



# **Opportunity Analysis:** Findings & Recommendations

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**LEGACY CENTER**  

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OF JOHNS CREEK  
VISUAL + PERFORMING + CULTURAL ARTS  
"MORE THAN A VENUE"

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**February 2020**

# Table of Contents

- Executive Summary .....3**
- Background & Methodology .....4**
  - Organization Background ..... 4
  - Methodology ..... 5
  - About the Interviewees ..... 7
- Detailed Summary & Analysis .....9**
  - Perceived Value of the Visual and Performing Arts in Johns Creek ..... 9
  - The Legacy Center of Johns Creek ..... 14
  - Funding Support ..... 30
  - Other Campaigns ..... 37
  - Other Factors ..... 38
- Recommendations .....41**
  - Compelling Need and Sense of Urgency/Effective Plan to Meet the Need ..... 41
  - Favorable Factors ..... 43
- Thank You .....44**
- About Convergent .....45**
  - Appendix A: Prospectus..... 46
  - Appendix B: Corporate Interviewee Invitation..... 54
  - Appendix C: Individual Interviewee Invitation ..... 56
  - Appendix D: Roster of Interviewees ..... 58
  - Appendix E: Questionnaire..... 59
  - Appendix F: Investment Range Table ..... 65

## Opportunity Analysis: Findings & Recommendations

### **Executive Summary**

The consensus of opinions from the feasibility study interviews indicates that the Legacy Center of Johns Creek (Legacy Center) does not currently possess sufficient Asking Rights™ to conduct a successful capital campaign with the test goal of \$50,300,000. However, there could very well be enough support in the future for a community performing arts center funded using the model of a public-private partnership with city government, as has been employed in several neighboring communities, notably in Alpharetta and Sandy Springs. To be successful, the City of Johns Creek must lead and provide the necessary funding for such a facility. At present, the interviewees in this sample are unwilling to invest more than a negligible amount towards the Legacy Center described in the *Prospectus*.

Some general observations:

- These interviewees are virtually unanimous that the arts are an essential part of Johns Creek's quality of life. They are proud of the high level of activity in arts education and performance. It makes sense that there should be a centrally-located landmark building devoted to the visual and performing arts.

However, most balk at its cost and many doubt that it would be financially stable without a significant infusion of cash to cover the ongoing operating deficit. Even assuming the money is found to build some smaller version of the Legacy Center and keep it financially stable, the general assumption is that this cannot happen unless the City commits significant resources to its construction and subsidizes its operation.

- Concerning the design of the Legacy Center, the consensus is that the essential elements – classroom and studio space for the Johns Creek Arts Center, an auditorium or theater for the Johns Creek Symphony Orchestra, and open lobby and events space – are appropriate and necessary components. There is less enthusiasm for the commercial kitchen. Opinions varied on the size and nature of the auditorium – some think it too small, others too large.
- The Chinese American and Indian American dance academies and performing arts groups believe the theater size should at least double, using the Infinity Energy Theater in Gwinnett County as their model. Overall, there is agreement among all sectors that the Legacy Center is a “nice to have” amenity, like alternatives already available in surrounding communities. Some extolled the event space already present – for a price – in the many country clubs in the area. Others are willing to continue using performance spaces in surrounding communities.

## **Opportunity Analysis: Findings & Recommendations**

- In many campaigns conducted by Convergent, the C-suite executives representing large and civically-active corporations have been an integral part of civic leadership, including significant fundraising campaigns and development initiatives for their headquarters city. Given a lack of significant corporate presence within the city, this factor is not the case in Johns Creek. As a result, a capital campaign will rely heavily on private citizens to invest financially in such an initiative. Unfortunately, a number of individuals identified by Task Force members or national databases chose not to participate in this study.

## **Background & Methodology**

### **Organization Background**

Since its incorporation in 2006, Johns Creek has enjoyed a growing reputation for its quality of life including its excellent schools, cultural diversity, and a thriving arts community. As participation in the performing and visual arts has grown dramatically in recent years, the demand for an adequate facility to house the more than 40 arts organizations active in the community has become increasingly acute.

In 2017, an *ad hoc* organization called the Johns Creek Visual + Performing Arts Task Force formed to find a solution. The Task Force surveyed approximately 70 businesses and arts organizations about their needs and demand for a new facility for the visual and the performing arts. Given the overwhelming survey support for a new facility exclusively dedicated to the arts, the Johns Creek Convention and Visitor's Bureau procured funds for a professional feasibility study to develop recommendations for a facility that best meets the need. In late 2018, Webb Management Services presented a detailed analysis of the current environment for the arts in Johns Creek with specific suggestions for the design, management, operation, and location of a new cultural arts center to include the following:

- A concert hall for music and dance
- A mid-sized theater for drama, musical theater, and opera
- A visual arts education and exhibition facility
- A banquet/meeting facility with a commercial-grade kitchen
- Areas for rehearsal, classrooms, studios, dressing rooms and administrative offices

In addition to the specific needs of arts organizations in Johns Creek, the Webb report assessed the feasibility of an arts facility from a market perspective. Would a new facility fill in gaps in the broader North Fulton County community for entertainment and multi-use meeting and event space and stand as a regional tourism destination?

## Opportunity Analysis: Findings & Recommendations

The Webb group presented its findings in January 2019 with a design incorporating a new home for the Johns Creek Arts Center, a 700-seat proscenium theater as the home of the Johns Creek Symphony Orchestra, a large commercial kitchen, and an ample shared lobby and events space. They estimated funding for this facility, with an approximate cost of \$50,000,000, could come from a public-private partnership, proposing \$25,000,000 to be raised from the private sector and the remainder from municipal sources like the city and county and the investment capital derived from the development of the more significant “town center” concept to include the arts facility as an integral part.

The Webb group cited the elements necessary for a successful private-sector campaign:

- The city is a partner in the project.
- Campaign leadership includes representatives of the Asian and South Asian communities.
- There is a robust corporate component to the campaign that successfully engages local companies.
- The Johns Creek Arts Center is part of the project as a successful and growing arts education organization.

With the results of the Webb report in hand, the Johns Creek City Council passed a resolution to endorse the concept of a Cultural Arts Center as a project “important to the future of Johns Creek.” The Fulton County Arts and Culture Department allocated funds from its fiscal year 2019 budget to hire a fundraising consulting firm to conduct a capital campaign feasibility study. The new Johns Creek Cultural Arts Center Task Force, consisting of leaders from local arts organizations and civic and business leaders, was created to oversee the study.

## Methodology

In July 2019, the Johns Creek Cultural Arts Center Task Force (Task Force) contracted with Convergent Nonprofit Solutions, LLC (Convergent) to conduct the feasibility study for a proposed capital campaign. Convergent and the Task Force teams collaborated to develop a draft *Prospectus* (Appendix A) describing the proposed facility (renamed the Legacy Center of Johns Creek), and an Interview Request Letter (Appendix B) explaining the process and purpose of the study and requesting an interview.

In addition to names of potential interviewees submitted by members of the Task Force, Convergent identified additional prospective interviewees in Johns Creek and surrounding communities using national wealth screening databases. After careful analysis, a final list of potential interviewees was grouped into three cohorts based on their possible giving level. A total of 133 potential interviewees were identified using this process. Another list of potential interviewees was developed based on their importance as influencers or political leaders in Johns

## Opportunity Analysis: Findings & Recommendations

Creek. The result was a final list of 185 prospective interviewee prospects. All these items were completed in October 2019.

Task Force volunteers mailed the draft *Prospectus* and Interview Request Letter to study interviewee prospects in the first week of November. Based on responses to the request for an interview, Convergent Project Director Whit Shepard and Principal Rick Kiernan conducted a total of 48 interviews with 50 individuals between November 18, 2019, and January 10, 2020. Those interviewed (Appendix C) represent a broad cross-section of the region's business and community leaders.

To facilitate the interview process and best quantify the information obtained, Convergent developed and used a detailed Interview Questionnaire (Appendix D). Most interviews lasted between 45 and 60 minutes. It is important to note, however, that not all interviewees were asked or answered every question.

To encourage candid responses, Convergent assured all interviewees that their opinions and comments would remain confidential. They also assured interviewees that the meeting was not a solicitation for funding, but that feedback on the draft plan is critical to the process.

Most interviews included a review of an Investment Range Table (Appendix E), illustrating the levels of financial support typically required to raise \$50,000,000.

While not asking for specific funding support, Convergent sought information on a range of financial support that the interviewee or company might consider for a campaign, given an acceptable plan with strong and supportive campaign leadership.

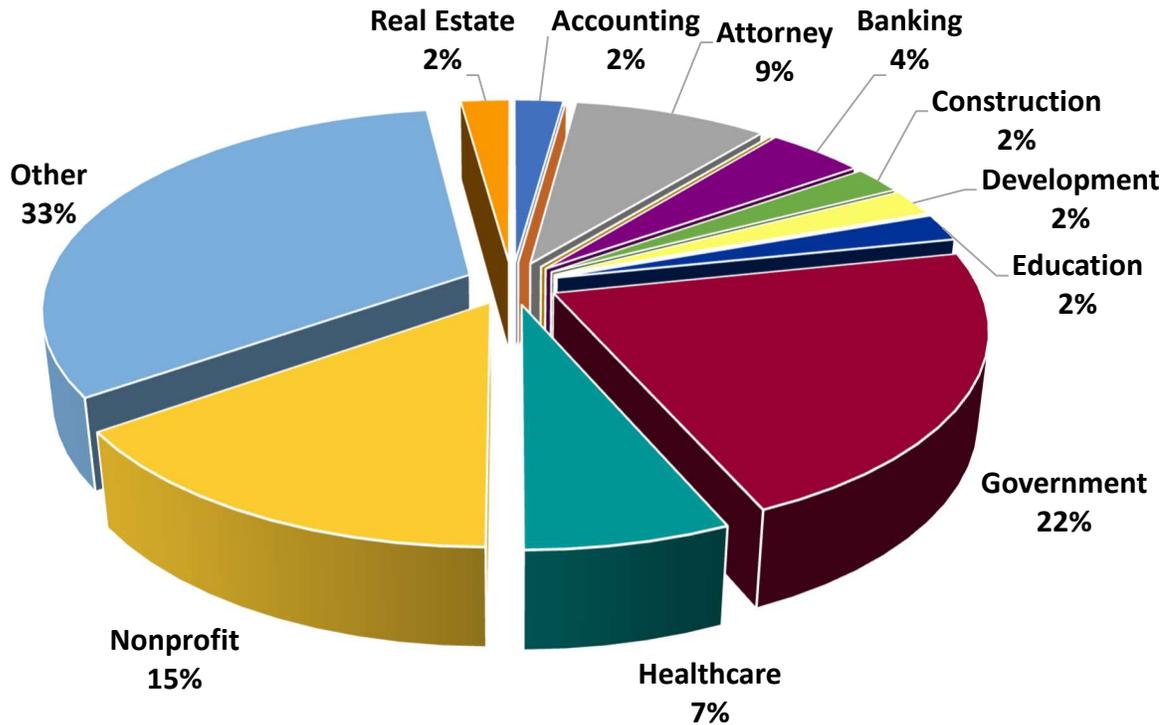
Though direct quotations appear in the report, Convergent is vigilant in its commitment to confidentiality. The comments are not attributed to any specific person, company, or industry and may be a combination of thoughts and opinions offered. This report lists all interviewee responses taken together.

The findings and recommendations are the results of careful analysis by the Convergent team based on its experience in hundreds of campaigns nationwide.

## Opportunity Analysis: Findings & Recommendations

### About the Interviewees

The chart below illustrates the composition of the interview sample by investor classification: Business, Government, Nonprofit, etc. The 48 total interviews determine the percentages for each group.



Most of those interviewees identified as “Other” are retired. Those identified as “Government” represent the Mayor and present or past members of the City Council of Johns Creek.

## **Opportunity Analysis: Findings & Recommendations**

### **Fundraising Campaign Fundamental Principles**

Convergent's experience verifies fundamental principles for a successful fundraising campaign. The principles endow an organization and its leaders with Asking Rights™. The purpose of each interview is to uncover the presence or absence of these fundamental principles.

#### **Compelling Need and Sense of Urgency**

The need is a well-recognized community, societal, or individual need, not an organizational need. A persuasive reason exists to fund this program NOW.

#### **Effective Plan to Meet the Need**

The plan gives a practical solution and response to the need.

#### **Organizational Effectiveness and Fundraising Strength**

The Board includes respected leaders representing an organization capable of executing a successful funding campaign and implementing the proposed project. Board members are enthusiastic, committed, and capable of supporting the campaign generously with their financial means, time, and other resources. The organization has a positive reputation, a record of accomplishment, or other attributes for stakeholders' confidence in its ability to manage and implement the proposed project or program.

#### **The Constituency has Adequate Financial Resources**

Individuals, corporations, foundations, and public entities who care about the identified needs have the financial ability to fund the project.

#### **Potential Campaign Leaders Available, Interested, and Committed**

Leaders of influence and financial means are affiliated with and committed to the organization and the project. Alternatively, there should be substantial evidence that the organization could readily recruit leaders of appropriate stature and means.

**Opportunity Analysis: Findings & Recommendations**

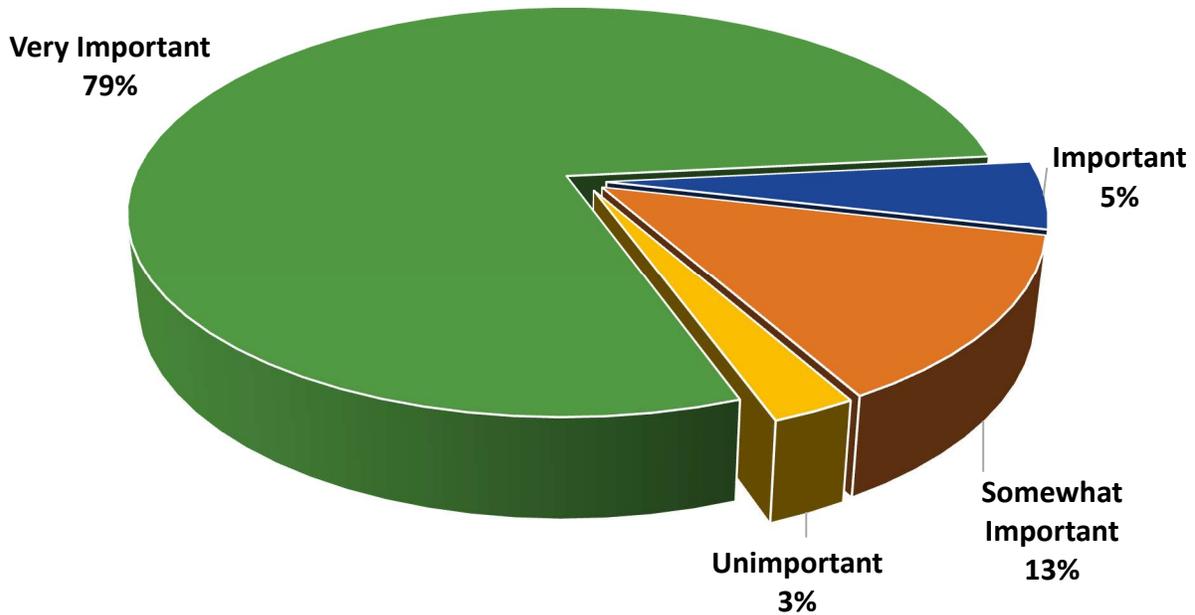
**Detailed Summary & Analysis**

The following is a summary of the responses. Interviewees represent a cross-section from the region’s public and private sectors and provide an excellent snapshot of various viewpoints.

Perceived Value of the Visual and Performing Arts in Johns Creek

**Q. In your opinion, how important are the performing and visual arts to the quality of life in Johns Creek?**

\_\_\_ Very Important    \_\_\_ Somewhat Important    \_\_\_ Important    \_\_\_ Unimportant    \_\_\_



**Analysis**

While almost every interviewee agrees that the performing and visual arts are “very important” or “important” to Johns Creek, the reasons are varied and nuanced. According to many respondents, a high level of participation in local artistic activity correlates to the kind of community that attracted them to Johns Creek in the first place, even if they do not participate in these activities personally.

For most who actively participate in the arts, their classes or events become a principal means to form connections with the members of their community. For members of the large ethnic minority communities in Johns Creek – particularly the Chinese American and Indian American

## Opportunity Analysis: Findings & Recommendations

communities – Johns Creek is a local and national center for music schools and dance academies that preserve and teach centuries-old artistic traditions.

Almost all interviewees recognized a high level of artistic activity as vital both to maintain and strengthen a sense of community within Johns Creek, and to serve as a prominent “brand” that differentiates Johns Creek from other affluent Atlanta suburbs. A few interviewees who are not residents of Johns Creek tended to downplay the extent to which the arts are a differentiator from other communities.

### In Their Words

- *“The arts are critical. There is hardly a household in Johns Creek that doesn't have at least one child in piano lessons, dance, or an arts program. All of these kids need a place to perform, and you can't use the high schools anymore for political reasons, and the churches want their spaces for their programs (and the acoustics are terrible).”*
- *“Every community in ‘The Club’ (Roswell/Johns Creek/North Fulton) needs a strong arts community to be competitive. My real estate friends don't sell property; they sell ‘amenity packages.’ Every city must have a ‘brand.’ In this market, that's important. The arts are an expected part of the brand.”*
- *“An affluent community with a large Asian population creates a situation where almost every household has some involvement with the arts, particularly in the form of music or art lessons for the kids.”*
- *“Interest in the arts is particularly important among the diversity of ethnic groups that we have here in Johns Creek.”*
- *“We have a thriving recreational program in Johns Creek. There is no reason why we can't have a similar program for the arts.”*
- *“So many Johns Creek kids are involved in dance, music, and the other arts!”*
- *“The arts are important because they help maintain a thriving economy.”*
- *“The arts are critical. This is just the right culture or identity for our city.”*
- *“The arts contribute directly to the vibrancy of Johns Creek. The arts attract people to the community and enhances its quality.”*
- *“This is the right fit for the community. Frankly, Johns Creek is stagnant as a bedroom community. The Legacy Center can break through this.”*
- *“The arts don't apply to everyone. The schools here are excellent, with great programs in orchestra, band, theater, and the like.”*
- *“The arts are essential for a family-focused, actively involved community like ours. There is lots of loyalty and a strong commitment to community across this Johns Creek.”*
- *“I've been enthusiastic about this for a long time.”*

## Opportunity Analysis: Findings & Recommendations

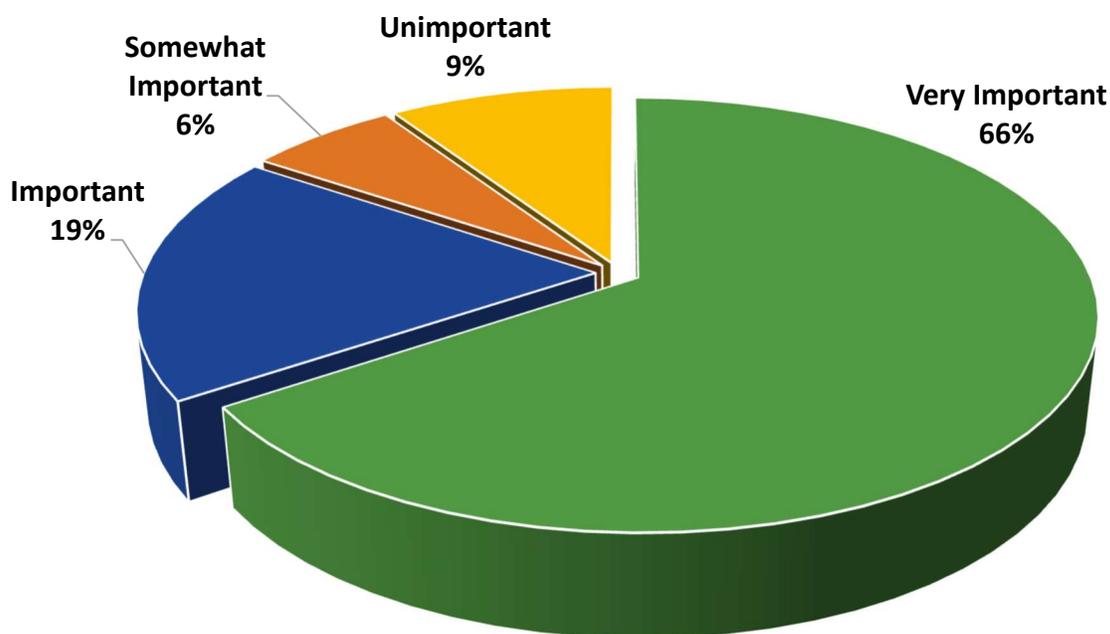
- *"This is the perfect project for Johns Creek. Our goal is to bring culture and community together."*
- *"I don't live in the community, so I would have no idea. Johns Creek strikes me as a small 'outlier' bedroom community, off the beaten path, not near any major thruways and with no real industry. It is an insignificant part of the Atlanta metro area."*
- *"They are important to people who have kids in the school system, which is almost any family. They are probably not as important for people who don't have kids."*
- *"The arts are extremely important. It's more of a case that the community is gradually becoming a center of arts activity. It's true that there is no city 'center,' and because the arts can give people a sense of identity, this could be the beginning."*
- *"Families here are only interested in maintaining good public and private schools. There is a lot of transience here. People may stay here three years because of their high-paying jobs; then they move on without putting down many roots. They have no emotional ties and don't support things like this. We had a fundraiser for the Johns Creek Arts Center at one of the clubs a couple of weeks ago. Only 100 showed up and only three people bid on anything. It's just not that important in the grand scheme of things."*
- *"There is a real void here based on my involvement with the schools and other volunteer opportunities. Certainly, no one would say that this is a 'cultural mecca.' This is more of a residential community."*
- *"Johns Creek still struggles to have a unique identity. The impact of the programming of Parks and Rec – which ordinarily would be a point of pride in supporting a full quality of life – is diffused across several different areas. This Legacy Center could be something that would focus on the community's quality of life reputation more effectively."*
- *"The arts are of paramount importance to Johns Creek, although I am always astonished that more people don't know about the Johns Creek Symphony Orchestra."*
- *"The primary driver here is the school system."*
- *"We have a serious generational issue, in that Millennials won't stay here. Arts and culture are a part of their lifestyle that we can't offer them at present."*
- *"The arts are a great benefit to the community. This project could allow people to have exposure to the theater that they would otherwise have to go to Atlanta to get. I think this is truer for older people than the younger generation, however."*
- *"We need a vibrant arts culture to attract people to our community."*
- *"One measure of the strength of a community like this is the amount of cultural activity. It is interesting, however, that the Chinese community is very visible, with lots of Chinese restaurants, cultural events, etc. The Indian community is less so, hence not a lot of Indian restaurants."*

## Opportunity Analysis: Findings & Recommendations

- *“Johns Creek has a good reputation as a great place to live. Johns Creek seems to spend all its money on parks and recreation, but the arts seem to always take a backseat for something else. It's about time they started investing in the arts.”*
- *“There aren't a lot of opportunities to participate. It's easier to get to Roswell for us. There is an intangible value to having something like that here, even if you don't participate. This is a community that is looking for ways to connect and the arts and culture is one way to do that.”*
- *“Medlock Bridge Road/Highway 141 is known as the ‘cultural belt’ because of all the multicultural dance and music academies clustered in Johns Creek. People who know us know Johns Creek as a wealthy community built around families and a rich quality of life.”*

### Q. How important are the performing and visual arts to you personally?

\_\_\_ Very Important    \_\_\_ Important    \_\_\_ Somewhat Important    \_\_\_ Unimportant



### Analysis

While the percentage of responses to this question in the “Very Important” and “Important” categories is almost the same as in the previous question (84% and 85%, respectively), only a handful express a personal passion for the arts as a part of their lives. This divergence may partially explain the gap between the many professions of personal support for the role of the arts in the civic life of the community found in the previous question and the possible level of personal financial investment in the Legacy Center.

## Opportunity Analysis: Findings & Recommendations

Only one respondent spoke to the value of their involvement or experience with the Johns Creek Arts Center; none spoke of any current experience with the Johns Creek Symphony Orchestra or the North Atlanta Dance Academy. To the extent that funding of the Legacy Center depends on the level of support for the three anchor tenants – the Johns Creek Art Center, the Johns Creek Symphony Orchestra and the North Atlanta Dance Academy – this could indicate a disconnect between the interviewees’ positive feeling for the arts and the extent to which they associate that feeling with these specific organizations.

### In Their Words

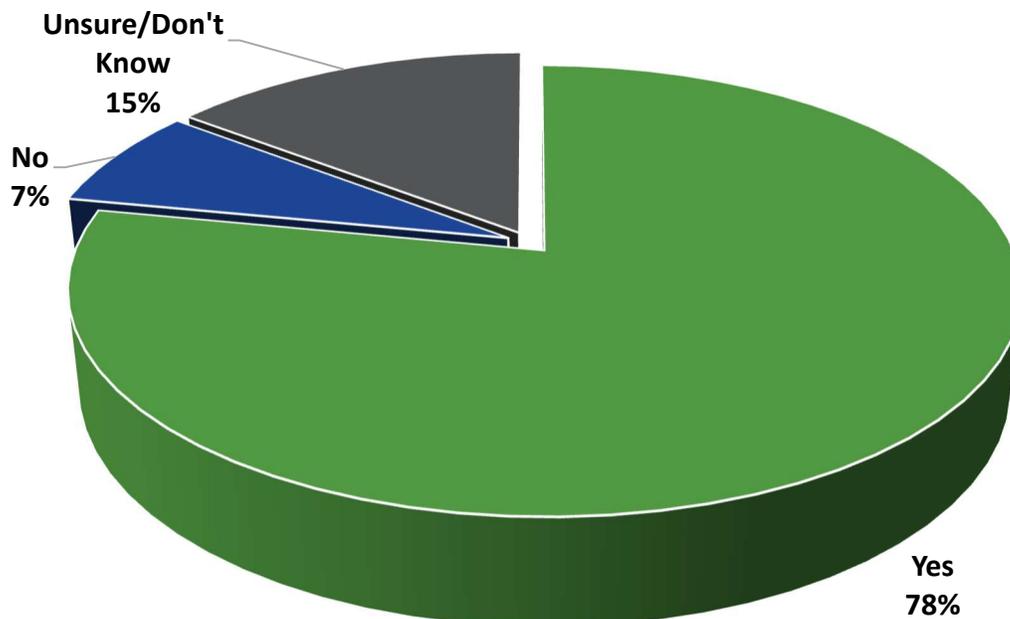
- *“All my children took lessons of one sort or another, and all of my grandkids. That's true of most people in this community.”*
- *“We don't like going to concerts.”*
- *“I tend more toward environmental volunteering, but I attended an art auction last week and was really impressed.”*
- *“We had the Taipei Symphony here last month, and it was really spectacular and really exciting! (Taipei is a Sister City with Atlanta).”*
- *“My kids were always involved in shows, plays, etc. I enjoy attending arts events.”*
- *“I grew up going to plays and concerts. Now, for me, these things are inaccessible. To have them in Johns Creek would be fantastic.”*
- *“I am more naturally a sports-type, but I have seen the light and have a growing admiration for the arts.”*
- *“My kids used to be in North Atlanta Dance, but their interest has shifted to sports.”*
- *“I'm more of a sports geek personally, but I think the arts, particularly the visual arts and the Johns Creek Art Center, is an important part of Johns Creek.”*
- *“Sports and the creative arts are universal languages. I am not artistic in any way in the formal sense, however.”*
- *“I collect fine art, but I find that the creative experience is more important than the product.”*
- *“The arts are extremely important to me. I paint and attend concerts all the time.”*
- *“If I want to see a performance, I will either go to Atlanta or go to New York.”*
- *“I have to drive long distances to attend dance recitals for my kids.”*
- *“My wife and I have always been interested in theater. I was the stage manager of a theater when I was in college.”*
- *“I played the piano and went to dance lessons since I was a child, and it has stuck with me ever since.”*

## Opportunity Analysis: Findings & Recommendations

### The Legacy Center of Johns Creek

**Q. The proposed Legacy Center will provide for the facilities needs of such local cultural mainstays as the Johns Creek Arts Center, the Johns Creek Symphony Orchestra, and the North Atlanta Dance Academy along with dozens of smaller visual and performing arts organizations active in our community. Do you agree that such a facility is needed in Johns Creek?**

\_\_\_ Yes \_\_\_ No \_\_\_ Unsure/Don't Know



### Analysis

While there is a clear majority of support for this facility in general, some doubts remain. Some find the size of the proposed facility too large and, at a cost of \$600 per square foot for an 83,000 sq. ft. building, too expensive. Others are concerned about its long-term financial viability. Others, particularly representatives of organizations focused on the performing arts of other cultures, wonder how a community-based arts center could give special status to the specific legacy organizations already identified as “anchor tenants.” Several respondents, particularly those aware of how similar facilities were constructed in communities surrounding Johns Creek, wonder how this could be built without the city’s leadership and ownership.

### In Their Words

- *“I thought this was going to be the Mayor's big push, but it seems not to be now. I think there is a groundswell of support, even among the politicians. Maybe the city will have a referendum, despite the vocal naysayers that hate everything.”*

## Opportunity Analysis: Findings & Recommendations

- *"I am skeptical about the size and its long-term financial viability. I'm afraid the community will be stuck with something we can't afford and that it won't keep its promises about how much it will be used."*
- *"Not in this configuration. It's too big and expensive. I don't see how it could ever be profitable."*
- *"I'm not close enough to it to know."*
- *"People here would love to have a center like this. They want this community to serve and foster families."*
- *"This is needed. The demand is there, and we have great arts organizations with strong leadership. We need the right physical facilities."*
- *"I absolutely agree. My feeling would be that the city must participate, or it won't succeed, but so far, they have been 'missing in action.' Of all the arts centers I've seen develop, particularly in Roswell and Suwanee, I have never seen a lack of support from city government like I've seen in Johns Creek. If they don't want to participate, my idea is that we find another community that will."*
- *"I'll be for it if it's done the right way."*
- *"I know many people who regularly have to go outside of Johns Creek to attend an event or participate in some form of the arts. It was a community-wide, private-public partnership, with the City of Sandy Springs in the lead, that developed the Sandy Springs Art Center. I am aware of the Atlanta Festival Academy (which is based in Johns Creek) and the success it had with a three-day event in July that brought young people and performing artists from all over the world to Sandy Springs because there was no place to hold it in Johns Creek."*
- *"This looks to us like a 'nice to have,' but probably not the greatest civic need of Johns Creek."*
- *"It would give character to the community, a focus point that differentiates Johns Creek in a field (the arts) that has wide appeal. This is an affluent, very well-educated community that is interested in culture. The 'in-group' of old money controls the downtown Atlanta arts institutions. This would be a fresh alternative for those who live here."*
- *"My child grew up in the theater program connected with the arts center in Roswell, and I spent much time traveling there to see his shows. I wish it could have been closer to Johns Creek. There is a gap there."*
- *"I don't think we know if it's needed. The Johns Creek Arts Center is small but vibrant, but I don't know that you can 'scale it up' and retain its viability."*
- *"This is needed. No venue can support all the artistic activity going on in Johns Creek. There is nowhere appropriate for the Symphony, for instance."*

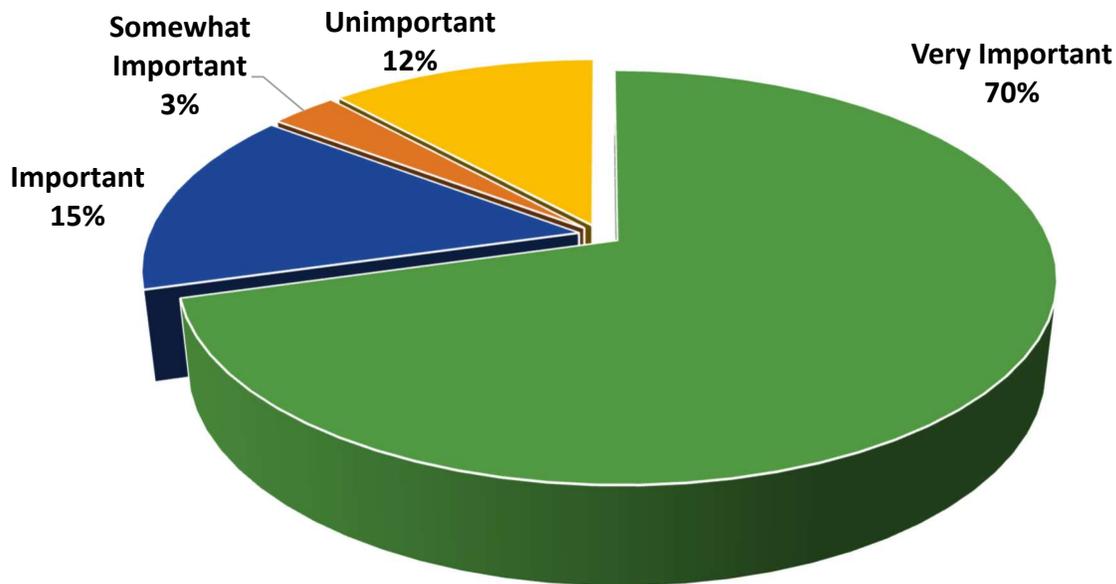
## Opportunity Analysis: Findings & Recommendations

- *“If you ask anybody this question in Johns Creek, they will tell you we already have one in New Town Square. It's mostly an outdoor venue, but they have a pavilion as well. Between that, the churches, and the country clubs, we already have more than enough.”*
- *“It would be great to have in the community if you don't want to go downtown. There isn't enough to do to inspire people – particularly young people – to stay in Johns Creek. When I was raising children, I went stir crazy because there wasn't anything to do.”*
- *“I have questions about its long-term sustainability and the financial projections for ongoing operations. This would certainly be a 'nice-to-have,' but I wonder if the patronage it might attract would be strong enough to sustain it.”*
- *“This is most definitely necessary. The only other venue for performances is the Methodist church, and that place is booked solid all the time for performances of groups that are both resident in Johns Creek and outside the community. One problem with having a performance at the church is that you can't serve alcohol, so you can't have fundraising receptions or dinners following a performance there.”*
- *“We need a proper venue here, particularly for all the Indian-American events my wife and I are so involved in. As it is, we have to go to the Infinity Energy Center in Gwinnett.”*
- *“I would think that this would be an important recruitment tool for companies trying to attract C-suite people to come and work there.”*
- *“We would like to have this facility available to us, but we would not want the Dance Theater of North Atlanta Dance Academy to have a permanent residence in the facility. They should rent the space like the rest of the dance schools would have to.”*
- *“The government should be building this. Johns Creek has an international reputation because of all the ballet and dance schools here.”*
- *“We are used to doing things for ourselves around here, without handouts from the government. For instance, the landscaping on our medians has been done by the Johns Creek Beautification project; the city doesn't pay for it. If the private sector really wants it, they should pay for it.”*
- *“I hate that we have to leave Johns Creek to enjoy and participate in the arts.”*
- *“Yes, but not as it is presently conceptualized. If this is truly to be a community arts center, it should not have permanent residents such as the Symphony and the Arts Center. It should be open to all on an equal basis. If the Arts Center wants a home, let them raise the money and build it themselves. Same for the orchestra. Why should others pay for a building that belongs to someone else?”*

## Opportunity Analysis: Findings & Recommendations

Q. The Legacy Center design serves as a unique and attractive venue for a wide variety of community and civic activities and events. Some of these may be income-producing, from corporate presentations to large catered receptions and dinners. The Legacy Center will be a catalyst for the community and a point of pride located in the heart of Johns Creek. How important is this aspect of the plan, in your opinion?

\_\_\_ Very Important    \_\_\_ Important    \_\_\_ Somewhat Important    \_\_\_ Unimportant



### Analysis

There is a high degree of recognition among all interviewees that the Legacy Center would have a positive impact on the city’s image and identity, a struggle since its incorporation. Many interviewees also see a cultural arts center as a catalyst for community because it would bring together residents and non-residents around artistic activities from all socioeconomic and ethnic backgrounds in one facility. This “catalyst for community” argument resonates with almost everyone interviewed as an even more important reason for building the Legacy Center than what it would do for the organizations in residence there.

### In Their Words

- *“Johns Creek doesn't have a real identity or ‘brand,’ and this could give it to us. It is a matter of pride to have a community center for an identity. Face it, the number of people who can get excited about new facilities for the Johns Creek Symphony is pretty thin. This is so much more than an expensive place to play: it’s the ‘finale’ or consummation of all the arts activities that are already going on here. We are already a premier arts*

## Opportunity Analysis: Findings & Recommendations

*community. This will be a place where all of our residents can come together and participate in the arts."*

- *"It's not all about making money. It takes an entrepreneurial mindset to make these things work. City agencies and nonprofits can't do this and be successful."*
- *"It needs to be big enough to handle 400 people at a sit-down event (i.e., with tables)."*
- *"This project is important, especially because it addresses Johns Creek's lack of identity."*
- *"First of all, it won't be in 'the heart of Johns Creek.' Second, it already cost the city \$25,000,000 to renovate city hall, with 90,000 square feet. And you want to spend \$50,000,000 on a smaller building?"*
- *"I think it's essential that the Legacy Center be as self-sustaining as possible on an operating basis. It should have as little governmental investment as possible. As a point of pride, I would hope that the Legacy Center could become the anchor for a city center and would generate enough foot traffic to support high-end boutiques, Starbucks and the like."*
- *"This is a critical priority for this community. The biggest thing missing here is mixed-use multipurpose space."*
- *"The Legacy Center could become an important part of an overall push for a master plan that includes the Town Center."*
- *"It adds to the vibrancy of the community and its attractiveness. This is a high net worth/highly educated community, and this would help solidify Johns Creek as a place for folks like that to live here."*
- *"We can't afford this."*
- *"This will maintain and enhance Johns Creek as the kind of place that values the arts and a richer quality of life."*
- *"This is absolutely important. This 'point of pride' aspect would represent the greatest benefit to the community from this project."*
- *"If done the right way, it will allow Johns Creek to actively involve all the various ethnic groups in a celebration of our diversity as part of a common vision."*
- *"This would become the heart of the community. It becomes a focal point, which is what the Sandy Springs facility has become for that community."*
- *"I don't know the answer to this question. I do know that the facilities in places like Roswell and Sandy Springs are very important to their communities."*
- *"This is a crucial part of the proposal. This will be a multipurpose venue that will create revenue for itself and Johns Creek. It will become a natural center of the city."*
- *"It's an important element, but the facility has to be flexible enough to accommodate what will happen in future years, which is the great unknown. The present design seems to focus on the immediate need."*

## Opportunity Analysis: Findings & Recommendations

- *"There is no nucleus for Johns Creek where it can be all it can be."*
- *"All the country clubs have spaces for events: it's a majority of their revenue. The Atlanta Athletic Club has 47,000 square feet just by itself. St. Ives has 20,000 square feet. The clubs have bigger spaces, and they don't make anything near the money mentioned in the Prospectus."*
- *"There isn't anything like this in Johns Creek, and other towns have arts centers, such as Avalon. It diminishes the town's value without a town center."*
- *"It would depend on the availability of other venues. They are building a very nice one in Avalon, and more seem to be coming onstream all the time. As these become more available, it diminishes the value of a Legacy Center in Johns Creek."*
- *"This could be a nucleus for Johns Creek, sort of like the Provincetown Playhouse is to Provincetown (MA). Every flourishing place has to have a 'star.' The Wise Men didn't find Bethlehem on their own!"*
- *"It is more important from an economic standpoint. There is so much capital here; I hate to see it leave the community."*
- *"We have all kinds of mini-communities here, each in their silo. This could be the thing that brings people together by breaking down the silos."*
- *"This was a central element of the comprehensive plan that Johns Creek put together years ago, but nothing has happened."*
- *"New Town Park is the only community gathering place, and that is only when there is a concert. This is also a way to bring together all our multicultural communities in one place."*
- *"Look at Alpharetta. They have done it right. We don't have a central space such as they have created there. Johns Creek doesn't know how to market itself because they don't know what they are. There are all these silly slogans like 'I [heart] Johns Creek' and 'we want to make Johns Creek a hub for health care technology,' but no one knows what that means. We are a splintered city, with not enough cohesion to have an identity."*
- *"We are all looking for ways to break down the barriers between different cultures from different parts of the world and bringing everyone together around the arts may be the only way to do this. The diversity in Johns Creek means that this is a unique opportunity to demonstrate to other communities how this could be done."*
- *"Johns Creek has been struggling for an identity for years. It doesn't know what it wants to be."*

## Opportunity Analysis: Findings & Recommendations

**Q. In your opinion, what are the most compelling features or aspects of the proposed new facility?**

### Analysis

Of the 34 interviewees who named the specific elements that appeal to them as described in the *Prospectus*, eleven mentioned the theater space, nine chose the shared lobby and flexible events area, and three chose the space devoted to the visual arts. While the theater or auditorium receives the most mentions, there was a wide variety of suggestions about the overall size and configuration.

Interviewees who belong to Indian American and Chinese American communities, including the three interviewees who would potentially use the auditorium space for their dance academy's performances or seasonal festivals, insist that the auditorium must accommodate at least 1,200 to 1,500 patrons to be useful. Concerning the shared lobby space, interviewees tend to stress the flexibility of this space, or its ability to accommodate small events, large events, and expositions, some at the same time.

### In Their Words

- *"The theater and the visual arts center. We have incredible talent in this community to the extent that I don't think people understand."*
- *"The theater and, after that, the mixed-use outdoor and indoor spaces. Providing outdoor space for a variety of activities and for people to gather spontaneously is going to be important."*
- *"The theater for the performing arts [is the] first [priority], then the provision for spaces for the community to meet and gather."*
- *"The most important part of the plan is the amount of multiuse open space, indoor and outdoor, that can be made available for as wide a variety of uses as possible. Does the auditorium need 700 seats, or 1,000 seats, or 300 seats?"*
- *"I have no frame of reference, so I don't know. I assume that these elements are all integrated. Seven hundred seats sound a little high."*
- *"I attended a joint event with the Symphony and North Atlanta Dance Academy, and it had poor attendance, mainly parents. The Symphony loses money as it is. The Arts Center, on the other hand, is self-supporting. As far as the conference space is concerned, there are at least two new hotels that have provided more meeting space, but it didn't add any users, so you are spreading the same number of people over more venues, and nobody makes any money."*
- *"Flexible spaces with a variety of uses."*

## Opportunity Analysis: Findings & Recommendations

- *"I think you have to know what the Return on Investment is for each component. The Johns Creek Arts Center is a 'proven operator,' successful financially and programmatically for many years. I don't know much about the Symphony or Dance Academy, and I think their ROI would be harder to justify. All the tenant organizations would have to prove their financial viability and what exactly they are returning to the community on an annual basis to raise this kind of money. The kitchen is the least compelling because it is not directly supporting the programmatic mission of the Legacy Center. You should plan for it, but if you have to lose something, then the kitchen is what I would cut out."*
- *"It meets the needs of the organizations it is being built for. But it could be so much more!"*
- *"All of it. I particularly like the open space as an opportunity for the various ethnic cultures to come together. For instance, the Indian community has the potential for six separate events around Diwali, our New Year's celebration. The biggest event in this cycle could draw up to 2,000 attendees, and for that, you would need space to hold an audience of that size, but also an ample open space with booths or nooks off to the side for individual, smaller parties."*
- *"The theater would be the most important element in my view, but I think it was a stroke of genius to use the lobby space to plan for events space. There is none in Johns Creek except in the country clubs."*
- *"The numbers sound reasonable overall, but who are your first customers, and what are their needs?"*
- *"The theater and rehearsal rooms are probably the most compelling spaces here. They have nothing now."*
- *"The commercial kitchen for sure won't work. You are going to have to pay the people who staff it more money than it will generate."*
- *"The shared lobby/public events space."*
- *"They all seem equally compelling to me. When you talk about a multipurpose events space, the model is what they're probably building in Avalon. Part of the development at Avalon is the high-end hotel, which will have at least one ballroom and smaller meeting spaces. This is so close to Johns Creek their size and proximity would diminish the need for the events space here. We won't be able to compete on quality or flexibility."*
- *"The auditorium, but it should be a lot larger. Most of the events I attend, attract at least 1,000."*
- *"The event spaces. The venue of choice currently for the Indian community is the theater in Gwinnett County (the Infinite Energy Theater), which has three elements: a performing arts center/auditorium, a 50,000 square foot arena, and a stadium for large concerts."*

## Opportunity Analysis: Findings & Recommendations

- *"All the essential elements are here."*
- *"No one single component; it's the combination of elements that is most important. The flexibility of the open space is equally important."*
- *"The theater and rehearsal rooms."*
- *"The theater is the most important. You could either build a 700-seat theater like the one at the Infinite Energy Theater in Gwinnett or double the size and attract much larger events."*
- *"We don't need another gathering place. Eight local country clubs do a fine job of providing event spaces and catering. The Atlanta Athletic Club can hold 500 people easily. Scale this down to what is absolutely needed and what we don't already have."*
- *"We have to have all of these components."*
- *"First, having a home for these arts organizations. Second, having leveraged spaces for all kinds of events."*
- *"Have you checked with the hotels and the country clubs to see if they're hostile to your event space, and see it as competition? The auditorium/performance space highlights the fact that we are the only city around that has a professional symphony orchestra. Exhibits by our cultural organizations would also be a point of pride. Also, having an intimate performance space with outstanding acoustics could provide a performance experience that you could not get anywhere else."*
- *"The theater/auditorium is the only one that interests us. But it should seat a minimum of 1,200 people. It should also have minimum facilities for visiting performing arts ensembles, which requires a backstage area at least as large as the stage that can accommodate rehearsal/warm-up space as well as dressing rooms for up to 200 people. It should have fly space and wings as well. The theater at the Infinite Energy Center in Gwinnett County seats too few people, but they provide all the rest of this and we should have the same here."*
- *"Flexible event space suitable for use by several disparate groups."*
- *"The most compelling feature of this building will be that it is a place for the community to gather and call their own, a venue in which they all feel they have 'ownership'."*
- *"I would be concerned about the foodservice/special events side of things. They are incompatible with arts organizations. They take a different set of skills and mindset to make this end of the operation work. Do one thing and do it right. Leave the other stuff to places like the Verizon Center that know how to do it right."*
- *"I think the auditorium is too big at 700 seats for the Johns Creek Symphony Orchestra, which averages more like 300 at a concert. That's an awful lot of fixed chairs. The spaces generally need to be a lot more flexible."*

## Opportunity Analysis: Findings & Recommendations

- *"The 'shared' aspect with all of these organizations in one place. You can walk around from one to the other."*
- *"I don't see enough multiuse, flexible space here. These spaces need to be available for all kinds of events and performances for it to work."*

### Q. Is there a facet that is missing?

#### Analysis

No two responses to this question were alike. What is common to all of them is the thought and insight that each interviewee brought to this question, which is in itself a testament to the level of support this facility would have in the community if the funding challenge is solved. There is a wealth of material here that future planners would do well to incorporate in the final design.

#### In Their Words

- *"Outdoor spaces. Sandy Springs and Sugar Hill both have outdoor facilities, which are more informal spaces in which the community can gather for all sorts of performances and events. I would replace the pool and the concrete plaza with an open, grassy area where people can walk around or sit or 'hang out.' It could benefit from some park-like green space."*
- *"The city needs special events space for 400 people/40 tables. If you need a 400-seat auditorium for music and dance, we already have auditoriums in the local public high schools to meet that need."*
- *"Right now, the Johns Creek Arts Center has only one kind of kiln (electric). You need gas, soda and raku kilns that require outdoor spaces. Also, the kids and adults are often there at the same time, and the kids have no place to play. The whole Center needs to be designed around the open space, with designated pods or purpose-specific designated spaces that will allow for multi-use flexibility."*
- *"This Center will only benefit a minority of our community. This looks too much like a 'white gloves and tie' kind of facility. If this is just a place for little Johnny and Suzy to get piano lessons, this is going to be an uphill slog. There needs to be outdoor space as well for the festival-type event."*
- *"I think we need one 700- to 800-seat theater, a smaller 300- to 400-seat theater, and an events facility that will host at least 1,000 to 1,200 people for events such as the annual Johns Creek Business Expo. These are my highest priorities."*
- *"I'm not sure that what's here is the right mix, and I would be concerned that the design has enough flexibility to accommodate concerts, performances and classes, and host one or more events in the space dedicated to it, no matter where it is. I'd be concerned that we are limiting the number of users of the facility to accommodate the needs (rehearsals,*

## Opportunity Analysis: Findings & Recommendations

*for instance) of the primary arts organizations. For instance, would you have to turn away other events because the Symphony or the Arts Center needs the space because you haven't built into the design the right size or flexibility of the spaces? Also, you must not compete with other performing arts centers around us, including Sandy Springs, Roswell, Suwanee and the like."*

- *"I don't see anything here about the impact on the environment. These days, you can't do business without an environmental element, including green space and a conservation plan which describes how you fit into the natural surroundings in a way the enhances them."*
- *"My big concern is that the market is getting saturated for arts and conference facilities. We have to demonstrate that this is unique, unlike any other arts center in our area, and that people will come to it and use it. It needs to be the right size and right configuration to be unique and financially sustainable over time."*
- *"Would it make sense to have the Center for Puppetry Arts here? They have been in Midtown for years, but they could probably be tempted to move to Johns Creek."*
- *"The whole model needs to change. The artistic traditions of the various ethnic groups, primarily Chinese, South Korean, and Indian, are completely undervalued here, and the Legacy Center project is an excellent opportunity to get them to participate in the civic life of our city. We need to find out how the spaces supporting the Johns Creek Arts Center, the Symphony and the Dance Theater can be configured to accommodate the needs of these groups. We had an International Festival that drew up to 22,000 for a weekend, and they came from all over the Atlanta metropolitan area, not just Johns Creek. We would completely miss the boat if we ignored the possibility of truly creating a place where these communities could celebrate their heritage. Done right, we could become the center for international arts for the whole Southeast."*
- *"This looks like a pretty generic small arts center, of which there are many in the Atlanta area. I don't see anything that differentiates it or makes it stand out."*
- *"A dedicated art gallery to connect with the Johns Creek Arts Center."*
- *"What won't work is just a larger Johns Creek Arts Center. How do you describe the long-term vision? How are you going to make this artistically and financially stable in a few years?"*
- *"More gallery space and hanging apparatus for hanging shows."*
- *"Our biggest need is for a banquet hall that seats 100 people or so."*
- *"You need to present a much more comprehensive presentation of the ROI. For instance, a brand has a dollar value, and if this facility is part of the brand of Johns Creek, you need to demonstrate the financial return in the Legacy Center. You could easily make a much*

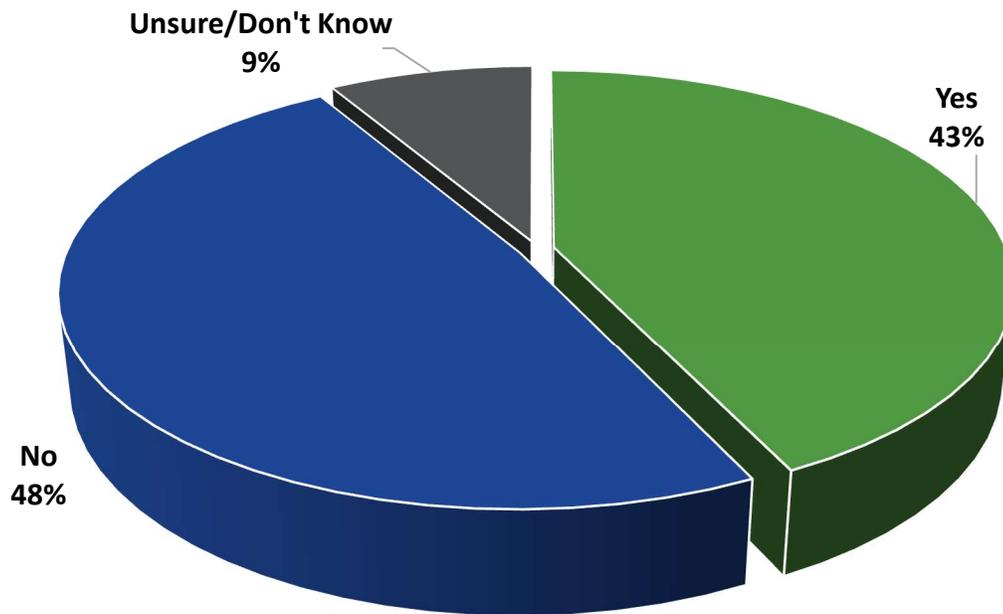
## Opportunity Analysis: Findings & Recommendations

*stronger argument by demonstrating the financial return on an investment in the Legacy Center."*

- *"A true conference center. We use the local country clubs now, but we could use a facility of our own in Johns Creek."*
- *"The auditorium is too small. It should seat a minimum of 1,000-1,200. Also, it should be designed to encourage and support a mixture of cultures, not each in its separate silo."*
- *"There should be provision for retail that can generate income to operate the facility, such as a café or restaurant, a gift shop, and a museum."*

**Q. Do you feel that your company or business would benefit from the presence of this facility in Johns Creek? If so, in what specific ways?**

Yes  No  Unsure/Don't Know



### Analysis

It is surprising that more interviewees answered "No" to this question than "Yes." This could be due to the fact that respondents chose to answer this question only from the perspective of their small business or professional firm. None are actively employed in companies with a large workforce that faces the constant challenge of corporate recruiting. Nevertheless, the responses point to the need for the Legacy Center's advocates to make a stronger case for the potential benefit to the corporate presence in Johns Creek.

## Opportunity Analysis: Findings & Recommendations

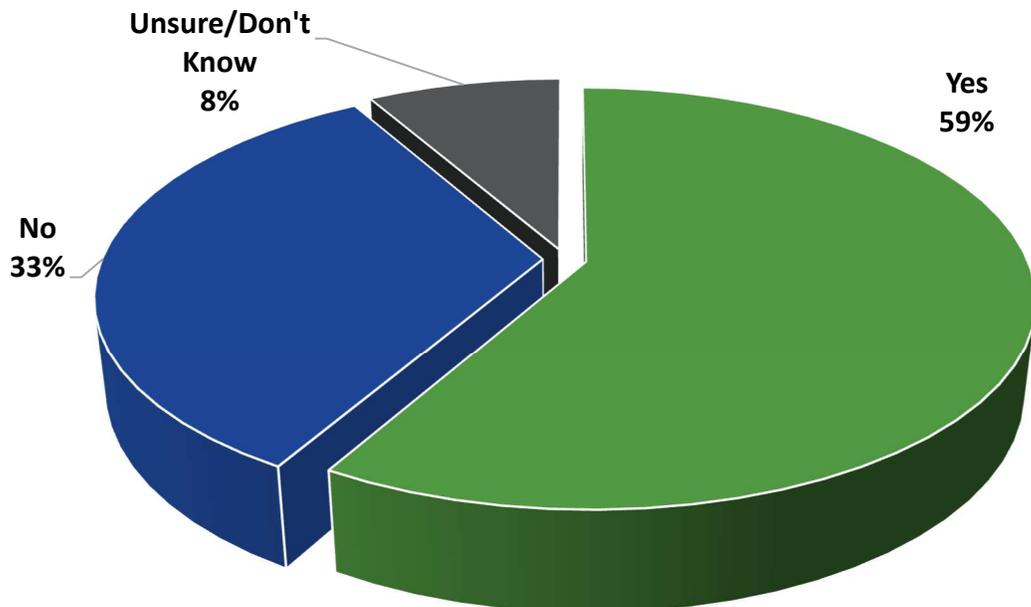
### In Their Words

- *"This will attract businesses to take advantage of all the people using the facility. Sugar Hill has a whole 'town square' concept surrounding their facility. This could also stimulate more upscale residential activity around the facility and, maybe, a revitalized town center."*
- *"There are two kinds of businesses around here: the big companies that couldn't care less, and the small businesses that don't have the kind of money you're looking for."*
- *"All my business is outside the city."*
- *"The Legacy Center will benefit the city and the Town Center project. For residential, commercial, and recreation to work, it has to work 24/7. There needs to be all kinds of activity throughout the day and evening potentially that will attract the right developer(s)."*
- *"My professional firm is based on relationship-building within a 20-mile radius of Johns Creek. This could give us new opportunities for relationship-building."*
- *"Business has a hard time in Johns Creek. We don't have a lot of companies here. This facility and space provided for catering and events could be a big draw for businesses to locate here."*
- *"More events bring in more visitors from outside Johns Creek, and that benefits our economy."*
- *"We tried to raise money for an economic development initiative in Johns Creek – the Johns Creek Advantage – in 2012. We raised some money, but it was all spent on operating needs, and there was no identifiable initiative that benefited the business community, so it was shut down. They are trying to revive the Advantage again, but the outlook for any fundraising for local business initiatives is dismal."*
- *"There are lots of Chinese-owned companies in Johns Creek that could benefit from having this facility here."*
- *"My company could sponsor events there."*
- *"Businesses could rent it out and bring income into our community."*
- *"People will stop and have drinks and dinner before or after a show. This will stimulate restaurants and bars to open. This will also help Johns Creek attract corporate talent. Roswell and Alpharetta have both done a good job at this."*
- *"People are always looking for connections as well as things to do, and the hospitality industry could use the Legacy Center to boost their business."*

## Opportunity Analysis: Findings & Recommendations

Q. In addition to recapturing the \$1,200,000 in rental fees and expenses our arts organizations must spend outside Johns Creek due to the lack of adequate facilities here. Estimates indicate that the Legacy Center could generate an additional \$2,100,000 in annual direct spending by visitors and concertgoers. Is this aspect of the plan important in considering your participation in the project?

Yes    No    Unsure/Don't Know



### Analysis

Many interviewees find this aspect of the presentation to be less convincing for the overall argument for why it should be built. Almost all doubt that the facility will ever be self-supporting. There is a need for a more robust and detailed financial plan for the subsequent operation of the Legacy Center to improve the chance for a successful campaign.

### In Their Words

- *“Of course, it's important. But the naysayers will always be there to complain about the traffic problems.”*
- *“The economic argument is not the kind of emotional pitch that will generate big gifts.”*
- *“Sandy Springs, which is much closer to Atlanta and has shops and restaurants, runs a \$1,000,000 deficit every year. There will be a lot more competition coming soon, including an enormous new project in Lawrenceville. This Legacy Center won't be able to compete.”*

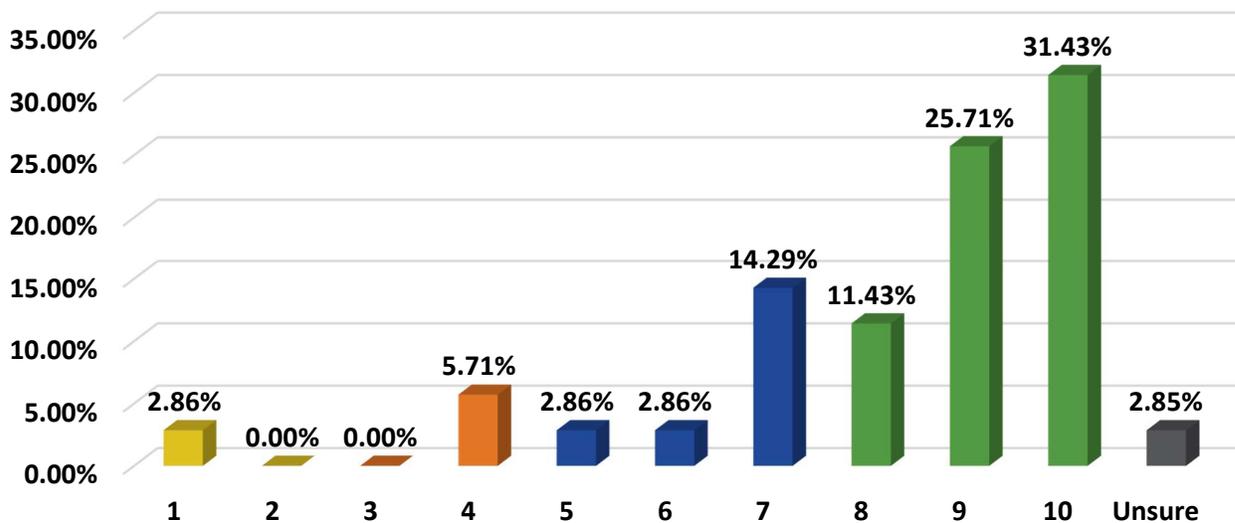
## Opportunity Analysis: Findings & Recommendations

- *“As long as the city doesn't get too overcrowded and lose the sleepy suburb environment. The influx of more people would have to be managed and controlled to avoid crime, overpopulation, and traffic.”*
- *“The economic argument is going to be a critical factor for both the Legacy Center and the Town Center. Will it attract enough visitors and residents to stay and spend money that they would otherwise not spend or spend elsewhere?”*
- *“These are minor numbers, almost a ‘throw-away’.”*
- *“We are not near a major highway, not near an airport, we don't have many major corporations here, and there is a new conference center in Alpharetta. Who will use this?”*
- *“No doubt. The longer people stay in any place, the more they will spend. This will attract other commercial properties, which will, in turn, attract more visitors who spend money.”*
- *“Economic development is going to be key to John Creek's future. Younger people think Johns Creek is boring, and they leave or don't come here to live. All of the big companies are leaving and taking their employees with them. We are not going to survive as just a bedroom community anymore; we have to attract new younger people with amenities to draw them here. But the programming needs to fit their interests, not just the same old symphonies and dance troupes.”*
- *“Yes, this would be a ‘nice to have’ from that point of view, but the artistic purposes are paramount.”*
- *“Where do you think these people are going to stay? There aren't any high-end hotels in town.”*
- *“I don't like that aspect of the proposal. No more changes in Johns Creek!”*
- *“Any extra money generated will be wiped out by debt service and supplementing the income from the constituent organizations. These numbers are not credible. There is no way this will be self-supporting.”*
- *“The economic argument is most important.”*
- *“This could be the most compelling argument, but you haven't even begun to make it. I would use a three- to five-year ROI calculation to show how quickly the community investment will yield hard dollar benefits.”*
- *“That depends on whom you are asking. Corporate investors would find this more persuasive, I think.”*
- *“The city is always talking about generating more business revenue; this is the way to do it! That is why they should be building this!”*
- *“The City Council has been missing the boat on this.”*
- *“Johns Creek struggles to bring in additional revenue, so they should welcome this.”*

## Opportunity Analysis: Findings & Recommendations

- *“This would not be a huge driver for me, but it could be important to a whole lot of people in Johns Creek.”*
- *“The Legacy Center should be self-supporting.”*
- *“In Sandy Springs, the city covers the \$3,000,000 operating deficit of the performing arts center annually. Part of that gets paid back with retail revenue and profit-sharing when the apartment and retail complexes are sold; it's written into the original agreement when developers are awarded the initial contracts.”*

**Q. On a scale of 1 to 10, where does the proposed Legacy Center of Johns Creek rank among your civic priorities?**



### Analysis

With two-thirds of the interview sample scoring eight or above on their scale of civic priorities, there is a clear consensus that the Legacy Center is a high community priority. Many interviewees are frustrated that the City of Johns Creek has not led in driving this initiative since it has been talked about as part of a “town center” concept for years. Many respondents see their ranking as a message to the city that they support this.

### In Their Words

- *“This is right up there, next to getting the right people on the City Council and getting the Council to agree to build a city center around it.”*
- *“I would love to get this city to ‘get going’.”*
- *“This will do amazing things for us.”*

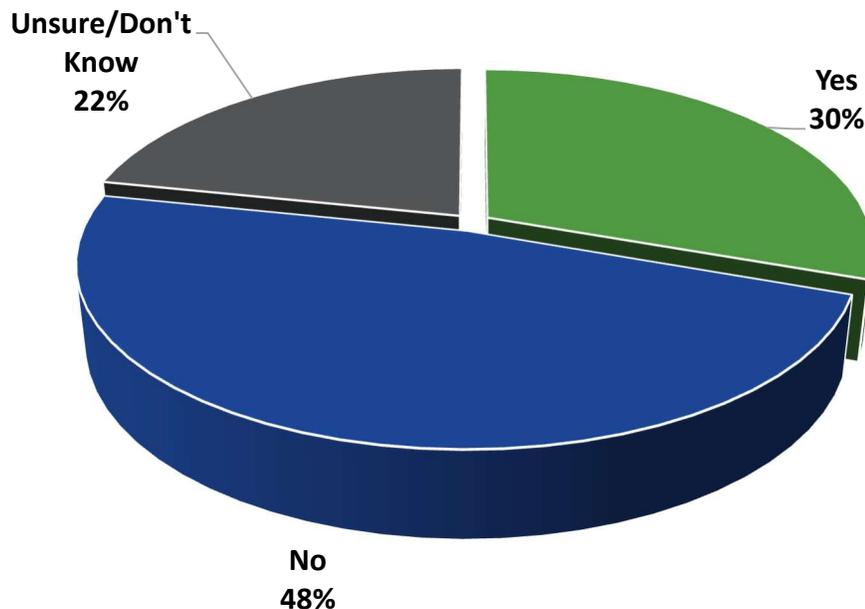
## Opportunity Analysis: Findings & Recommendations

- *"This idea has been talked about for several years, and it has always been seen as critical for the community and its identity. Not just a nicety, a necessity to bring together all these different organizations with different needs under one roof, accessible to all."*
- *"The Johns Creek Art Center needs to grow."*
- *"We have a boatload of priorities to fund, however."*
- *"I agree we need this as part of our identity, 100%!"*
- *"I'm giving this a '9' because of the economic benefit this could bring to the community."*
- *"Infrastructure comes first, but now that that is up to par, this moves higher up the list."*
- *"Roads and infrastructure come first. They are a '10'."*

## Funding Support

**Q. This project requires up to \$50,300,000 in philanthropic support to complete. Do you believe that \$50,300,000 pledged over five years or less is an achievable funding goal?**

Yes    No    Unsure/Don't Know



### Analysis

Less than one-third of the interview sample feels that \$50,300,000 is a feasible fundraising goal. Some suggested lower possible amounts, but almost all doubt that even a lesser goal is possible without the balance of funding coming from municipal sources, i.e., the City of Johns Creek.

## Opportunity Analysis: Findings & Recommendations

### In Their Words

- *"There is no way this is going to happen without significant public (city and county) participation, probably in the form of a bond issue."*
- *"Johns Creek is too young to have developed any tradition of philanthropy. There is no 'old money' – they all still live in Buckhead. There are gated communities and country club estates, but these owners are executives. There are no big companies: just because you have a UPS store doesn't mean you are going to get a big gift from UPS. The City has to give most of the money, or it won't work."*
- *"I would have to say that, of all the suburbs in our part of Fulton County, we are the most likely to pull this off."*
- *"Anything like this is going to be expensive."*
- *"If the value is there, the money will follow."*
- *"All I know is that it won't work if we don't get funding from all sectors, including the ethnic communities here (Indian, Chinese, and Korean), among others."*
- *"You won't raise \$50,000,000. \$20,000,000, maybe."*
- *"Many organizations seem to raise lots of money in town. The Chamber and Rotary are active. The Chamber golf tournament cleared \$55,000-\$60,000 last time around. The Johns Creek Arts Center event last week was very successful."*
- *"This campaign is going to depend, at least in part, on money from outside the community interested in promoting the arts. Atlanta has foundations and individuals that should be approached."*
- *"\$10 to \$20 million is more likely. If you can't raise all the money you need to build the whole thing, you could begin with a new home for the Johns Creek Arts Center and phase the fundraising to build the other elements later. The Arts Center is the organization that has proven its viability as a 'trusted operator,' and they are in dire need of new facilities."*
- *"The only facility I know about like this is in Cobb County. I was somewhat involved in raising money for that, but I think most of the money came from public sources."*
- *"It depends on the players and on the final design that accommodates the needs of the entire community, not just the organizations listed in the Prospectus."*
- *"Not in its present configuration."*
- *"I was flabbergasted at the price tag, considering the size of the community. This is five times more than anything we do for any local arts organizations. Maybe they could pick one organization and scale back the campaign for a facility that they could afford. As it is, they have picked the kind of arts organizations that have increasing struggles supporting their operations on an annual basis."*
- *"Most Johns Creek residents are tight-fisted. The reason they moved here is that they get more for their money, which they want to hang on to."*

## Opportunity Analysis: Findings & Recommendations

- *"You might be able to raise \$15 to \$20 million if the City becomes a full partner. You have to cast the vision just right. Spell out how you are going to do this (particularly if you are going to have to do this in phases) and what we'll get in the end as a benefit for the entire community."*
- *"You could probably raise \$15,000,000."*
- *"You would be lucky to raise \$10,000,000 if it's a small standalone building not tied to a Town Center development. Residents in North Fulton County are stingy; they don't give much in the way of philanthropy. I don't know anybody you could raise it from if you were talking to individual wealthy donors. Getting money from companies around here is much hard work, but you don't have any big ones in Johns Creek anymore so there wouldn't be corporate giving. Sandy Springs is losing money at the moment, but they planned for that as would this effort. It takes these facilities three to five years to become truly sustainable as they build an audience."*
- *"\$5 to \$10 million, maybe."*
- *"I can't come up with an alternative number that would be credible."*
- *"It's going to take a well-organized campaign. You have to go to the right pockets."*
- *"Maybe \$20,000,000 or so."*
- *"It depends on how it's structured. You can't do this with philanthropy. Instead, it would help if you offered equity shares based on the expected rate of return in dollars in three to five years. You would only need a handful of big investors to make this work."*
- *"It would depend on substantial foundation support from the larger foundations in Atlanta. There are also a bunch of smaller foundations which could help at the \$15,000 to \$20,000 level."*
- *"Only if is part of a larger town center concept that includes mixed-use retail, higher density residential, and other amenities, and is designed to attract and retain corporate talent and a multigenerational mix of residents attracted to Johns Creek by the vibrant quality of life this concept could create."*
- *"This should be a 50/50 split between public and private. You should raise what you can in private contributions and ask the City to kick in the remainder. They should put that on a ballot as a ballot initiative. You could sell this if it's done right."*
- *"Johns Creek is a particularly hard community in which to raise money. It's hard to get the message to the people in all those gated communities. They don't even allow newspaper delivery. The churches are able to raise a lot of money."*
- *"Yes, if the Legacy Center is a nonprofit and everyone gets behind this. Are the naming opportunities strong enough to compete with other naming opportunities or campaigns in the community? It certainly wasn't easy raising the money for the Vietnam Veterans Memorial."*

## Opportunity Analysis: Findings & Recommendations

- *“You could tap into the wealth of the larger ethnic communities throughout Atlanta and beyond if you made this more than a home for the Symphony, the Arts Center, and the North Atlanta Dance Academy. Otherwise, there is no reason for them to participate.”*
- *“The funding for the international festival that brought 22,000 people was hard work, and the goal was only \$35,000. The largest single sponsorship was \$8,000. That's typical of the funding if it's not the churches or the private schools, where they have members and parents, respectively who give much larger amounts.”*
- *“The Sandy Springs performing arts center represents \$130,000,000 of an overall \$239,000,000 development. There is a total philanthropic component of \$5,000,000 million in that mix, for gifts to name the theater and its components.”*

### **Q. Experience indicates the typical levels of investment necessary to reach a campaign goal of \$50,000,000 over five years. What firms or institutions do you believe would consider top-level investments of \$100,000 or more over five years?**

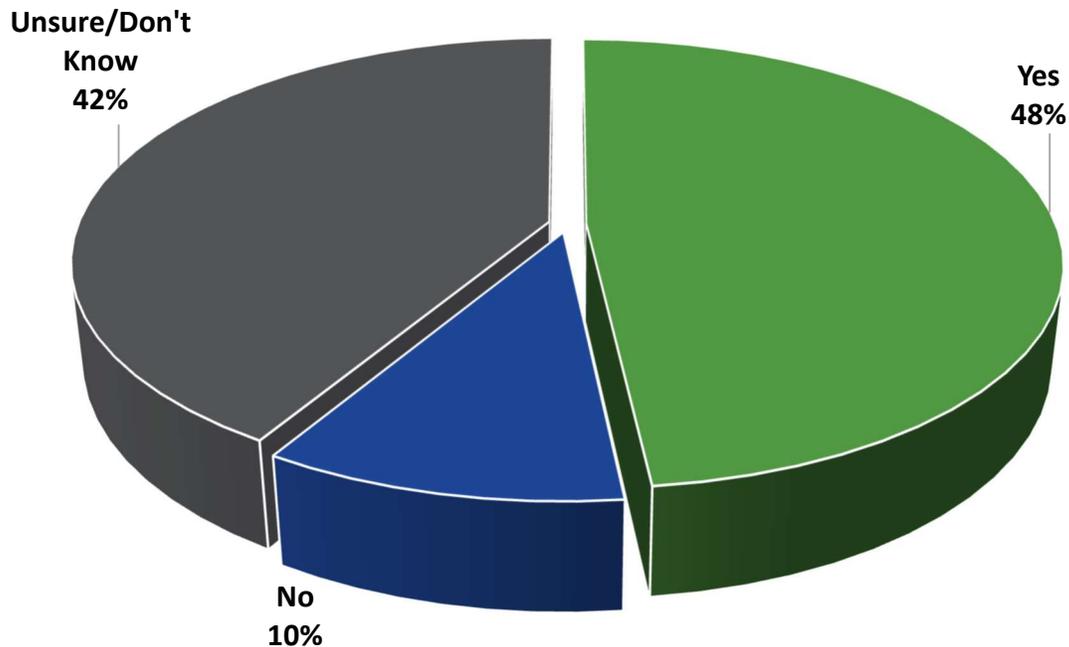
Interviewees reviewed an Investment Range Table (Appendix E) demonstrating commitments needed to attain a \$50 million goal. Interviewees were asked to identify individuals or organizations likely to consider pledges of \$100,000 over five years (\$20,000 annually) or more.

Companies mentioned most often as potential top investor prospects are below:

ADCO Services, Inc.	The Coca-Cola Company
Alcon	Country Club of the South
AT&T	Delta Airlines
Atlantic Athletic Club residents	Publix
Broadcom employees	Atlanta Athletic Club
Ebix	Saia Trucking
Emory Johns Creek Hospital	Siemens
Fulton County Arts Council	St. Ives Country Club
The Kroger Company	State Farm
Macy's	Truist Financial
Johns Creek Technology Park tenants	Sawnee EMC
Mercedes	UPS
Northside Hospital	Wells Fargo
Novartis	Willow TV
	World Financial/Transamerica

## Opportunity Analysis: Findings & Recommendations

**Q. While the Georgia Ensemble Theater is not one of the organizations currently participating in the Legacy Center, there is a possibility that they may choose to do so in the near future. Do you think including professional theater would be a strong addition to the Center?**



### Analysis

The Georgia Ensemble Theater (GET) is a professional theatre company producing musicals, comedies, and dramas for over 25 years at the Roswell Cultural Arts Center in Roswell, Georgia. The organization has expressed an interest in relocating to the proposed Legacy Center. Although there is no formal agreement to do so, the Johns Creek Cultural Arts Center Task Force asked Convergent to determine the potential campaign effect when including GET as one of the Center’s performing arts organizations. Respondents are split evenly between those who see the addition of the GET as a benefit and those who do not or have no opinion. Those who are not familiar with it welcome the idea that another performance partner might add appeal to the Center’s fundraising case.

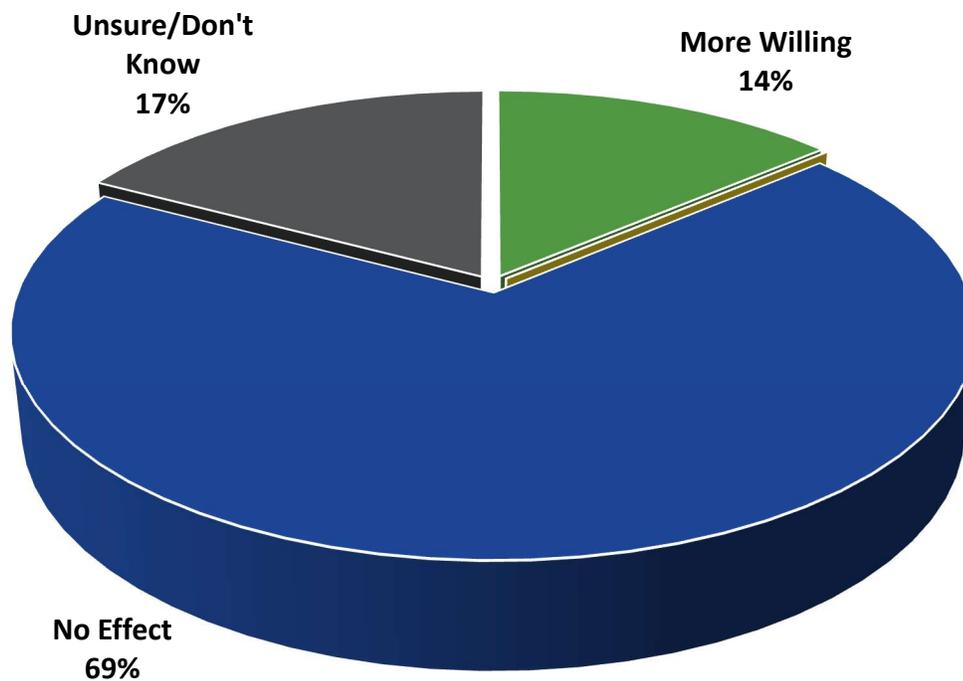
### In Their Words

- *“They would be a strong addition. This would represent ‘Broadway in Atlanta.’ The Fox Theater where Broadway shows play, is old, decrepit, and unattractive. They would undoubtedly fill the remaining days available in a year for performances at the Legacy Center.”*
- *“Yes, but they need a new place now, not three years from now.”*
- *“I don't know them.”*
- *“Heck Yes! They have an established community of followers and a history of consistently getting ‘butts in seats’.”*

## Opportunity Analysis: Findings & Recommendations

- *"We would need to know what portion of their budget they spend on rent now that we could get at the Legacy Center."*
- *"I don't know enough about them to judge."*
- *"This should be a no-brainer."*
- *"That would be a coup. They have a strong, established program and nice performing arts center. They attract lots of kids from Johns Creek and Forsyth County."*
- *"The more variety, the better; the more money you can raise!"*

**Q. How would the addition of the Georgia Ensemble Theater as a Legacy Center partner affect your willingness to consider an investment in the Legacy Center?**



### Analysis

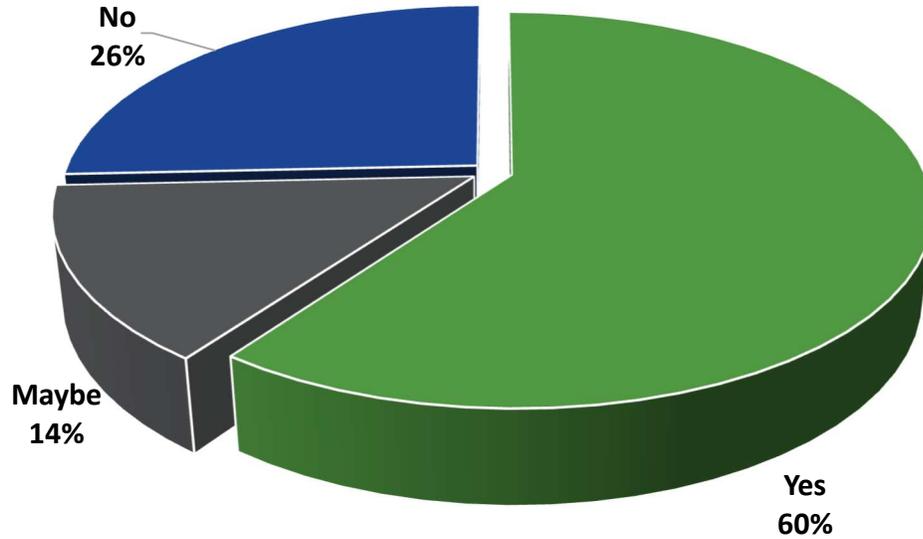
The four interviewees who say they would be “more willing” to contribute with the participation of the Georgia Ensemble Theater were those familiar with the organization or had attended a performance. As previously stated, most interviewees are only vaguely familiar or unfamiliar with the organization. It appears that including GET as a resident performance partner would have little or no effect on the Legacy Center campaign. Any additional investment in the Legacy Center would have to come from elsewhere, most likely the GET’s subscribers, not interviewed for this study.

## Opportunity Analysis: Findings & Recommendations

### Willingness to Serve

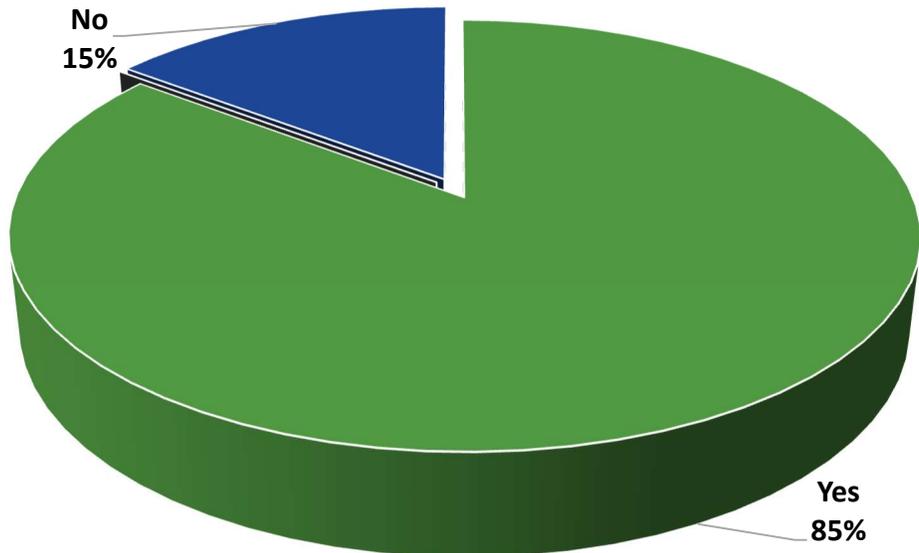
Q. If asked, would you consider playing a campaign leadership role?

Yes  No  Maybe



Q. Would you consider being a door-opener?

Yes  No  Maybe



## Opportunity Analysis: Findings & Recommendations

### Analysis

Nearly three-quarters of interviewees (74%) indicate a willingness to at least consider taking a lead role in the campaign. Eight out of ten respondents are ready to work as “door openers.” There is a large group of campaign volunteers available for this initiative. However, recruiting the right high-level leaders is critically important.

For success, the Legacy Center campaign needs recognized civic and business leaders with direct access to all the communities of wealth within Johns Creek, including the cultural minorities whose investment in the campaign will be crucial for success. Without the direct participation of the city, it falls to the campaign leadership to reach beyond their respective organizations and connect to all those who, through their leadership giving, could make the Legacy Center the true community resource it strives to be.

### Other Campaigns

**Q. What other campaigns in progress, just completed, or pending could affect the level of support this plan/program might receive?**

### Analysis

No one was able to identify specific campaigns currently underway or anticipated in the near future that would negatively affect the outcome of a campaign for the Legacy Center. Several interviewees share a concern about the effect of competition from other communities that are moving forward with plans for performing and visual arts centers for their populations.

### In Their Words

- *“I am concerned that we lose market share to the arts centers trying to be formed in surrounding communities like Suwanee, Duluth, and Peachtree Center.”*
- *“In terms of marketing opportunities, we are surrounded by too much competition that has much more to offer any corporate or individual sponsor. Not enough people drive by Johns Creek that would see the name or be aware it's there. There is much corporate investment in the greater Atlanta area, but we already have much larger facilities such as the Cobb Energy Center, SunTrust Stadium, and Mercedes-Benz Stadium that reach hundreds of thousands of people. An investment in this is too small compared to the greater good and the size and numbers of the competition.”*
- *“No, but what you're competing against is how important this is to the greater good of the community.”*
- *“There is much competition in the form of other arts centers. In addition to Sandy Springs, there is Roswell, which has a nice center.”*

## Opportunity Analysis: Findings & Recommendations

- *"All the cities around us are trying to develop town centers and facilities like this, so we are definitely in competition with them if this isn't unique or complementary with them."*

## Other Factors

**Q. Emphasizing again that our discussion is confidential, are there any other factors that might influence the outcome of the campaign?**

### Analysis

The responses to this question were varied, thoughtful, and rich with insight. Leaders from other communities with successful cultural arts centers shared their thoughts about what made their efforts successful. There is much useful detail here.

### In Their Words

- *"There is an online community of naysayers that are vicious about attacking any new ideas in the community. You are going to have to be ready for them."*
- *"You should be sure to emphasize the role of the arts in health and wellness, particularly for an aging population like ours."*
- *"We would depend on fundraisers to bring in leadership gifts from around the country that we don't know about."*
- *"The next City Council election cycle results could spell the end of this process or any city support for it in any way."*
- *"Johns Creek is the international center of the Southeast. You must have the active participation of the Indian, Asian, and leaders of the other ethnic communities prominent here if this is going to work."*
- *"The only other thing that might affect the outcome is politics. Will there be universal support for this from the City and the City Council?"*
- *"Have we done all our due diligence to see if this is sustainable, especially with all the competition for money for arts centers in towns around us?"*
- *"The only way you are going to get anything like a \$50,000,000 complex is to make it part of a mixed-use 'town center' concept that includes high-density residential, high-end commercial, etc. This is what built the arts centers in Sandy Springs, Avalon, and Peachtree Corners."*
- *"The critical piece of this is leadership from the city, creating a master plan and inviting a team of developers, private sector, and corporate investors to participate. In Johns Creek we've had a Mayor and City Council actively drive away this kind of investment. The development community won't touch Johns Creek. The City is hostile to developers and development. Consequently, major employers are moving to places with better access to*

## Opportunity Analysis: Findings & Recommendations

*wraparound services, amenities, and activities that you find in Peachtree Corners, Alpharetta and Sandy Springs. In each of these cities, local economic development and city government took the lead."*

- *"The late Mayor of Sandy Springs was the one who made that arts center happen. She was the 'spark plug' that made it successful, using her bonding and condemnation authority to overcome the naysayers. The private sector certainly participated, but the lead had to come from the city."*
- *"I think it essential for as many people as possible at the lower levels to participate. Make sure you have a donor wall and other forms of donor recognition. The entire community has to be excited about this, not just the big donors, and this is a way to draw them in."*
- *"Last week's election confirmed that the anti-change forces are stronger than ever. There will be no leadership from the City Council."*
- *"For those of us who live outside Johns Creek, the location of this facility would be an issue. It should be centrally located in Johns Creek and easy to get to."*
- *"Alpharetta has a ratio of 65% commercial, 35% residential in revenue; Johns Creek is 85% residential, 15% commercial. Alpharetta has gone from 1,500 to 7,000 residents in the past several years. The only way these projects work is with a group of leaders driving the project. The Avalon Center, while under development, added a \$30,000,000 conference center and guaranteed that the city was inoculated from covering operational deficits by selling the management rights to the conference center operator. Between renovating the town center, the development of the Avalon shopping center, and the conference center, plus high-end hotels, the overall investment is \$200,000,000. The city must take the lead in making this happen; it won't work otherwise."*
- *"The demographics of Johns Creek are changing. You have to involve the cultural groups that are growing, particularly the Asian and Indian communities."*
- *"The three most significant obstacles are the 'Preserve Johns Creek' people, who tear down any effort to do anything new; of Johns Creek's identity, which no one seems to have figured out after a series of half-hearted attempts, and that naysayers were able to defeat the larger Town Center/District plan that Mayor Bodker wanted, but has no more fight left in him. The plan turned into a very scaled-down version of The District that is unexciting."*
- *"Johns Creek doesn't have the corporate base or mix of amenities to make this work. There is nothing there that identifies the central core of the city, as the city hall does in Alpharetta, Milton, and most other cities."*
- *"Leadership was key in Sandy Springs. Eve Galambos (former mayor) and Rusty Paul (former mayor and state representative) made this happen, with a coalition of the city council, developers, and a group of people who loved the arts and had lots of money. They*

## Opportunity Analysis: Findings & Recommendations

*started with a \$5,000,000 campaign to create a fund to support the arts in general in Sandy Springs. It focused on bringing in a theater company to present Broadway-quality shows, followed by presenting acts from outside. There was, from the beginning, a plan for a 1,000-seat theater plus an outdoor venue. The facility will run a deficit in perpetuity, although it may make it breakeven someday. The entire facility is run by an executive director who is a city employee, with a staff of at least 11 to book the shows, food service (including the chef), etc. They also have a media and conference center, as well as a black box theater that functions as the council chambers and can also host large sit-down dinners and banquets. The theater is booked 100 days per year, plus local groups get a discounted rental rate."*

## Opportunity Analysis: Findings & Recommendations

### Recommendations

As described in the introduction to this Opportunity Analysis under “Fundraising Campaign Fundamental Principles,” Convergent’s experience verifies fundamental principles for a successful fundraising campaign. These principles endow an organization and its leaders with Asking Rights™. They are:

- A compelling need and sense of urgency
- An effective plan to meet the need
- A track record of organizational effectiveness and fundraising strength
- The constituency with adequate financial resources
- A cadre of potential campaign leaders of influence and financial means who are affiliated with and committed to the organization and the project.

To uncover the presence or absence of these fundamental principles, the Convergent team conducted an in-depth, proprietary, and objective analysis of the potential pledges indicated by prospective investors interviewed during the Opportunity Analysis process. Expert subjective input from the Convergent project team, including Convergent Principal Rick Kiernan, Principal & Operations Director Lawrence McKinney, and Project Director Whit Shepard, is incorporated to calibrate the objective analysis further and assess campaign outcomes.

We conclude that the Johns Creek Cultural Arts Center Task Force does **not** currently possess sufficient Asking Rights™ necessary to conduct a successful capital campaign for the Legacy Center, as presented in the *Prospectus*.

### Compelling Need and Sense of Urgency/Effective Plan to Meet the Need

The sense of a compelling need and the necessary level of urgency lacks in most interviews. While most are supportive of having a center for music and dance performances in Johns Creek, many think the facility as presented is too large, too expensive, and unable to remain financially viable in future years if funded by private philanthropy. The prevailing sentiment among interviewees is that this facility is a “nice-to-have” for the arts organizations represented on the Task Force, but not on this scale.

### Organizational Effectiveness and Fundraising Strength

Neither the Johns Creek Cultural Arts Center Task Force, who commissioned this study, nor its predecessor, the Johns Creek Visual + Performing Arts Task Force, who commissioned the 2018 Webb Management Services study, has a track record in fundraising. Each is an *ad hoc* committee formed around a specific task; to develop the optimal facility to meet community needs and the external market for it in northern Fulton County.

## Opportunity Analysis: Findings & Recommendations

The fundraising effectiveness of the “stakeholders” of the facility is purely speculative because there is no entity with clear responsibility for the facility. Few of the most highly rated potential interviewee prospects failed to respond to repeated requests for interviews. This reluctance suggests that, with no previous fundraising history, the Legacy Center concept, as presented in the *Prospectus*, is not compelling enough to engage those prospects.

### A Constituency with Adequate Financial Resources

The Investment Range Table (Appendix E) that Convergent created for the study lists the levels of commitments and the number needed at each level to achieve a capital campaign goal of \$50,000,000. It calls for 37 commitments ranging from \$250,000 to \$10,000,000 to reach 60% to 65% of the goal amount to achieve campaign success.

In developing the list of potential interviewees, considerable efforts were made to identify prospects capable of commitments at the stated, necessary levels. Members of the Task Force identified organizations, including foundations and corporations, and individuals who would be viable major gift prospects. Convergent also queried leading wealth database companies using criteria to surface individuals residing or working in Johns Creek and surrounding communities, including the CEOs of companies whose financial capability and history would indicate their capacity to make substantial gifts to arts organizations.

These efforts resulted in identifying 185 prospects; each of whom was asked to make themselves available for an interview. A total of 50 prospects agreed to a meeting, 28 identified with the capacity to commit at least \$250,000. Of these, only two made financial indications at that level. Most gave financial indications significantly less than or indicated that this project is not a priority for them.

There are still another 28 prospects on the Task Force’s interviewee list rated at \$250,000 or above and another 41 rated as capable of investments at \$100,000 and above. To date, none of these have agreed to an interview or have even acknowledged the interview request. Of those interviewed who indicated a prospective range of investment, the top ten indications total \$915,000. According to the Investment Range Table, this number would need to be more than \$33,000,000 to achieve success for a \$50,000,000 campaign.

The total maximum indications from all interviewees are \$1,060,000, 3% of the goal. The financial support for this project, exclusively relying on private philanthropic investment, does not exist at present, regardless of the overall wealth that may exist in the community.

## Opportunity Analysis: Findings & Recommendations

### Potential Campaign Leadership

For a major fundraising campaign to be successful, it must count among its leadership those who, in local government, civic organizations, and major corporations, are recognized as champions and passionate advocates of the community's anchor institutions. Here, the lack of a strong corporate base, along with the absence of a civic or corporate leader ready to commit to "do what it takes" to make the Legacy Center a reality in Johns Creek, is evident.

### Favorable Factors

While the recommendation is not to go forward with a fundraising campaign for the Legacy Center, as presented in the *Prospectus*, there are positive factors for a way forward.

- First is the healthy level of support that the general concept of a cultural arts center for Johns Creek evoked from more than three-quarters of interviewees. This closely aligns with a general recognition that an appropriately sized, less elaborate center for the visual and performing arts could be the beginning of a differentiating and unifying identity for a community that needs it.
- Second, several surrounding municipalities have developed impressive performing arts centers that are economic engines as well as destinations for arts enthusiasts from throughout Atlanta. In every case, a public/private partnership of the city's civic and corporate leaders was formed and committed to developing a mixed-use, commercial, and residential "town center" in which the performing arts center served as an anchor.

While a fundraising campaign to build a facility on the scale of the proposed Legacy Center in Johns Creek would not be successful at present, there seems to be an opportunity to create a more formal ongoing coalition of arts leaders to make the case for support for the arts in general and the role they play in helping to define Johns Creek's future.

## Opportunity Analysis: Findings & Recommendations

### Thank You

It was a pleasure and a privilege to conduct this Opportunity Analysis for the Johns Creek Cultural Arts Center Task Force.

Convergent extends its heartfelt appreciation to the Task Force members who participated in this effort. We extend special thanks to J. Wayne Baughman, Chair of the Task Force, and Task Force member Kathy Ortwerth who was instrumental in scheduling interviews and so much more.

The suggestions, insights, and opinions offered by the 50 individuals who gave so generously of their time to answer our questions gave shape to the content of this report and, by extension, to the future of Johns Creek.

Our thanks to you for allowing us the opportunity to play a role in assisting your organization's strategies and goals.

Sincerely,

  
**Rick Kiernan, MBA, IOM**  
**Principal**

  
**Whit Shepard**  
**Project Director**

  
**Lawrence McKinney, CEcD, CCE**  
**Principal**

## Opportunity Analysis: Findings & Recommendations

### About Convergent

Convergent Nonprofit Solutions, LLC is a national consulting firm, composed of six principals and dozens of experienced and respected nonprofit fundraising and organizational development experts. The Convergent team combines proven techniques with innovative tools for unique solutions to drive remarkable results. Convergent provides outcome-driven programs for a range of nonprofits:

- |                                     |                                    |
|-------------------------------------|------------------------------------|
| Arts & Culture                      | Environmental                      |
| Animal Welfare                      | Foundations & Public Benefit       |
| Athletic Parks & Recreation         | Fraternities/Sororities            |
| Chambers of Commerce                | Government                         |
| Community Development Organizations | Hospice                            |
| Charter Schools                     | Hospitals/Healthcare Organizations |
| Churches                            | Libraries                          |
| Community Colleges                  | Museums                            |
| Domestic Violence                   | Scouting/Camp                      |
| Economic/Workforce Development      | Universities                       |
| Education/Research                  |                                    |

#### Our service offerings include:

##### **Funding Services**

- Readiness Assessments
- Grant Writing
- Funding Feasibility Studies
- Capital Campaign Management
- Campaign Support Tools

##### **Resource Development Services**

- Planned Giving
- Major Gifts Programs
- E-Philanthropy

##### **Convergent Outcomes Lab Services**

- Asking Rights™ Assessment
- Organization Value Proposition™
- Return on Investment Analysis
- Seminars and Workshops

##### **Organizational Development Services**

- Development Audits
- Board and Staff Development
- Marketing and Communications
- Sustainability Planning
- Executive Search & Recruitment

## Appendix A: Prospectus



## PROSPECTUS

November 2019

### HISTORY & BACKGROUND

Johns Creek is a special place. In the few years since its incorporation, it has become the home of a culturally diverse, highly educated, and affluent community. Many of its residents choose to live in Johns Creek because of its excellent schools and the breadth of its offerings in the visual and performing arts. By the last count, more than 44 arts organizations contribute to Johns Creek's quality of life. Thousands of residents, from children of school age to active adults, participate in some form of artistic activity, whether attending concerts, participating and exhibiting in local art shows and educational programs, or performing in orchestral, choral, or dance organizations. The arts play an essential part in what makes Johns Creek a uniquely rich and vibrant place to live and work.

With its growing and evolving arts community, it is no wonder that the need for appropriate facilities for all this activity has outgrown the supply in Johns Creek. The Johns Creek Arts Center's need for additional space to house its many programs has reached a crisis point. At the same time, too many of Johns Creek's performing arts organizations—including music and dance ensembles such as the Johns Creek Symphony Orchestra and The North Atlanta Dance Academy—are forced to leave Johns Creek to find adequate venues for practice and performance. For example, estimates indicate that approximately 2,000 Johns Creek residents perform for a combined audience of over 100,000 in any one year. Sixty percent of those performances take place outside Johns Creek because of the lack of adequate facilities here.

The creation of a visual and performing arts center in Johns Creek could also become a community gathering place and an important new economic resource. Having such a facility would retain the estimated \$1,200,000 currently spent on practice and performance facilities outside Johns Creek. Also, performances and arts exhibitions by local and non-local organizations will generate at least \$2,100,000 in estimated annual direct spending in the community by visitors and concert-goers who patronize local restaurants, lodging, and retail outlets.

In 2017, a subcommittee of the Cultural Arts Alliance at Johns Creek—the Johns Creek Visual + Performing Arts Task Force—was formed to study the cultural arts community in the greater Johns Creek area. The Task Force surveyed approximately 70 businesses and arts organizations about their needs and the size of the demand for a new facility for the visual and the performing arts. The survey confirmed the need for such a facility. Responding organizations indicated that they were "extremely interested" or "very interested" in using a new performance facility in Johns Creek, anticipating more than 250 performances during the first season of operation.



## Opportunity Analysis: Findings & Recommendations

Based on the results of this survey, the task force recommended creating a facility that includes the following:

- A concert hall for music and dance
- A mid-sized theater for drama, musical theater, and opera
- A visual arts education and exhibition facility
- A banquet/meeting facility with a commercial-grade kitchen
- Areas for rehearsal, classrooms, studios, dressing rooms and administrative offices
- Outdoor gathering spaces

In response to this outpouring of support for a new facility exclusively dedicated to the arts, the Johns Creek Convention and Visitor's Bureau procured funds to commission a professional feasibility study to develop recommendations for the kind of facility that would best meet the need. In late 2018, Webb Management Services completed a detailed analysis of the current environment for the arts in Johns Creek and specific suggestions related to the design, management, and operation and location of a new Cultural Arts Center, as follows:

- High levels of educational attainment and household income in Johns Creek and its 15-mile radius indicate a strong propensity to support the arts.
- The Johns Creek Arts Center has outgrown its current space and is now developing new programs and initiatives at other facilities off-site. The new facility should include a new home for the Center and its programs.
- From the perspective of the performing arts, the facility inventories suggest that there are several gaps in the market that a new performing arts facility could fill. A new venue for the performing arts in Johns Creek could be activated by a mix of music, dance, theatre, and presented programs.
- The creation of a new center for the visual and performing arts is in line with a number of community goals and the City's comprehensive plan that could help propel other initiatives related to economic development, health and wellness, corporate recruitment, and workforce retention.
- The site for such a facility should be as close as possible to the center of Johns Creek to maximize the number and variety of programs to be offered.

With the completion of the report, the Johns Creek City Council passed a resolution that endorsed the concept of a Cultural Arts Center as a project "important to the future of Johns Creek." Also, the Fulton County Board of Commissioners allocated funds to allow the hiring of a consulting firm to take this movement forward with a capital campaign feasibility study. In July 2019, Convergent Nonprofit Solutions, LLC, an Atlanta-based consulting firm, was engaged. A newly formed Johns Creek Cultural Arts Center Task Force consisting of leaders from local arts organizations, as well as civic

and business leaders, will be overseeing the capital campaign feasibility study and the subsequent capital campaign necessary to fund construction of the Legacy Center of Johns Creek.

### THE LEGACY CENTER OF JOHNS CREEK

The Legacy Center of Johns Creek will feature the following:

- A new home for the Johns Creek Arts Center (JCAC). The JCAC is in critical need of additional space to accommodate demand for its programs. This space will include gallery and exhibition space, a digital arts lab, and other teaching and working spaces, all under one roof.
- A minimum 700-seat proscenium theater, rehearsal rooms, and administrative and storage space. The theater will provide a venue with excellent acoustics for local music and dance organizations, some touring entertainment, and corporate meetings and events. It will be the new home of the Johns Creek Symphony Orchestra.
- A large commercial kitchen to enable individuals, companies, and organizations to rent space in the facility for special events, including business meetings, receptions, and banquets, an important source of earned income. It will have flexible catering policies and is designed with the diversity of the Johns Creek community in mind. For example, the kitchen might include a kadai (the Indian version of a wok) or other materials that are essential to preparing an Indian meal. Such a space could also be used for teaching hands-on culinary programs.
- A large shared public lobby which can be used for additional meeting and exhibition space.

The impact of this new facility on the Johns Creek ensembles and organizations that will use it cannot be overstated.

- As the new home for the Johns Creek Arts Center, the Legacy Center will provide facilities for instructional and exhibition space to adequately serve its 11,000 program participants. Space will allow the addition of new media such as woodworking, metal sculpture, and glass art to augment existing programs in drawing, painting, ceramics, and digital art. Equally important, the Legacy Center will include exhibition galleries to highlight local and regional artists and to host traveling exhibitions.
- The musicians of the Johns Creek Symphony Orchestra – many who live and work in Johns Creek – will finally have the opportunity to rehearse and perform in a facility with the acoustics and audience spaces explicitly designed for them. Flexible spaces will also be available for use by multiple organizations for

practice and small-scale performances. For both performers and students alike, playing in a state-of-the-art facility like the Legacy Center will provide performing and listening experiences for musicians and audiences that are unavailable anywhere else in the area.

- For the North Atlanta Dance Academy/North Atlanta Dance Theater, the Legacy Center will allow students and faculty to present performances in its home community and provide a much more enjoyable and desirable experience for both performers and audiences. It will also make collaborations with other local organizations feasible, expanding performance opportunities for North Atlanta Dance Theater members and an additional level of dance education for students whose goal is a professional career.

At least 20 arts and culture organizations stand ready to utilize the Legacy Center, with a combined annual request for 80% of the Center's audience capacity. Based on their interest and as outlined in the Legacy Center's business plan, predicted ongoing operating costs of \$2,200,000 would be covered by a combination of earned income (ticket sales, rental income, program revenues, theater user fee, food, and merchandise) and contributed income. Overall, a mix of nonprofit rentals, commercial rentals, educational programs, and the opportunity to attract touring dance, theater, and jazz, culturally specific, rock, Broadway-style, soul/blues/gospel acts, or tribute band acts will ensure a steady source of earned revenue to offset the facility's operating costs.

### WHY A LEGACY CENTER FOR JOHNS CREEK?

There are several reasons why a center for the arts is needed for Johns Creek:

- Johns Creek currently has a residential population looking for a community with a rich and diverse quality of life to include the arts and arts education as core values. The Legacy Center, by providing a home for all ages of creative people to actively participate in the arts, will be an essential part of Johns Creek's identity as a good place to live and work for Atlanta area business and civic leaders looking for a community in which they can fully participate. More than just a venue, the Legacy Center will be a catalyst for community in Johns Creek.
- Johns Creek needs a distinctive identity, a "sense of place" that will move it beyond its present identity as an upscale residential community with excellent schools, and an unusually diverse population. By providing a state-of-the-art facility for the performing and visual arts, the Legacy Center will provide

## Opportunity Analysis: Findings & Recommendations

present-day Johns Creek with a universally recognized identity as the premier arts education center in Georgia.

- The thousands of students and parents in Johns Creek who are already engaged in curricular and extracurricular arts training and performance need more and better facilities to practice and perform. An analysis of user-demand suggests that a performing arts facility in Johns Creek could be activated by a mix of music, dance, theatre, and presented programs. **In sum, 14 users have expressed 291 days of demand for performance space of all sizes.** The small number and lesser quality of the few facilities available in Johns Creek mean that too many children and adults are forced to spend time and money outside the community to continue their artistic studies and performances.

To build this new and exciting community facility, private philanthropic support of approximately \$50,300,000 is necessary. Local, regional, and other philanthropic investors will be asked to participate at a variety of levels. Investments in the campaign may be characterized as a charitable contribution under Section 162 of the Internal Revenue Code. Investors may make their payments immediately or choose to spread their payments over five years or less. In-kind gifts of materials and labor may be accepted, and a variety of naming opportunities will be available.

BUDGET BREAKDOWN		
Facility	Square Footage	Cost
Shared Public Lobby	16,128	\$7,338,240
Minimum 700-Seat Proscenium Theatre	32,112	\$27,134,640
Rehearsal Rooms	7,200	\$3,276,000
Kitchen Facilities	3,900	\$1,774,500
Johns Creek Arts Center	23,738	\$10,800,790
<b>TOTAL</b>	<b>83,078</b>	<b>\$50,324,170</b>

## LEADERSHIP

The Johns Creek Cultural Arts Center Task Force, which oversees the pre-campaign feasibility study, is comprised of the following individuals:

Kamini Anand	Architect/Planning Commission
<b>J. Wayne Baughman, Chair</b>	<b>Johns Creek Symphony Orchestra</b>
Robin Buckley	Johns Creek Chamber of Commerce
Ron Cioffi	Arts-on-the-Creek and Johns Creek Arts & Culture Board
Joan Compton	Cultural Arts Alliance at Johns Creek
Kent Davies	Johns Creek Chamber of Commerce
Kitty Garrison	North Atlanta Dance Theater
Liz Hausmann	Fulton County Board of Commissioners
Hatcher Hurd	Journalist
Angelika Kausche	Georgia House of Representatives
Jay Lin	Johns Creek City Council
Shelby Marzen	Johns Creek Convention & Visitors Bureau
Deanna Maust	Johns Creek Arts & Culture Board
Stuart Miller	Johns Creek Arts Center
Kathy Ortwerth	Johns Creek Arts Center
Doug Russ	PLP Logistics/Co-owner
Paige Rutsche	Chambers Performing Arts/ Johns Creek Arts & Culture Board
Paul Shane	Berkshire Hathaway Real Estate





<http://www.artsalliancejc.org/>

## Appendix B: Corporate Interviewee Invitation

Johns Creek Cultural  
Arts Center Task  
Force

Chair

J. Wayne Baughman

Steering Committee

Kamini Anand

Robin Buckley

Ron Cioffi

Joan Compton

Kent Davies

Kitty Garrison

Liz Hausmann

Hatcher Hurd

Angelika Kausche

Jay Lin

Shelby Marzen

Deanna Maust

Stuart Miller

Kathy Ortwerth

Doug Russ

Paige Rutsche

Paul Shane

Date  
First Name Last Name  
Mailing Street  
City, State Zip

Dear Name,

We are contacting you to inform you of plans to create a new and exciting cultural arts center and community gathering place in Johns Creek. Our rich and vibrant cultural life is one of many things that makes Johns Creek such a special place to live and work.

Over 44 local organizations dedicated to the visual and performing arts are active in our community. Hundreds of residents participate in arts organizations, including the Johns Creek Arts Center, the Johns Creek Symphony Orchestra, and the North Atlanta Dance Academy. However, the lack of facilities to house and promote our burgeoning arts activity is a critical issue.

**There is a direct economic benefit to investing in our community's cultural life.** In Fulton County, arts and culture expenditures are estimated to bring in \$619,000,000 annually. Our study, commissioned from national experts in the field, suggests that the Legacy Center would recapture the \$1,200,000 currently spent on facilities outside Johns Creek. Also, an additional \$2,100,000 in estimated annual direct spending by visitors and concertgoers would add to the economic impact

**The Legacy Center would also provide a unique and attractive venue for all sorts of income-producing**

**corporate and civic events, from corporate presentations to large catered receptions and dinners.**

The enclosed draft *Prospectus* provides a thorough overview of the proposed plan. Before we move forward feedback from key community leaders like you is vital. Convergent Nonprofit Solutions will assess the proposal with you to gain your candid input.

Your confidential observations will be combined with the other respondents for a report that makes recommendations regarding the plan. Convergent will not ask for money. In the coming days, a representative of the Johns Creek Cultural Arts Center Task Force will contact you to schedule a

**Opportunity Analysis: Findings & Recommendations**

convenient time for a brief interview with a Convergent team member. Please take the time to review the draft Prospectus before the meeting.

Thank you in advance for your time and willingness to make yourself available for this critical, confidential interview. Your frank opinions and advice are essential to the decision to move forward with a formal fundraising campaign.

Sincerely,

 J. Wayne Baughman Johns Creek City Council Chair, Johns Creek Cultural Arts Center Task Force	 Kent Davies President/CEO Johns Creek Chamber of Commerce
 Liz Hausmann District 1 Commissioner Fulton County	 Jay Lin Johns Creek City Council
 Angelika Kausche Representative, District 50 Georgia House of Representatives	 Stuart Miller Executive Director Johns Creek Arts Center

Enclosure

## Appendix C: Individual Interviewee Invitation

Johns Creek Cultural Arts Center Task Force	Date
Chair	First Name Last Name Mailing Street City, State Zip
J. Wayne Baughman	Dear Name,
Steering Committee	We are contacting you to inform you of plans to create a new and exciting cultural arts center and community gathering place in Johns Creek. Our rich and vibrant Johns Creek cultural life is one of many things that makes it such a special place to live and work.
Kamini Anand	
Robin Buckley	Involvement in the visual and performing arts in many forms is central to what makes Johns Creek such a wonderful community. However, the lack of facilities to house and promote the burgeoning arts activity in our area has become a vital concern to a growing group of community and civic leaders.
Ron Cioffi	
Joan Compton	
Kent Davies	
Kitty Garrison	The need is real: too many of our residents and their audiences are forced to rent minimally adequate facilities outside of Johns Creek when they should be able to stay right here, in facilities that are specifically designed for them.
Liz Hausmann	
Hatcher Hurd	
Angelika Kausche	After years of discussion and the completion of a comprehensive study by national experts in the field, there is a plan for a new and exciting visual and performing arts center for Johns Creek. The proposed Legacy Center of Johns Creek not only meets the needs of local arts organizations but has also been designed to be an attractive venue for all sorts of income-producing corporate and civic events, from corporate presentations to large catered receptions and dinners.
Jay Lin	
Shelby Marzen	
Deanna Maust	
Stuart Miller	
Kathy Ortwerth	
Doug Russ	The enclosed draft Prospectus provides a thorough overview of the proposed plan. Before we move forward, feedback from key community leaders like you is vital. Convergent Nonprofit Solutions will review the proposal with you to gain your candid input.
Paige Rutsche	
Paul Shane	Your confidential observations will be combined with the other respondents for a report that makes recommendations regarding the plan.

## Opportunity Analysis: Findings & Recommendations

Convergent will not ask for money. In the coming days, a representative of the Johns Creek Cultural Arts Center Task Force will contact you to schedule a convenient time for a brief interview with a Convergent team member. Please take the time to review the draft Prospectus before the meeting.

Thank you in advance for your time and willingness to make yourself available for this critical, confidential interview. Your frank opinions and advice are essential to the decision to move forward with a formal fundraising campaign.

Sincerely,



J. Wayne Baughman  
Johns Creek City Council  
Chair, Johns Creek Cultural Arts  
Center Task Force



Kent Davies  
President/CEO  
Johns Creek Chamber of  
Commerce



Liz Hausmann  
District 1 Commissioner  
Fulton County



Jay Lin  
Johns Creek City Council



Angelika Kausche  
Representative, District 50  
Georgia House of Representatives



Stuart Miller  
Executive Director  
Johns Creek Arts Center

Enclosure

## Appendix D: Roster of Interviewees

David Belle Isle	Angela Harvey
Dave Bernard	Shafiq Jadavji
John Bevilaqua	Ron Jones
David and Karen Bishop	Angelika Kausche
Bill Bland	Jay Lin
Mike Bodker	Richard Loehn
John Bradberry	Marilyn Margolis
James Brady	Michael McCullar
Steve Broadbent	Darryl McDonald
Lance Brubaker	Georgia Nickels
John Buckett	Ed Pease
Mark Burkhalter	Chris Pullaro
Chris Burnett	Cathleen Quigley
Lily and Xiao Chen	Lynne Riley
Bill Collins	Charlie Roberts
Chris Coughlin	Amid Sabnis
Chris Cupit	Bill Sandbrook
Kris Custis	Kumud Savla
Kent Davies	Charan Shikh, M.D.
Joe Digieso	Lizzie Smith
Wei Dongsheng	Dilip Tunki
Stephanie Endres	Jere Wood
Neal Freeman	Yale Xiao
Render Freeman	Lenny Zaprowski

# Appendix E: Questionnaire



**CONFIDENTIAL QUESTIONNAIRE**  
**INTERNAL USE ONLY**

Appt. Date: \_\_\_\_\_ Interviewer: \_\_\_\_\_

Appt. Time: \_\_\_\_\_ Interview #: \_\_\_\_\_

**Interviewee Information:**

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Firm: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_

Home Address: \_\_\_\_\_

Investor? \_\_\_\_\_ Investment Amount \$ \_\_\_\_\_ Industry Type: \_\_\_\_\_

**Background Notes / Helpful Information:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Interviewer's Assessment:**

Interviewee Attitude:  Highly Committed  
 Positive  
 Moderate  
 Noncommittal  
 Negative

**Notes:**

**Five-Year Financial Indication:**

Low \$ \_\_\_\_\_ High \$ \_\_\_\_\_

Leadership Role:  Y  M  No

Door Opener:  Y  M  No

**Projected Campaign Role:**

- |  |  |
|--|--|
| <input type="checkbox"/> General Chair             | <input type="checkbox"/> Program Refinement Member     |
| <input type="checkbox"/> Division Chair            | <input type="checkbox"/> Evaluations Task Force Chair  |
| <input type="checkbox"/> Campaign Cabinet Co-Chair | <input type="checkbox"/> Evaluations Task Force Member |
| <input type="checkbox"/> Program Refinement Chair  | <input type="checkbox"/> Honorary Leadership Member    |

**Preface Interview with Confidentiality Statement**

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1. In your opinion, how important are the performing and visual arts to the quality of life in Johns Creek?

Very Important    Important    Somewhat Important    Unimportant

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2. How important are the performing and visual arts to you personally?

Very Important    Important    Somewhat Important    Unimportant

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3. The proposed Legacy Center will provide for the facilities needs of such local cultural mainstays as the Johns Creek Arts Center, the Johns Creek Symphony Orchestra and the North Atlanta Dance Academy along with dozens of smaller visual and performing arts organizations active in our community. Do you believe that such a facility is needed in Johns Creek?

Yes    No    Unsure/Don't Know

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4. The Legacy Center design serves as a unique and attractive venue for a wide variety of community and civic activities and events. Some of these may be income-producing, from corporate presentations to large catered receptions and dinners. The Legacy Center will be a catalyst for the community and a point of pride located in the heart of Johns Creek. How important is this aspect of the plan, in your opinion?

Very Important    Important    Somewhat Important    Unimportant

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5. The proposed 83,000-square-foot facility will contain the following:

- A minimum 700-seat proscenium theater, rehearsal rooms, and administrative and storage space for use by the Johns Creek Symphony Orchestra and North Atlanta Dance Academy, among other performing arts groups
- A new home for the Johns Creek Arts Center, including gallery and exhibition space
- A large shared public lobby which can be used for additional meeting, exhibition and conference space
- A commercial kitchen adequate to service a wide variety of special events hosted by individuals, companies and organizations renting the facility, an important source of earned income for the Center

a. In your opinion, what are the most compelling features or aspects of the proposed new facility?

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b. Is there a facet that is missing?

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6. Do you feel that your company or business would benefit from the presence of this facility in Johns Creek?

Yes  No  Unsure/Don't Know

If so, in what specific ways?

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7. In addition to recapturing the \$1.2 million in rental fees and expenses our arts organizations must spend outside Johns Creek due to the lack of adequate facilities here, estimates indicate that the Legacy Center could generate an additional \$2.1 million in annual direct spending by visitors and concertgoers. How important is this aspect of the plan in considering your participation in the project?

\_\_\_ Yes \_\_\_ No \_\_\_ Unsure/Don't Know

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8. On a scale of 1 to 10, where does the proposed Legacy Center of Johns Creek rank among your civic priorities?

1 2 3 4 5 6 7 8 9 10 Unsure

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9. This project requires up to \$50.3 million in philanthropic support to complete. Do you believe \$50.3 million pledged over 5 years or less is an achievable funding goal?

\_\_\_ Yes \_\_\_ No \_\_\_ Unsure/Don't Know If no, what is an achievable goal? \$ \_\_\_\_\_

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10. (Present Investment Range Table) Experience shows that the following levels of investments are necessary to reach a campaign goal of \$50.3 million. Which individuals, businesses, foundations, or other entities (public or private) do you believe would consider making a commitment of at least \$100,000 and up annually over a five-year period?

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

11. Understanding that this conversation is completely confidential and that I am not asking for a financial commitment at this time, just a range of potential support, at what level might you (or your organization) consider making a multi-year investment (five years or less)?

\$ \_\_\_\_\_ (low)      \$ \_\_\_\_\_ (high)

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12. While the Georgia Ensemble Theater is not one of the organizations currently participating in the Legacy Center, there is a possibility that they may choose to do so in the near future. Do you think including professional theater would be a strong addition to the Center?

Yes     No     Don't Know / No Opinion

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13. How would the addition of the Georgia Ensemble Theater as a Legacy Center partner affect your willingness to consider an investment in the Legacy Center?

More Willing     Less Willing     No Effect     Don't Know / No Opinion

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14. **Leadership:** Who would be your dream team of names that come to mind who, if they agreed to lead this effort, would get your attention and ensure the campaign is a success? Circle most effective Chair.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

## Opportunity Analysis: Findings & Recommendations

15. a) If asked, would you consider playing a leadership role in such a campaign?

\_\_\_\_\_ Yes          \_\_\_\_\_ No          \_\_\_\_\_ Maybe

b) Would you consider being a door opener?

\_\_\_\_\_ Yes          \_\_\_\_\_ No          \_\_\_\_\_ Maybe

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16. Are you aware of any competing campaigns (*in progress, just completed or pending*) that might affect the level of support (financial and/or volunteer) this project might receive?

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17. Other than the individuals already discussed above, is there anyone else you might recommend we interview during the course of this study? If needed, would you help set up the interview appointment?

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

18. Emphasizing again that our discussion is strictly confidential, are there any other factors which you feel might influence the proposed project and/or its funding campaign?

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**Appendix F: Investment Range Table**



**Investment Levels to Reach a \$50.3 Million Goal Over Five-Years**

<-----Accumulative----->

Pledge Amount	# of Pledges	Annual Pledge	Pledge Total	# of Pledges	Total Investment
\$10,000,000	1	\$2,000,000	\$ 10,000,000	1	\$10,000,000
\$5,000,000	2	\$1,000,000	\$ 10,000,000	3	\$20,000,000
\$2,500,000	3	\$500,000	\$ 7,500,000	6	\$27,500,000
\$1,000,000	6	\$200,000	\$ 6,000,000	12	\$33,500,000
<b>Top 10% of Total Pledges Typically Equals 60-65% of Goal Achievement</b>					
\$500,000	10	\$100,000	\$ 5,000,000	22	\$38,500,000
\$250,000	16	\$50,000	\$ 4,000,000	38	\$42,500,000
<b>Top 25% of Total Pledges Typically Equals 80% of Goal Achievement</b>					
\$150,000	20	\$30,000	\$ 3,000,000	58	\$45,500,000
\$100,000	25	\$20,000	\$ 2,500,000	83	\$48,000,000
\$50,000	30	\$10,000	\$ 1,500,000	113	\$49,500,000
< \$50,000	Many		\$ 800,000	200+	<b>\$50,300,000</b>

