

Strategic Transformation Through the Arts

PHASE 2 REPORT

Consultants Paul Kirpes (TPG Companies) and Phil Hodgin (RDG Planning and Design) have submitted their report to Wiregrass Foundation for Phase 2 of this 22-month-long study. Their report is summarized on the following pages.

Please note—consultant recommendations are based on research of our history and our current conditions, local data, input from stakeholders regarding visions, values and plans, and comparable benchmarked communities. Descriptions of new-builds and renovations are offered as a comprehensive concept of what would be impactful and do-able for Dothan. Precise structures and priorities will change as planning evolves.

RECOMMENDATION: *Develop the Dothan Area as an Attractor & Destination via Creative-Economy Expansion & Enhancements*

The potential to fundamentally transform Dothan’s future by using the arts (broadly defined) as a centerpiece is strongly supported by:

- * strong positive public reaction to the concept, crossing demographic & socio-economic lines;
- * leaders willing and ready to work collaboratively;
- * baseline arts-related organizations and businesses with capacity to grow;
- * Dothan as a hub city with a demonstrated potential to increase participation from the surrounding region;
- * the potential for creation of a destination-oriented arts entertainment and innovation district;
- * existing public and private sector with capacity to invest;
- * synergistic interest in development of Downtown Dothan and radiating outward.

WHERE TO START?

This question is addressed next to provide a visual framework for the overall recommendations. Having considered many areas and integrated options, TPG + RDG recommend that Downtown Dothan be the focus area for initial development. (Downtown would not necessarily be an exclusive focus.) This will require updating the Downtown Master Plan to include the Arts, Entertainment & Innovation (AEI) District as the initial-launch area to later expand and grow. Although an AEI District could be considered for other area locations, 22 months of Dothan community conversations made clear that Downtown Dothan is the overwhelmingly preferred starting point. Without exception, all cohorts involved in meetings and focus groups (500+ people) expressed a strong preference toward starting downtown and radiating outward (physically and programmatically) from there. Contributing to these conversations were: artists and arts leaders, supporters, and advocates; business leaders and owners; well-known community influencers; government officials; young professionals and college students; and others. Nationally, investors and promoters of the attractions and businesses that seek out and thrive in an AEI District seek centrality and walkability. Cities large and small nationwide are

transforming their economic futures by recreating their downtown areas around key themes: arts, entertainment, recreation.

It will serve Dothan well not to create a “hard boundary” for an AEI District. The stronger path is to encourage the district target area to expand and have connections throughout the region. Our recommendation to include the theater at Wallace College is an example of AEI District expansion.

There is significant precedence for the critical role of well-designed urban spaces throughout the design and evolution of urban and suburban communities. The Dothan community needs a destination that helps people identify with their “place”.

The City planning diagram for the Dothan region and community is literally a circle with a focused center... a map that pulls your eye towards downtown, yet there is no sense of arrival, no significant destination hub and very little that would attract a visitor to stop, shop or sip. Many roads lead to Dothan but... many roads take you straight out quickly. While it may sound unkind, there is no “I have arrived” moment. This can be improved with a focus on Downtown Dothan. The diagrams literally point you there!

We highly encourage business and property owners, City and community leaders to support the concept of creating a plan that focuses on advancing Downtown Dothan as a destination... an attractor and a Hub for Arts, Entertainment, Entrepreneurship and Innovation.

We respect the planning work that has been accomplished to date. There are implementable pieces of the I-84 Plan that can be synergist with this *Transformation Initiative*. In our experience the City of Dothan leaders, departments and staff have much to offer and, they are eager to do so.

Attention on this initiative would be focused next on answering and acting upon many practical questions including land use, parking, utility, water resource and infrastructure. Safety, lighting, affordable and market rate housing and dealing with the growing homeless social justice issues need to be addressed and can be impacted as part of this Initiative.

Visionary and transformative planning initiatives would be focused on creating a destination that attracts and retains citizens and visitors alike, this in-turn will also retain and attract workforce talent and thus help grow and attract diverse businesses.

“When have I arrived in Dothan?”

“What is Dothan’s Moment?”

“Where do people go to take their Instagram photo?”

“What makes me want to return?”

“Where do I play in Dothan?”

“Where do I learn?”

“Where do I feel vitality?”

“Where do I invest in new business?”

“How do I recruit talent to Dothan?”

Every community has unique challenges and opportunities. The array of potential solutioning is beyond this report’s ability to suggest one that fits Dothan at this writing. Much more planning and imagining with and through a broad array of Dothan area leaders and stakeholders, and citizen groups would need to be accomplished to create a master view / plan that is “Distinctively Dothan”!

WHAT DO WE BUILD?

Market research indicates venue sizes in the following categories fit Dothan Area currently and for the next 5 to 10 years: 100 to 150; 250-300; 550-600, 800-1,000; 1,250-3,000; 4,500+/- . Ten (10) specific projects are listed here. Any of these could be the “*first pebbles*” (a phrase often used during Phase 2) to jumpstart transformation and to provide the first visible, tangible, and widely-used venues to motivate investment and broad-based community advocacy. **Priority order and decisions regarding private, public, or private-public investment would be determined as planning progresses.**

1. Dothan Opera House

The existing Dothan Opera House is a proud historic community asset that should be preserved, expanded, and enhanced. With nearly 600 house seats, this theater (with proposed expansions and enhancements) can and should continue to serve audiences for a wide variety of user groups, events, gatherings, celebrations, practices, plays, and performances. The building naturally is considered as a significant focus for Dothan’s historic storytelling, as well as can become more of a destination that serves as a “magnet” for downtown development.

Improvements that would enhance this Opera House venue’s and community’s success are recommended as follows:

- Preserve and enhance the visibility of the existing West facade.
- Expand with an addition (North or South options) that adds a Grand Lobby and more accessible restrooms and hospitality support. In addition to pre-function space for theater and other performances, this lobby space could be used for multiple community events, socials, receptions, and private events / celebrations.
- The Opera House and new grand lobby should be highly visible and used as a “connector” to downtown development in every direction including a walkable link to Foster Street through urban micro-park development such as from what is currently an “alley.”
- Expand (West) the existing stage and its support systems (fly, riggings, line sets and wing space). Include more Dressing and Green Room spaces and dedicated storage.
- Upgrade the buildings physical systems including:
 - HVAC (Heating Ventilating and Air Conditioning)
 - Dimmer Panels, Lighting, Stage Support and IT
 - Electrical (power and distribution)
 - AV and Acoustical technology
- Upgrade the “House” with more gracious seating, lighting and acoustical upgrades.

Size Consideration: our analysis shows adding 9,000 SF addition of new space to the existing 17,200 SF. The site is urban and fairly restricted by existing property boundaries. There are options for accommodating parking for events in the vicinity, plus an enhanced drop off sequence could add desirability for patrons of all ages.

Statement of Total Project Probable Cost shows a range between \$6-8 million including some site development and a “moderate to upper moderate” addition of theater enhancements. (Note: if a normal high school theater was a 0 and the Kimmel in Philadelphia was a 10... our estimate assumes achieving a 6 or a 7).

2. Multi- Purpose (2) Side-by-Side "Black Box" Theater Studios – Practice Studios, Events, and Performance Spaces (Theater, Dance, Musical, and more)

There are many requests/needs for space in Dothan community that can be served by a project of this description – designed with greater flexibility of use than a standard Black Box. (NW Arkansas’ black box visited by a Dothan Delegation demonstrates key attributes and uses.) We have modeled this space to change configuration to serve multiple uses within the same week, such as:

- up to 350-400 guests in a flip down theater chair setting,
- an 8 top table dinner theater setting for 100-125 patrons,
- a stand-up reception for 500 people in a social setting,
- two side by side experimental/exploratory theater/dance/small combo performances,
- Recording or e-gaming or related studio settings!

It is critical to create a common vocabulary for this particular project as many variations exist in the national US market. The definition of “Black Box Theater Studio” we are using includes:

A purposefully flexible multi- purpose environment with moveable seating and a moveable stage. The room itself can be rectangular in shape, easily subdivided for smaller performances/events and painted black with the idea that this is the most neutral setting in which to give productions a wide array of design and staging choices.

Ceilings are typically a minimum of 12-14 foot clear and include a sophisticated grid to support a wide array of lighting, video, acoustic and recording/performance enhancement tools.

Size Consideration shows a program that generates a new building (or part of a building) of 21,600SF. It would be desirable to include on-site or nearby parking or significant drop off/pedestrian access as well, plus a fully functioning receiving and storage area.

Statement of Total Project Probable Cost shows a range between \$7.5-9.2 million including some site development and a “upper moderate to superior” theater enhancements. There is no need to make these spaces “any more than they are” yet a pre-function space, a catering style prep area and related operational features are necessary if a stand- alone project is realized. It is highly probable this component be built as an interior improvement to an existing building or as an addition to another project in Dothan.

3. Wiregrass Museum of Art and Art Center

The existing Wiregrass Museum of Art is a meaningful and established source of pride and impact in the Dothan community, the Wiregrass Region, as well as in the SE USA Region. WMA provides arts education, gallery displays, and curation of a meaningful permanent collection. It actively endeavors to expand arts appreciation as well as community betterment and citizen engagement via projects, experiences, and events. Furthermore, WMA provides social and skills development as well as community impacts for citizens and diverse community sectors. Some current programming includes school programs (in schools and at WMA), artist residencies (which it plans to expand), arts for the masses, and travelling exhibitions across the region. All of WMA’s programs, education work, and exhibitions are a direct result of its support of artists.

While maintaining a meaningful number of offerings, the organization is currently housed in a building that no longer supports its ability to serve much less advance appropriately. In fact humidity and water drainage limit what art it can receive for exhibitions and prevent it from becoming a nationally accredited art museum. The current 3 buildings have some local historical charm worth deeper evaluation for other uses. but the configuration of the three building’s existing floor plans does not yield a flexible or efficient utilization as a public art museum. Of greater concern is the difficulty to control humidity levels and rain/ground water seepage appropriate to maintaining a meaningful arts

collection. It is noted the building's lack of humidity control has been the cause for many travelling art works to be denied to the WMA. Due to the buildings' age, HVAC systems and original construction methods, it would be very difficult to justify spending necessary money to create gallery and support spaces that meet modern standards in the existing buildings.

Improvements that would enhance this venue's community success are recommended as follows:

A new Museum of Art and Art Center would serve as a catalyst as well as a long-term mainstay integral to the appreciation, advancement and education of the Arts in the Dothan and entire Wiregrass region; plus the subsequent benefits and impacts provide an economy and community that integrates the arts – see www.AmericansForTheArts.org/socialimpact and Report Resources--Americans for the Arts: Arts Impacts & Insights Tool). A building with WMA serving these and the broader transformation initiative purposes, particularly as part of an Arts, Entertainment & Innovation District, would have a strong community presence and would become a major part of the branding of a community seeking *Transformation through the Arts*.

Programs and commensurate area imagined for this facility include (or some elements could instead be part of other potential facilities):

- An increase in Gallery spaces and curation spaces from the existing WMA building.
- Interactive public Maker Spaces for all ages with combined use of tools and support systems for Interactive Hands-On Studio space such as for a range of changeable uses as community interests and needs change (i.e. Computer Programing, Design, Textiles, Woods, Metals, Glass, Clay, Painting, etc.)
- Replacement of the Great Hall spaces for community meetings, training events, and programs.
- An Auditorium with seating up to 200 for lectures, community programs, guest artist presentations and educational programs.
- Administration area appropriately sized for staff, educational research resources, advanced curation, and community interaction.

Consideration for Artist Live/Workspace and Social Practice should be also considered. Dormitory like rooms with collaborative common spaces would serve the WMA Residency Program anticipated for Dothan community.

Size Consideration: the existing WMA is 20,000 SF including the Great Hall. A new venue as described above could be as large as 40,500 SF.

We include a version that reduces the expectation for replacing the Great Hall and assume the desired functionality of a new Auditorium could be met by other community assets if in adjacent or complimentary facilities. This smaller option could generate a building closer to 21,000 SF.

Statement of Total Project Probable Cost shows a range between \$13-16 million including full site development including parking and outdoor display/interaction and public art shows. The reduced version could be realized for \$7-8 Million, pending a debate on the quality expectation of such a facility for today.

4. Community Theater and Headquarters

There is high quality community theater being provided in Dothan and we find rational and deep interest for enhancement and expansion of these and related community involvement, developmental, and entertainment offerings. Historical research and anecdotal story telling offer ongoing proof of the critical nature of this art form in any thriving communities. Community theater and related projects and programs offer a distinct opportunity to be together, for exploring self-expression, sharing history, and promoting creativity. They also serve as opportunities for expression of self-worth, and for development of communication and cooperation skills.

The current venue most used for this art form in Dothan resides in the reclaimed Southside Elementary School which is owned by the city and managed by the Cultural Arts Center, The facility continually struggles with maintenance, with portions in various stages of decline. This statement is not intended to insult or ignore the generosity of the City-School-Community offering of this facility; rather, to acknowledge the need to create a more ideal facility that enables more community impact and matches or even better supports the quality offerings being provided (and desired) for the Dothan region. Building a new theater of any scale is an endeavor that includes a nearly limitless list of additive features that are rarely 100% afforded in most communities or regions. Community Theater organizations have a history of “doing more with less” but we believe support should be considered for a new facility as part of catalyzing a thriving and growing Dothan community and economy.

Improvements that would enhance this venue’s community success are recommended as follows:

A new Community Theater and Headquarters would serve as an inspiration as well as an expression and resource for the ongoing talent, volunteerism, and contribution of the creative class in Dothan. A building serving this purpose would have strong community presence and would become a notable part of a community seeking strategic transformation.

Programs and commensurate area imagined for this facility include:

- Lobby/Front House/gallery and concessions,
- Theater House with seating for 350 with expandability up to 500,
- Stage, with partial fly, wing offstage space, riggings and orchestra pit flexibility,
- Dressing, Costume, Prop and designated storage,
- Performance rehearsal space,
- Scene shop, receiving and tools/material storage,
- Tech/Lights/AV/Sound enhancements,
- Scrims/Shell storage.

Size Consideration: A new venue as described above could be as large as 24,000 SF. SEACT has a current site in the downtown area that it owns and that fits well with the overall AEI District vision...we recommend that the site be further confirmed / evaluated for size and fitness related to this component and regarding potential complementary elements.

Statement of Total Project Probable Cost shows a range between \$13-15 million including full site development including parking, patron drop off and loading dock. Note: Costs vary greatly for a theater of any scale depending on each Owner's desired character and image of the facility plus the amount of technical support desired for performances. Variables include number of fly lifts and line sets, sound mixing boards, lighting and AV/Sound enhancement tools.

5. Art 4 the Masses (CAC Programming and Art Studio)

The Cultural Arts Center (CAC) in Dothan is a non-profit organization established to connect the Arts to the Dothan Community. It is housed in the Southside Elementary School along with other arts providers. In their own words “the Center provides a venue for talented artists to gather and perform, and a home for providing exposure to the arts to underserved children and seniors. These organizations through their performances, classes, and workshops help to enrich the lives of the citizens of Dothan and the surrounding communities.”

A major portion of this rehabilitated old school facility is used for community theater with the balance of the building used by CAC and providers they have attracted and nurtured.

To date, the CAC has played a vital role on the Dothan community. Like any organization, the CAC is considering its role in the community for the future but they have provided critical bridging for the arts during an era when the Dothan public school system found it unaffordable to provide arts education in their formalized curriculum.

Realizing the Southside Elementary School may soon be deemed to have outlived its useful life and if the citizens in the Dothan region support a new Community Theater, the CAC will need to find a new home – to help achieve its next vision and strategic intents.

Improvements that would enhance this venue’s community success are recommended as follows:

A new building or a newly found and remodeled facility for the CAC would allow for a continuation of their unique and valuable offerings (while relieving the organization of managing of a high maintenance building and being a tenant manger). Programs and commensurate building elements imagined for this facility include:

- Director and staff support
- Art Classroom
- Technical Classroom
- Pottery Classroom
- Shared Classroom
- Meeting room
- Parent Visiting area
- Reception/Display
- Outdoor Studio

Size Consideration: A new venue as described above includes 10% growth from the spaces being used specifically by CAC in their current facility. Replacement of this existing space would require 9,600 SF indoor space and 3,000 outdoor space under canopy (Much smaller than the full current former school facility).

Statement of Total Project Probable Cost shows a range between \$3.5-4.5 million including full site development including parking. Of course, these costs could be reduced significantly if existing space could be found to remodel rather than build a new facility.

6. Wiregrass Entrepreneurship & Innovation Center (STEAM – Science, Technology, Engineering, Arts, and Math)

Imagine that Dothan, as a hub of the Wiregrass region, might lead with a new Innovation, Entrepreneur & Business Development, Future Ready Workforce, and Community Creative Center. Programming would link to schools, corporations, the trades, etc... Just Imagine being able to say: “Go to Dothan: Here is where you go in the Wiregrass Region to Build, Invent, and Create!”

Entrepreneurship and Innovation Development Center and programming – business startup creator/incubator/accelerator; and Business Scale Up, Innovation and Value Growth “University”

"Fab Lab" and DIY-Do It Yourself Workshops, and More

A place to expand, to grow, to interact with innovators, and makers, and to share or learn skills tuned to the twenty first century. This Center, be it driven by business, by Troy University, by Wallace Community College, entrepreneurial development providers, and/or corporate sponsored... would expand the capabilities and reputation of Dothan as an Innovation, Economic, Sports/Recreation, and Medical Hub dedicated to exploration, development and commercialization of Science, Technology, Engineering, Arts and Mathematics (STEAM).

Innovation studios including medical, industrial, manufacturing, and programming would align with what business leaders need, want and are willing to support to improve the future. Communities investing in innovation are focusing on Natural Sciences, Biotechnology, Cyber Security, Advanced and Additive Manufacturing, Medical inventions, and more.

More info on some of the consultant's future favorite ideas:

FabLab: Dothan-Wiregrass Business & Technology Invention / Fabrication

In the FabLab, you can conceptualize, design, develop, fabricate and test almost anything. If you are an artist, engineer, tinkerer, inventor, student or own a business, the FabLab has the tools to make your craft better.

Services include: CNC Router, woodworking, metalworking, hydraulic tube/pipe bender, laser cutter/engraver, 3d printers/scanner, and CADD workstations.

Hammerspace Community Workshop & Makerspace

Hammerspace is a massive facility, home to Dothan's community of makers, crafters and inventors. It is like a gym for folks who build and create. From rookies hoping to learn to experts looking for tools, machines and more. Friends, this is the place to be.

Services include: Wood and metalworking, silver and blacksmithing, welding, molding, casting, soldering, electronics, robotics, rocketry, air brushing, classes or just fixing a broken doohickey.

Everything You Need to #StartupDothan

Starting a business may be hard, but it does not have to be confusing, frustrating or lonely. Use this step-by-step guide help you start your business in Dothan or the Wiregrass.

[Download the Dothan Startup Guide](#)

Black and Veatch Corporate Makerspace at Johnson County Library

Do not have a 3D printer, recording studio or laser cutter at home? No problem, the Library has resources for you at the Black & Veatch MakerSpace. There you can use the studio, reserve equipment and let your imagination soar.

Services include: 3D printing, computers and software, electronics, audio and visual equipment, sewing equipment, CNC cutting, and vinyl and die cutting.

The Device Labs

If you are looking for a community of engineers, educators, problem solvers and innovators, you've come to the right place. Whether you are trying to grow your business from the ground up or need an engineering firm to help take your manufacturing to the next level, The Device Labs can help.

Services include: Coworking spaces, fully equipped workshop, mechanical design and prototype services, pre-production planning assistance, and training.

Inventors Center of Dothan & the Wiregrass

ICWG provides a learning forum for inventors and entrepreneurs and those in allied fields. Their monthly meetings are free and open to the public. They guide their members through the idea development process all the way to distribution and licensing. Attend their next meet-up.

Independence Regional eNovation Center

The eNovation Center serves as a business incubator and accelerator. General business, technology, kitchen, and bioscience startup businesses will find entrepreneurial support, furnished offices, kitchen and lab space at very competitive lease rates.

Services include: Conference and training rooms, kitchen facilities, janitorial services, mail service, notary public, secretarial services and coffee.

Advanced Manufacturing Institute: Wiregrass University (WU)

Employs a number of industry experienced engineers and business professionals that work directly with their clients to identify tasks which need to be completed to move development projects forward. This may consist of designing custom test equipment, constructing the equipment and conducting tests for final evaluation before taking a product to market. WU also assists with the creation of patent disclosures for product concepts and conducting customer research.

Culinary Arts Institute / Training Center is also of significant potential for Dothan – Dothan Delegation experienced in NW Arkansas as one example or see Iowa Culinary Institute and its teaching and community impacts as part of the Des Moines Area Community College with support from members and donors, tuition, and sponsors. <https://www.dmacc.edu/ici/Pages/welcome.aspx> The art and science of food creation and delivery is paramount. Consider the success of existing programs across the nation. Teaching and Eat-ertainment offerings are growing rapidly as growth opportunities for all ages.

Other Example Successful Components that enhance the economies, help create more 21st century workers in the Dothan area, and build community success are as follows:

A new building or a newly found and remodeled portion for this kind of facility would include Exploratory Studio Labs for Ideation, Research & Development, Commercialization, and Intellectual Property development and protections including but not limited to:

- The Creative Economy and Knowledge Based Economy
- Digital / Cyber Academy (online commerce, Cybersecurity, etc.)
- Coding Academy (software, apps, Internet of Things and other programming)
- eSports Learning/Gaming Hub & Competition Venues
- Film/Video
- Graphics
- Rapid Prototyping and 3D Printing
- Culinary Arts
- And/or Other

Wiregrass Entrepreneurship & Innovation Center (STEAM) Size Consideration: A new venue as described could be all new or remodeled space requiring an area of 28,000 - 30,000+ SF and some elements might be in shared use spaces even with other entities.

Statement of Total Project Probable Cost shows a range between \$8.5-9.5 million including full site development including parking. Of course, these costs could be reduced significantly if existing space could be found to remodel rather than build a new facility.

7. Wallace Community College -- Bencze Theater in Cherry Hall

Bencze Theater is located in Cherry Hall on the campus of Wallace Community College less than ten miles northwest of Dothan and a neighbor to the Dothan Regional Airport. While we have heard some arts providers express concern for its location away from centralized Dothan, it seems reasonable to consider this facility as an attractive creative economy and arts community asset.

This asset includes:

- 972 Seats
- Stage is 81'x35' (2,835 SF)
- Practice stage behind front stage is 50x35 (1,750 SF)
- Control console in rear of theater
- All standard stage lighting
- Men's and Women's dressing rooms
- A small art gallery in lobby of Cherry Hall

The campus is attractive, secure and very well maintained. Navigating to Cherry Hall is not difficult and there is adequate parking and accessible walkways for patrons. With nearly 1,000 house seats, this theater is capable of serving audiences for a wide variety of community user groups and performances.

Improvements that would enhance this venue's community success could include:

- Signage and lighting that helped brand the theater's location and community role more expressively.
- Expand the existing stage and its support systems add a (fly, riggings, line sets and wing space Include more Dressing and Green Room spaces and dedicated storage for guest providers.
- Upgrade the buildings physical systems including:
 - Upgrade Dimmer Panels, Lighting, Stage Support and IT,
 - Upgrade AV and Acoustical technology.

Size and Statement of Probable Cost estimates were not prepared for this asset with respect for the need to preserve requested confidentiality. We believe a modest financial investment and relatively small amount of physical change is necessary.

8. Dothan City Offices-Municipal Center

Background: The existing 138,000 sq. ft. Dothan Civic Center includes 3 main building components:

- Three Story Municipal Office building 43,200 SF
- Three Story Connector building 27,800 SF
- Arena/Dome building 67,000 SF

The "Civic Center" building complex has recognizable identity in the community and region but that identity is not universally favorable. A variety of ideas and objectives for "what to do with the Civic Center" exist and need further exploration and decision making - some came to light later in this process and hold additive economic and/or private investment potential.

The domed Arena portion: We have gathered a strong opinion that the "dome" is considered a former asset that few would mind losing. The arena is "exactly the wrong size for everything". The dollars required to right-size and upgrade this facility would not be well spent. We have gathered that the dome itself is not a favorable image among Dothanians. While some local organizations that use

the facility for annual holiday presentations, graduations or the peanut festival would regret the loss of a house that seats 3100 patrons, there is no expressed admiration for the actual presentation environment as it exists today. (See Item 9, below, for arena alternative.)

Municipal three story and Connector portions: This portion of the Civic Center include some admirable mid- century historical architectural and construction qualities that deserve more evaluation with the possibility of preservation and/or continued use. The community is encouraged to consider multiple ways to re-use these portions of the building. The building appears to be structurally sound with ample floor to floor heights. It is reported to have been built for large scale gallery and social spaces. This building is currently used for City/municipal offices. While the City has utilized this building well for their municipal functions, we observe multiple justifications for creating a new municipal office building designed with a more “citizen/customer friendly-one-stop-shop” environment not easily accomplished within the existing Civic Center. (Public works users of this building might also have an alternate more functional and efficient location at the City’s existing public works site).

Improvements that would enhance this venue’s community success are recommended as follows: Build a new City Office/Municipal Office building including spaces for Finance, City Hall, Mayor/Commissioner offices, HR, Legal Performing Arts Management, Building Inspectors, Meter Readers, IT, Planning, Public Works and Leisure Services.

Size Consideration: The existing City Hall functions currently use 71,000 SF. We reviewed existing departmental program areas but did not conduct detailed programming with City leaders; rather, assumed conceptual programming numbers that yielded a possible building equal to 60-65,000 SF assuming national growth/loss rates per department. The reduction in total area is due largely to the assumption of a more efficient design of public spaces and access to each department.

Statement of Total Project Probable Cost shows a range between \$20-22 million including full site development and rather than one new building, it is desirable to consider options for the possible use of existing under-used properties in the Dothan downtown zone for some of the City Hall functions.

Both a new “one- stop- shop” building or the possibility of reclamation of existing under-leased buildings would serve as a catalyst for downtown vitalization.

9. Sports, Events, and Entertainment Arena Component – 4,500 seat / multipurpose/flexible use

While it is difficult to recommend the expenditure of significant dollars to improve the awkwardly sized “dome” part of the existing Dothan Civic Center, there is good cause to consider a new facility that serves a vibrant Sports community designed to accommodate larger events and entertainment gatherings.

Improvements that would enhance this venue’s community success are recommended as follows: Create a new 4500 seats Sports, Events, and Entertainment Arena Venue designed with space and acoustical flexibility able to support:

Community Event examples:

- Graduations, Convocations,
- Festivals,
- Craft Fairs, Farmers Markets,
- Worship Services,
- e-Events and trainings.

Performance Event examples:

- Tours, Bands, Ensembles,
- Symphony/Orchestra Performance,
- Large Stage events.

Sporting Events examples:

- Basketball/Volleyball Tournaments,
- NHL Hockey,
- Circus/Ice Shows,
- Arena Football,
- Motocross,
- e-Sports demonstrations, training, and competitions.

Size Consideration: A new venue as described above could be as large as 145,000 SF. We include a version that reduces the expectation for Ice Hockey that yields a building closer to 108,000 SF.

A project of this magnitude is obviously a major and significant building project in both size and cost. It is also considered a significant catalyst for any community as both an attractor and an attraction. As well, a building of this scale often becomes a meaningful part of communities' "brand" (think Eiffel tower, St. Louis Arch or even Bentonville, Arkansas' Crystal Bridges and its sub-part The Momentary.

Statement of Total Project Probable Cost shows a range between \$50-54 million including full site development including 400+ parking spaces. The reduced Arena is \$40-43 Million.

10. Central Park Promenade and Amenities: Outdoor Physical Infrastructure and Components

Downtown Dothan Central Park area as a place to Play, Dine, Work, Live and Create – Example Potential Components and Elements Examples:

- Festival, Gatherings and Events amenities
- Music, Movies, Dance, Arts, Activities
- Amphitheater (Performance Oriented)
- Water Feature(s) & Splash Pads
- Parklets
- Promenade and Plaza
- Bike/Ped Trails and Art Walk Features
- Performance Settings(s) or Pavilion/Venue
- Outdoor Market
- Wellness/Recreation/Sports
- Gardens/Topiary/Green Space/Shade and Comfort

AT WHAT COST?

We estimate over the course of the next 3 to 7 years that direct investments to “significantly move the needle,” and to achieve results sooner than later, range between \$60 million to \$120 million. (Note: TPG + RDG were asked to scope the size and cost of ‘building components’ each separately in their own right. Therefore, the \$ investment sizes may be able to be reduced via synergies and reduction of overlap/duplication of physical components and elements during the next steps via the architectural programming process, the building new/reuse choices process, and priority-setting decision making.)

The Initiative’s currently identified potential physical components are collectively projected at 25 to 80 acres including Central Park plus Micro-Parks / Pocket Parks, Building sites, and other Outdoor Amenities.

Note: In other settings, it is not unusual for this type and scale of investment to ultimately attract 5x to >30x in additional community and regional investments.

Note: private, commercial, and other investment companies’ potential development projects that may be advanced because of this Initiative are not included in the investments nor acreage estimates

HOW WILL WE SUSTAIN THESE FACILITIES?

- Physical infrastructure is a means to the ends. It is not the end goal; it will neither create results nor sustain impact if not owned and managed by effective, scaled-right organizations with effective leadership and management. Organizational and community leadership and leadership development will remain vital for short and long-term successes to grow.
- Help the Arts/Culture organizations make the case for Endowment building by community and by organization. Leverage this initiative’s capital investments to help these entities raise endowment funding and estate plan commitments from donors.
- True long-term public / private partnerships must lead the way.
- Financial Performa’s and/or Strategic Business plans (for each selected facility/site and organization including organization capacity building) are highly recommended and can specifically address sustainability from each business-function area and strategic realm (e.g. Problem or Opportunities addressed, Programs/Purpose; Governance, Operations, Sales & Marketing, Funding & Finance, Legal & Risk Management; etc.). Sustainability strategies should consider regeneration, resilience, adaptability/durability, and value-creation as key priorities for effectiveness and lasting impact).

HOW DOES THIS CHANGE THE ORGANIZATIONS & THE COMMUNITY?

Commitment to this comprehensive, long-term initiative will continue to change many organizations, businesses and government aspects over the next years – in part because many community, business and organization leaders have articulated the need and opportunity to create a better future via this *Transformation Through the Arts*.

A. Organizations as a result of this Strategic Initiative and/or their commitment to being part of it will ...

- Think Bigger and more systemically.
- Work more collaboratively, proactively, and strategically.
- Become more trusting and open.
- Attract additional volunteers, donors, and/or supporters.
- Be more tuned into each other, the community, and the region's broader strategy and goals.
- Be more active and cooperative with entities they had not previously considered as partners.
- Be more resilient and sustainable.

B. The Community will...

- Become known as Great Place to Live, Work and Play!
- Become a destination in its own right...regionally, nationally and perhaps internationally.
- Attract more tourists and adventure/experiential economy travelers.
- Become known for innovation, leadership, strong diverse economy, and quality of life!
- Be even more focused and committed to creating a vibrant future.
- Have improved educational outcomes.
- Retain its drive for action now while becoming more persistent and patient in creating results that can only be achieved over years and decades of commitment.
- Create jobs as well as better retain and attract employees/talent and employers.
- Create a larger, more diverse, more robust economy with higher paying, future focused jobs and careers. (4IR--Fourth Industrial Revolution: the blurring of boundaries between the physical, digital, and biological worlds. A fusion of advances in artificial intelligence, robotics, the Internet of Things, 3D printing, quantum computing, advanced engineering, and related technologies.)
- Be less sensitive to "geography" and what feels "like a long distance away".
- More actively invest in development and philanthropic projects

C. Organizations and the Community will become even more ...

- Inclusive
- Results and Impacts articulate.
- Entrepreneurial.
- Data oriented, business mined, and mission focused.
- Optimistic and future-focused.
- Resilient, healthier, connected and happier!