

P R E S E N T E D T O T H E C I T Y O F V E N I C E C I T Y C O U N C I L

# Managing the Venice Community Center

*A nonprofit partnership to elevate user experiences, financial sustainability,  
and community access at the VCC.*

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**Venice Institute for Performing Arts Center Management, Inc.**

DBA Venice Institute for Performing Arts (VIPA) — a Venice-based 501(c)(3)

Response to RFP 3178-25



**VENICE INSTITUTE** for  
**PERFORMING ARTS**

W H O W E A R E



# A Venice nonprofit built to run public venues

## Mission

*“Sustaining the arts through innovative education programs and inspiring local communities with first-class entertainment, events, and experiences.”*

## Organization

501(c)(3) Florida nonprofit formed by Michael and Bonnie Hartley in 2016. Seven-member Board of Directors; Executive Director Derek Blankenship oversees executive staff, contractors, apprentices, and volunteers.

**10 yrs**

successfully operating the Venice Performing Arts Center

**330+**

events managed and supported at VPAC in 2024–2025 season

**250+**

in-house fund-raising productions over the past decade

**7**

directors on a community-rooted Venice board

# Proven management of complex public venue

*Since 2016, VIPACM has managed the 1,090-seat Venice Performing Arts Center under contract with the Sarasota County School District — a state-of-the-art facility serving the same community we now propose to serve at the VCC.*

## Operations

Rentals, scheduling, AV, ticketing, front-of-house, building services for a 1,090-seat venue.

## Production

250+ VIPACM fund-raising shows produced; surpluses reinvested in lighting, sound, and apprenticeships.

## Workforce

Executive Director, specialized Executive Staff, skilled technical crews, trained volunteer corps, student apprentice program.

## Stewardship

No legal disputes, no bankruptcies, current SunBiz good standing, IRS 501(c)(3) status and registered with State of Florida Department of Agriculture.

## PEOPLE & PIPELINE

# Powered by volunteers and the next generation of talented students

*A trained volunteer corps and a student apprentice program extend our staffing capacity, deepen community roots, and build the next generation of arts and event professionals.*



### Volunteer Corps

- Trained corps supporting front-of-house, ushering, and events
- Recurring training in hospitality, safety, and patron service
- Deep community engagement and local civic involvement

### Apprentice Program

- Student apprentices learning technical theatre and event production and management
- Hands-on mentorship from professional crew members
- Pathway from high school to paid work in the live events industry



### Impact at the VCC

- Flexible staffing that scales with seasonal demand
- Stronger patron experience through trained, friendly faces
- Long-term pipeline of skilled local workforce for Venice

OUR VISION

# Transforming the VCC into Venice's premier community multi-use-venue

*“Venice’s premier, community-centered venue for celebrations, conferences, culture, and connection.”*

## Accessible

Transparent pricing, friendly staff, easy 24/7 online booking with e-signatures.

## Professional

High-quality AV, modern amenities, reliable service from an experienced operator.

## Community-Focused

Nonprofit discounts, local partnerships, programming shaped by a “Focus on Community” team.

## Flexible

Banquets, proms, weddings, expos, meetings, classes, performances, festivals — indoor and outdoor with Blalock Park.

# Multi-day pop-up events for low-use months

*Activating the VCC during slower months by leveraging our production company capabilities and community partnerships to deliver signature, immersive experiences.*

## Dinner Theatre



- Multi-night themed runs pairing live performance produced by Venice Theatre with curated dining
- In-house production talent for staging, lighting, and sound
- Restaurant and caterer partnerships across the local community



## Jukebox Oldies



- Weekend concert series celebrating classic decades of music
- Nostalgic programming designed for our core audience demographic
- Bundled tickets, lounge seating, dance floor, and themed concessions and beverages



## Big Band & Dancing



- Live big band evenings with an open dance floor and social hour
- Co-produced with The Venice Symphony and with local catering
- Indoor staging or optional Blalock Park outdoor event



# Seamless transition, modernized systems

*Beginning October 1, 2026, VIPACM will continue operations without disruption while phasing in technology and amenity upgrades.*

## Transition

- Confirm pending rental requests at offered terms starting day of contract approval
- Welcome Kit for activity leaders & key users
- Continuity of operations from day one

## Technology

- 24/7 self-serve online booking & e-signatures
- Real-time availability prevents double-booking
- Automated invoices and Stripe payments

## Facility & Service

- Enhanced AV, lobby furnishings, digital signage
- Coordinated indoor/outdoor events with Blalock Park
- Professional event staff + trained volunteer corps

# Filling the calendar with the right mix of events

*Eight-channel program combining digital strategy, community integration, and professional event marketing.*

- Website + real-time booking centerpiece
- SEO, email, and geo-targeted paid social
- Showcase events, conferences & nonprofit days
- Formal events, corporate, and nonprofit verticals
- Key-user program for top 10–15 renters
- Seasonal pricing and discounted bundled package

## Target Segments

**Conferences** Regional meetings for up to 500 with space for plenary and breakout sessions and banquets.

**Corporate Offsites** Banks, law firms, medical networks; Tampa–Fort Myers corridor.

**Nonprofits** Deep discount tier; Nonprofit Partners Day.

**Key Users** Sun Events, Florida Gun Expo, Venice Theatre, dance recitals, Venice Orchid Society, City of Venice, quilters club, exercise programs.

# Rooted in Venice, accountable to the community

*Our “Focus on Community” team — nonprofit, business, and civic leaders — co-creates programming and provides ongoing feedback on pricing, facilities, and community needs.*

## Our Commitments

- Listen — citizen and nonprofit voices guide programming
- Discount tier for local community organizations
- Host civic functions, training, and educational events
- Welcome Kits and continuity for existing renters
- Behind-the-scenes transparency via social media

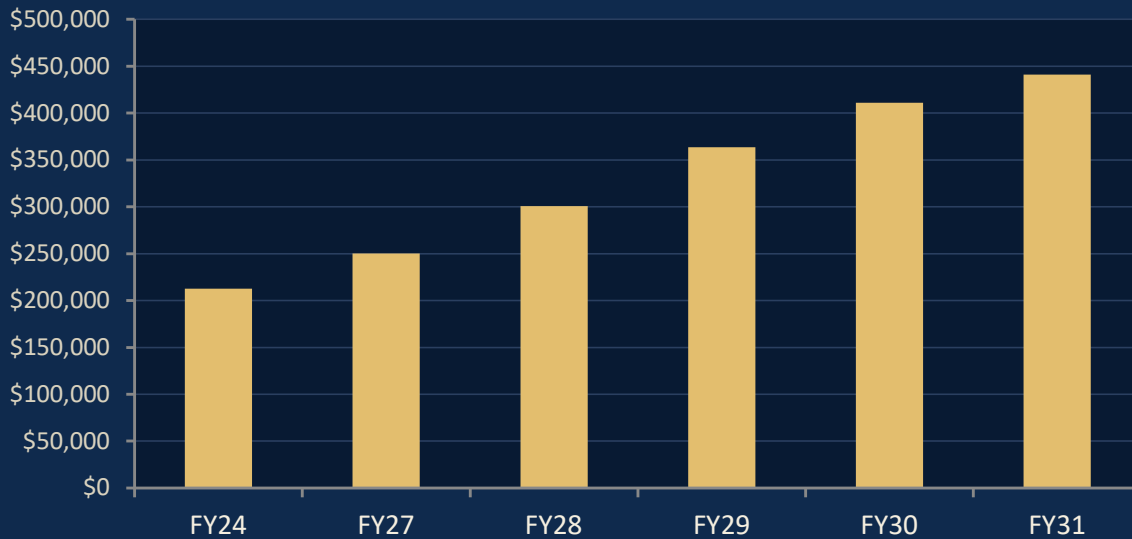
## Focus on some of our Community Team

Venice MainStreet  
Venice Chamber of Commerce  
Venice Theatre  
The Venice Symphony  
Sun Coast Media / Sun Events  
Crews Bank & Trust  
Venice High School  
Local Service Clubs  
Local caterers

# Five-year occupancy and revenue trajectory

Subtle rate adjustments, off-peak incentives, and aggressive marketing lift occupancy from 13% (FY24 baseline) to 28% by FY31.

Projected Rental Revenue



**13% → 28%**

Average occupancy lift over five years

**\$441K**

FYE31 projected rental revenue

**\$124K**

FYE31 projected Net Operating Surplus to fund WCSF/CIF reserves and credit Approved Compensation

**50 / 50**

Net Operating Surplus credits next year's Management Fee as a contractual public-benefit adjustment, not profit-sharing

FINANCIAL PLAN

# Variable pricing strategy to drive occupancy

Targeted discounts across timing, bundling, and advance commitments lift utilization without eroding peak revenue.

### Day, time & season

Discounted rates for weekday, daytime, and shoulder-season bookings to fill historically low-demand windows.

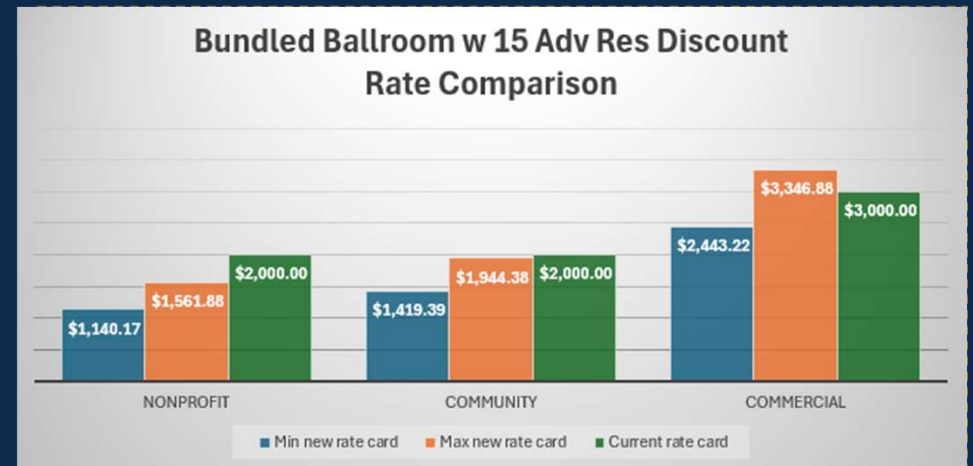
### Space bundling

Combined-venue packages reward renters who book multiple spaces together, raising total cart value per event.

### Advance multi-date

Loyalty pricing for users who reserve several dates ahead, securing forward bookings and predictable revenue.

MODELED IMPACT VS. CURRENT RATES



# Aligned incentives with the City of Venice

## \$280,000 / yr

### Management Fee

\$280,000 annual Management Fee paid by the City in \$70,000 quarterly installments beginning October 1, 2026 upon submission of a complete and accurate invoice, as Approved Compensation consistent with VIPACM's nonprofit and public-purpose obligations.

## 50 / 50 Allocation

### Surplus Reduces Management Fee

Once the WCSF and CIF are each funded to their \$100,000 maximums, any remaining Net Operating Surplus is split 50/50: VIPACM retains half for Facility-related purposes and the other half is credited against the next Contract Year's Management Fee.

## Tiered Subsidy

### Deficit Coverage Strategy

Net Operating Deficits  $\leq$  \$20K are funded entirely by the WCSF. Deficits from \$20K–\$100K are funded 25% by the WCSF and 75% by the City. Deficits above \$100K are funded by the City.

*Term: 60-month initial contract with two (2) optional 24-month extensions by mutual consent — accepted with no exceptions.*

# Investing in the building, reporting to the City

## Proposed Capital Investments

- High-quality lobby furnishings (\$25–60K)
- Digital sign boards and branded wayfinding
- Facility management & scheduling software (\$10K)
- Robust website with public booking access
- Point-of-sale software and equipment
- Portable coffee & pastry/snack carts
- Manual double-scissor lift for stage equipment
- Cultural Campus signage improvements

## Monthly Reporting to the City

- Financials with budget-vs-actual variance
- Rentals: space, time, post-rental checklist
- Attendance estimates per event
- Renter breakdown — nonprofit, community, commercial
- Pipeline of new rental requests
- Facility & equipment condition report
- Data in the City's preferred format (spreadsheets, PDF)

S T E W A R D S H I P      P A R T N E R S H I P

# Thank you for the opportunity!

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*A Venice nonprofit, a proven public-venue operator, and aligned incentives — ready to begin a seamless transition on October 1, 2026.*

**Michael T. Hartley, CFP®, AIF®** — President, Board of Directors

**Derek Blankenship** — Executive Director

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