



**Worcester
Municipal
Research
Bureau**

An Independent Voice For Responsible Government

THE FUTURE OF WORCESTER MEMORIAL AUDITORIUM

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September 7, 1995*

EXECUTIVE SUMMARY

Because the Worcester Municipal Auditorium continues to run a deficit even under Spectacor's management, the Research Bureau undertook a survey of the auditoriums in six New England cities to determine the status of these facilities. Based on this survey, the Research Bureau observed the following:

1. In each city, the decision was made to make substantial investments to reclaim an aging and deteriorating building that was designed for the entertainment and expectations of a previous era even though event revenues are not expected to cover the cost of the investments that have been made.
2. All the facilities, except for Lowell's, are now geared towards theatrical and musical productions rather than serving as multi-purpose facilities, like Worcester's.
3. All of the auditoriums are operated either by management companies under contract with each city or under leases with non-profit corporations.
4. All of these cities, except Burlington, have other venues for the performing arts which seem to complement the auditoriums in those cities.

Based on these observations, the Research Bureau suggests that the Worcester Memorial Auditorium be renovated for one of the following purposes:

1. A 2,700-seat performing arts theatre.
2. An additional courthouse to complement the complex across Highland Street.
3. An expanded public library to replace the main branch in Salem Square.

To determine which of these options is appropriate and feasible, the City Manager should develop a comprehensive plan for the Lincoln Square/North Main Street area. A recommendation should be made as soon as possible: the current condition of Union Station is a potent reminder of the situation we wish to avoid at Worcester Memorial Auditorium.

THE PROBLEM

The Worcester Memorial Auditorium was completed in 1933 to serve as both a civic monument to Worcester's war veterans and a multi-purpose public assembly facility. At its opening, the building was heralded as a carefully planned and designed structure of enduring aesthetic and artistic value. Historical records indicate, however, that from the earliest years, "the facilities and size of the building far exceed [ed] the demand for their use."¹ In 1937, expenditures on the building's maintenance were twice as large as the revenues it earned. During the last ten years (FY86-FY95), expenditures have outstripped revenues in all but two years. In addition to the financial problems, there have also been difficulties with the facility itself. Over the decades, there have been complaints about the building's acoustics and sight lines. While substantial investments have been made on several occasions to remedy both

¹ Griffenhagen Associates, Memorandum No. 7 Municipal Memorial Auditorium, October 17, 1938.

problems, they have not been resolved satisfactorily. Spectacor, which has managed the New Aud (as the company renamed it) since FY91, has indicated that it is still difficult to attract a sufficient number of events to the facility to cover its costs. In the company's view, considerable improvements are needed to enhance the Auditorium's marketability.

Given the City's financial commitments to the Centrum and to building a convention center, should additional obligations be incurred for refurbishing the Worcester Memorial Auditorium? Would there be a market niche for a 3,500 seat facility to complement Mechanics Hall (which has 1,500 seats) and the Centrum (with 14,000 seats)? Are there alternative uses for the building? Given its designation as a war memorial, should it or can it be closed? Or should it be mothballed temporarily pending the discovery of some future use? This report will attempt to analyze the options that are available to the City at this time.

HISTORY

The idea for an Auditorium was conceived in 1917 by Mayor Pehr Holmes, who believed that a large facility for public meetings and cultural activities was necessary to accommodate the continuing growth and prosperity of the City. As plans for the Auditorium began to take definite form, it was decided that the building should be dedicated as a memorial to the men and women of Worcester who had served the nation in all wars. In 1918, following the termination of World War I, the mayor appointed a commission to oversee the project. The first site given serious consideration was the eastern end of the Common, facing Salem Square. That site was rejected because of the cost of eminent domain takings and the sanctity of the Common. A second plan to combine a public library with the auditorium on that site was ultimately rejected for similar reasons. In 1925, the City Council recommended that the Commission consider the present site of the Auditorium. Finally, in 1929, a group of trustees of the Art Museum and other citizens raised sufficient funds to purchase from the Worcester Art Museum approximately 100,000 square feet bounded by Salisbury Street, Institute Road, Highland Street and Harvard Street. The Commission accepted the offer of this land, and the building was completed in 1933 at a cost of \$2.1 million (\$1.9 million from general obligation bonds, \$190,000 from general revenues, and \$40,000 from the Commonwealth's Veterans' Memorial Fund). The design of the building was subject to the approval of the trustees of the Art Museum.

The building consists of several parts:

- (1) The Main Foyer. This leads into the main auditorium, and (via two monumental staircases) to the Memorial Hall directly over the foyer.
- (2) Memorial Hall. It contains three murals, the largest of which (one of the largest murals in New England) depicts people of all classes and races gathering in peace and harmony under the American flag. The two smaller murals depict defense on land, in the air, and at sea. Three gates, which provide access to the balcony of the main auditorium, symbolize the achievements of Worcester citizens in World War I.

(3) The Main Auditorium. The stage, which is 44 feet wide and 16 feet long, is believed to be the largest or second largest in New England, and is capable of accommodating any type or scale of production. The proscenium arch, which is 68 feet wide and 44 feet high, is flanked by two organ grilles, and on either side of each grille are clustered organ pipes - 6,719 in all. The organ, which was built and installed by the W.W. Kimball Company of Chicago, has never been altered. The balcony contains 950 permanent seats, while the main floor can seat about 2,500. Leading off the corridors of the main floor and the second floor are offices, committee rooms, dressing rooms, chorus and cast rooms.

(4) Little Theatre. The Little Theatre, which was designed for smaller, more intimate productions, is located at the western end of the building, and has about 700 permanent seats. Unlike the main auditorium, the floor is of sloped construction.

Although the building was carefully planned for several years and its design and equipment were praised as state-of-the-art for that period, problems with the facility surfaced rather quickly. As early as 1938, the City hired a consultant to make recommendations regarding the Auditorium deficit. The receipts in 1937 covered only half of expenditures. For the first six months of 1938, there were 51 events, including concerts and operas, balls and dances, plays, conventions, sporting events, Little Theatre events, and miscellaneous (the largest category). The consultant concluded the facilities available far exceeded the demand.

The consultant's report recommended increasing rental fees and reducing staff substantially, including the elimination of the position of auditorium manager, because experience in other cities indicated that additional bookings would not be sufficient to cover the salary and costs associated with that position as well as an advertising campaign. The report also recommended that the auditorium office be closed, the switchboard be removed and maintenance be reduced. All these reductions, however, would decrease the deficit by only 20%.

Many would argue that the hall's problems then, and in later years, were related to the desire of the builders for it to serve multiple purposes, and making it not well suited for any particular one. Over the years, alternative uses have been suggested for the building. In 1975, there was a proposal to convert the main hall into a 2,200-seat theatre, a smaller and more appropriate size for theatrical productions, by constructing a wall across the hall. It was suggested that the front portion, facing Lincoln Square, be converted into a hotel, office space, apartments or a school for the performing arts. The basement could accommodate an 80-car garage. There have also been discussions about converting the building to a courthouse to accommodate the increased need generated by the existing courthouse across Highland Street.

From a musical and theatrical point of view, the most serious problems with the Auditorium have been the acoustics and the sight lines. Over the decades, there have been several attempts to improve the acoustics. The most recent improvements were the construction of a removable shell for the stage and acoustic curtains hung from the rear of the balcony. These were constructed primarily for classical music concerts. However, the Worcester County Music Association shifted most of its yearly series from the Auditorium to the acoustically superior Mechanics Hall after the restoration of that building.

The Auditorium's enormous size and flat floor, which are necessary for dances, dinners, and sporting events, are a hindrance for theatrical performances. Removable ramped seating was purchased for the rear of the hall about fifteen years ago, and seats that can be arranged in staggered and angled patterns to improve sight lines were purchased for the front of the hall about eight years ago.

In spite of these improvements and occasional painting and repair of leaks, the Auditorium continued to average a \$250,000 deficit each year through the 1980's. (See Appendix A.) In 1990, budget cuts necessitated by the drastic reduction in local aid left the Auditorium without operating funds. The then incumbent City Manager approached Spectacor to manage the Auditorium, in lieu of closing the facility entirely. With minimal investment, Spectacor has been able to bring in sufficiently profitable events so that in two of the last five years, revenues actually exceeded expenditures. While there has been a deficit during the last two years, it is half of what it was prior to Spectacor's involvement. Spectacor has indicated that it cannot reduce the deficit further, however, because of the building's shortcomings. Therefore, although it may be willing to continue to manage the facility, the City must absorb the deficit.² The City must decide what to do with this 62 year-old memorial building.

SURVEY OF AUDITORIUMS IN SIX OTHER CITIES

The Research Bureau surveyed six other cities to determine the status of their auditoriums. We requested financial data from all but only one (Portland, Maine - See Appendix A) responded with that information.

THE BUSHNELL, HARTFORD, CONNECTICUT

Built in 1930

2,819 seats

The Bushnell, which was built by the Bushnell family honoring the memory of the Reverend Horace Bushnell, has always been managed by a private, non-profit corporation. About 250 events are held there each year. More than two-thirds of its revenues come from Broadway shows. These shows have a subscription base of about 10,000, and subsidize all other activities at the Bushnell. In addition, the Bushnell sponsors a World Symphony Series, a Bank of Boston Showcase Series, a travel series, and a children's theatre. It also serves as the performance venue for the Connecticut Opera, the Hartford Ballet, and the Hartford Symphony Orchestra. The building contains a gallery surrounding the seating area which features Connecticut artists and exhibits, some of which are related to activities at the Bushnell.

During the last five years, a \$20 million capital campaign has provided funds to finance an addition to the stage area, a \$3 million program with the public schools to develop a curriculum and resources to promote arts study in the classroom, audience development, and operational costs. The state also provided \$3 million for restoration funds. During the 1970's, seats were removed in the rear to make room for the art

² The City has issued an RFP for management of the Auditorium. The bids were due August 31. One bid was submitted.

gallery and for a permanent concession area. In addition to the current capital campaign, there is annual fundraising of about \$1 million a year.

The Bushnell has a staff of 35, as well as 20 part-time workers. The operation has an extensive marketing program to build group sales and to develop audiences through informal talks with performing artists before and after performances. There are also 400 volunteers who serve as ushers, among other responsibilities.

The Bushnell has competition from Foxwoods, Oakdale Theatre and The Meadows, a new 7,000-seat private facility about to open north of Hartford. The Meadows will be open-air during the summer and enclosed for the winter.

PORTLAND AUDITORIUM, PORTLAND, MAINE

Built in 1910

2,340 seats

The Portland Auditorium is currently closed while undergoing extensive renovations at a cost of \$9 million. When it reopens, the building will have fewer than 2,000 seats. The acoustics and sight lines, two of the most serious problems, will have been improved. The renovated facility, which will be handicapped accessible, will contain a concession area, a rehearsal hall, and a computerized ticket booth. None of these existed before.

The funds for this project have been raised from a city bond issue (\$3 million from General Obligation bonds approved by the voters), private businesses and individuals throughout the region (\$2.6 million), revenue bonds (\$2.3 million supported by a \$2 surcharge on all tickets), and General Fund operating revenues (\$350,000). City officials recognize that new revenues from the Auditorium will not pay for the debt incurred, which is why they took the issue to the voters for their approval. The city expects to hire a management company to operate the facility once the renovations are completed.

The Auditorium is home to the Portland Symphony Orchestra and the Portland Concert Association, which sponsors opera, modern dance and contemporary music. The stage will be flexible enough to accommodate a much wider variety of events than previously. Portland also has a separate 7,000-seat arena.

LOWELL AUDITORIUM, LOWELL, MASSACHUSETTS

Built in 1928

2,854 seats

The Lowell Auditorium is a municipally-owned facility which underwent substantial renovation in 1984. At that time, the Commonwealth provided the city of Lowell with \$7.5 million to refurbish the building. The improvements included air conditioning, a new roof, new windows, handicapped accessibility, painting, and improved acoustics.

In 1989 the city contracted with a private company to manage the facility. Since that time the number of dates the building is used has increased from 25 to 110 per year, and the city's subsidy has decreased from \$630,000 to \$446,000 annually. The city

has chosen to continue the subsidy because of the facility's direct and indirect economic impact, which is estimated to be about \$20 million a year.

The auditorium is used for a wide range of events including conventions, trade shows, Broadway shows, and contemporary music. The city purchased a riser system for seating to compensate for the flat floor and to improve the sight lines. While the acoustics are good, the stage area would have to be expanded to accommodate the larger Broadway shows. Because of the annual subsidy from the city, the Lowell Auditorium can charge lower rental fees than the Worcester Auditorium does.

The city is in the process of constructing an 8,000-seat arena at a cost of \$28 million (\$20 million from the state, \$4 million from the University of Lowell, and \$4 million from the city). The auditorium manager expects this new facility to complement the attractions at the auditorium.

SPRINGFIELD SYMPHONY HALL, SPRINGFIELD, MASSACHUSETTS

Built in the early 1900's
2,611 seats

Springfield Symphony Hall is a municipal building which has been managed by Centre Management for the last five years. (Prior to that time, it was operated by the City of Springfield.) The company also manages the Springfield Civic Center. The Auditorium was extensively refurbished in the late 1970's and re-opened in 1980 as Symphony Hall. During the last four years, the City has spent \$150,000 on improvements to the Hall. These included a new stage floor, new exit doors, improved sound system, new sound board, major repairs to lighting board, improved lighting, and a new stage door. The facility already had a raked (sloped) floor. The biggest problem with the facility is the size of the stage. It is not deep enough to accommodate many Broadway shows and other kinds of performances. According to the manager, the cost of renovating the stage would be prohibitive.

The hall schedules 100-120 events each year, and is within \$50,000 of breaking even. Many of the events are outright rentals. In addition, the management company now sponsors a Broadway series and a children's theatre series. The hall is also the home of the Springfield Symphony Orchestra.

VETERANS MEMORIAL AUDITORIUM, PROVIDENCE, RHODE ISLAND

Built in 1928; completed in 1950; in use since 1950
2,100 seats

The Veterans Memorial Auditorium (VMA) is a state-owned facility which never had a staff until four years ago when a private, non-profit corporation, the VMA Foundation, was formed and signed a 30-year lease agreement with the state. The building, which is listed on the National Register of Historic Places, was scheduled for demolition when the VMA Preservation Association was formed in the mid-80's and saved it from destruction. The organization was instrumental in organizing veterans to lobby state government to preserve the building. A public bond issue for \$6.5 million covered renovations, which required closing the building for eighteen months in 1989-90. The funds were used for structural repairs, redesigning electrical and mechanical systems, adding air conditioning and cosmetic repairs, and building a permanent concession

area. (The building already had a raked floor and superior acoustics.) The Foundation is responsible for annual fundraising activities. It has produced such items as umbrellas, mugs and lapel pins with the building's emblem, and plaster replicas of various parts of the friezes decorating the building for sale to the public.

The VMA is the home of the Rhode Island Philharmonic Orchestra. Until now, most of the events have been rentals, but the staff of 3-1/2 is now starting to market the facility and to present shows. The facility is now a break-even operation which is in use about 150 days each year. (This does not include the indirect support from the state for major maintenance.) The director hopes to hire a marketing director who will promote rentals and develop audiences for programs the VMA will present.

The VMA is used for conventions, meetings, high school graduations, dance recitals, a full range of contemporary and classical music, and dance and theatre productions. The building also has space for offices for community arts groups and a 15,000 square foot ballroom downstairs that can be used as "multi-purpose flexible space." This area is a "no-frills" operation, non-union, no fixed seating space, designed for low-cost rentals to local performing artists and children's theatre groups.

Providence also has a 3,200-seat restored E.M Loew's movie house that was built in 1928. The Providence Performing Arts Center, as it is called, is owned by a private, non-profit corporation and operated by Professional Facilities Management, a for-profit company. The company manages several other performing arts centers and promotes shows in other facilities. The non-profit corporation, which raises money to restore the building, is in the midst of a \$7 million capital campaign.

The Providence Performing Arts Center specializes in presenting off-Broadway shows. In addition, the Performing Arts Center features ballet, opera, and children's productions.

BURLINGTON MEMORIAL AUDITORIUM, BURLINGTON, VERMONT

Built in 1928

2,600 seats

Burlington City Arts, the city's arts council, which is now in charge of the Auditorium, hired a new general manager two years ago to replace the management company that had been operating the facility for the last ten years. He has initiated a \$1.5 million restoration project which includes painting, installing a sprinkler system, air conditioning and marquee, constructing a loading dock, and replacing furnaces, the plumbing system, and windows. There are plans to rake the flat floor. The concession areas have been enlarged and the menu expanded. Restoration funds have been raised through the City of Burlington, Friends of Memorial Auditorium, businesses, the Arts Council, and the Vermont Historical Society. A restoration fee of \$1 has been added to tickets as well. Other changes include event sponsorship, aggressive marketing strategies, and in-house production and promotion of shows in addition to the usual rentals of the auditorium.

In addition to the Main Hall, the Auditorium contains a lower level banquet room, a 100-seat function room/restaurant with full kitchen facilities, and a third-floor loft used for meetings and classroom teaching.

CONCLUSIONS FROM SURVEY

1. This survey of auditoriums in six New England cities indicates that each city where these facilities are located has confronted the same difficulty: whether to invest in an aging and deteriorating building that was designed for the entertainment and expectations of a previous era.
2. In each case, the decision has been made to make substantial investments to reclaim the facilities even though their event revenues are not expected to cover the cost of the investments that have been made.
3. All these facilities, except for Lowell's, are now geared towards theatrical and musical productions rather than serving as multi-purpose facilities. They do not provide a venue for boxing, wrestling, and dinner dances as the Worcester Auditorium does.
4. Four of these facilities are now operated by management companies under contract with each city.
5. Two of them, Hartford and Providence, are operated by non-profit corporations, which are expected to at least break even. This is somewhat deceptive in the case of Providence, however, since the state provides a subsidy in the form of heating and maintenance.
6. All of these cities, except Burlington, have other venues for the performing arts, which offer different kinds of productions. These additional facilities seem to complement the auditoriums in those cities.

OPTIONS FOR THE WORCESTER MEMORIAL AUDITORIUM

Before discussing any options for the Auditorium, the status of the building as a veterans' memorial should be addressed. The deed granted the property to the City in trust as a site for a memorial auditorium. Therefore, it would be advisable for the City to request approval from the Attorney General's office, Division of Public Charities if it contemplates any change in use of the building. Renovating the building for substantially the same use should not require the Attorney General's approval.

It should also be noted that the Auditorium has been listed on the National Register of Historic Places since 1980. If the City applies for federal or state funding for any renovations to the building, those plans would have to be approved by the appropriate commissions in charge of historic buildings before such grants would be made.

These options are not listed in priority order. The eventual disposition of the Auditorium will depend on what is feasible financially and on what is compatible with the City's other interests.

OPTION I PERFORMING ARTS THEATRE

The building could be renovated from a multi-use facility into a performing arts theatre, utilizing about two-thirds of the existing main hall. According to several of the facility managers consulted, the Worcester Auditorium should have about a 2,700-seat theatre (reduced from 3,500) with a raked floor. Because of the size of the stage, such a facility, with improved sight lines and fewer seats, could accommodate large Broadway productions profitably.³ The facility could also accommodate ballet, opera, local rentals, and productions that are too small or inappropriate for the Centrum. It is the Broadway productions, however, that provide the margin of profitability to allow a facility to take a loss on other productions.

Once the size of the main auditorium has been reduced, some of the remaining space could be renovated for concessions and an art gallery as in other facilities surveyed. Memorial Hall, with its unique murals, could be administered by the Worcester Art Museum or the Worcester Historical Museum, or be incorporated into a Children's Museum. Any remaining space could have an arts orientation, including offices for local arts groups, a café, and gift shop. Alternatively, it could accommodate office space or a small hotel, as was suggested in the 1975 study mentioned earlier in this report. The basement could be converted into a parking garage.

The renovation of this 150,000-square-foot building along these lines, according to a very rough estimate prepared by Cutler Associates, would cost \$12-\$15 million. This would include revamping all the existing systems (structural, architectural, mechanical, electrical, plumbing, heating, fire protection), installing air conditioning, providing handicapped accessibility, raking the floor, and improving the acoustics. The cost per square foot varies from \$30 for basement and storage space to \$150 for some of the detail work in the main hall.

If this option is chosen, the City should lease the facility to a private, non-profit corporation that would be responsible for developing a financial plan and for raising the funds to execute the project. The corporation should promote the Auditorium as a regional facility and develop some mechanism like Denver's cultural district⁴ for

³ It has been suggested that the E.M. Loew's Theatre on Main Street be renovated as a performing arts theatre. That facility, the interior of which is much more deteriorated than the auditorium, has two significant handicaps: first, the seating capacity is 2,100, which according to several consultants may not be sufficient to show a profit for Broadway productions; the extra 500-600 seats provide the profit margin. Second, the stage is not large enough to accommodate the bigger, more elaborate Broadway productions, and is therefore limited in its use. The disposition of this building should be addressed by the City and the building's owner prior to a decision to convert the Auditorium to a performing arts theatre.

⁴ Scientific and Cultural Facilities District, Denver, Colorado. This district was created in 1988 through a voter referendum in the six-county Denver metropolitan area. It rests on a recognition that central cities such as Denver are home to a region's major cultural and scientific facilities, and that these resources are of significant benefit to the entire region. The District levies a one-tenth of one percent sales tax, currently some \$14 million per year, which is then distributed among District facilities. The distribution formula also ensures that all of the participating counties receive funds for their own scientific and cultural facilities.

securing revenues from surrounding communities that benefit from the multitude of educational and cultural institutions in Worcester.

OPTION II COURTHOUSE

As previously mentioned, there have been numerous discussions dating back at least fifteen years about renovating the Auditorium for additional space for the court system. (The Probate Court already rents space at the Auditorium.) Initially, the City was not interested in converting the Auditorium, and veterans' groups were opposed. In 1988, \$60 million was included in the state bond bill for court construction in Worcester. The plan was to renovate the existing building and expand court facilities at the current site. However, the appropriation was instead used for renovations of other courthouses in the Commonwealth.

There are currently two bond bills under consideration by the State House of Representatives, both of which include bonding for Worcester's courthouse project. It seems likely that one of those bills will be approved sometime this fall. More recent discussions about courthouse location have focused around renovating the existing building and constructing a new building in the north Main Street area. The cost would be about \$70 million. The Auditorium, because of its proximity to the present courthouse should be reconsidered for this purpose. Unless there are structural or architectural impediments to such a conversion, the Auditorium would provide an ideal site to complement the existing court building across the street. A court building would also be suitable as a memorial to veterans. A major advantage of this courthouse conversion is that it would be financed by the state since the court system is under the jurisdiction of the Commonwealth.

OPTION III PUBLIC LIBRARY

In recent months, there has been considerable discussion about the Worcester Public Library needing additional space. The current proposal is to add a 25,000-square-foot addition to the existing 100,000-square-foot 1960's building in Salem Square at a cost of \$20 million. However, a renovated Auditorium with the addition of skylights and other amenities would be an impressive building for a public library. Such a building could also appropriately house Memorial Hall. The building would probably contain sufficient extra space for a café, bookstore, and children's museum. Library renovations are eligible for 30% reimbursement from the state.

One present obstacle to relocating the library or the courthouse to this space is the lack of public transportation and parking. However, the bus routes could be reconfigured to provide better service to north Main Street. Parking facilities in the area could be expanded by adding decks to the municipal lot on Harvard Street or the courthouse lot, and/or constructing a new parking facility on Harvard Street south of the courthouse. Regardless of which option is chosen, the parking should be expanded to alleviate parking congestion at the courthouse and the Worcester Art Museum.

OPTION IV DO NOTHING - BUT NOT FOR LONG

The City Administration and the City Council could choose to do nothing at present. The City could continue to pay a management fee to Spectacor, which has been soliciting productions and providing personnel and equipment from the Centrum. It is also possible that once the convention center is in operation, the appropriate niche for the Auditorium will become more apparent.

The City Manager should not delay his recommendation to the City Council for the Auditorium much beyond the opening of the convention center. The current condition of Union Station is a potent reminder of the situation we wish to avoid at Worcester Memorial Auditorium.

RECOMMENDATIONS

1. The City Manager should give serious consideration to the options for the Auditorium that have been outlined above - a performing arts theatre, a courthouse, and a public library.
2. In order to determine which option is most feasible, the City Manager should develop a comprehensive plan for the Lincoln Square/North Main Street area. The charrette that is scheduled for this fall would provide the first step toward formulating such a plan. It should include representatives of the businesses, cultural institutions and community in the Lincoln Square/North Main Street area, and state and local officials.
3. The plan should provide additional parking for the courthouse, the Worcester Art Museum, the Auditorium and other facilities in the area. Parking decks could be added to the municipal lot on Harvard Street, the courthouse parking lot, and/or a new parking facility could be built along Harvard Street south of the courthouse.
4. A recommendation for the disposition of the Auditorium should be made as soon as possible, and preferably no later than 1998 - the 65th anniversary of the opening of the building.
5. The City Manager should consider working with communities in Worcester County to establish a Scientific and Cultural Facilities District similar to the one in the Denver, Colorado area. As noted earlier, levying a tax or fee on the entire District, which is then distributed among all District facilities, helps to finance improvements and provide general support for all the cultural and educational facilities in the area.

APPENDIX A WORCESTER MEMORIAL AUDITORIUM

| FISCAL YEAR | ADJUSTED GROSS REVENUES | EXPENDITURES | DIFFERENCE |
|--------------------|--|---------------------|-------------------|
| 86 | 107,567 | 367,523 | (259,956) |
| 87 | 101,409 | 498,732 | (397,323) |
| 88 | 134,656 | 454,774 | (320,118) |
| 89 | 117,266 | 376,879 | (259,613) |
| 90 | 158,027 | 376,831 | (218,804) |
| 91 | 206,906 | 212,524 | (5,618) |
| 92 | 240,855 | 229,673 | 11,182 |
| 93 | 297,779 | 272,939 | 24,840 |
| 94 | 158,306 | 288,022 | (129,716) |
| 95 (first 8 mos.) | 120,373 | 181,582 | (61,209) |

Source: Comprehensive Annual Financial Report, City of Worcester

Prepared by: Worcester Municipal Research Bureau

PORTLAND CITY HALL AUDITORIUM

| FISCAL YEAR | REVENUES | EXPENDITURES* | DIFFERENCE |
|--------------------|-----------------|----------------------|-------------------|
| 90 | 73,508 | 84,617 | (11,109) |
| 91 | 74,692 | 76,251 | (1,559) |
| 92 | 76,994 | 75,049 | 1,945 |
| 93 | 69,907 | 75,525 | (5,618) |
| 94 | 65,162 | 72,043 | (6,881) |
| 95 ** | 31,936 | 53,955 | (22,019) |

* Does not include the cost of utilities

** Facility closed in February

Source: City Manager's Office, City of Portland

APPENDIX B WORCESTER MEMORIAL AUDITORIUM EVENTS - July 1, 1993 - March 22, 1995

| DATE | EVENT | # OF EVENTS |
|----------------|--------------------------------------|--------------------|
| 9/25/93 | Genesis Dinner | 1 |
| 9/19/93 | Chamakete Sitare | 1 |
| 9/28/93 | WWF | 1 |
| 10/2/93 | Mass Save Outdoor Sculpture | 1 |
| 10/16/93 | Police Union Benefit | 1 |
| 10/23/93 | Storms | 2 |
| 10/25-10/29/93 | Police Lecture | 6 |
| 11/7/93 | Bay State Body Building | 1 |
| 11/11/93 | Veterans Services | 1 |
| 11/14/93 | Jack & the Bean Stalk | 2 |
| 11/14/93 | Firefighters Variety Show | 2 |
| 12/4/93 | Nutcracker | 2 |
| 12/12/93 | Fallon Christmas Party | 1 |
| 12/12/93 | Emperors' New Clothes | 2 |
| 12/26/93 | Kwanzaa Celebration | 1 |
| 12/31/93 | First Night | 1 |
| 1/3/94 | City Council Inauguration | 1 |
| 1/9/94 | Pinocchio | 2 |
| 2/5/94 | Reception Chief Mortel | 1 |
| 3/19/94 | Petra | 1 |
| 3/26/94 | WXLO Easter Egg Hunt | 1 |
| 4/15/94 | DC Talk | 1 |
| 5/7/94 | Gallagher | 1 |
| 5/13/94 | Yeger Enterprises | 2 |
| 5/14/94 | Becker Graduation | 1 |
| 5/15/94 | Body Building | 1 |
| 5/22/94 | Charlotte Klein | 3 |
| 5/23/94 | Worcester Tech Graduation | 1 |
| 5/24/94 | St. John's Graduation | 1 |
| 5/27/94 | Holy Name Graduation | 1 |
| 5/31/94 | Doherty Graduation | 1 |
| 6/1/94 | North Graduation | 1 |
| 6/2/94 | South Graduation | 1 |
| 6/3/94 | Burncoat Graduation | 1 |
| 6/6/94 | Worcester Vocational Graduation | 1 |
| 6/10-6/13/94 | Anthony Robbins Seminar | 4 |
| 6/23/94 | Career Center Graduation | 1 |
| 7/3/94 | Twin City Baptist Multimedia Concert | 1 |
| 7/23/94 | Concerts in the Park | 1 |
| 8/18/94 | Counting Crows | 1 |
| 9/3-9/4/94 | Indian Festival | 2 |
| 9/11/94 | St. John's Gala | 1 |
| 9/17/94 | Steven Green | 1 |
| 11/6/94 | Body Building | 1 |
| 11/11/94 | Veterans' Day Services | 1 |
| 11/17/94 | Steve Curtis Chapman | 1 |
| 11/18/94 | Little Texas/Tim McGraw/Blackhawk | 1 |
| 11/20/94 | Aladdin | 2 |
| 11/28/94 | A Christmas Carol | 1 |
| 12/3/94 | Nutcracker | 2 |
| 12/18/94 | Peter Pan & Wendy | 2 |
| 12/31/94 | First Night | 1 |
| 1/8/95 | Mr. Poppers' Penguins | 2 |
| 2/5/95 | Evita | 2 |
| 2/27/95 | Offspring | 2 |
| 3/4/95 | Rave Dance | 1 |
| TOTAL | | 80 |



**Worcester
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