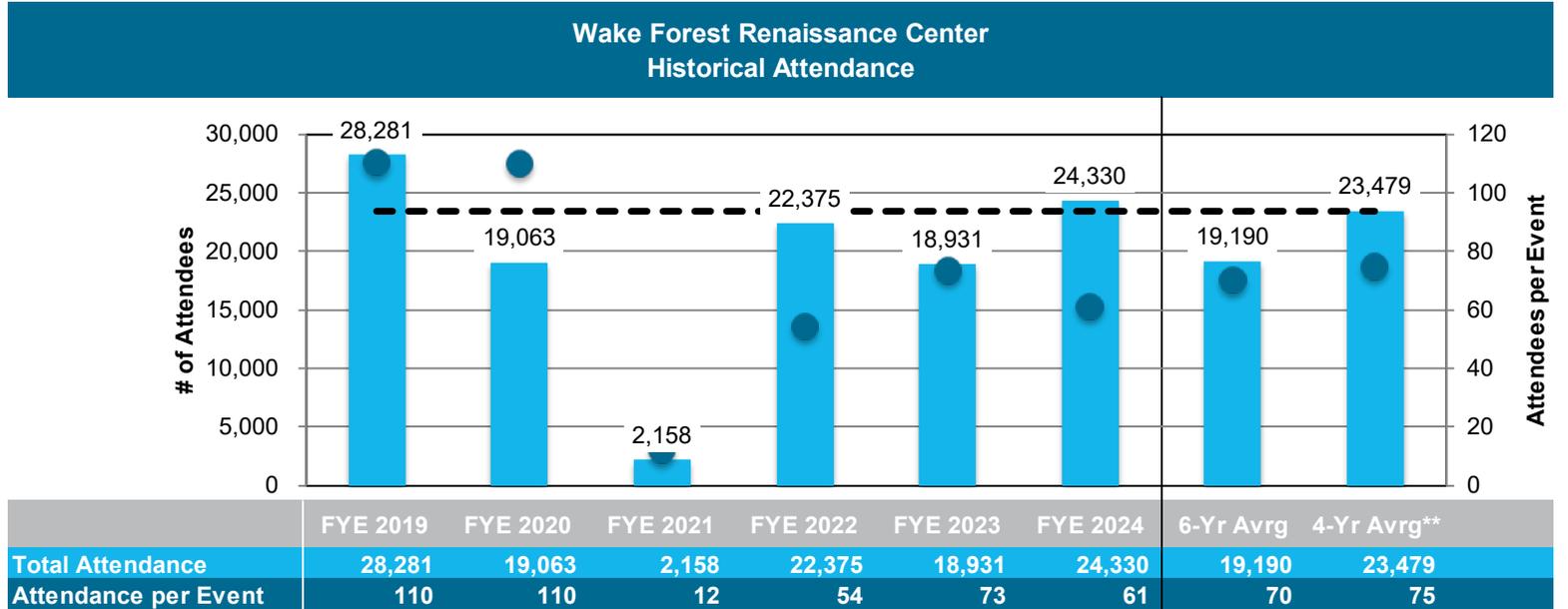
**Including FYE 2019, FYE 2022, FYE 2023, and FYE 2024 only. Fiscal years drastically affected by the COVID-19 pandemic are excluded.

Source: Wake Forest Renaissance Center, Johnson Consulting

Renaissance Center Operations

Attendance

In FYE 2024, the RC brought in 24,330 total attendees, averaging 61 attendees per event. Notably, though event demand has recovered to pre-pandemic levels, the facility has not seen attendance or average attendance meet or exceed the 28,281 and 110 figures observed in FYE 2019.



*RC's fiscal year is July-June

**Including FYE 2019, FYE 2022, FYE 2023, and FYE 2024 only. Fiscal years drastically affected by the COVID-19 pandemic are excluded.

Source: Wake Forest Renaissance Center, Johnson Consulting

Renaissance Center Operations

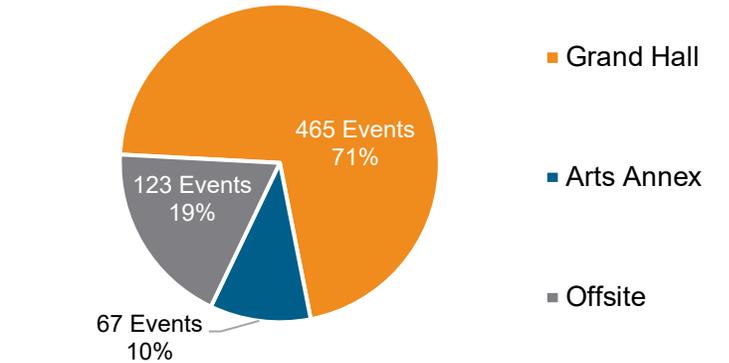
Events & Attendance by Space

As the chart on the top right shows, the vast majority of the RC's events – roughly 71 percent on average – occur within the Grand Hall, the RC's primary performance space which features a stage, sound booth, and bar. This space offers the most size and flexibility, enhanced by the RC operating team's ability and willingness to be creative in accommodating various events.

However, the Grand Hall does have some challenges. Most notable is the line of metal columns running perpendicular to the stage along the house right side of the space. These columns obstruct sightlines during certain events and limit some setups. Another significant challenge is that the hall's flat-floor nature makes it difficult for audience members in the back of the house to see the stage. The RC team rents risers for certain events to ameliorate this issue, but it comes a significant cost (roughly \$35,000 per rental) and the risers are not well suited for attendees in wheelchairs or who have difficulty walking.

Due to its size, which allows it to accommodate larger groups than the RC's other spaces, events in the Grand Hall also represent the vast majority of attendees to the facility – over 90 percent in FYE 2023 & 2024. Note that comprehensive data for events and attendance by space is only available for FYEs 2023 and 2024.

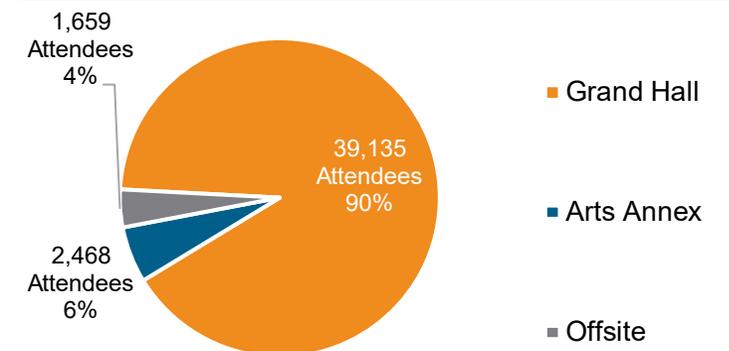
Wake Forest Renaissance Center
Events by Space, FYE 2023 & FYE 2024



*RC's fiscal year is July-June

Source: Wake Forest Renaissance Center, Johnson Consulting

Wake Forest Renaissance Center
Attendance by Space, FYE 2023 & FYE 2024



*RC's fiscal year is July-June

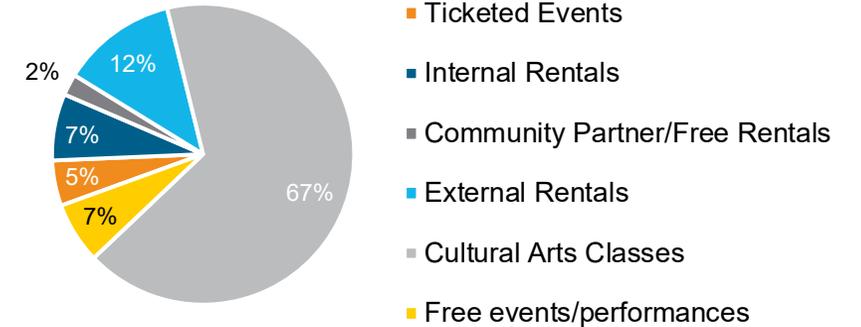
Source: Wake Forest Renaissance Center, Johnson Consulting

Renaissance Center Operations

Events & Attendance by Type

The vast majority of events hosted at the Renaissance Center are cultural arts classes. These events represented 67 percent of all events in FYEs 2023 and 2024, with external rentals representing the second-biggest category of events at 12 percent of rentals. However, due to the small average size of cultural arts classes, they represented only 16 percent of attendance during those two years. Rather, the plurality of attendance came from external rentals which averaged 217 attendees per events, followed by ticketed events which averaged 253 attendees per event (out of a maximum capacity of 300).

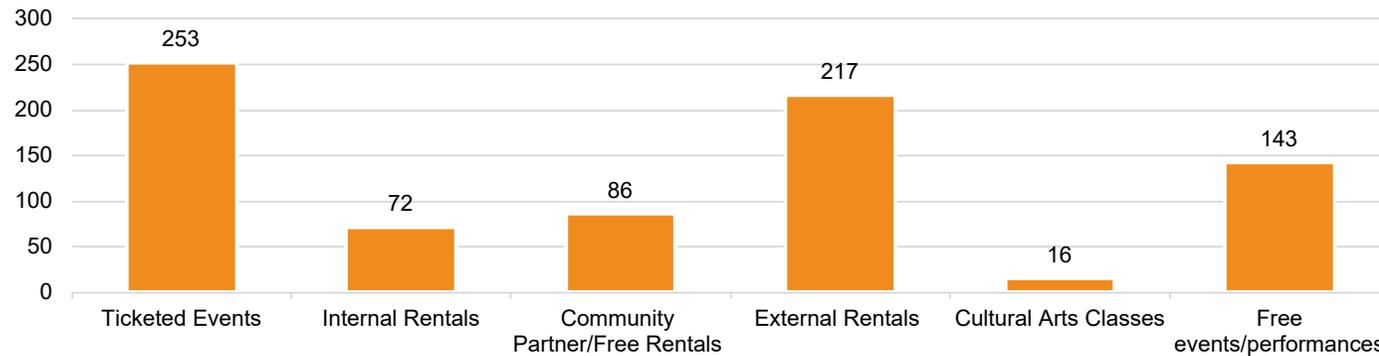
Wake Forest Renaissance Center
Events by Type, FYE 2023 & 2024



*RC's fiscal year is July-June

Source: Wake Forest Renaissance Center, Johnson Consulting

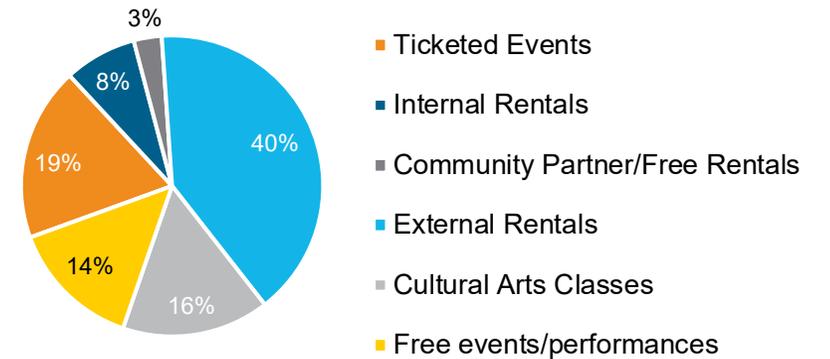
Wake Forest Renaissance Center
Average Attendance by Event Type, FYE 2023 & 2024



*RC's fiscal year is July-June

Source: Wake Forest Renaissance Center, Johnson Consulting

Wake Forest Renaissance Center
Attendance by Event Type, FYE 2023 & 2024



*RC's fiscal year is July-June

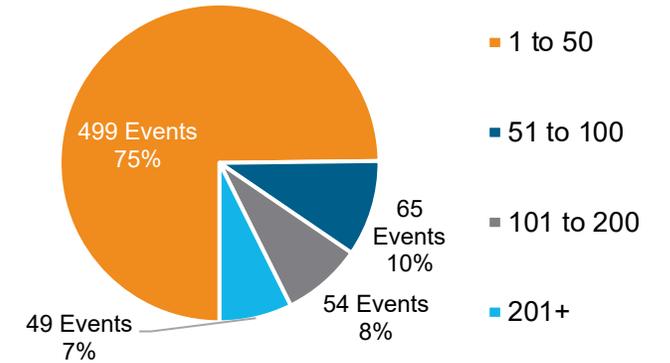
Source: Wake Forest Renaissance Center, Johnson Consulting

Renaissance Center Operations

Events by Size

The dominance of cultural arts classes (which tend to have smaller attendances) within the RC's calendar is reflected in the breakdown of events by size shown in the chart on the right. Events with 50 or fewer attendees represented 75 percent of all events in FYEs 2023 and 2024. The remaining 25 percent was split roughly evenly between events with 51 to 100 attendees (65 events or 10 percent), events with 101 to 200 attendees (54 events or 8 percent), and events with more than 200 attendees (49 events or 7 percent). Though smaller events represent the vast majority of the events total, larger events are still accommodated in a significant volume.

Wake Forest Renaissance Center
Events by Size, FYE 2023 & FYE 2024



*RC's fiscal year is July-June

Source: Wake Forest Renaissance Center, Johnson Consulting

Renaissance Center Operations

Lost Business

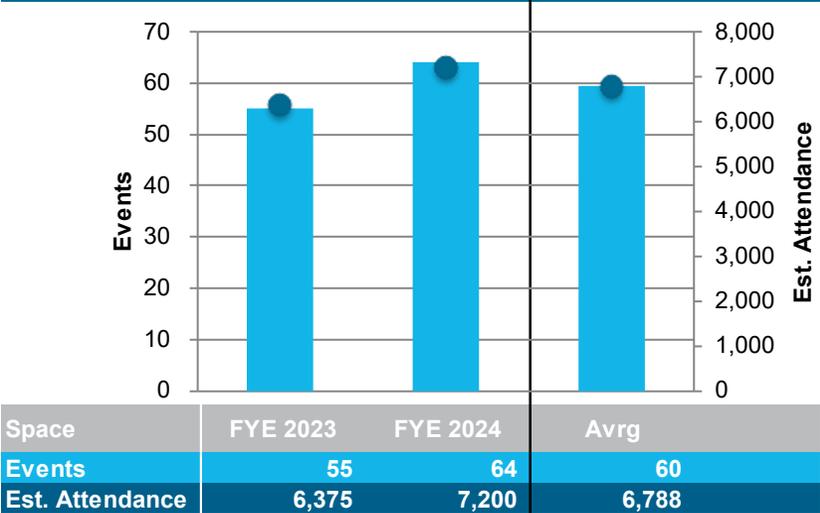
The RC began tracking lost business during FYE 2023. Over the last two fiscal years, the facility has averaged 60 lost events and an estimated 6,788 lost attendees per year. The majority of the lost business – 54 percent of lost events and 55 percent of lost attendance – was due to a lack of available dates, illustrating the RC’s high level of occupancy. Other common reasons included rental requests which don’t fit into the RC’s booking policy, which allows for rentals between one and six months in advance, and renters who chose not to move forward for unspecified reasons.

**Wake Forest Renaissance Center
Lost Business by Reason, FYE 2023 & FYE 2024**



*RC's fiscal year is July-June
Source: Wake Forest Renaissance Center, Johnson Consulting

**Wake Forest Renaissance Center
Historical Lost Business**



*RC's fiscal year is July-June
Source: Wake Forest Renaissance Center, Johnson Consulting

Renaissance Center Operations

Rental Rates, Fees, and Policies

The RC offers an “à la carte” rental structure, with graduated rates for different types of customers. Non-residents are charged the highest rates, while residents or business owners and cultural organizations are charged lower rates. Additionally, there are fees for various other services and amenities such as laying out a dance floor, serving alcohol, and bringing in an additional AV tech specialist.

Note that these fees only apply to rentals of the RC’s space – the facility also generates revenue from the ticketed performances it hosts as well as its educational programming and camps.

Wake Forest Renaissance Center Summary of Rental Rates and Fees				
Space	Non-Resident	Resident or Business Owner	Non-Wake Forest Cultural Org.	Wake Forest Cultural Org.
Grand Hall				
Full Hall (4-Hour Min.)	\$350 / hour	\$200 / hour	\$150 / hour	\$100 / hour
Arts Annex				
Classroom A (1-Hour Min.)	\$40 / hour	\$30 / hour	\$20 / hour	\$20 / hour
Classroom B (1-Hour Min.)	\$40 / hour	\$30 / hour	\$20 / hour	\$20 / hour
After-Hours Attendant	\$20 / hour	\$20 / hour	\$20 / hour	\$20 / hour
Other Fees				
Refundable Deposit (No Alcohol)	\$250	\$250	\$250	\$250
Refundable Deposit (Alcohol)	\$500	\$500	\$500	\$500
Dance Floor	\$100	\$100	\$100	\$100
Rentals with 151+ Guests	\$50 / hour	\$50 / hour	\$50 / hour	\$50 / hour
Additional AV Tech Specialist	\$25 / hour	\$25 / hour	\$25 / hour	\$25 / hour
Serving Wine & Beer	\$250	\$250	\$250	\$250
Serving Liquor	\$500	\$500	\$500	\$500

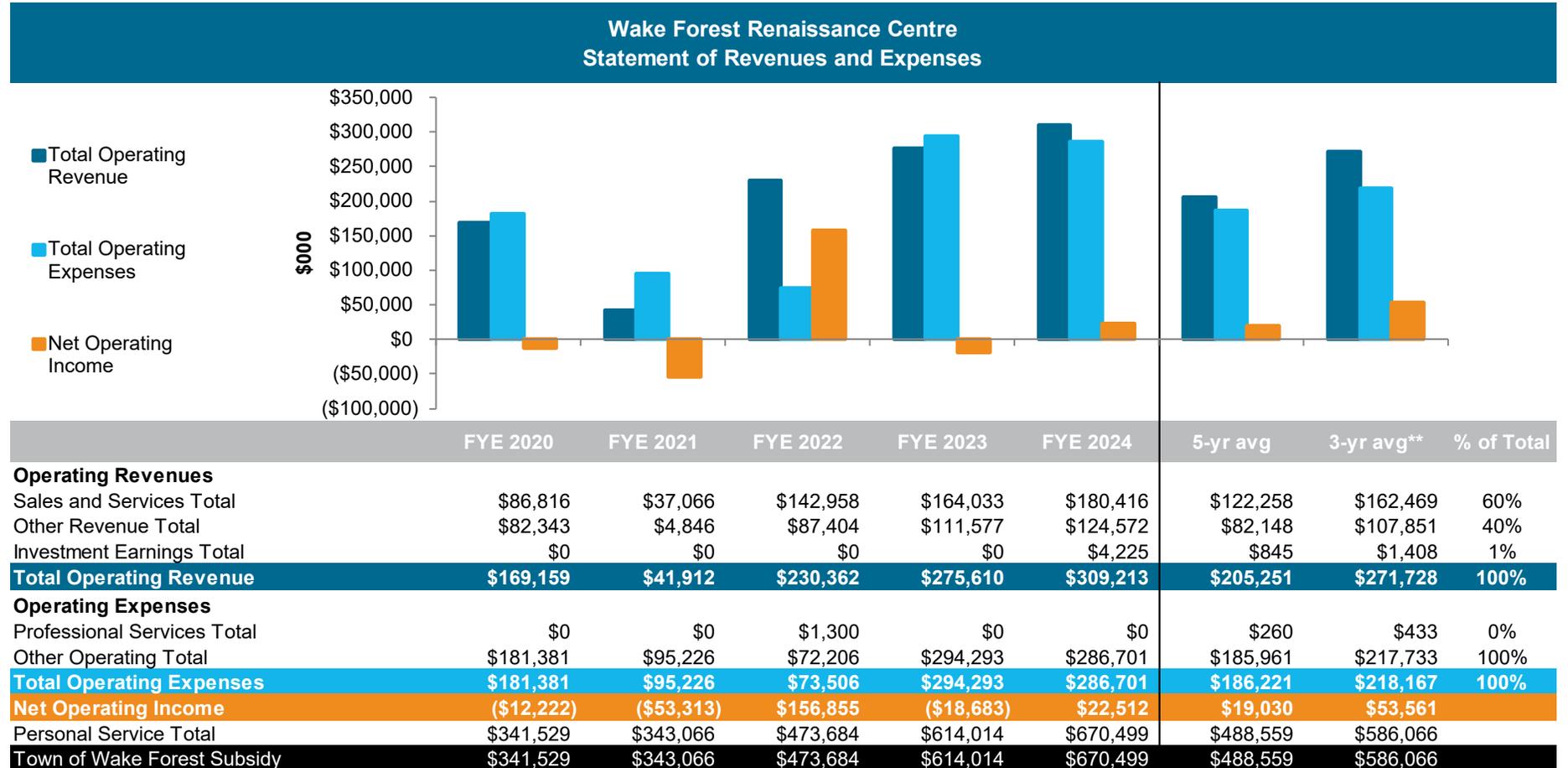
Source: Wake Forest Renaissance Center, Johnson Consulting

Renaissance Center Operations

Revenue & Expenses

In FYE 2024, the RC generated \$309,213 of revenues and incurred \$286,701 of operating expenses for a net operating income of \$22,512. The majority of the RC's revenue is generated by its sales and services, which includes facility rentals and recreation programs. Another significant revenue stream comes from events and performances, totaling almost \$100,000 in FYE 2024.

Note that the Town of Wake Forest subsidizes the Renaissance Centre's operations by covering all of the facility's personnel costs (such as salaries and wages).



*RC's fiscal year is July-June

**Including FYE 2022, FYE 2023, and FYE 2024 only. Fiscal years drastically affected by the COVID-19 pandemic are excluded.

Source: Wake Forest Renaissance Centre, Johnson Consulting

Implications

Wake Forest has experienced significant population growth of 4.4% per year from 2010 to 2024, far surpassing national (0.7%) and state (1.0%) averages. While growth is expected to slow to 2.8% annually over the next five years, the town maintains a relatively young median age of 38.5 years and a high educational attainment, with 60% of residents holding a bachelor's degree or higher. The median household income is notably higher than state and national figures, and is projected to grow steadily.

Despite having 41 performing arts venues within a 90-minute drive, most are in Raleigh, and only four small venues exist in Wake Forest. The local community exhibits high spending on entertainment, indicating a strong demand for a new performing arts center. Attendance at dance performances is also above national averages, suggesting an opportunity for diverse programming. Additionally, a new performing arts center could offer programming of a variety of events to appeal to the different interests of residents and visitors. Engaging the age groups of families and young professionals through educational programs could also deepen community connections to the arts.

Additionally, the lack of hotels in the town and around the town's attractions points to a need for growth in local hospitality, as a new performing arts center could attract visitors from outside of the town who would need accommodation. As the town is currently implementing the "Go Wake Forest" rideshare program, it's important to note that there are currently no hotels within walking distance of the Renaissance Centre. Thus, if a new performing arts center is established in Wake Forest, some visitors will likely rely on this service, as well as Uber and Lyft for transportation to and from the venue. With the upcoming Amtrak station set to open in Downtown Wake Forest in the near future, residents will soon have a convenient new transportation option that will enhance access to the town. This development presents an excellent opportunity for a new arts and events center, as it will attract both in-state residents and visitors from outside of the state.

The high volume of activity occurring at the existing Renaissance Center facilities also indicates an opportunity for expanding facility offerings. The existing RC is essentially full, averaging more than an event per day and turning down the majority of its lost business due to a lack of available dates. More multipurpose, performance, and classroom space would help accommodate existing demand and capitalize on the demand which is currently present in the community, as evidenced by the arts spending, but is largely being met by facilities in other, nearby communities. Overall, an expansion of the Renaissance Center would be a strong opportunity for Wake Forest, allowing the town to further tap into a strong community interest in the arts while also addressing gaps in the local entertainment and event space infrastructure.

3. Industry Trends

RENAISSANCE
CENTRE

UPCOMING
EVENTS

405



Introduction

Entertainment venues and event centers have long been at the forefront of live entertainment. While larger shows may take place in stadiums or arenas, most events thrive in a range of other smaller and purpose-built venues. Some of these events may include: multi-day music festivals, comedy shows, events like TED Talks, concerts, musical plays, dance productions, art and culinary events, and visual arts productions, among many others. Many people consider some combination of these entertainment offerings to be valuable to their community, and more importantly their overall quality of life. As an industry that supports millions of jobs and generates over \$166 billion of economic activity annually, it is easy to see why so many people support participation and funding for the arts.

While many understand the basics of performances such as comedy shows or concerts, theater, recitals, and dance productions, they prove to be more nuanced when it comes to the technical side of production and technical requirements. To help frame the different types of requirements, this section provides an overview of technical and operating trends for the performing arts and live entertainment industry.

Live Nation and the Talent Industry

Somewhat recently, there has been a tremendous consolidation in the entertainment venues field, starting in 2005. Live Nation Entertainment Inc. (Live Nation), one of the world's leading live entertainment and e-commerce companies, controls bookings for approximately 70 percent of the talent available and owns or controls over 200 venues around the country. They promoted 40,256 entertainment events and generated \$11.5 billion in revenue in 2019. This widespread control by Live Nation along with the demand by the gaming industry has led to higher guarantees to the acts, which impacts the cash flow available for operation of venues. This has made it more difficult for the smaller, more regional promoters to succeed in large venues. These factors combined with the reality that there are few artists who are able to draw enough concert goers to fill large facilities (over 10,000 seats) make independent booking of large arenas and amphitheaters harder to compete and succeed at.

Based on Live Nation's 2019 annual report, total ticket sales were approximately \$1.55 billion, or roughly 13.5 percent of total revenue. Live Nation Concerts recorded an increase of 5.2 percent in total attendance and 15 percent growth in number of events over 2018. A portion of the increase in ticket sales can be attributed to the heightened demand for events at amphitheaters, where high-end products and services helped increase spending by over 8 percent per person in 2019.

Costs borne by Live Nation increased in 2019 as well, with concerts failing to make a profit and corporate costs increasing by 16 percent. However, operating income was still up 16 percent from 2018, due in large part to significant increases in sponsorship & advertising revenue (17 percent YoY) and a minimization of ticketing expenses. In fact, sponsorship and advertising has become one of their most profitable areas of business, with a net operating income of \$330.3 million in 2019.

The downside of this strong performance is that talent prices are at an all-time high. Gaming venues have also been a big factor in talent price increases – they can afford the show, and they know that as long as they can get the attendance, the money will be made elsewhere. The adage that the acts get a majority of the ticket revenue, and the venues are really in the rent, concession and parking business could not be more accurate – especially for casinos, where gambling produces sizable profits.



Venue Management Consolidation

In 2024, Legends finished its acquisition of ASM Global, a deal which positions Legends with a role in all facets of facility development and operations but results in fewer options for operating sports and entertainment venues. ASM Global, a private management firm, currently runs about 350 arenas, stadiums and convention centers worldwide, including a dozen NFL and NBA venues. The merger effectively adds facility operations as the final piece of Legends' 360-degree business model and further shrinks the industry through consolidation. AEG Facilities owns the remaining 50% of ASM Global after it merged with the old SMG to form a standalone company in 2019. Legends is now the industry's biggest third-party facility manager, forging a strong connection to its existing lines of business in feasibility studies and market research; owner's representation/project management; food service and merchandise; and premium seat and sponsorship sales, including naming rights consultation.

Two years ago, OVG, co-owned by the former CEO of AEG, acquired Spectra, a provider of facility management, food service and marketing services. The transaction vaulted OVG into position as the second-biggest firm in that space behind ASM Global/ Legends. The result of all of this, as the diagram below shows, is a reduction in competition within the market for private management, potentially lowering the quality of service which owners receive in the long term.



VIP Experiences

In recent years, more entertainment venues have been offering enhanced VIP spaces and experiences in addition to typical seating options. These experiences can take many forms, with some common ones being dedicated VIP seating or standing sections (often with more comfortable seats), amenities such as higher-quality food and beverage options, dedicated restrooms and lounges, and backstage access where VIPs get to spend time before or after the show and even, in some cases, meet the entertainer or artist. VIP experiences provide venues the opportunity to sell premium tickets, often at multiple times the price of normal tickets, and serve customers who are interested in paying more for better experiences. They also provide sponsorship and partnership opportunities between venues and premium brands. This strategy has allowed venues to strategically target different market segments and with a wider variety of price and experience tiers.

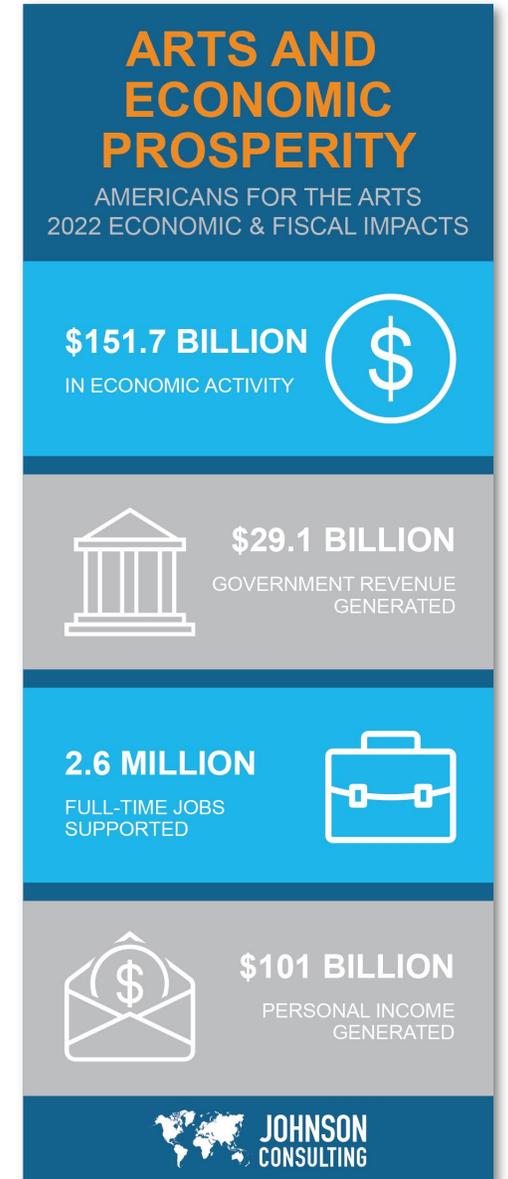


VIP area at the Delaware State Fair

Americans for the Arts

Every five years, Americans for the Arts releases a research study named Arts and Economic Prosperity, which details the economic impact of nonprofit arts and cultural organizations and their audiences. Currently, the research publication is on its sixth edition and highlights data primarily from 2022. The study includes data about spending, jobs, revenue, and household income among others, as well as survey results relating to the overall importance of arts and attendance trends. These findings include a wide array of event types ranging from jazz and outdoor entertainment festivals to non-musical plays and ballet.

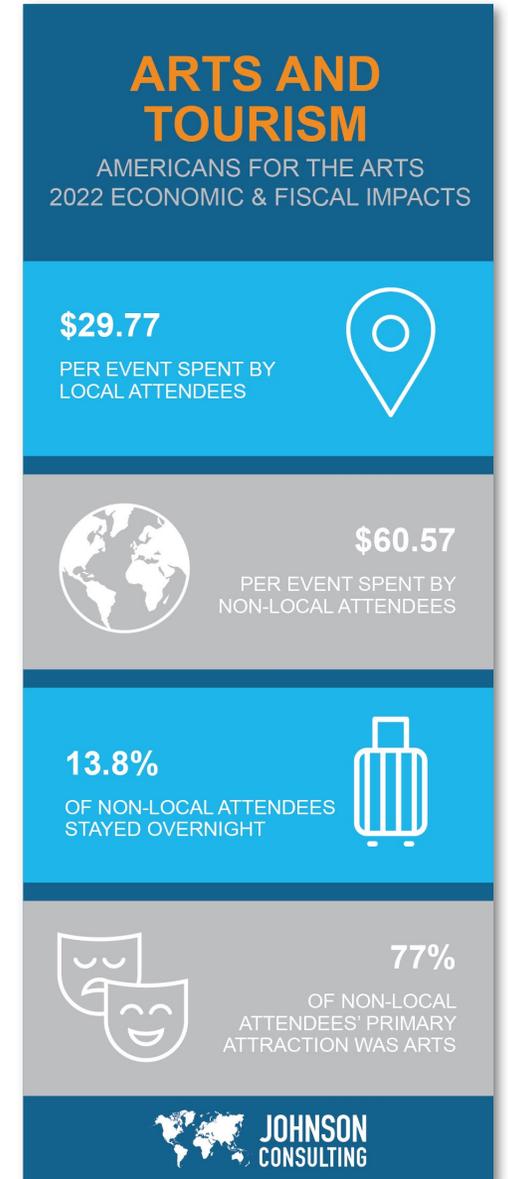
In 2022, nonprofit arts and cultural organizations and their audiences accounted for a total of \$151.7 billion in economic activity. This figure can be broken down further into two parts – spending by the organizations (\$73.3 billion) and event-related spending by the audiences (\$78.4 billion). As a multibillion-dollar industry, one can imagine the financial impact these nonprofit organizations have on government revenue as well. While audience spending generated \$10.8 billion in government revenue, the organizations added another \$18.3 billion for a total of \$29.1 billion. Compared to the initial budgets most municipalities provide for nonprofit arts and cultural groups, it makes for a substantial return on investment. The graphic to the right highlights these statistics.



Americans for the Arts

In addition to spending and government revenue, the arts are essential in generating the resources that help a community thrive – jobs and income. 2.6 million total full-time equivalent jobs were supported through these nonprofit organizations, with the organizations accounting for roughly 1.6 million of them. Furthermore, \$101 billion in resident household income was created, with roughly two thirds of that figure coming from organizations, and the audiences responsible for the rest.

One big aspect of nonprofit arts and cultural events is tourism, and the ability of an event to draw attendees locally and regionally from other counties. The reason it is so important to attract visitors from out of town is their propensity to spend more money – and thus generate more revenue for local economy. While the average attendee spends \$38.46 per person per event (not include cost of admission), this number is weighted because on average only 30.1 percent of attendees are nonlocal. While local attendance may outnumber that of nonlocals, the opposite is true when it comes to average spending. Local attendees only spend \$29.77 per person per event, compared to \$60.57 for nonlocal attendees. This means that on average, individuals attending from out of town spend more than twice as much as those attending their local event. This surely creates an enormous increase in revenue and economic activity. Of the nonlocal attendees, 13.8 percent reported utilizing overnight lodging – another big economic generator for a community. The graphic to the right highlights these statistics.



Survey of Public Participation in the Arts

In July 2022, the Survey of Public Participation in the Arts (SPPA) was administered by the National Endowment for the Arts as a supplement to the U.S. Census Bureau's Current Population Survey (CPS). The total sample size of the 2022 SPPA was 40,718 U.S. adults, aged 18 and over, of which 23.2 percent were represented by proxy respondents.

The 2022 SPPA covers the following topics and components:

Core 1: Arts attendance and literary reading

Core 2: Arts attendance and venue types

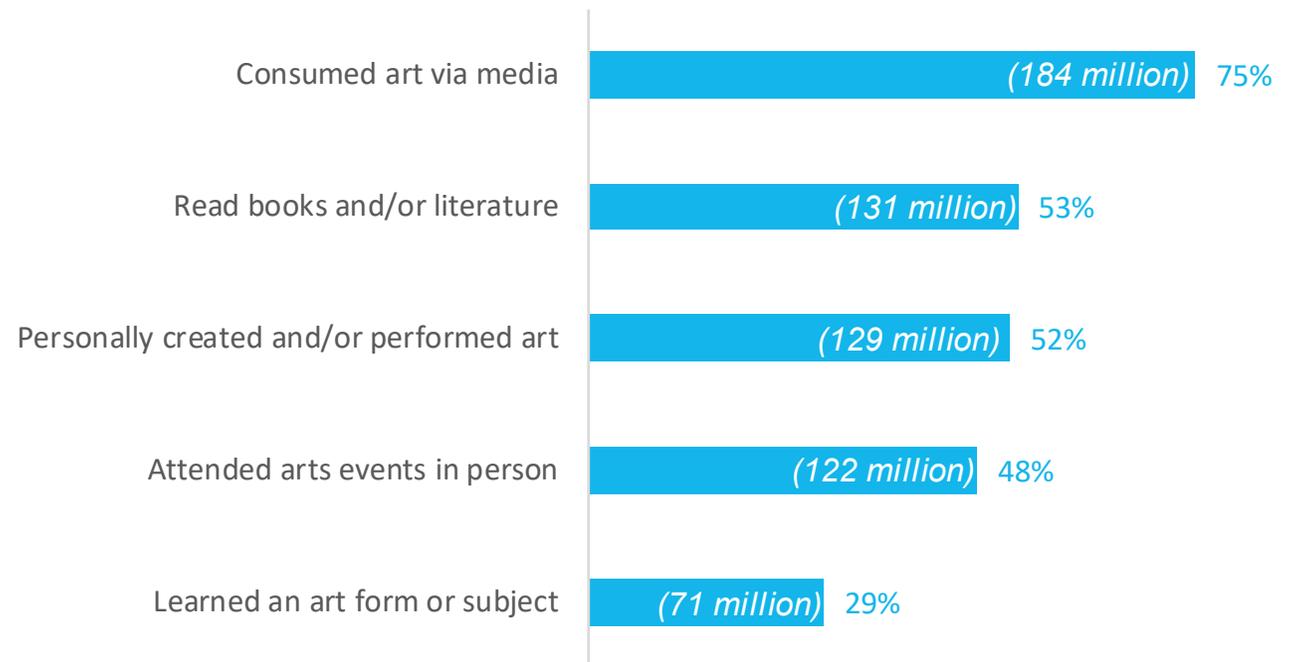
Module A: Consuming art via electronic or digital media

Module B: Performing art, creating visual art, and writing

Module C: Other artistic, cultural, and civic activities

Module D: Arts education

The chart to the right illustrates the percent of U.S. adults who participated in various arts activities at least once in a 12-month period in 2022. As can be seen, though in-person arts consumption is still very prominent, the ability to consumer art via media offers flexibility which is increasingly popular for consumers.

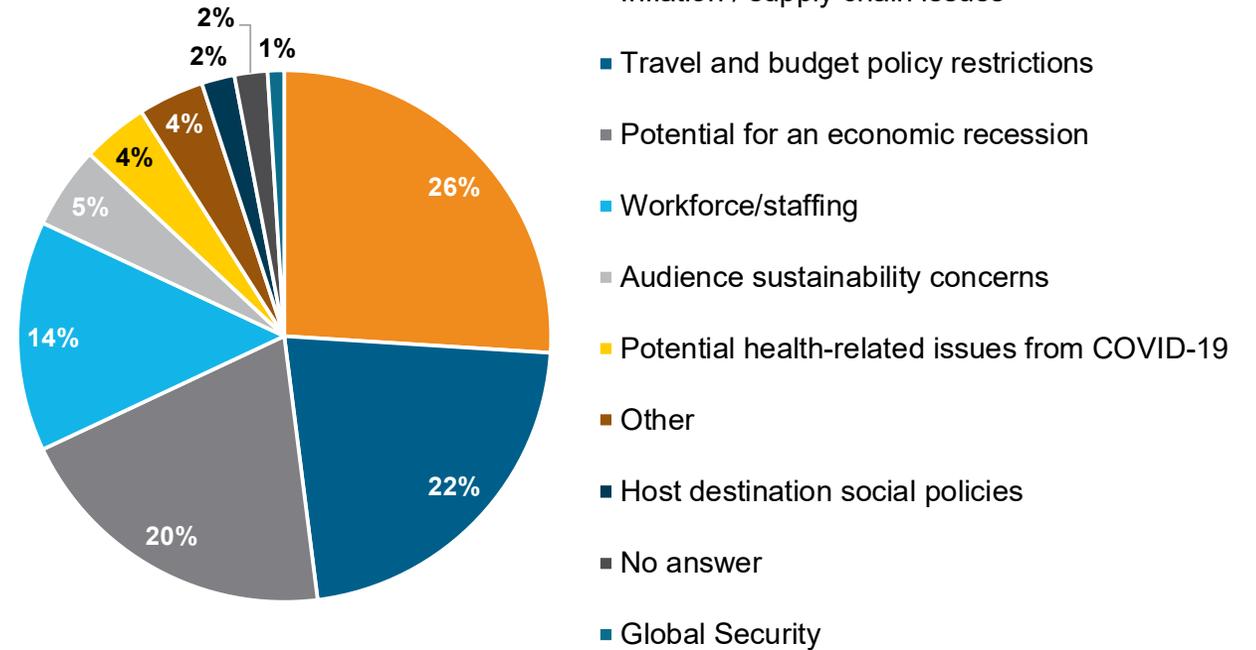


The Future of Meetings and Events

The convention, meeting, and exhibition industry is in a state of significant flux as it adapts to the new realities of the post-pandemic landscape. In the November 2022 issue of *Convene Magazine*, an events industry trade publication, the Professional Convention Management Association (PCMA) presented its annual industry forecast for 2023 and beyond. This report and others like it help provide insight into the direction that the events industry is going in the short and medium terms.

As part of the report, the PCMA surveyed over 200 event professionals about their outlook on the industry going forward. When asked what they believed will have the biggest impact on their events-related business in 2023, the top four responses were inflation / supply chain issues (26 percent), travel and budget policy restrictions (22 percent), potential for an economic recession (20 percent), and workforce / staffing (14 percent). By contrast, only 4 percent said that health-related issues from COVID-19 would have the biggest impact on their business. Though much of the concerns around the health-related implications of the pandemic have abated, the economic, social, and political consequences of COVID-19 remain very relevant and continue to have a significant impact on the events industry.

What do you believe will have the biggest impact on your events-related business in 2023?



Source: PCMA Annual Industry Forecast November 2022, Johnson Consulting

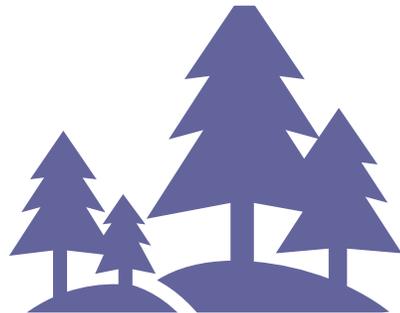
The Future of Meetings and Events

The pandemic hasn't just impacted the events industry's bottom line: It has altered the criteria by which a successful event is judged. In its June 2023 Meeting Room of the Future Barometer report, the International Association of Conference Centers surveyed more than 250 meeting planners from venues around the world. When asked how the criteria for meetings space has changed since the COVID-19 pandemic, respondents highlighted the five following categories:



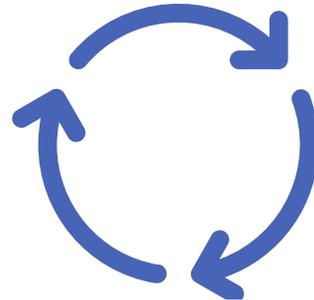
More Space

Due to the pandemic, people are used to having more space, making larger event venues more popular.



Outdoors

Outdoor spaces have also become more in demand since the pandemic, with attendees increasingly wanting a more airy, natural setting.



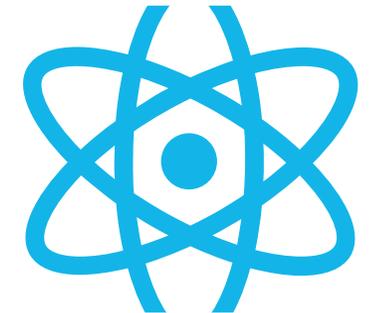
Flexible

Flexibility not only enables greater social distancing, but it also helps event planners cater to attendees' desire to have fewer rigid events with more breakout sessions



Hybrid

Hybrid work, socialization, and events are a legacy of the pandemic that appears to be here to stay. As such, it is important to consider how a venue will perform in a hybrid setting.



Evolved Technology

Beyond just hybrid events, the pandemic accelerated adoption of new technology and, as a result, attendees now expect more advanced, high-tech events to be the norm.

The Future of Meetings and Events

In August 2023, JCA, an arts marketing consulting firm, published a report on Trends in Audience Behavior. For the purposes of these findings, pre-pandemic refers to data prior to March 13th, 2020, and post-pandemic is referring to data after July 2021. The key takeaways of that report are highlighted in the graphic to the right.



Across all genres, ticket sales and ticket income have increased since the reopening season. Theatres were nearly as full as they were pre-pandemic in December 2022.



Decrease in ticket sales post-pandemic is not due to pricing, but subscriber ticket sales are down with standard tickets making up the bulk of ticket sales.



Growing new audiences will be imperative to increase audience members and replace non-renewing subscribers and create new returning audiences in the future.



The timing of when people buy tickets has not changed since the pandemic, but single ticket sales earlier in the runs of productions should be encouraged due to decreasing subscribers.



A focus on overall experience that is welcoming and encourages return visits.



Implications

As Wake Forest contemplates building a new arts and events facility, the Town has an opportunity to create something which responds to where the industry is today and where it will be in the future. In order to do so, the following key trends and factors should be considered:

Private Venue Management

The scale of the contemplated arts and events center would be on the small side relative to the typical venue with private management. Additionally, given the consolidation in that industry, there is some risk that a private management company might not be as engaged in the contemplated venue relative to its larger clients and the existing operations team at the Renaissance Centre is very strong and maintaining that strength will be key to the new venue's success. For these reasons, private management should not be a strong consideration at this point. However, a private catering partner within the new venue may make sense as that expertise is not currently present within the existing facility's operations.

Outdoor Space Offerings

The COVID-19 pandemic precipitated a shift in the events industry wherein planners and patrons alike became more interested in outdoor spaces for special functions, receptions, and pre- and post-function activity. Additionally, these types of spaces can help event facilities better connect with their context, leading to a greater sense of place and helping to drive awareness of local businesses and activities. Outdoor spaces adjacent to and integrated with the contemplated arts and events center should be a strong consideration.

Shifting Patron Bases

Many performing arts venues across the United States are experiencing shifts in their patron base. Even as the industry as a whole rebounds from the pandemic, subscriber bases have declined nationwide, partially due to older audiences representing a smaller portion of the overall patron base. Accounting for this revenue model shift in forward-looking projections will be key to understanding the contemplated arts and events center's revenue opportunity.

An aerial photograph of a university campus, heavily overlaid with a semi-transparent blue filter. The image shows a dense collection of green trees, several large brick buildings with classical architectural features like columns and pediments, and a central circular plaza or road intersection. The sky is a pale, hazy blue with a few wispy clouds. The overall tone is serene and academic.

4. Case Studies

Introduction

In order to better understand the overall market opportunity for a new performing arts center in Wake Forest, NC, this section provides a set of comparable case study profiles. The information presented is intended to provide insight into best practices and the general parameters that the proposed facility could reasonably be expected to operate. These facilities, summarized on the following pages, were selected because all were in the right size range, some are part of similar communities demographically, and some are more regionally relevant. It should be of note that the Renaissance Centre is profiled in the Market Analysis section of this report.

The following facilities were analyzed:



The Imperial Centre for the Arts & Sciences
Rocky Mount, NC



Cary Arts Center
Cary, NC



Lone Tree Arts Center
Lone Tree, CO



Parker Arts, Culture & Events Center
Parker, CO



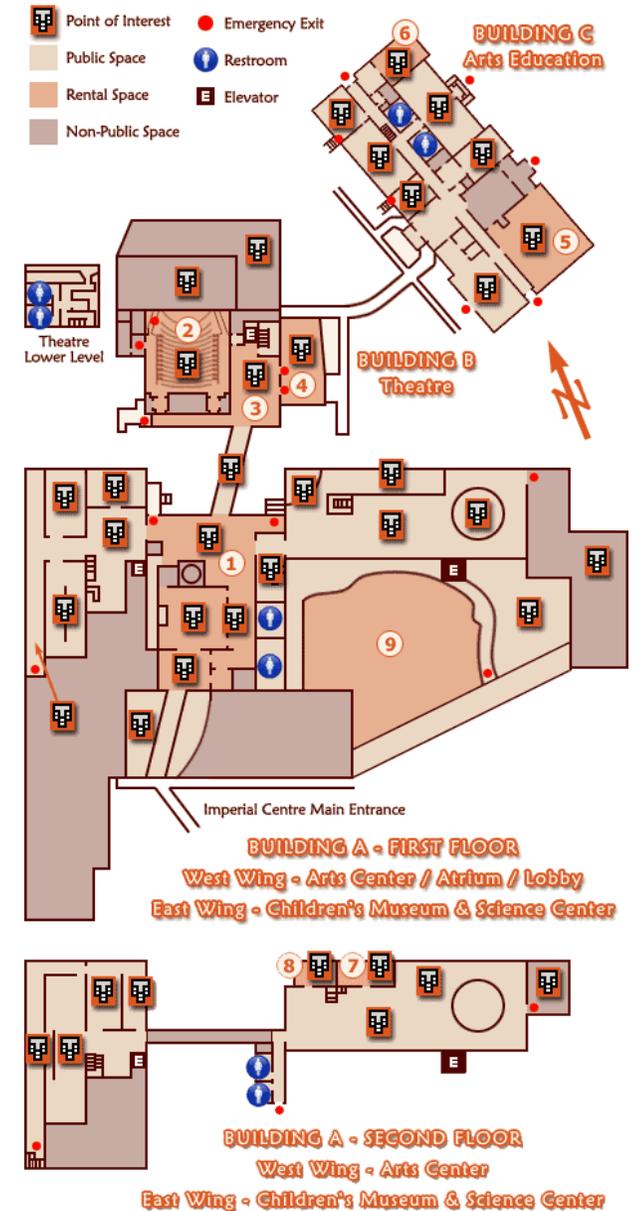
McGregor Hall
Henderson, NC

This section starts with profiles of each of the facilities analyzed. It then continues with a benchmarking analysis of the profiled facilities relative to the existing Renaissance Centre.

Imperial Centre – Rocky Mount, NC

Development: The Imperial Centre for the Arts & Sciences is located in Rocky Mount, NC, 58 miles east of Raleigh, the State capital. The facility, owned and operated by the City of Rocky Mount Parks & Recreation, opened in 1916 and was renovated in 2006.

Facilities: The facility comprises three buildings: Building A, which houses the lobby, children's museum and science center on the first floor; Building B, which features the theatre; and Building C, dedicated to arts education. Within the facility, you'll find a 300-seat theatre, a 2,550 SF Studio Theater that accommodates 225 standing or 140 seated guests, and an 1,810 SF Theatre Lobby with a standing capacity of 130 and seating for 75. Additionally, the 890 SF Fiber Studio offers a standing capacity of 65. The 7,100 SF Main Common Area can accommodate 350 standing and 210 seated guests, while the Outdoor Museum Courtyard spans 16,500 SF, providing standing room for 800 and seating for 400.



Imperial Centre – Rocky Mount, NC

Programming: The Imperial Centre offers a wide variety of programming, including theater performances as well as events and exhibits focused on the arts and sciences. Within the facility, the Children’s Museum and Science Center, the Arts Center, and the Community Theatre provide numerous interactive exhibits, galleries, and educational opportunities for visitors.

Demand: Johnson Consulting was unable to obtain demand information for this facility, however, according to Placer.ai, in 2023 the Imperial Centre had an attendance of 60,400 people, an average dwell time of 117 minutes, a visitor frequency of 2.15, and attracted 9.21% non-local visitors (defined as living 100+ miles away from the facility).

The Imperial Centre for the Arts Room Rental Rates				
Space	Reception Capacity (Standing)	Banquet Capacity (Seated)	City Resident or Non-Profit Rental Rate	Non-City Resident Rental Rate
Art Studio I (Arts Education Building)	60	40	\$45	\$68
Fiber Studio (Arts Education Building)	65	45	\$45	\$68
Main Common Area (Includes Atrium, Boiler & Orientation Area)	350	210	\$125	\$188
Smuseum Courtyard (Outside)	800	400	\$90	\$135
Studio Theatre (Arts Education Building)	225	140	\$90	\$135
Theatre & Lobby (Includes 1 theatre steward)	300	N/A	\$225	\$335
Theatre Lobby	130	75	\$90	\$135
Theatre Lobby, Terrace & Sculpture Courtyard	290	170	\$125	\$188
Theatre Terrace & Sculpture Courtyard (Outside)	160	95	\$90	\$135

*Rates are per hour

Sources: The Imperial Centre for the Arts, Johnson Consulting

The Imperial Centre for the Arts Box Office Ticket Prices

	Single Ticket	Season Tickets
Adults	\$11	\$45
Seniors and Students	\$9	\$35
Children 12 and under	\$7	-

Sources: The Imperial Centre for the Arts, Johnson Consulting

Ticketing & Parking: Tickets for events at the Imperial Centre can be purchased in person at the box office or online through Etix. The chart above shows the box office prices at the facility. Ticket prices are consistent based on the visitor's age, and season tickets can also be bought for a fixed rate. Additionally, the Imperial Centre offers a large parking lot for visitors.

Concessions & Food: The Imperial Centre does not have a restaurant or concessions, and food and drinks are not permitted beyond the main lobby.

Rental Rates: The chart on the left shows hourly rates and capacity information for each rentable space at the Imperial Centre, with capacities. Rates vary based on whether the renter is a city resident or non-profit, or if they are not a city resident.

Imperial Centre – Rocky Mount, NC

Financials: While Johnson Consulting was only able to obtain expense information at the Imperial Centre, the facility reported \$624,469 in expenses in 2021, \$727,663 in 2022, and \$758,718 in 2023.

Observations: The Imperial Centre’s unique layout emphasizes both theater and the arts and sciences, attracting a broader audience and generating greater interest in the facility. This diverse focus not only enhances visitor engagement, but also positions the Centre as a vibrant cultural hub within the community.

The Imperial Centre for the Arts Expense Statement (2021-2023)

	2021	2022	2023
Salaries	\$81,804	\$186,861	\$234,273
Employee Benefits	12,001	42,309	51,627
Operating Expenses	530,664	498,493	469,965
Capital Outlay	-	-	2,853
Total Expenses	\$624,469	\$727,663	\$758,718

Source: Guidestar, Johnson Consulting

Cary Arts Center – Cary, NC

Development: The Cary Arts Center is located in Cary, NC, just 11 miles west of Raleigh, and 28 miles southwest of the Renaissance Centre. Owned and operated by the Town of Cary, and previously utilized as an elementary school, the town broke ground for the \$13.1M renovation and conversion of the building in 2010 for the new arts center. The funds for the renovation came out of the Town’s general fund capital reserves.

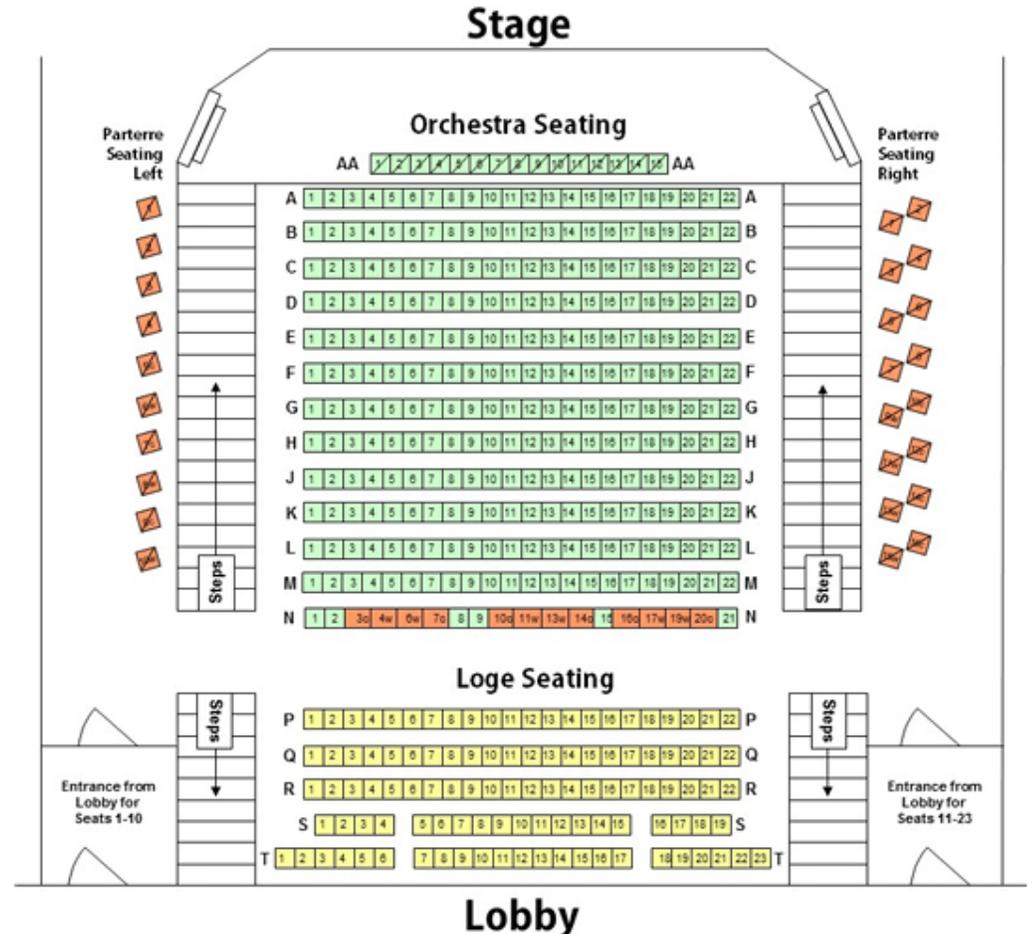
Facilities: The center is anchored by a theatre with a traditional proscenium layout, featuring 393 fixed seats. Additional seating can be added along the parterre, allowing for a maximum capacity of 431 seats. The center also includes several other rooms for use, such as the 348 SF Conference Room, which accommodates 12, the 1,308 SF Marcus Dry Room with a capacity of 131, the 987 SF Studio M10 for 10, the 635 SF Principal’s Hall with space for 50, and a 289 SF catering prep room.



Cary Arts Center

Performance Hall Seating Chart

- **Orchestra Seating**
 - **Loge Seating**
 - **Parterre Seating**
 - Row AA and Parterre Seating feature removable seating and may not be available for every show.
 - Row N and Parterre Seating provide accessible seating options to patrons with physical or mobility needs.
- Full Capacity: 431 • Standard Capacity: 416 (no Row AA)



Cary Arts Center – Cary, NC

Programming: The Cary Arts Center presents various performance programs, gallery exhibitions, history and public art displays, studio programs, and visual, performing, and ceramic arts classes and camps.

Demand: In 2023, the Cary Arts Center hosted 117 events, drawing a total attendance of 34,887. Additionally, there were 8,000 class registrations, resulting in a combined total of 42,887 attendees for the year. The center is home to 12 resident non-profit organizations.

Ticketing and Parking: The only authorized official ticketing provider for events at the Cary Arts Center Theater is the Etix website, (etix.com). There is free on-street parking available on several nearby streets, as well as five free parking lots with varying hours for patrons.

Concessions & Food: The center features a bar and concessions area that serves soda, beer, wine, and snacks. Concessions are available during most events at the Cary Arts Center Theatre that include an intermission. Guests are permitted to bring food and drinks from the concession stand into the theatre.

Theatre Rental Rates: The table to the right provides rental rate information for the theatre at the Cary Arts Center. Rates vary depending on whether the renter is a private or public (non-cultural) resident, or a non-resident, as well as whether they are a cultural facility resident or not. The theatre rental includes dressing rooms and green room access, basic cleaning costs, one house manager, box office personnel, and bar and concessions services (if the event has an intermission and food is not provided by the renter). Additionally, lighting, sound, rigging, soft goods, and other equipment, if needed, are included in the rental fee.



**Cary Arts Center
Theatre Rental Rates**

Renter	Base Rate for 5 Hours	Fee Per Additional Hour
Private or Public (noncultural), Residents	\$600	\$100
Private or Public (noncultural), Non-Residents	\$900	\$150
Cary-based Cultural Organizations (Facility Resident Organizations)	\$450	\$70
Cary-based Cultural Organizations (Non Facility Resident Organizations)	\$450	\$70
Theatre Performance & Reception Package	\$2,300 for 10 hours of theatre use and labor	

Sources: Cary Arts Center, Johnson Consulting

Cary Arts Center – Cary, NC

Room Rental Rates: Shown below are rental rates for the additional rentable rooms at the Cary Arts Center, along with square footage and capacity details. These rates are charged per hour and differ for Cary residents and non-residents.

Financials: According to facility management, in 2023, the facility's day-to-day operations were managed by 10 full-time employees. It reported a revenue of \$957,430.11 and expenses totaling \$2,387,380.70 (excluding maintenance, capital improvements, or utilities), resulting in a net operating loss of over (\$1.4M). The center did not receive grants or private contributions, and is funded solely by tax revenue.

Observations: The Cary Arts Center features a 431-seat theater along with several smaller meeting rooms. In 2023, the center drew a total attendance of 35,000 and received 8,000 class registrations, indicating a robust community interest. Their 12 resident non-profit groups contribute significantly to their attendance/registration numbers. Despite the smaller size of its meeting spaces, the facility attracted the highest percentage of non-local visitors, as highlighted by Placer.ai later in this report. This suggests that the center not only serves local residents, but also appeals to a broader audience.

Cary Arts Center Room Rental Rates

Space	Square Footage	Theater Style seating capacity	Classroom Style Seating Capacity	Cary Resident*	Non-Resident*
Principal's Hall	635	50	30	\$55	\$83
Marcus Dry Room	1,308	100	80	\$99	\$149
Studio M10	987	50	45	\$49	\$74
Conference Room	348	N/A	12	\$25	\$38
Catering Prep	289	N/A	N/A	\$25	\$38

*Rates are per hour

Sources: Cary Arts Center, Johnson Consulting

2023 Revenue & Expenses Cary Arts Center

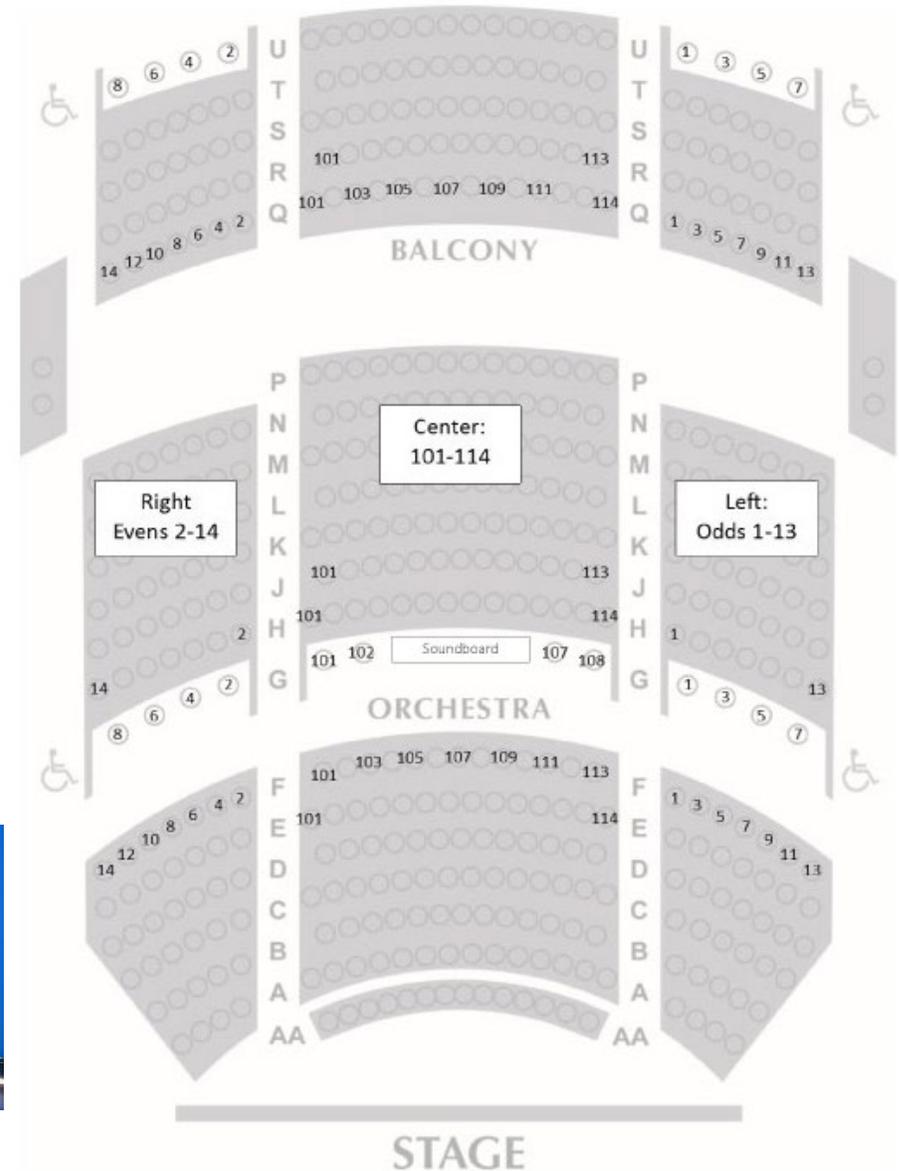
	2023
OPERATING REVENUES	
Operating Revenue	\$957,430.11
Total Revenues	\$957,430.11
OPERATING EXPENSES	
Operating Expenses	\$2,387,380.70
Total Expenses	\$2,387,380.70
Net Operating Income (Loss)	(\$1,429,950.59)

Source: Cary Arts Center, Johnson Consulting

Lone Tree Arts Center – Lone Tree, CO

Development: The Lone Tree Arts Center (LTAC) is located in Lone Tree, CO, just 18 miles south of Denver, the state capital. The center was built in 2011 with a construction cost of \$23M. The majority of the funds came from an \$16.9M bond issued by the City of Lone Tree, backed by a temporary increase in local sales tax dedicated to funding cultural assets. Those bonds were paid off in 2019, and the incremental 0.1875% sales tax used to pay them off has since been eliminated. Additionally, the City launched a capital campaign which helped pay for the balance of the project. Owned and operated by the City of Lone Tree, the LTAC hosts intimate performances and is an important meeting and event rental site for corporate, civic, private, and community arts groups.

Facilities: The LTAC features an entry hall and gallery, alongside a 480-seat main stage theater where every seat is no more than 60 feet from the stage. The theater is quipped with state-of-the-art lighting and sound systems, an orchestra pit, and fly space. Additionally, there is an intimate 200-seat event hall, which opens through a glass wall to a 350-seat outdoor terrace theater. The entry hall, the event hall, and the terrace theater are all convertible spaces that can accommodate a variety of setups, allowing the facility to host formal weddings, performances, corporate events, and more.



Lone Tree Arts Center – Lone Tree, CO

Programming: The 2024-2025 mainstage season showcases a diverse lineup, including pop, rock, and bluegrass music, alongside theater and dance performances. The center also offers special shows for young children and sensory-inclusive performances for both children and adults. Additionally, the SPARK! Alliance provides free, interactive cultural programs for individuals facing memory loss, early-stage Alzheimer’s, or related dementias, as well as their families and friends. Monthly hour-long programs highlight local artists from the Denver metro area, along with engaging discussion panels.

Demand: In 2023, the LTAC hosted 378 events, drawing a total attendance of 81,600 people. The season featured 115 commercial and touring acts, resulting in 192 performances. Looking ahead to the end of 2024, the center anticipates hosting 422 events with an expected attendance of 84,400. Although there are no permanent tenants, the Lone Tree Symphony and the Denver Concert Band rent space at the LTAC.

Ticketing and Parking: Tickets can conveniently be purchased through the Lone Tree Arts Center website with various ticket and seating options. The venue features a free parking lot with spots for over 200 vehicles.

Lone Tree Arts Center Rental Rates

		Main Stage Capacity 480	Event Hall Capacity 100-200	Grand Entry Hall Capacity 150
For-Profit Rate	Monday - Thursday (6 hour Rate*)	-	\$600	-
	Monday - Thursday (Daily Rate)	\$1,000	\$1,100	\$800
	Friday - Sunday (Daily Rate)	\$1,500	\$1,250	\$800
	Set-up/Tech Rehearsals (Daily Rate)	\$700 M-Th	-	-
	Weekly Rate	\$7,000	-	-
Non-Profit Rate	Monday - Thursday (6 hour Rate*)	-	\$500	-
	Monday - Thursday (Daily Rate)	\$800	\$900	\$700
	Friday - Sunday (Daily Rate)	\$1,200	\$1,100	\$700
	Set-up/Tech Rehearsals (Daily Rate)	\$550 M-Th	-	-
	Weekly Rate	\$6,000	-	-
Government/ Education Rate	Monday - Thursday (6 hour Rate*)	-	\$400	-
	Monday - Thursday (Daily Rate)	\$700	\$800	\$600
	Friday - Sunday (Daily Rate)	\$1,000	\$900	\$600
	Set-up/Tech Rehearsals (Daily Rate)	\$500 M-Th	-	-
	Weekly Rate	\$5,000	-	-

**This rate includes set up and break down by LTAC within this 6-hour window, otherwise rental becomes a full-day rental*

Source: Lone Tree Arts Center, Johnson Consulting

Concessions & Food: At most performances, the Lone Tree Arts Center offers a concessions menu consisting of beer, wine, cocktails, and non-alcoholic drink options. Snack options include candy, chips, and cookies. Patrons are welcome to bring drinks inside the theater, but food items must be enjoyed in the lobby.

Rental Rates: Shown above are the Lone Tree Arts Center’s current rental rates. These prices are categorized under 3 different rates: Government/Education, Non-Profit, and For Profit. In giving discounted rate categories, this allows more accessibility for the community to be able to use and enjoy their spaces.

Lone Tree Arts Center – Lone Tree, CO

Financials: The revenue and expense statement displayed to the right is from the City of Lone Tree’s Special Revenue Fund for Culture and Community Services, which encompasses the operational activities of the Lone Tree Arts Center and city-sponsored events. In this fund, total revenue was over \$2.3M in 2021, decreasing slightly to \$1.97M in 2022, then rising again to over \$2.4M in 2023. After accounting for expenses, the net operating losses were (\$35,922) in 2021, (\$856,754) in 2022, and more than (\$1.5M) in 2023.

Additionally, the public subsidy amount stays the same regardless of the facility’s revenue and expenses. If more revenue is brought in than anticipated, or they save on expenses, any overage of funds is added to a special fund. This fund is intended to help balance their budget from year to year when they have high-expense theatrical productions or artists. In 2023, the LTAC took \$57,087 from that fund, and their operating revenue does not include the public subsidy number.

Observations: The key takeaway from the Lone Tree Arts Center is that the convertibility of all of their spaces that allows them to host a variety of different events, and their extensive programming is truly all-inclusive, offering something for everyone that visits the venue.

Revenue & Expense Statement (2021-2023) City of Lone Tree Special Revenue Fund - Cultural & Community Services

	2021	2022	2023
OPERATING REVENUES			
Ticket Sales & Handling Fees	\$660,638	\$893,439	\$1,193,287
Rental Fees & Labor Costs	109,765	230,686	240,158
Concessions & Catering	66,969	96,524	125,779
Individual, Corporate & Foundation Contributions	330,716	295,890	394,096
Government Grants	425,378	356,294	376,928
LTAC Fund 501(c)(3) Contribution	684,174	5,950	76,577
Miscellaneous	6,214	16,255	7,611
Annual Events	13,289	8,361	13,601
Arts and Cultural Events	4,451	68,169	6,328
Total Revenues	\$2,301,594	\$1,971,568	\$2,434,365
OPERATING EXPENSES			
Administration	\$143,576	\$117,544	\$177,227
Programming	1,372,633	1,728,203	2,516,992
Marketing	300,232	396,566	432,528
Development	255,241	226,101	364,049
Annual Events	222,935	327,566	360,346
Arts and Cultural Events	42,899	32,342	109,852
Total Expenses	\$2,337,516	\$2,828,322	\$3,960,994
Net Operating Income (Loss)	(\$35,922)	(\$856,754)	(\$1,526,629)

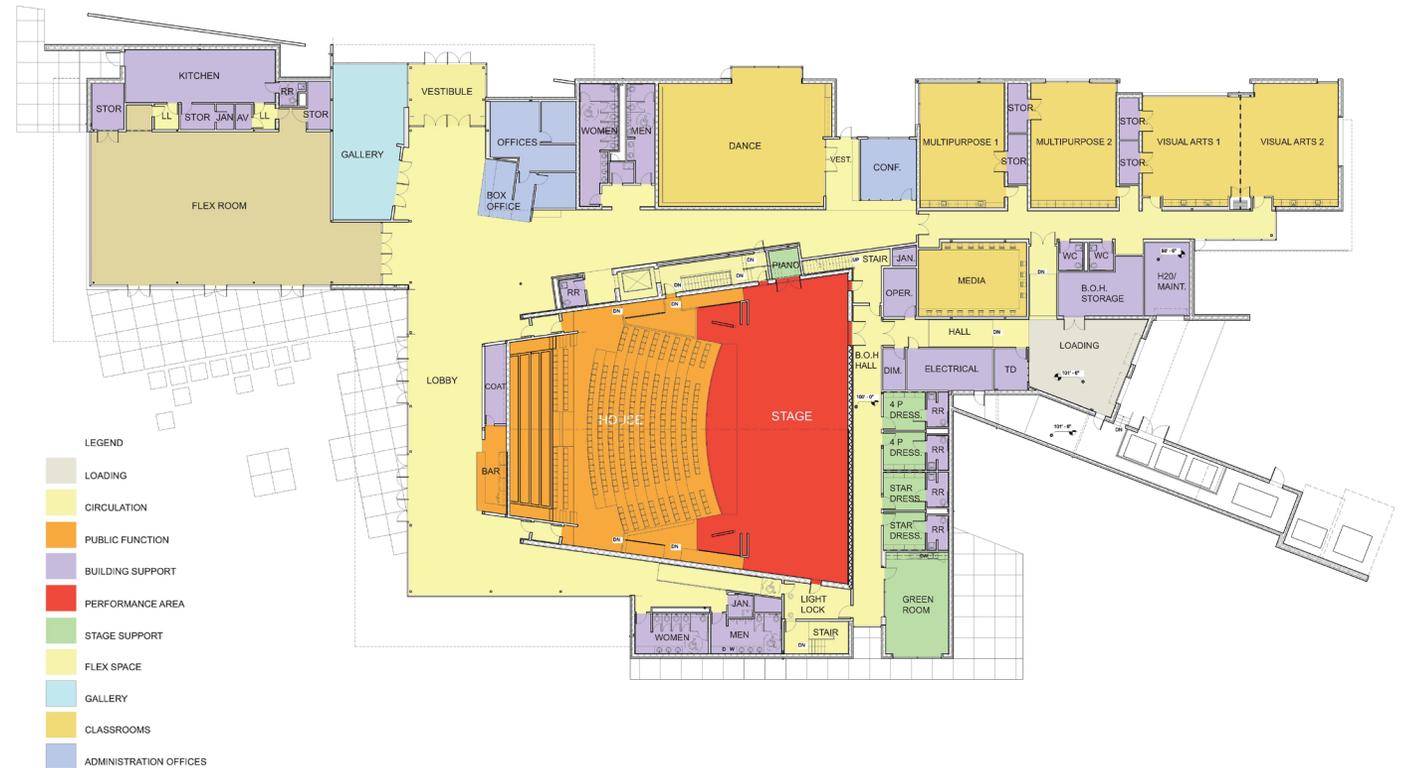
*The Lone Tree Arts Center operational activities and City sponsored events and cultural services are accounted for in the Special Revenue Fund – Cultural and Community Services.

Source: City of Lone Tree, Johnson Consulting

Parker Arts, Culture & Events Center – Parker, CO

Development: The Parker Arts, Culture & Events Center (PACE Center) is located in Parker, CO, just 24 miles southeast of Denver. The PACE Center was built in 2011 with a construction cost of roughly \$21.7M, paid for out of the City's general fund. Owned and operated by the Town of Parker and the Town's cultural development, the venue offers unique gathering spaces and provides access to a wide variety of performances, exhibits, and educational programs in arts, culture, history, and science.

Facilities: The 2,992 SF Mainstage Theater has 500 seats without Orchestra Pit seating, and 534 seats with it. The 2,992 SF Event Room accommodates up to 270 people for theater seating, 60 for classroom setups, and a maximum of 200 for banquets. The 828 SF art gallery can host 75 people for theater seating and 50 for banquets. Additionally, the dance studio and smaller reception rooms range from 600 to 1,680 SF, seating between 25 and 100 guests. The PACE Center also offers an outdoor patio available for rent. The adjacent historic Schoolhouse complex features the 200-seat Schoolhouse Theater, along with additional event spaces, classrooms, dressing rooms, and a dance studio.



Parker Arts, Culture & Events Center – Parker, CO

Programming: The PACE Center has multiple different offerings in the categories of Art Exhibits and Receptions, Classical Music, Comedy, Community Events, Cultural, Dance, Family Discovery Series, Free Concert Series, Fundraiser, Holiday, Interactive Events, Jazz, Musicals, Lectures, Plays, School Group Matiness, and more. Additionally, the center hosts unique educational classes and camps in content creation, music, STEM, theater, painting, calligraphy, watercolor, ceramics, journaling, photography, cooking, and more.

Demand: The PACE Center typically hosts 120 events each year in their event room, attracting 80,000 attendees to theater performances, 20,000 to free events, and another 40,000 to various other activities. While they don't have anchor tenants, they collaborate with partner organizations like the Parker Symphony Orchestra and the Parker Chorale. In addition, they present around 164 commercial and touring acts, along with 50 rental events.

Ticketing and Parking: The PACE Center Box Office, the phone center, and the Parker Arts website are the only official ticket providers for Parker Arts events. Parking at the PACE Center and The Schoolhouse is always free, though it may fill up during other downtown events, so seeking public parking downtown may be necessary.

Concessions & Food: Outside food and beverages are not permitted at the PACE Center. However, you can enjoy items purchased from their concessions inside of the theater. Concessions are cashless and accept credit cards only. Intermission pre-orders can be placed upon arrival, though this option may not be available for all events.

Rental Rates: Shown to the right are the rental prices for the PACE Center. Similar to having varying rates based on a full-day rental or rentals by the hour, or different rates for residents, for profit, and not-for-profit organizations, the PACE Center has rates that vary by the day of the week. This can encourage a higher rate of utilization during weekdays as weekends are typically in higher demand for private rentals.

Parker Arts, Culture & Events Center Rental Rates (Per Day)			
	PACE Center	The Schoolhouse	Notes
Meeting Package Monday - Thursday	\$1,500	\$1,000	Package not available Friday - Sunday Non-Ticketed Only; Includes 5hrs
Theater Package Monday - Thursday	\$4,000	\$1,500	Includes 9hrs
Theater Package Friday - Sunday	\$6,000	\$1,850	Includes 9hrs
	\$5,000	\$1,500	Multiple Days

Source: The PACE Center, Johnson Consulting

Parker Arts, Culture & Events Center – Parker, CO

Financials: The PACE Center generates approximately \$3.5M in revenue each year, against \$6M in expenses, resulting in a net operating loss of about (\$2.5M). They receive between \$1.7M and \$2.8M in public subsidies, and a grant from the Scientific and Cultural Facilities District (SCFD). This grant is funded by a penny on every \$10 in sales and use tax collected, distributed annually to qualifying organizations across seven counties in the Denver metro area. The SCFD grant provides vital operational support to small, medium, and large organizations and helps bring world-class exhibits and events to the region that might not otherwise be possible. The PACE Center receives approximately \$535,000 annually from this grant, along with around \$259,000 from private contributions, including memberships, sponsorships, and donations.

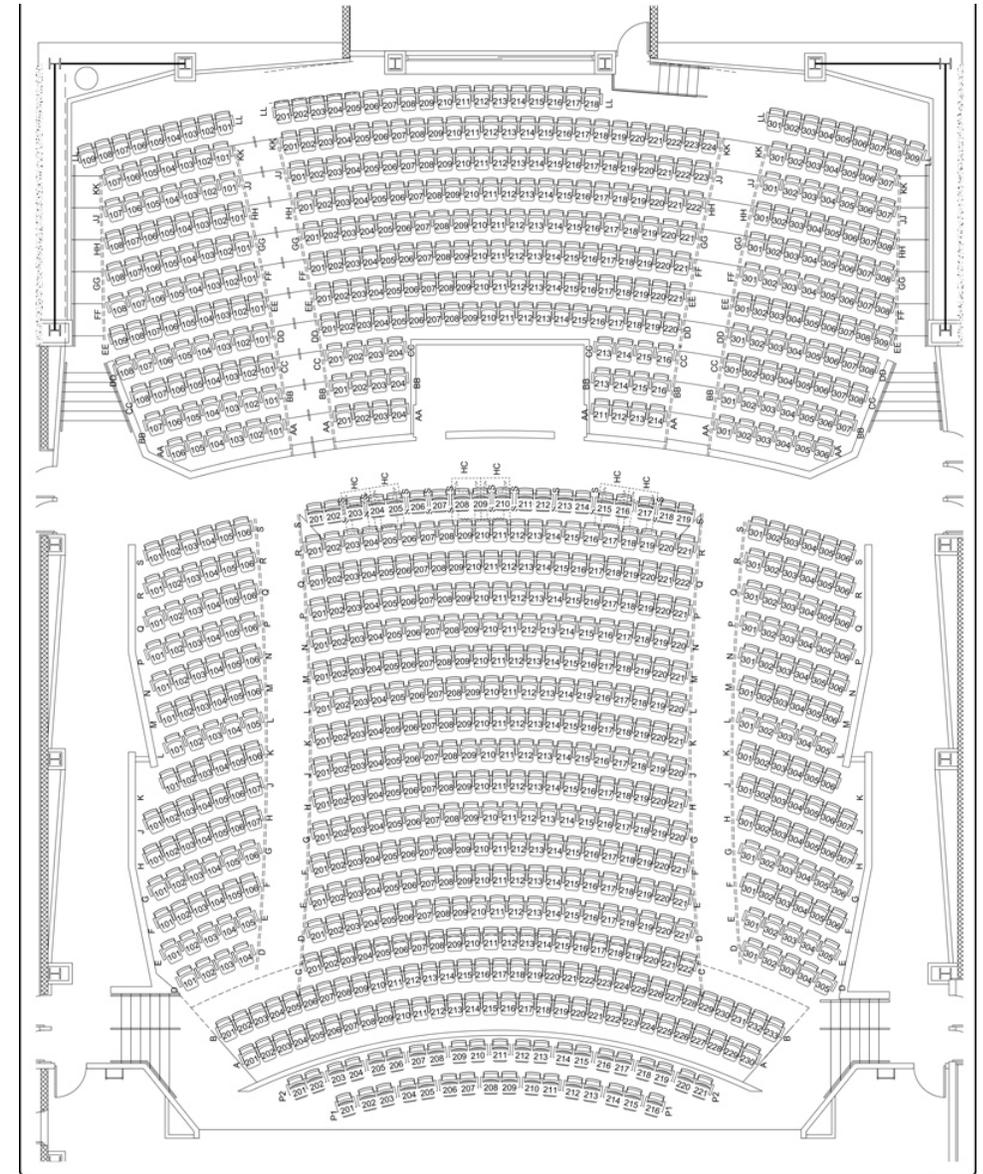
Observations: The PACE Center has the second-largest theater capacity among the case studies reviewed, along with various meeting and event spaces that can accommodate large groups. Its robust programming in the arts, combined with unique educational classes and camps on topics like content creation, calligraphy, and photography, sets it apart from other facilities and allows it to attract visitors outside of show performances. This diverse offering not only enhances its appeal, but also positions the PACE Center as a leading destination for both entertainment and learning in the community.



McGregor Hall – Henderson, NC

Development: McGregor Hall is located in Henderson, NC, just 28 miles north of Wake Forest and 45 miles north of Raleigh. The hall was built in 2015, and opened in January of 2016. The project cost \$8M to build and was paid for by the Embassy Cultural Center Foundation (ECCF), a non-profit entity established to revitalize Henderson’s downtown through strategic investments in education and arts. The ECCF secured a loan from the United States Department of Agriculture to finance the project, and services the debt on that loan via a combination of facility revenues and donations. Note that the City of Henderson does not subsidize McGregor Hall’s operations.

Facilities: McGregor Hall is anchored by a 1,000-seat theater with a professional grade theatrical stage and orchestra pit that meets today’s Broadway production standards. There are a total of 32 mirror stations spread between 5 dressing rooms that each have unique features such as a private restroom, live feed from the auditorium, and individual climate control.



McGregor Hall – Henderson, NC

Programming: McGregor Hall hosts musicals, dance and music performances, educational series, auditions, and private events.

Demand: A study by the NC State Municipal Research Lab assessed the economic impact of McGregor Hall and found that from 2019 to 2022, the venue generated \$448,876 in ticket sales and \$102,592 in concession sales. During this period, there were 213 major non-ticketed event days and 123 major ticketed event days, contributing significantly to local restaurant and hotel revenues. Overall, McGregor Hall is estimated to have contributed approximately \$15.6 million to the city during these years.

Ticketing and Parking: Tickets for shows and events at McGregor Hall can be purchased in three different ways: online via Etix, by calling the Box Office, or in person. Shown to the right are some upcoming shows at the venue with ticket prices, which vary based on show and if tickets are bought in advance, or on the day of. There are multiple free parking options for visitors at McGregor Hall. There are two lots located on the west side of the building, along with additional parking available along Breckenridge Street. For those needing accessible options, two parking areas are equipped with handicapped spaces. Additionally, the traffic circle at the front entrance allows for convenient passenger drop-off and pick-up.

Rental Rates: Johnson Consulting was unable to obtain rental rate information for this facility.

Financials: Johnson Consulting was unable to obtain financial information for this facility.

McGregor Hall Ticket Sales and Concessions (2019-2022)			
	Ticket Sales	Concession Sales	Monthly Sales Totals
Total	\$448,876	\$102,592	\$45,956
Resident	\$247,237	\$46,085	\$24,443
Non-Resident	\$201,639	\$56,507	\$21,512

Source: Embassy Cultural Center Foundation: Economic Impact Study of McGregor Hall

McGregor Hall Upcoming Show Ticket Prices		
	Advance	Day Of
The Hunchback of Notre Dame	\$26.69	\$32.03
The Grand Ol' Christmas Show	\$37.36	\$42.70
The Bridges of Madison County	\$26.69	\$32.03
Catapult Shadow Dance	\$37.36	\$42.70
50 Years of Hip Hop: An Evening with Sugarhill Gang	\$37.36 / \$28.82	\$42.70 / \$34.16
Average (using the highest rate listed)	\$33.09	\$38.43

Sources: McGregor Hall, Etix, Johnson Consulting

McGregor Hall – Henderson, NC

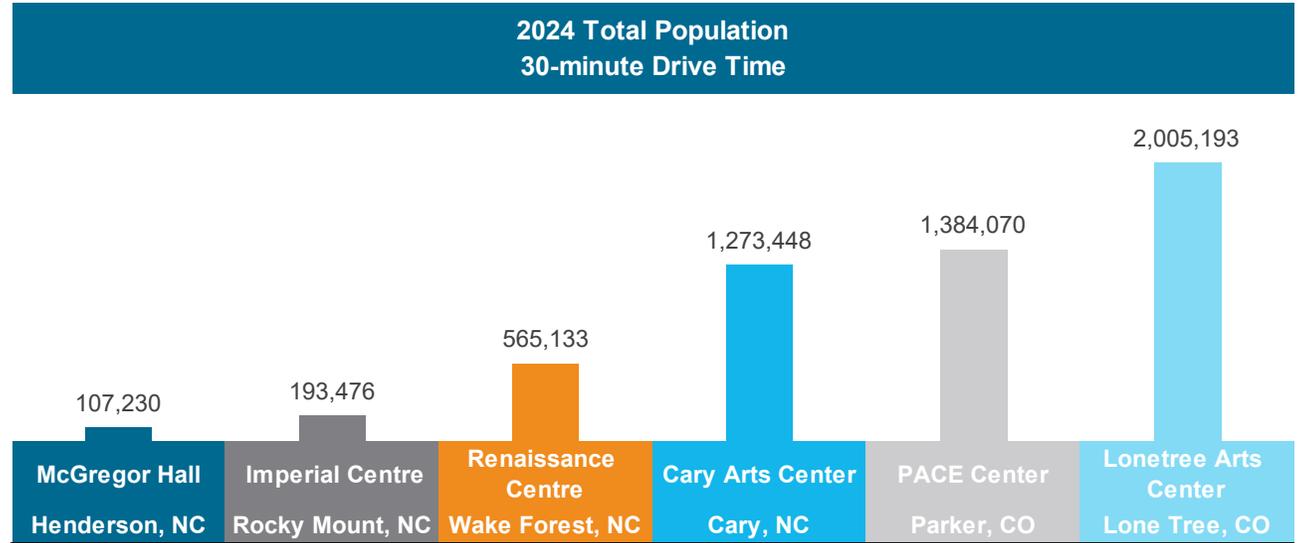
Observations: McGregor Hall has the largest theater capacity among the case studies, accommodating 1,000 seats. Its professional-grade theatrical stage and orchestra pit meet current Broadway production standards, complemented by well-equipped mirror stations and dressing rooms. They have a busy calendar filled with private events, and their concessions contribute significantly to their revenue.



Population and Utilization Comparison

The chart on the top right shows the 2024 population within a 30-minute drive time of each chosen case study facility's respectful city. In 2024, there was a total population of 565,133 people within a 30-minute drive of the Renaissance Centre.

The table on the bottom right illustrates the average spending and index on retail and food & beverage within a ½ mile radius of each venue, with the national average set at an index of 100. The Lone Tree Arts Center in Lone Tree, CO holds the highest rankings among the compared venues, likely due to its proximity to Denver, the State capital. In contrast, the Imperial Centre has a retail spending index of 41 and an index of 42 for food & drink expenditures. This suggests that while the Lone Tree Arts Center benefits significantly from tourism and its strategic location, the Imperial Centre may struggle to attract similar levels of consumer spending. The Imperial Centre's lower spending figures could suggest a lack of attractions or amenities that resonate with potential customers.



Source: Esri, Johnson Consulting

*Venue	2024 Retail Goods		2024 Retail Trade & Food/ Drink Expenditures	
	Average Spend**	Index***	Average Spend**	Index***
Imperial Centre	\$13,316.45	41	\$12,759.03	42
McGregor Hall	\$20,327.59	63	\$19,540.18	65
Renaissance Centre	\$24,950.96	77	\$23,591.62	79
Parker Arts, Culture & Events Center	\$26,553.94	82	\$25,174.48	84
Cary Arts Center	\$33,312.99	103	\$31,354.52	104
Lone Tree Arts Center	\$45,855.81	142	\$42,951.06	143
AVERAGE	\$27,386.29	-	\$25,895.15	-

*1/2 mile radius from each venue

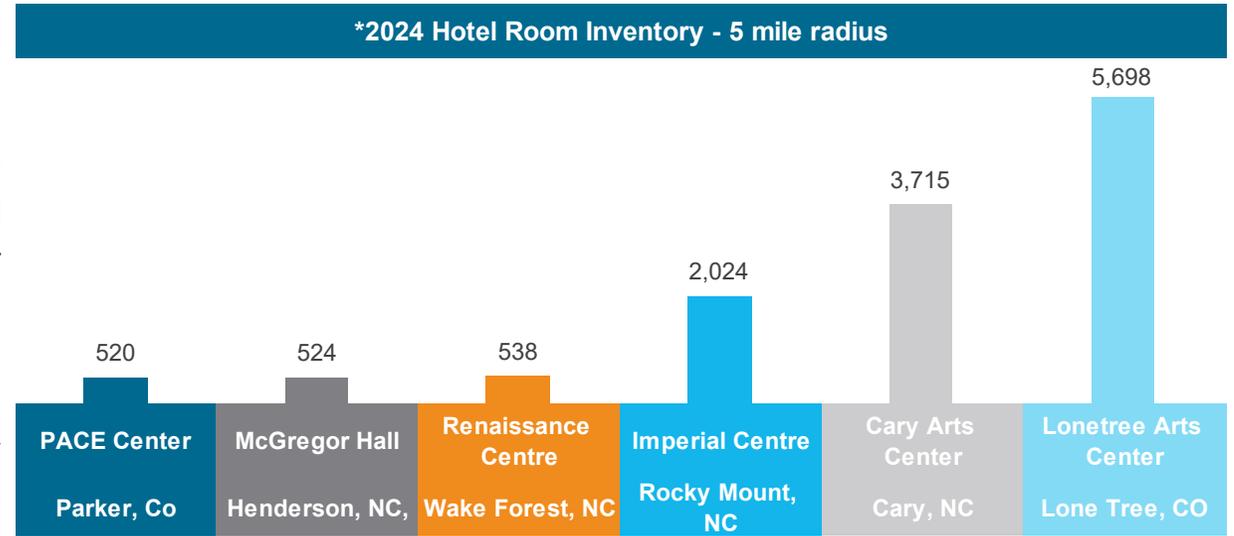
**Average spend per person, per annum

***National Average = 100

Source: Esri, Johnson Consulting

Hotel Room Comparison – 5-mile radius

The chart on the right illustrates hotel room inventory within a 5-mile radius of each venue, according to CoStar. The Renaissance Centre ranks fourth in hotel room inventory, coming in far below the Imperial Centre at 2,204 rooms. As mentioned before, the Lone Tree Arts Center ranks highest in retail and food & beverage spending, which may be contributed to by their large hotel inventory, which is the highest of the case study set at 5,698 rooms. As a higher number of nearby hotel rooms likely supports increased tourist activity and spending, the hospitality inventory surrounding the Renaissance Centre would need to increase in order to support new development.

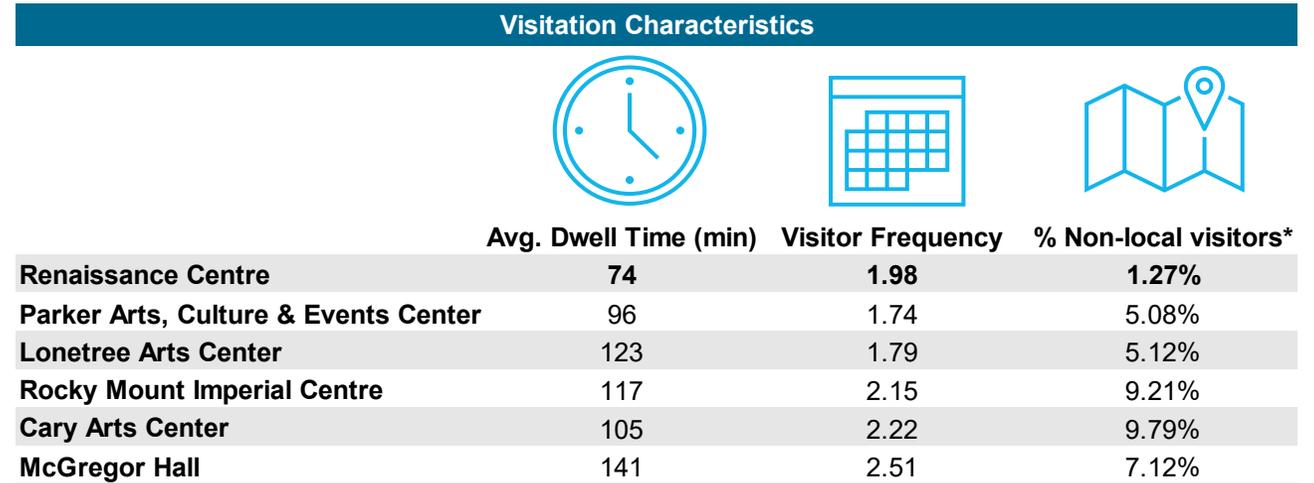


*Hotel Inventory as of October 2024

Source: Costar, Johnson Consulting

Visitation Characteristics Comparison

The chart on the left shows visitation characteristics of the case study facilities. According to Placer.ai, a data provider that aggregates location data from users' mobile apps usage, the Renaissance Centre has the lowest average dwell time, as well as proportion of non-local visitors. McGregor Hall had the highest average dwell time, and visitor frequency, but the Cary Arts Center had the highest percentage of non-local visitors. The Renaissance Centre's average dwell time and non-local visitors implies that it primarily attracts local residents, potentially indicating a lack of broader appeal for visitors.

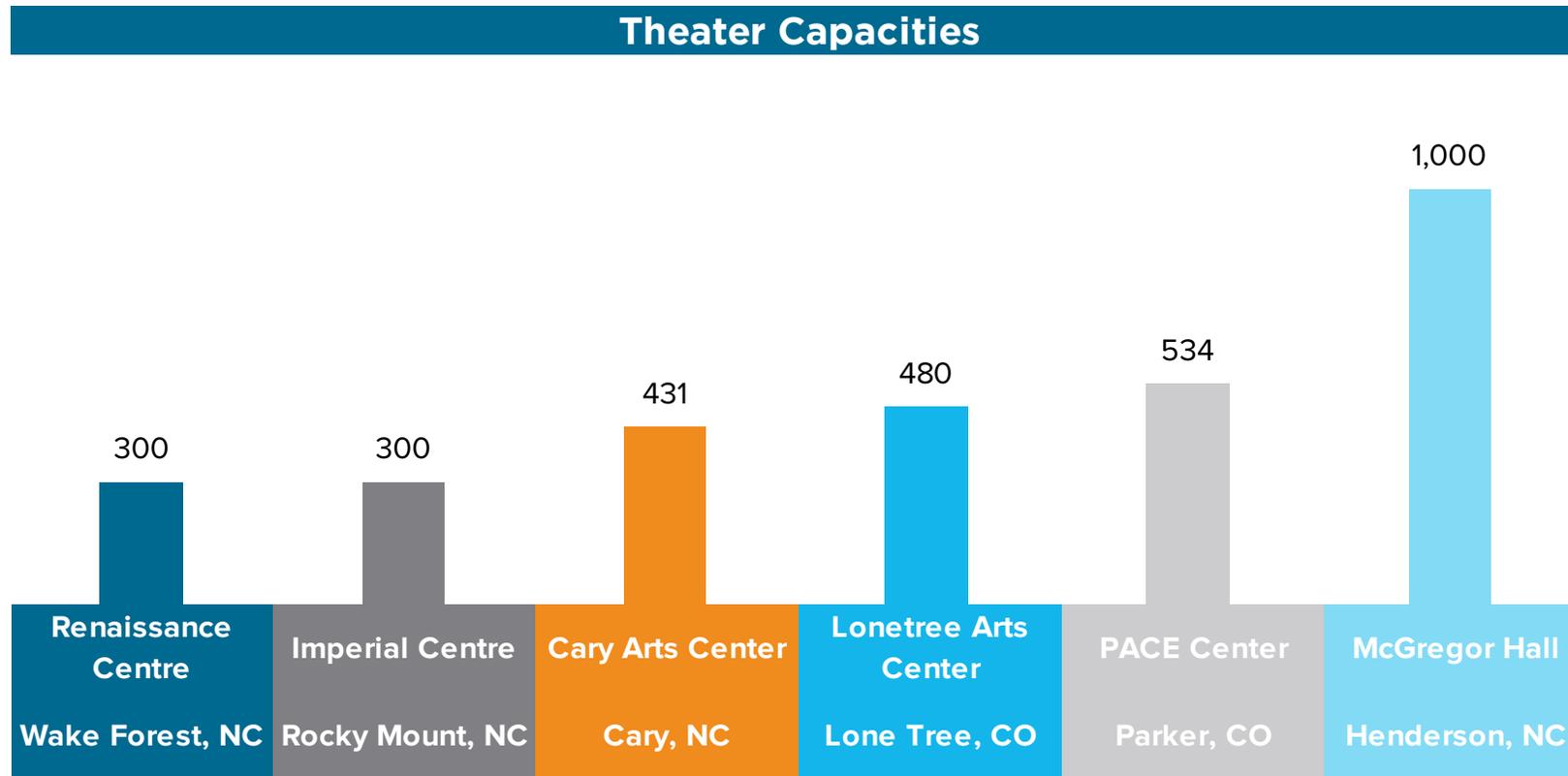


*Non-Local Visitors are defined as those living <100 miles away from the facility

Source: Placer.ai, Johnson Consulting

Theater Capacity Comparison

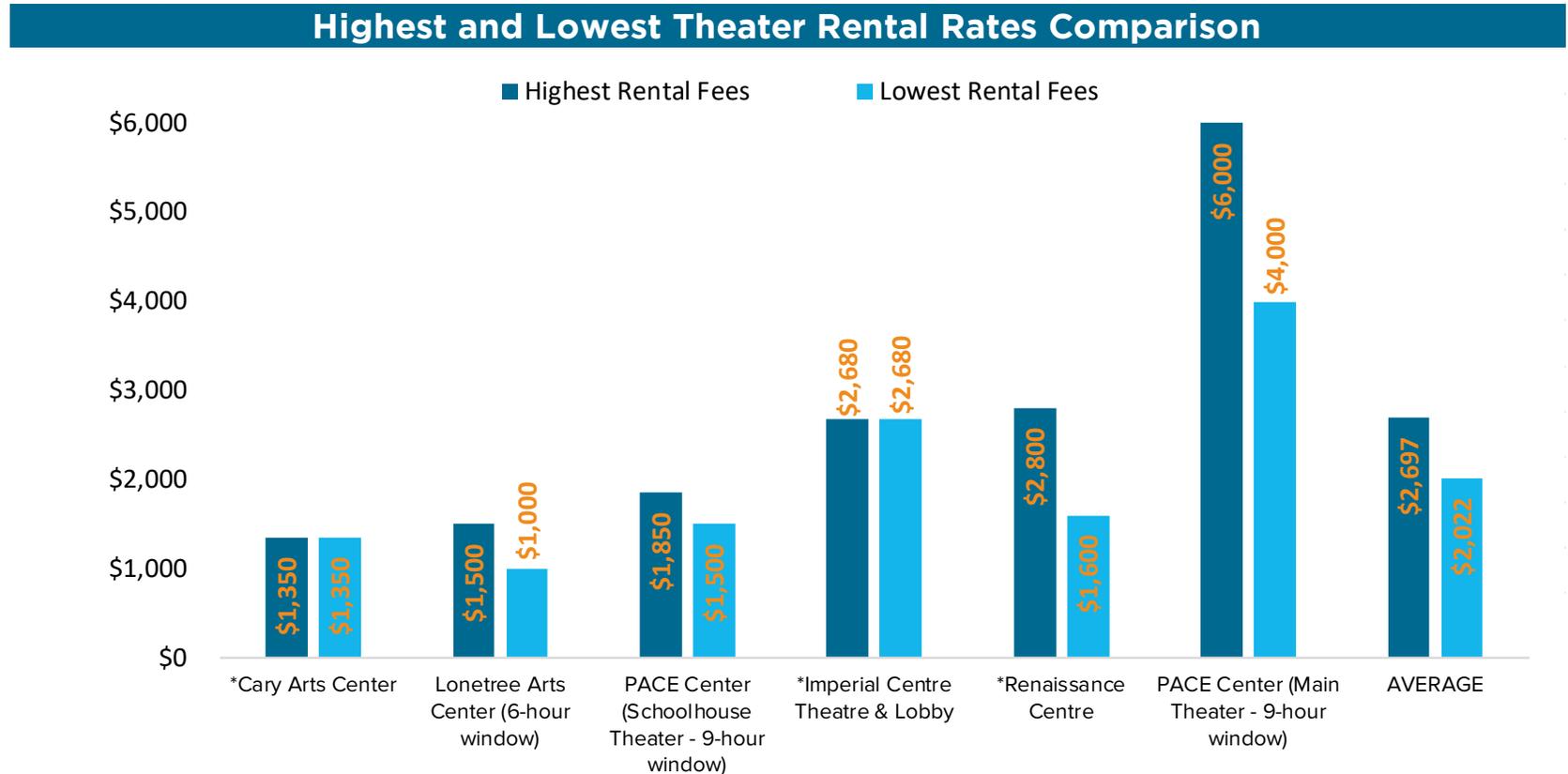
Shown below are the capacities for each venue's main theater. McGregor Hall has the largest seating capacity at 1,000 seats, while the Renaissance Centre and the Imperial Centre tie at 300.



Source: Relevant Facilities, Johnson Consulting

Rental Rate Comparison

Shown to the right are the highest rental rates for the main spaces at each facility that Johnson Consulting was able to gather rental rates from. Among all of the facilities, the Lone Tree Arts Center has the lowest rental rate at \$1,000, although this is for a 6-hour window. For an 8-hour window, the Cary Arts Center has the lowest rate at \$1,350. The Main Theater at the PACE Center has the highest rental rate at \$6,000. The highest average rental rate among all of the facilities is \$2,697, and the average of all the lowest rental rates is \$2,022.



*Calculated for 8 hours

Note: These rates are based on full day, non-resident, for-profit rates and do not consider rental rates of conference rooms

Sources: Relevant Facilities, Johnson Consulting

Rental Rate Comparison

The table to the right illustrates the rental rates per seat. The Main Theater at the PACE Center, with a seating capacity of 534, has the highest rental rate per seat at \$11. The Lone Tree Arts Center and the Cary Arts Center have the lowest rate per seat, both at \$3 per seat. It is important for a new performing arts center in Wake Forest to consider rental rates per seat and their competitor pricing, as it can significantly impact revenue.

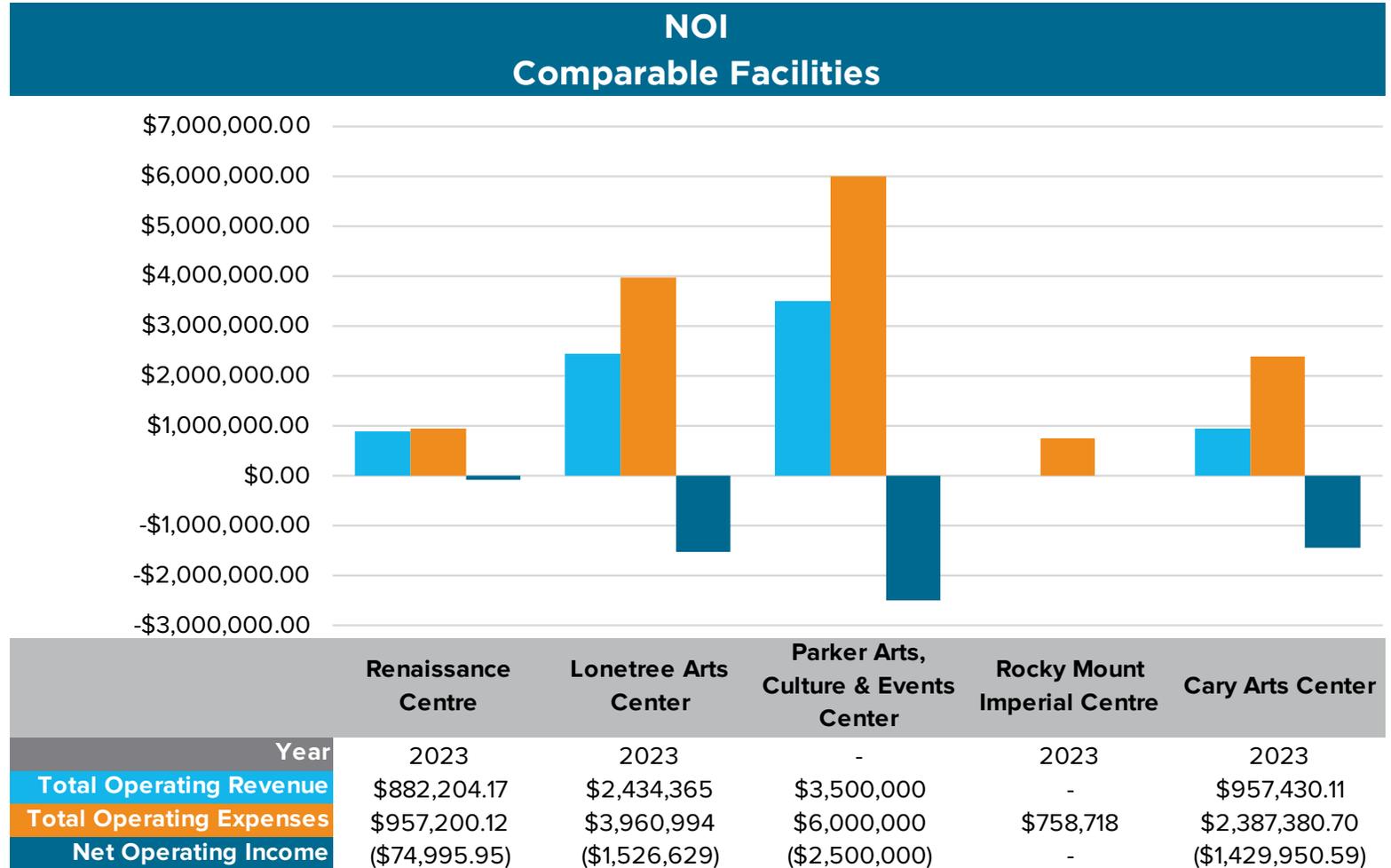
Seating Comparison		
Venue	Seating Capacity	Rental Rate/Seat*
Lonetree Arts Center	480	\$3
Cary Arts Center	431	\$3
Imperial Centre (Theatre & Lobby)	300	\$9
PACE Center (Schoolhouse Theater)	200	\$9
Renaissance Centre	300	\$9
PACE Center (Main Theater)	534	\$11

**These rates are based on the highest commercial rental rate for each space*

Sources: Relevant Facilities, Johnson Consulting

P&L Comparison

The facilities that Johnson Consulting was able to obtain financials for are shown to the right. All facilities (aside from the Imperial Centre, which Johnson Consulting was unable to obtain revenue information for), reported a net operating loss, ranging from (\$75,000) at the Renaissance Centre to (\$2.5M) at PACE Center.



Source: Relevant Facilities, Johnson Consulting

Implications

Development: Location significantly impacts the success of any facility, as strong supporting infrastructure is crucial for attracting both locals and visitors. The Lone Tree Arts Center exemplifies this, supporting the largest population within a 30-minute drive, the highest retail and food & beverage spending, and the most hotel inventory within a 5-mile radius. These factors collectively enhance the center's appeal and accessibility, suggesting that a well-located facility not only draws in visitors, but also encourages repeat attendance to help contribute to its long-term success. When planning a re-imagined Renaissance Centre in Wake Forest, it's essential to take into account both location and the surrounding infrastructure. This consideration can play a pivotal role in the center's overall success and community impact.

Additionally, there are numerous ways to finance the development of arts and events facilities. For smaller projects, it is common for a municipality to finance them via its general fund or general obligation bonds. For larger projects, however, capital campaigns and special tax districts (often with associated bonds) can be invaluable tools. It will be critical for any new facility development in Wake Forest to consider all of the available funding and development options and pick the one that optimally balances financial sustainability with facility quality and impact.

Facilities: In planning a new performing arts center in Wake Forest, it's important to analyze competitor facilities, as their offerings can influence the new venue's appeal and ability to attract performances. For example, the Lone Tree Arts Center (LTAC) features versatile spaces to accommodate various events, while the PACE Center has two theaters. The Cary Arts Center provides flexible seating options, and McGregor Hall meets Broadway standards with its professional-grade theater, complete with multiple mirror stations and dressing rooms. Understanding these strengths can help the new center differentiate itself and better cater to the needs of performers and audiences alike.

Programming: The LTAC offers a variety of performances in theater, dance, and music, along with sensory-inclusive shows and interactive programs for individuals with memory loss. Similarly, the PACE Center provides a wide range of programming, including unique educational classes and camps. The Imperial Centre broadens its focus beyond theater to encompass significant offerings in both the arts and sciences. These distinctive programming options present valuable opportunities for the Renaissance Centre. By incorporating similar initiatives, the center can set itself apart from competitors and attract a more diverse audience, enhancing community engagement and participation.

Implications

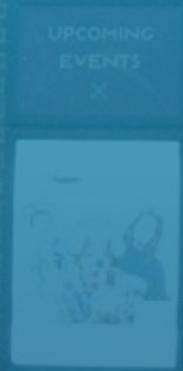
Demand: For the demand information that Johnson Consulting was able to obtain, in 2023, the LTAC hosted the most events, with 378 events that attracted 81,600 visitors. The PACE Center closely followed with 80,000 visitors, while the Renaissance Centre hosted 299 events and drew 20,478 attendees. This disparity highlights how factors such as location and programming, as well as the size and quality of facilities, play a crucial role in determining both initial visits and repeat attendance.

Ticketing & Overall Experience: Many venues utilize the Etix system for ticket sales, but the LTAC and PACE Center exclusively offer tickets through their websites and box offices. Many of these venues also offer concessions, such as light snacks and drinks, which enhance the visitor experience by allowing patrons to enjoy refreshments during a show, as well as brings in another revenue stream for the venue.

Rental Rates: Among the rental rates Johnson Consulting gathered, the Main Theater at the PACE Center, with a capacity of 534, had the highest overall rental rate and the highest rate per seat at \$11. In comparison, the average highest rental rate across all case studies was \$2,697, with the Cary Arts Center, LTAC, and PACE Center Schoolhouse Theater all coming in below this average. These rental rates varied depending on whether the renter was a non-profit, for-profit entity, or a city resident versus a non-resident. The Renaissance Centre's rate structure of offering lower rates to residents / non-profits is common within the industry (as demonstrated by the case studies). This suggests that while maximizing rental revenue is crucial for a new performing arts center, it is equally important to maintain accessibility for town residents and non-profits to foster community engagement and support.

Financials: While Johnson Consulting was unable to obtain revenue data for the Imperial Centre, the other venues reported net operating losses in 2023, with figures varying from (\$75,000) at the Renaissance Centre to (\$2.5M) at the PACE Center. While it is not unusual for performing arts centers to report losses year-to-year, the significant variance in losses suggests that while some venues may be managing their costs relatively well, others, like the PACE Center, may need to implement strategic changes to address financial challenges.

5. Recommendations, Projections, and Impacts



Recommended Program

Based on the research and analysis presented in the previous sections of this report, the Consulting Team recommends the program of function spaces for the contemplated new Arts and Events Center (AEC) presented in the table on the right. This program is feasible and supported by the market, and is intended to serve the growing Wake Forest and regional community both today and in the future.

The proposed facility would be anchored by a 10,000 square foot multipurpose event / performance hall. This hall would feature telescoping riser seating built into one of the walls with seating for up to 600 patrons, thereby allowing it to quickly convert from a flat-floor multipurpose space to a traditional theatre space. This technology is becoming increasingly popular in venues across the world and provides significant flexibility to accommodate numerous types of events and programming. Additionally, this hall would feature a 2,400 square foot stage with a fly loft and wing space. Supporting the main hall would be a smaller, 3,400 square foot studio theatre / meeting space. This would be a highly flexible space, able to seat up to 200 for a performance (with movable chairs) and to be divided into three smaller spaces with air walls.

In addition to the primary function spaces, we recommend that the facility offer ample support and ancillary spaces, including a large lobby, circulation spaces, a catering kitchen, offices, stage and event support rooms, and loading docks. Additionally, we would advocate that the facility be built with a plan identified for potential future expansion; as Wake Forest continues to grow and develop, expansion may become necessary in 20-30 years to accommodate increased market demand and community needs.

New Wake Forest Arts and Events Center Proposed Program of Function Spaces

Space	Size	Notes
Multipurpose Event / Performance Hall	10,000 SF	Also features a 2,400 SF stage
<i>Seated Performance Capacity</i>	<i>600 Seats</i>	
Studio Theatre / Meeting Space	3,400 SF	Divisible into three smaller spaces

Source: TCC, Johnson Consulting

Recommended Demand Layers

The diagram on the right illustrates the demand layers that the Consulting Team recommends the contemplated AEC target. As can be seen, the primary demand layer would be comprised of external rentals and ticketed performances. These events will be critical to the facility's business plan as they drive the most revenue. Further, the Town is currently significantly undersupplied in facilities meeting these needs.

Internal rentals and free events/ performances would be a secondary demand layer for the facility. These events include usage by the Town (e.g., the State of the Town address) as well as other public and free events. Many of these events could be geared towards families and would contribute to the facility's community-serving goals.

Community partner/ free rentals and cultural arts classes would represent a tertiary demand layer for the facility. These events would include various discounted local, non-profit, and/or arts community usage, as well as arts education programming. These types of events are highly valuable to the community and ought to be a significant part of the facility's programming; however, given the high volume of other usage, it may make sense for some of them to be hosted in the existing Renaissance Centre facility.



Projections & Impacts Overview

The balance of this section summarizes event demand and financial projections of the proposed new AEC in Wake Forest, North Carolina, as well as the estimated economic and fiscal impact benefits from its operations, based on the new building program that includes a 10,000 square foot Multi Purpose Hall with a 600-seat capacity, a 3,400 square foot studio theatre / meeting space, divisible into three smaller spaces, as well as various public and support spaces (lobby, circulation, catering kitchen, loading, etc.).

Projected Event Demand

The table below summarizes projected event demand at the AEC, assumed to open in FYE 2028. As shown, the new AEC is projected to accommodate 242 events in Year 1, 282 events in Year 5, and 293 events in Year 10.

Proposed New Arts and Events Center - Wake Forest, North Carolina								
Projected Event Demand								
	Historical*		Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
	FYE 2023	FYE 2024	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2037
Ticketed Events	18	14	20	22	24	26	28	36
Internal Rentals	14	33	15	15	15	15	15	15
Community Partner/ Free Rentals	7	8	7	10	13	15	15	16
External Rentals	37	44	50	53	56	59	62	63
Free Events/ Performances	16	27	20	25	30	31	32	33
Subtotal	92	126	112	125	138	146	152	163
Cultural Arts Classes	166	271	130	130	130	130	130	130
Total	258	397	242	255	268	276	282	293

*Reflecting historical event demand at the existing Wake Forest Renaissance Centre.

Source: Wake Forest Renaissance Centre, Johnson Consulting

Projected Average and Total Attendance

The table on the right summarizes the historical average attendance at the existing Wake Forest Renaissance Centre and the projected attendance at the proposed new AEC. The table below summarizes the resulting projected total attendance at the proposed new AEC. As shown, the new facility is projected to attract over 36,000 attendees in Year 1, approximately 68,400 attendees in Year 5, and approximately 77,500 attendees in Year 10.

Proposed New Arts and Events Center - Wake Forest, North Carolina								
Estimated Average Attendance								
	Historical*		Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
	FYE 2023	FYE 2024	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2037
Ticketed Events	245	262	375	388	402	434	452	475
Internal Rentals	68	73	137	141	146	158	164	174
Community Partner/ Free Rentals	88	85	171	173	175	189	197	209
External Rentals	192	237	384	429	475	513	534	567
Free Events/ Performances	203	106	213	310	407	440	458	486
Cultural Arts Classes	16	16	20	20	20	20	20	20
Combined Average	73	61	152	178	207	228	243	264

*Reflecting historical average attendance at the existing Wake Forest Renaissance Centre.

Source: Wake Forest Renaissance Centre, Johnson Consulting

Proposed New Arts and Events Center - Wake Forest, North Carolina								
Projected Total Attendance								
	Historical*		Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
	FYE 2023	FYE 2024	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2037
Ticketed Events	4,407	3,673	7,500	8,545	9,644	11,292	12,652	17,100
Internal Rentals	958	2,408	2,055	2,115	2,190	2,367	2,463	2,616
Community Partner/ Free Rentals	614	683	1,197	1,730	2,275	2,837	2,952	3,345
External Rentals	7,107	10,443	19,200	22,737	26,600	30,289	33,115	35,751
Free Events/ Performances	3,255	2,874	4,260	7,750	12,210	13,636	14,645	16,046
Subtotal	16,341	20,081	34,212	42,877	52,919	60,422	65,826	74,859
Cultural Arts Classes	2,590	4,249	2,600	2,600	2,600	2,600	2,600	2,600
Total	18,931	24,330	36,812	45,477	55,519	63,022	68,426	77,459

*Reflecting historical total attendance at the existing Wake Forest Renaissance Centre.

Source: Wake Forest Renaissance Centre, Johnson Consulting

Projected Financials

The table on the right summarizes the projected statement of revenue and expenses at the proposed new AEC. The projections are based on the historical statement of revenue and expenses at the existing Wake Forest Renaissance Centre, adjusted to reflect the attributes of the contemplated new facility.

As can be seen, the facility is projected to generate a positive net operating income (NOI) starting in Year 1 of operations at \$266,000, growing to \$906,000 by year 5 of operations. Note that this NOI does not factor in personnel expenses, which are expected to continue to be subsidized by the Town of Wake Forest. Note also that this pro forma shows the annual NOI being transferred into a reserve fund for capital projects or other needs.

Proposed New Arts and Events Center - Wake Forest, North Carolina								
Statement of Revenues and Expenses (\$'000)								
	Historical*		Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
	FYE 2023	FYE 2024	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2037
Operating Revenues								
Sales and Services								
Concessions	\$8	\$8	\$99	\$142	\$196	\$230	\$259	\$365
Catering (Net to Facility)	na	na	159	193	233	274	307	385
Facility Rentals	46	50	168	183	195	212	228	266
Recreation-Special Programs	75	109	88	90	93	96	99	115
Recreation-Other Revenue	na	na	0	0	0	0	0	0
Sales and Services Total	\$128	\$167	\$514	\$608	\$717	\$811	\$894	\$1,131
Other Revenue								
Sponsorship Fees and Donations**	\$47	\$39	\$59	\$72	\$85	\$92	\$97	\$116
Ticket Revenue, etc***	100	98	338	396	461	556	641	1,004
Other Revenue Total	\$112	\$125	\$397	\$468	\$546	\$648	\$738	\$1,120
Investment Earnings								
Investment Earnings Total	\$0	\$4	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Revenue	\$276	\$309	\$911	\$1,076	\$1,263	\$1,459	\$1,631	\$2,251
Non-Personnel Operating Expenses								
Professional Services	na	na	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$294	\$287	\$645	\$664	\$684	\$705	\$726	\$841
Total Non-Personnel Operating Expenses	\$294	\$287	\$645	\$664	\$684	\$705	\$726	\$841
Net Operating Income (Loss)	(\$19)	\$23	\$266	\$412	\$579	\$755	\$906	\$1,409
<i>Transfer-Out to Renaissance Centre Reserve</i>	\$0	(\$23)	(\$266)	(\$412)	(\$579)	(\$755)	(\$906)	(\$1,409)
NOI(L) after Transfers to Capital Reserve Fund	(\$19)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Personnel Operating Expenses								
Personnel Service	\$614	\$670	\$1,132	\$1,166	\$1,201	\$1,237	\$1,274	\$1,477
Total Personnel Operating Expenses	\$614	\$670	\$1,132	\$1,166	\$1,201	\$1,237	\$1,274	\$1,477
Net Operating Income (Loss)	(\$633)	(\$670)	(\$1,132)	(\$1,166)	(\$1,201)	(\$1,237)	(\$1,274)	(\$1,477)
Transfers from General Fund	\$633	\$670	\$1,132	\$1,166	\$1,201	\$1,237	\$1,274	\$1,477
NOI(L) after Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

*Reflecting historical statements of revenues and expenses at the existing Wake Forest Renaissance Centre.

**Sponsorship Fees and Donations are distinct in the existing facility's financial statements.

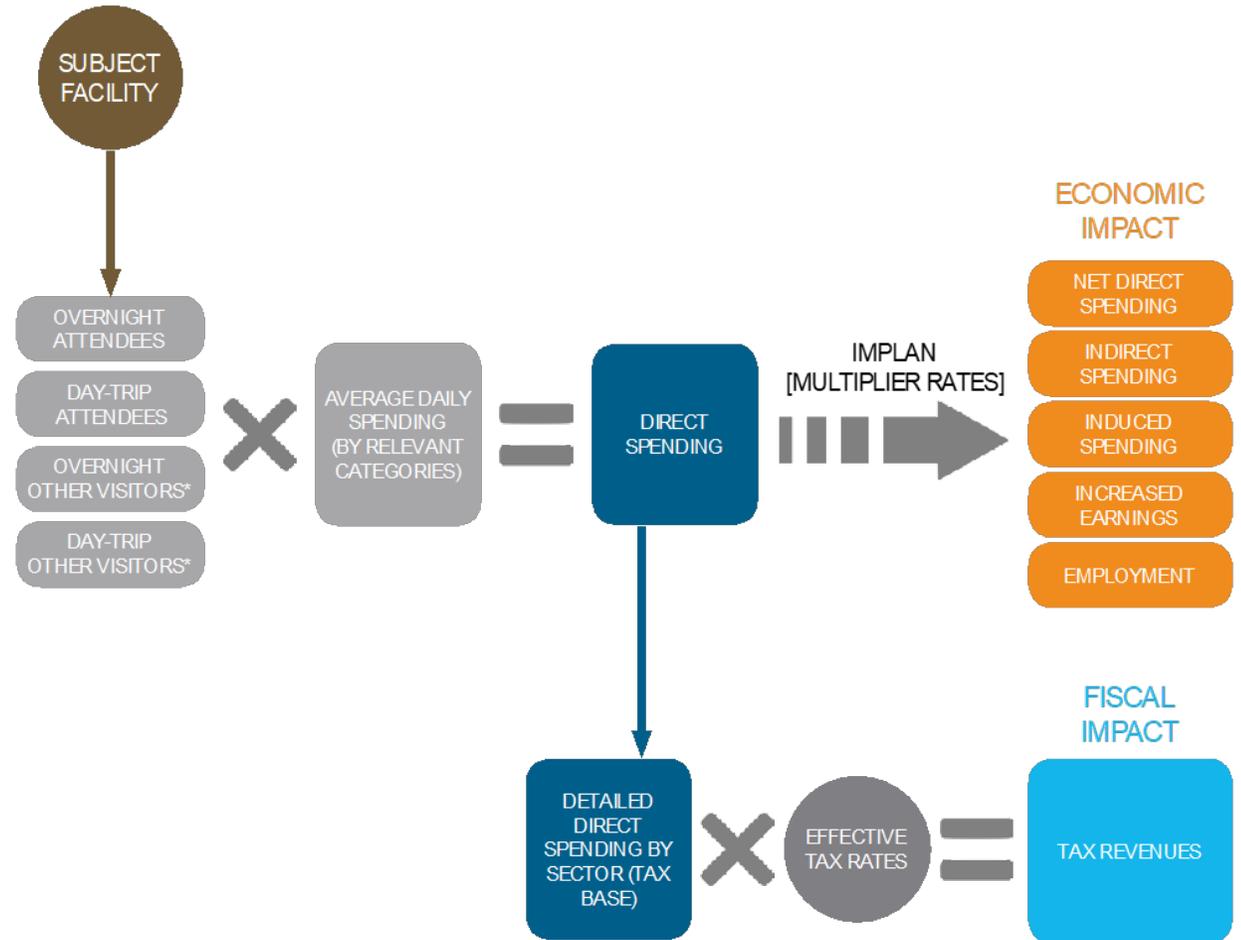
***Including Cash Over/Short and Miscellaneous Revenue

Source: Wake Forest Renaissance Centre, Johnson Consulting

Economic and Fiscal Impact Analysis

Economic Impact is defined as incremental new spending in an economy that is the direct result of certain activities, facilities, or events. For the purpose of this analysis, impact totals are discussed in terms of the Wake County economy. The levels of impacts are described as follows:

- **Direct Spending** – spending that occurs as a direct result of the facility’s operation (example: attendee purchases meal at restaurant nearby).
- **Indirect Spending** – re-spending of the initial direct expenditures on goods and services (example: restaurant purchases more food from supplier)
- **Induced Spending** – changes in local consumption due to the personal spending by employees whose incomes are supported by direct and indirect spending (example: waiter at the restaurant has more personal income to spend)
- **Increased Earnings** – increased employee and worker compensation related to the facility’s operation
- **Employment** – the number of full-time equivalent (FTE) jobs supported in the local economy as a result of the facility’s operation
- **Fiscal Impact** – tax revenues to local and state governments that result from the facility’s operation



Multiplier Rates for Economic Impact Analysis

The table on the right summarizes the multiplier rates utilized in the economic impact estimates to calculate indirect spending, induced spending, increased earnings, and employment. These multiplier rates are derived from an IMPLAN input-output model, which is a nationally recognized analytical tool commonly used to estimate economic impacts. An input-output model analyzes the commodities and income that normally flow through various sectors of the economy.

Proposed New Arts and Events Center Economic Impact Multipliers		
Impact	Multiplier	Base
Indirect Spending	0.393	per \$1.00 of direct spending
Induced Spending	0.425	per \$1.00 of direct spending
Increased Earnings	0.493	per \$1.00 of direct spending
Increased Employment	11.487	per \$1 million of direct spending

Source: U.S. Bureau of Economic Analysis

Applicable Tax Rates for Fiscal Impact Analysis

Shown on the lower right table are the applicable tax rates utilized in the fiscal impact estimates, focused on major categories of tax revenues that are directly affected by a visitor's activity: (i) sales and use tax, (ii) room occupancy tax, and (iii) prepared food and beverage tax.

Proposed New Arts and Events Center Tax Rates	
	Rate
Sales and Use Tax	
State of North Carolina	4.750%
Wake County	2.000%
Wake County Transportation	0.500%
Total	7.250%
Wake County Room Occupancy Tax	6.000%
Wake County Prepared Food and Beverage Tax	1.000%

Room Occupancy Tax and Prepared Food and Beverage Tax are applied in addition to Sales and Use Tax.

Source: Johnson Consulting

Estimated Total Visitation

The table below shows estimated total visitation to the proposed new AEC, which includes the event attendees and other visitors such as visiting artists, lecturers, performing companies, etc. As shown, the proposed new AEC is projected to generate a total of 39,062 visitors in Year 1, 71,880 visitors in Year 5, and over 81,000 visitors in Year 10.

Proposed New Arts and Events Center - Wake Forest, North Carolina								
Projected Total Visitors*								
	Historical**		Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
	FYE 2023	FYE 2024	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2037
Ticketed Events	4,767	3,953	8,500	9,700	10,955	12,754	14,258	19,270
Internal Rentals	958	2,408	2,055	2,115	2,190	2,367	2,463	2,616
Community Partner/ Free Rentals	614	683	1,197	1,730	2,275	2,837	2,952	3,345
External Rentals	7,107	10,443	19,200	22,737	26,600	30,289	33,115	35,751
Free Events/ Performances	3,255	2,874	4,860	8,538	13,193	14,682	15,746	17,240
Subtotal	16,701	20,361	35,812	44,820	55,212	62,930	68,534	78,223
Cultural Arts Classes	3,088	5,062	3,250	3,283	3,310	3,331	3,346	3,384
Total	19,789	25,423	39,062	48,102	58,522	66,261	71,880	81,607

*Including event attendees and patrons as well as visiting artists, lecturers, performing companies, etc.

**Estimated, reflecting historical number of total visitors at the existing Wake Forest Renaissance Centre.

Source: Wake Forest Renaissance Centre, Johnson Consulting

Estimated Out-of-Town Visitation and Room Nights

The table below shows the estimated out-of-town visitors and room nights resulting from their visits to the proposed new AEC. Note that “out-of-town” in this case is defined as originating from outside of Wake County. As shown, the new facility is projected to generate 5,129 out-of-town visitors and 352 room nights in Year 1, 9,286 out-of-town visitors and 604 room nights in Year 5, and 10,614 out-of-town visitors and 681 room nights in Year 10.

Proposed New Arts and Events Center - Wake Forest, North Carolina								
Projected Total Out-of-Town Visitors and Room Nights*								
	Historical**		Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
	FYE 2023	FYE 2024	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2037
Ticketed Events	495	409	1,275	1,455	1,643	1,913	2,139	2,891
Internal Rentals	96	241	103	106	110	118	123	131
Community Partner/ Free Rentals	61	68	60	87	114	142	148	167
External Rentals	711	1,044	2,880	3,411	3,990	4,543	4,967	5,363
Free Events/ Performances	326	287	486	854	1,319	1,468	1,575	1,724
Subtotal	1,688	2,050	4,804	5,912	7,176	8,185	8,951	10,275
Cultural Arts Classes	309	506	325	328	331	333	335	338
Total Out-of-Town Visitors	1,997	2,556	5,129	6,240	7,507	8,518	9,286	10,614
Room Nights	665	854	352	414	481	550	604	681

*Including out-of-town event attendees and patrons as well as visiting artists, lecturers, performing companies, etc.

**Estimated, reflecting historical number of total out-of-town visitors at the existing Wake Forest Renaissance Centre.

Source: Wake Forest Renaissance Centre, Johnson Consulting

Estimated Spending

The table on the right summarizes the estimated activity volume and spending resulting from activities at the proposed new AEC. As shown, activities at the new AEC are estimated to generate approximately \$5.6 million in spending in Year 1, \$9.5 million in Year 5, and \$12.2 million in Year 10.

Proposed New Arts and Events Center - Wake Forest, North Carolina							
Estimated Activity Volume and Spending (in inflated \$000)							
Activity Volume	Rate/ Assumptions	Year 1 FYE 2028	Year 2 FYE 2029	Year 3 FYE 2030	Year 4 FYE 2031	Year 5 FYE 2032	Year 10 FYE 2037
Activity Volume							
1 Attendance Person-Days		36,812	45,477	55,519	63,022	68,426	77,459
2 Attendees		36,812	45,477	55,519	63,022	68,426	77,459
3 Other Visitors		2,250	2,625	3,003	3,239	3,453	4,148
4 Total		39,062	48,102	58,522	66,261	71,880	81,607
5 Room Nights		352	414	481	550	604	681
Sales Volume (\$000)							
6 Spending On NEW Facility		\$1,545	\$1,850	\$2,195	\$2,554	\$2,861	\$3,791
7 Operational Spending		\$1,777	\$1,830	\$1,885	\$1,942	\$2,000	\$2,319
Spending Off Site							
	<i>Average Spending</i>						
8 On Lodging	\$110.00 (a)	\$44	\$53	\$63	\$74	\$84	\$110
On Food and Incidentals							
9 Attendance	\$48.90 (b)	\$2,026	\$2,578	\$3,242	\$3,790	\$4,239	\$5,562
10 Other Visitors	\$67.40 (c)	171	205	242	269	295	411
11 On Car Rental	\$49.31 (d)	20	24	28	33	38	49
12 Subtotal Spending Off Site		\$2,260	\$2,860	\$3,575	\$4,166	\$4,655	\$6,132
13 Total		\$5,582	\$6,540	\$7,656	\$8,662	\$9,516	\$12,242

Notes:

a) From Per Diem for Wake County.

b) Assuming an average spend of \$48.90 on meals and incidentals ON TOP OF what they may have spent already at the new facility.

c) Assuming an average spend of \$67.40 on meals and incidentals ON TOP OF what they may have spent already at the new facility.

d) Based on Corporate Travel Index, per Business Travel News, for Raleigh metro area. Only applied to overnight visitors.

Estimated Spending

The table on the right summarizes the estimated economic and fiscal impact of the proposed new AEC. As shown, activities at the new AEC are estimated to generate approximately \$10.2 million in total spending and \$429,000 in tax revenues in Year 1, \$17.3 million in total spending and \$740,000 in tax revenues in Year 5, and \$22.3 million in total spending and \$954,000 in tax revenues in Year 10. In Year 5 of operations, assumed to be stabilization, spending associated with the facility is projected to support 86 jobs throughout the Wake County community and generate \$4.7 million of increased earnings.

Proposed New Arts and Events Center - Wake Forest, North Carolina								
Estimated Economic and Fiscal Impact (in inflated \$000)								
Economic Impact (\$000)		Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	
		FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2037	
14	Direct Spending	<i>Multipliers</i>	\$5,582	\$6,540	\$7,656	\$8,662	\$9,516	\$12,242
15	Indirect Spending	0.393	2,196	2,572	3,011	3,407	3,743	4,815
16	Induced Spending	0.426	2,379	2,788	3,263	3,692	4,057	5,219
17	Total Spending		\$10,157	\$11,900	\$13,930	\$15,762	\$17,316	\$22,276
18	Increased Earnings	0.495	\$2,761	\$3,235	\$3,787	\$4,285	\$4,707	\$6,056
19	Increased Employment	11.48	57	65	74	81	86	96
Fiscal Impact (\$000)		Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	
		FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2037	
Tax Revenues		<i>Tax Rate</i>						
Sales and Use Tax								
20	State of North Carolina	4.750%	\$265	\$311	\$364	\$411	\$452	\$581
21	Wake County	2.000%	112	131	153	173	190	245
22	Wake County Transportation	0.500%	28	33	38	43	48	61
23	Total Sales and Use Tax	7.250%	\$405	\$474	\$555	\$628	\$690	\$888
24	Wake County Room Occupancy Tax*	6.000%	\$3	\$3	\$4	\$4	\$5	\$7
25	Wake County Prepared Food and Beverage Tax*	1.000%	\$22	\$28	\$35	\$41	\$45	\$60
25	Total Tax Revenues		\$429	\$505	\$594	\$673	\$740	\$954

*In addition to Sales and Use Tax.

Source: Johnson Consulting

The image shows the exterior of a brick building, identified as the Renaissance Centre. A large banner above the entrance reads "RENAISSANCE CENTRE" in a stylized font. To the left, there are two large posters: one featuring a woman in a sailor-style outfit and another featuring a ballerina in a white tutu. Below the ballerina poster is a sign that says "IMAGINE THE POSSIBILITIES". In the center, there is a sign for "UPCOMING EVENTS" with a small graphic below it. To the right, there is a large glass window reflecting the sky and trees, and a glass door with the number "405" above it. The entire image has a blue tint.

6. Funding & Marketing Strategies

Funding Strategies

It is atypical for public assembly facilities such as the contemplated arts and event center to cover debt service from their revenue alone. Due to the market factors discussed throughout this report, we are confident that the AEC will be highly successful. However, due in part to its goals of economic impact and community value, the facility is not projected to generate positive operating income for the first several years of operations, much less generate enough revenue to cover its debt service. It will be important for the Town to consider and solve for the capital and ongoing funding needs for the contemplated facility. As such, the following chapter presents an overview of financing mechanisms that can be used to bring this project to fruition.

There are numerous financing tools used to fund public assembly facilities that could be applied to the proposed AEC in Wake Forest. These include:

1. *Pay-As-You-Go Financing*: Projects that are relatively small or that are financed in municipalities with rapidly growing tax bases are sometimes paid for directly out of appropriated funds each year. However, the majority of facilities are financed with long-term debt so that payment of capital costs corresponds to the period over which the facility is used and its economic benefits are realized. Some portion of the AEC may be paid for out of the Town's general fund, but that portion is likely to make up a small amount of the overall capital stack.
2. *General/ Limited Obligation Bond Financing*: Long-term bonding using the general obligation of the Town \either directly as part of a capital outlay program or as guaranteed debt of an authority that would provide strong credit and relatively low borrowing costs. Limited obligation bonds, which are similar but put a cap on the tax rate which can be levied to pay them off, are a subcategory of this financing strategy. GO and LO bonding is typically reserved for projects perceived to benefit the population as a whole, such as educational, economic development, or transportation, and the AEC certainly falls within this category of projects. This is a strong financing option for this project, and may make up a significant portion of the capital stack (though ideal supplemented by other sources of equity and debt).

Funding Strategies

3. *Special Obligation Bond Financing:* SO bond financing is similar to GO bond financing, but rather than being backed by a government's overall taxing power they are tied to specific tax revenue sources. This could be a viable component of the contemplated AEC's capital stack, particularly if tied to revenue sources (such as sales or food & beverage tax) which are directly impacted by the facility.
4. *Revenue Bond Financing:* Revenue bonds are another source of finance that can be used to build, own, and operate public purpose facilities that have no power to tax. They derive their revenues from user fees and other sources and must finance general and capital expenditures out of these receipts and whatever amount they are permitted to borrow, which can be tailored to fit the specific requirements of the involved local and state governments. Given that this project is not projected to generate significant net revenue, this source is unlikely to comprise a significant component of the capital stack.
5. *Capital Development Funds:* Certain public or non-profit organizations have funds devoted specifically to capital development projects. Often these funds are used for smaller, pay-as-you-go type projects, but they can also make up part of the capital stack on a larger project or improvement plan. This could be a viable funding source, though likely a small part of the overall capital stack.
6. *Naming Rights & Sponsorships:* Sponsorships and particularly naming rights can be a substantial, long-term revenue stream for facilities. Given the proposed facility's likely prominence within the growing Wake Forest community, and projected foot traffic, this funding source could be significant, though still a relatively minor part of the overall capital stack.
7. *Fundraising & Grants:* Given the Renaissance Centre's status as a public entity, as well as its mission and proven track record of supporting the arts within the Wake Forest community, it is a strong candidate for a capital campaign to raise funds from various patrons of the arts locally and nationally. It is also a strong candidate for various grants provided to arts or educational organizations, as well as to economic development projects, by various foundations and other philanthropic entities.

Funding Strategies

Implications

Many of these tools have merit in serving as a component of the contemplated venue's capital stack. As the project progresses and the timeline and estimated costs are refined, optimal sources and uses will need to be identified which set the facility up for financially sustainable success.

Some suggestions at this preliminary stage of study include:

- *Develop Refined Designs and Costs:* In order to structure an actionable capital stack for the AEC, it will be critical to develop a cost estimate for the facility, which will be an outcome of preliminary designs. This cost estimate will define the quantity of financing needed to execute the project and dictate the financing mechanisms and funding sources which make the most sense to do so. Additionally, designs for the facility and their associated renderings will help stakeholders – including residents, community leaders, and potential partners – better visualize the project and build excitement around its potential benefits to Wake Forest and the broader Wake County community.
- *Identify Partnerships and Develop a Capital Campaign:* The Town of Wake Forest is far from the only entity which will benefit from or be supportive of the contemplated facility, and as such there is potential for partnerships and a significant capital campaign. With designs and costs better defined, it will be more possible to share the vision and begin exploring partnerships with local entities such as local arts organizations, SEBTS, the local school district, and/ or others. Simultaneously it will be critical to begin applying for grants and reaching out to philanthropic organizations as well as individual donors in order to raise money for the project's construction.
- *Identify Sources of Government Financing:* As the financing needs of the project become more fully defined, the Town and any partners should identify which financing mechanisms will comprise the capital stack. At this preliminary stage, GO/ LO bond financing from the Town and SO bond financing (potentially drawing on occupancy and food & beverage tax funds collected by Visit Raleigh) appear to be the most viable strategies.

Note that this strategy will continue to be refined as the project progresses.

Marketing Strategies

The contemplated arts and events center will represent a paradigm shift for the Town of Wake Forest relative to its current and historical event facility offerings and strategies; essentially, the operating team will be transitioning from the current dynamic of inbound sales to one of active outbound sales and marketing. Proper support and infrastructure, both in terms of systems and personnel, will be critical in ensuring the success of the new facility.

Some high-level strategies at this preliminary stage include:

- *Assemble a Booking, Sales, & Marketing Team:* Retaining experienced booking, sales, and marketing professionals will be critical in ensuring that the contemplated facility meets its full potential from a market perspective. This team will be tasked with generating new leads, addressing inbound leads, attending relevant trade shows, advertising the facility on social media and other channels, and executing the booking and contracting process for various events. These personnel will need to be added to the existing Renaissance Centre's operating team, which is highly effective but currently lacks the time capacity to execute these tasks to the necessary extent.
- *Develop a Strategic Booking Policy:* The new facility will need a comprehensive sales and booking policy which is driven by the operating model and types of events desired by the Town. Such a policy can prioritize initiatives such as economic impact, community/ local use, facility revenue, or others, and will be driven by the strategic goals of the Town and the stated mission of the new facility.