CURTAIN CALL FOR THE PAST, OPENING NIGHT FOR THE FUTURE

PRESERVING INDIANA'S HISTORIC THEATERS

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PRESENTERS



Stephanie Hays Mussoni

shaysmussoni@indianapolissymphony.org

INDIANAPOLIS SYMPHONY ORCHESTRA



Suzanne Sweeney

ssweeney@irtlive.com

INDIANA REPERTORY THEATRE



Joseph Jarzen

jjarzen@schmidt-arch.com

SCHMIDT ASSOCIATES

LEARNING OBJECTIVES

01

Understand the importance of a **comprehensive master planning process as a foundational tool for historic preservation projects**, including how it helps organizations align mission, building stewardship, and long-term investment priorities.

02

Understand how **historic performance venues can be thoughtfully adapted to support 21st-century goals**—including audience experience, artistic production, operational sustainability, and community engagement—while preserving their architectural and cultural significance.

03

Understand the **process required to successfully adapt and steward a historic building**, including stakeholder engagement, comprehensive conditions assessment, and the integration of technical, operational, and community input into an actionable preservation strategy.

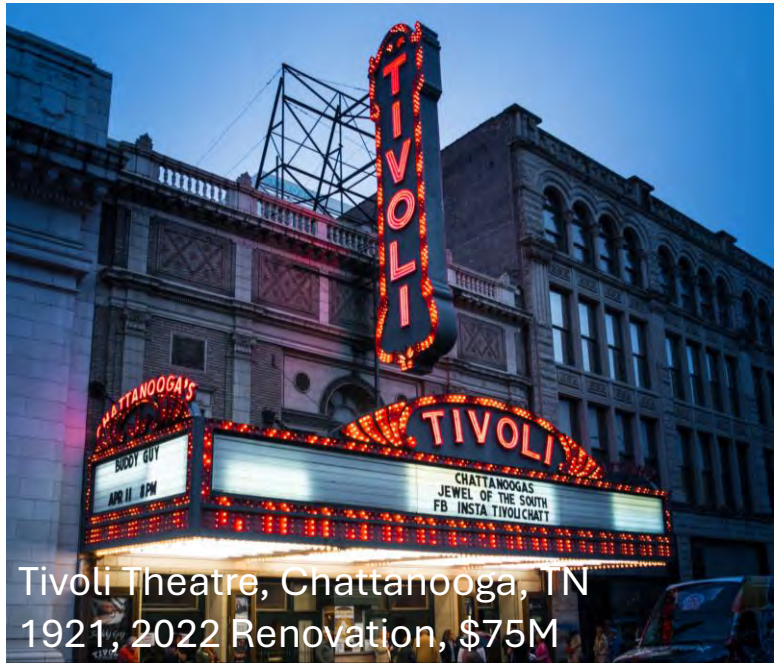
04

Understand how **preservation-driven theater projects can contribute to broader downtown redevelopment efforts**, including strategies for building consensus among diverse stakeholders and prioritizing early implementation initiatives that support long-term cultural and economic vitality.

Trends Across the Country

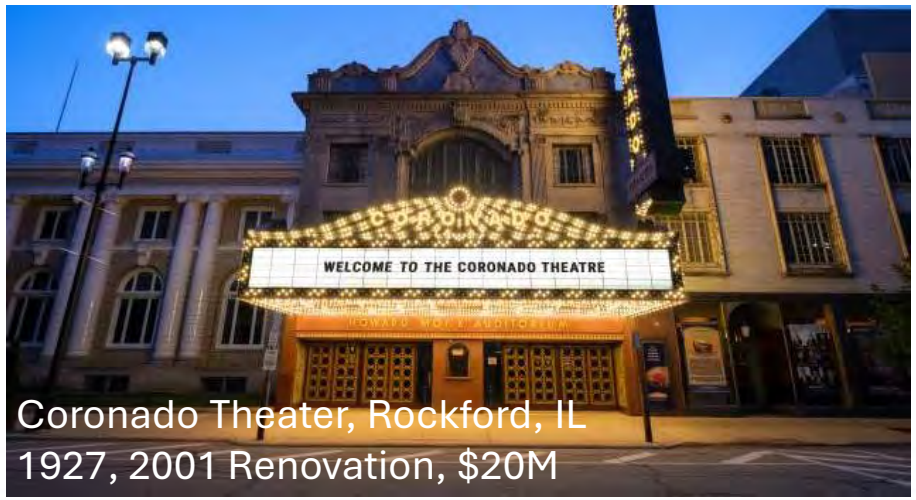
WHY ARE HISTORIC THEATERS BEING RENOVATED?

- Prevent demolition
  - Irreplaceable landmarks
  - Community emotional attachment
- Downtown revitalization economics
  - Generate $2-3 per dollar spent on tickets
  - Need to tell the creative economy story
- Diversifying use
  - Broaden audiences
  - Venue rental



Tivoli Theatre, Chattanooga, TN
1921, 2022 Renovation, $75M


Emery Theatre, Cincinnati, OH
1911, 2025 Renovation, $52M



Coronado Theater, Rockford, IL
1927, 2001 Renovation, $20M


Memorial Opera House, Valparaiso, IN
1893, 2024 Renovation, $6.5M

HOW ARE RENOVATIONS IMPROVING OPERATIONS

- Adding capacity through additions
  - Protect old structure
  - Annex creates modern amenities
- Accessibility enhanced
  - Central focus, not an afterthought; not just ramps and elevators
  - Applies to audio/visual, sensory, chronic pain, mobility
- Community-driven design process
  - Stakeholder informed
  - Phased processes to continue performances



Bradley Symphony Center, Milwaukee, WI



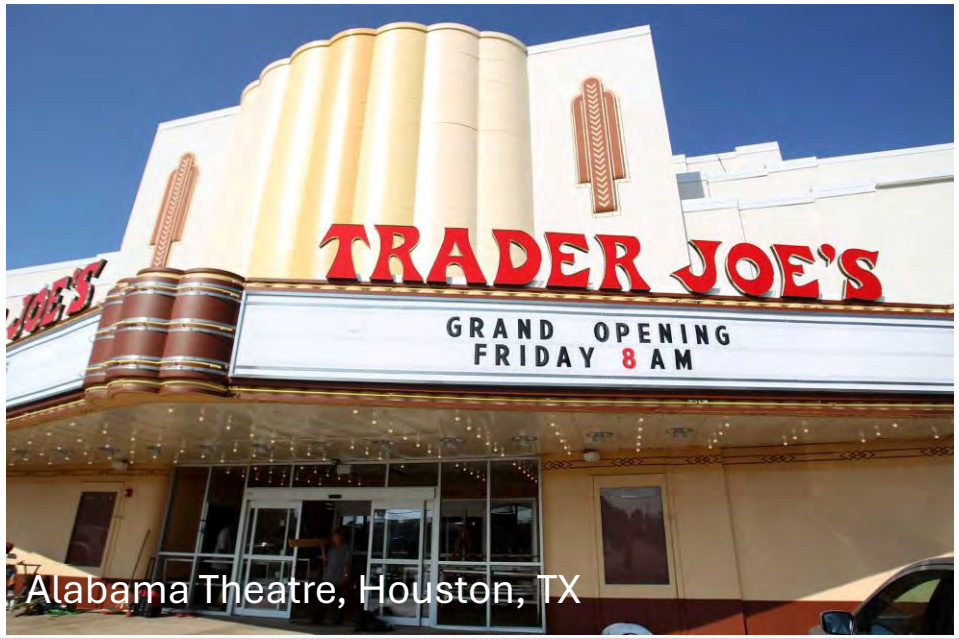
James Earl Jones Theatre, NYC

WHAT ARE THE SECOND ACTS FOR THEATERS?

- Flexible, multi-use performing arts & event venues
  - Concerts and theater
  - Weddings, corporate rentals, lectures, festivals
- Theater + food/beverage
  - Painted Stave Distillery, Baltimore
  - Athenaeum Coat Check Coffee, Indianapolis
- Non-theatrical use
  - Alabama Theater, Houston is Trader Joe's
  - Olympia Theater, Miami looking to affordable housing



Stave Distillery, Delaware Theatre, Baltimore



Alabama Theatre, Houston, TX

Challenges Historic Theaters Are Experiencing

- Structural/condition updates
  - Deferred maintenance
  - New code requirements
- Historic craft trades
  - Character defining features
  - Fewer contractors with knowledge
- Balancing preservation with performance
  - Visual grandeur
  - Acoustical and visual needs


Cook Theatre, Indianapolis


Star Theatre, Anderson, IN


Star Theatre, Anderson, IN

- Intrinsic challenges in historic buildings
  - Smaller, fewer restrooms
  - Circulation
- Seating capacity vs. accessible seating
  - Wider aisles, wheelchair spaces, companion seating
  - Provide greater choice





FUNDING

- Lack of funding for all the historic spaces that need renovated
  - Total costs can far exceed ticket and rental income
  - Fundraising competition
- Federal cuts
  - Historic Preservation Fund
  - Weakening National Preservation Act of 1966, Section 106 & tax credits



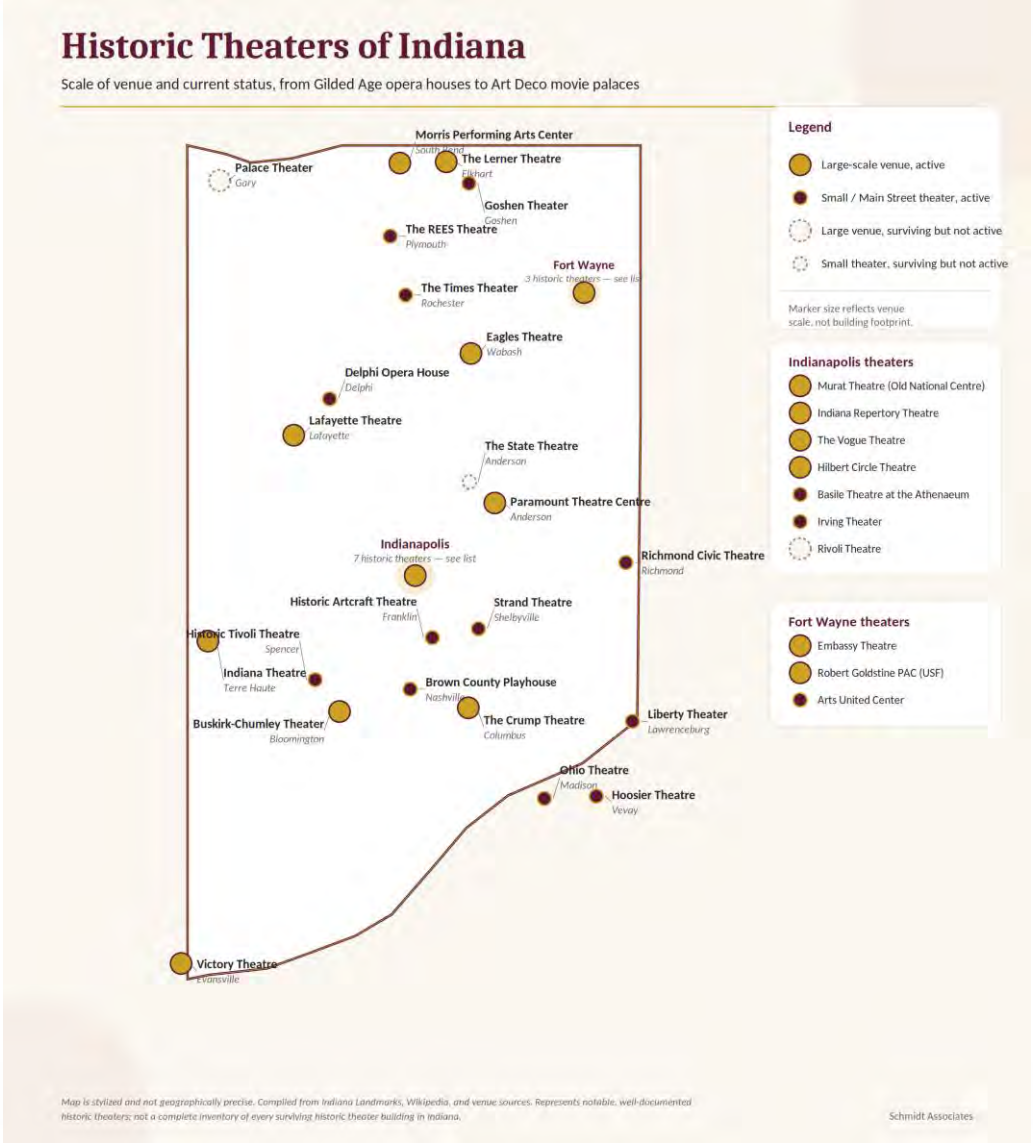




Silver Theatre, Silver Springs, Maryland, 2003
Restoration, $8M

Indiana Main Street theaters face sharper versions of the national challenges

- Thinner capital markets
  - IEDC, Lilly Endowment, Clowes
  - Competitive fundraising
- Volunteer-run or smaller staff capacity
  - Single-use, financially fragile
  - Diversifying demands greater management
  - Balancing the needs of patrons, performers, and staff



WHY DO A MASTER PLAN?

- Assess the condition of the building
- Consider changes in programs and trends
- Explore opportunities for operational efficiency, artistic enhancements, and audience experiences
- Create a cohesive vision for staff, institution, and funders

SCOPE

INDIANA STATE FAIR

Building Name - Category	2022-2024	2025-2026	2027-2028	2029-2030	2031+	Total
4-H Exhibit Hall	$33,000	$770,200	$169,120	$741,650		$1,713,970
Administration Building	$138,900	$179,650	$133,900	$72,000		$524,450
Agriculture/Horticulture Building	$973,000	$220,200	$910,760	$997,290		$3,101,250
Blue Ribbon Pavilion	$2,420,200	$9,280	$1,514,640	$499,500		$4,443,620
Centennial Hall	$46,500	$401,620	$556,240	$852,270		$1,856,630
Champions Pavilion		$501,620	$716,320	$511,570	$1,118,000	$2,847,710
Communications Building	$729,500	$651,160	$307,960	$361,450	$57,000	$2,107,070
Dairy Bar	$11,000	$13,480	$44,000	$129,220	$3,890	$201,590
Discovery Hall		$75,400	$988,200	$432,000		$1,495,600
DNR Building	$233,600	$201,220	$355,880	$481,740	$43,280	$1,315,720
Exposition Hall	$214,600	$579,900	$890,580	$2,267,490	$122,960	$4,075,530
Farm Bureau Building	$449,200	$404,760	$1,030,320	$192,920		$2,077,200
FFA Pavilion	$318,500	$12,500	$102,500	$0		$433,500
Glass Barn	$5,000			$149,000		$154,000
Grand Hall	$6,000	$132,000	$265,900	$213,190	$40,020	$657,110
Harvest Pavilion	$275,300	$296,700	$204,380	$623,200		$1,399,580
Hook's Drug Store	$57,260	$62,840	$140,430	$166,930		$427,460
Indiana Arts Building	$975,140	$1,668,260	$532,370	$306,510		$3,482,280
Indiana Farmers Coliseum			$602,000			$602,000
Normandy Barn	$168,300	$4,180	$153,200	$321,620		$647,300
Northwest Pavilion	$417,900	$824,400	$532,740	$255,310		$2,030,350
Pioneer Village	$150,000	$130,800	$24,990	$151,960	$32,000	$489,750
Pioneer Village Opry House	$100,000	$30,800	$30,000	$0		$160,800
Pop Weaver Building			$2,420,000	$148,120		$2,568,120
South Pavilion	$2,171,360	$2,038,280	$2,408,840	$828,940	$0	$7,447,420
West Pavilion	$505,980	$2,909,160	$1,887,740	$1,336,260	$0	$6,639,120
Total	**$10,400,220**	**$12,118,610**	**$16,923,010**	**$12,040,140**	**$1,417,150**	**$52,899,130**

Bldg Name
- Select all
- 4-H Exhibit Hall
- Administration Building
- Agriculture/Horticulture Building
- Blue Ribbon Pavilion
- Centennial Hall
- Champions Pavilion
- Communications Building
- Dairy Bar
- Discovery Hall
- DNR Building
- Exposition Hall
- Fall Creek Pavilion
- Farm Bureau Building
- FFA Pavilion
- Glass Barn
- Grand Hall
- Harvest Pavilion
- Hook's Drug Store
- Indiana Arts Building
- Indiana Farmers Coliseum
- Normandy Barn
- Northwest Pavilion
- Pioneer Village
- Pioneer Village Opry House
- Pop Weaver Building
- South Pavilion
- Southwest Pavilion
- West Pavilion





KEY PIECES OF A MASTER PLAN

- Executive summary
- Condition assessment
- Stakeholder engagement
- Recommendations
- Renderings
- Estimated costs
- Coordination with coinciding studies (i.e. audience segmentation, branding, capital campaign)



Hilbert Circle Theatre Case Study

AREAS TO ASSESS FOR IMPROVEMENT

- Hilbert Circle Theatre building history
- Patron experience
- Hilbert Circle Theatre / Indianapolis Symphony Orchestra operations



KNOWN CHALLENGES

- Deferred maintenance
- Dated systems
- Dated interior
- Patron experience
- Perceptions of downtown/safety









Strategic Plan Process

1. Select a consultant
2. Stakeholder engagement through surveys, focus groups, individual discussions with donors, patrons, and community leaders
3. Report data to board, musicians, and staff
4. Identify five-year priorities
5. Identify three main goals
6. Determine objectives
7. Track progress and metrics
8. Annually review and update plan as needed



Strategic Plan Priority Areas

Innovate, collaborate, and strengthen capacity

- Expand audiences by investing in innovative programming and marketing
- Develop artistic partnerships to grow the orchestra's reach
- Build organizational capacity to achieve long-term sustainability

Prioritize community engagement and advocacy

- Position the ISO as a leader in the arts
- Heighten impact of education and community engagement
- Embrace and amplify the vibrancy of our diverse community

Improve our facility

- Modernize Hilbert Circle Theatre to enhance the experience for guests, community partners, and artists



Prioritized Projects

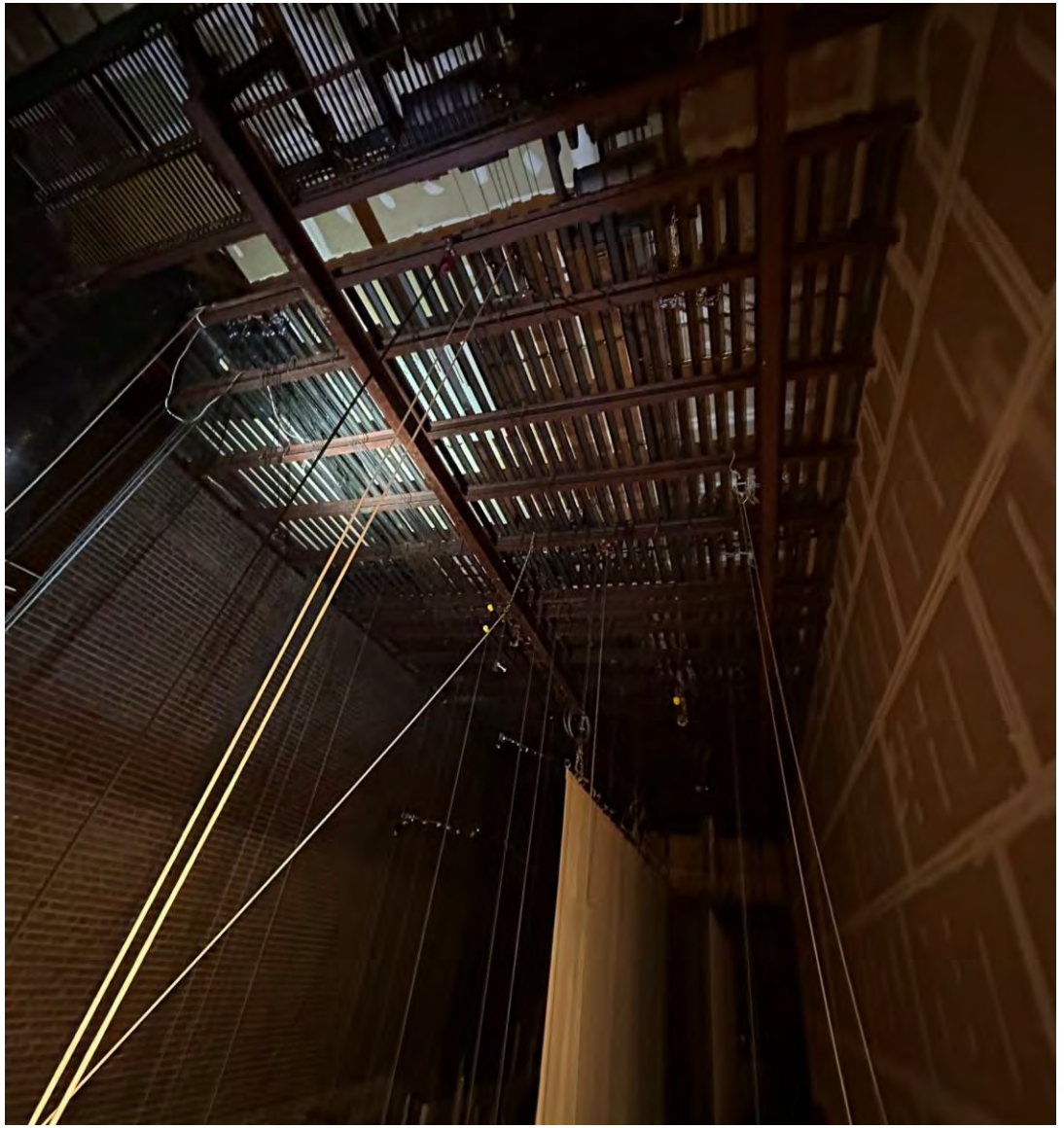
- **Exterior** - Façade, terra cotta work, signage
- **Scioto Street Entrance** - New canopy, vestibule, nice gates, resurface the road, gates at Washington and Market Streets
- **MEP update** - Switchgear, electrical panel, air handling unit replacement
- Stage rigging, sound system, lighting system, risers, etc.
- **Patron Experience** – Lobby updates, technology updates, Wood Room, Encore Lounge, Maestro Lounge, etc.



DETAILED CHALLENGES IDENTIFIED AND PRIORITIZED

- **Auditorium**
  - Rigging updates
  - Lighting updates
  - Sound system updates
  - New risers

- **Patron Experience (inside performance hall)**
  - Lobby technology updates
  - Lighting controls
  - Audio/video system upgrades



ENCORE LOUNGE





MAESTRO LOUNGE





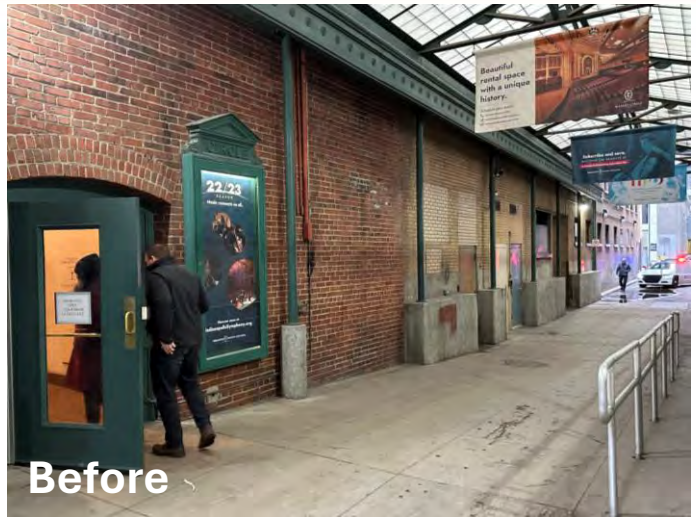
WOOD ROOM





SCIOTO STREET ENTRANCE







SCIOTO STREET ENTRANCE



SCIOTO STREET ENTRANCE



CAMPAIGN READINESS & FEASIBILITY STUDY RECOMMENDATIONS

- **Pursue an initial working goal** for a comprehensive campaign of $100 million through a five-year comprehensive campaign that would include special campaign commitments to capital projects ($25M); current and planned gift support for endowment ($50M); and crucial ongoing, annual support ($45M) totaling $115M.
- ISO should **develop and pursue a strategy to build a culture of philanthropy** across the entire organization and its three inter-related Boards.
- The ISO should **cultivate a wider and deeper understanding** of the variety of ways that board members, leadership, staff, and musicians can assist in fundraising.
- **Prepare to add new positions** to expand the Individual Giving team for the campaign.
- The ISO should leverage the opportunity of this campaign to **engage in creative methods of growing** the Foundation's endowment over the long term through current, planned, and blended gifts.
- Develop a plan to **expand investment** in institutional marketing.
- **Add staffing and resources** to the ISO's internal data reporting capabilities.

The ISO Foundation supported the Campaign Readiness Assessment and Feasibility Study and the Facility Assessment. The Lilly Endowment has supported the campaign expenses to accomplish the recommendations and needs for a successful campaign.

OUTCOMES AND NEXT STEPS

- Completion of a feasibility study for a capital campaign
- Identification of the Scioto St. Project



Indiana Repertory Theatre Case Study

- Indiana Theatre building history



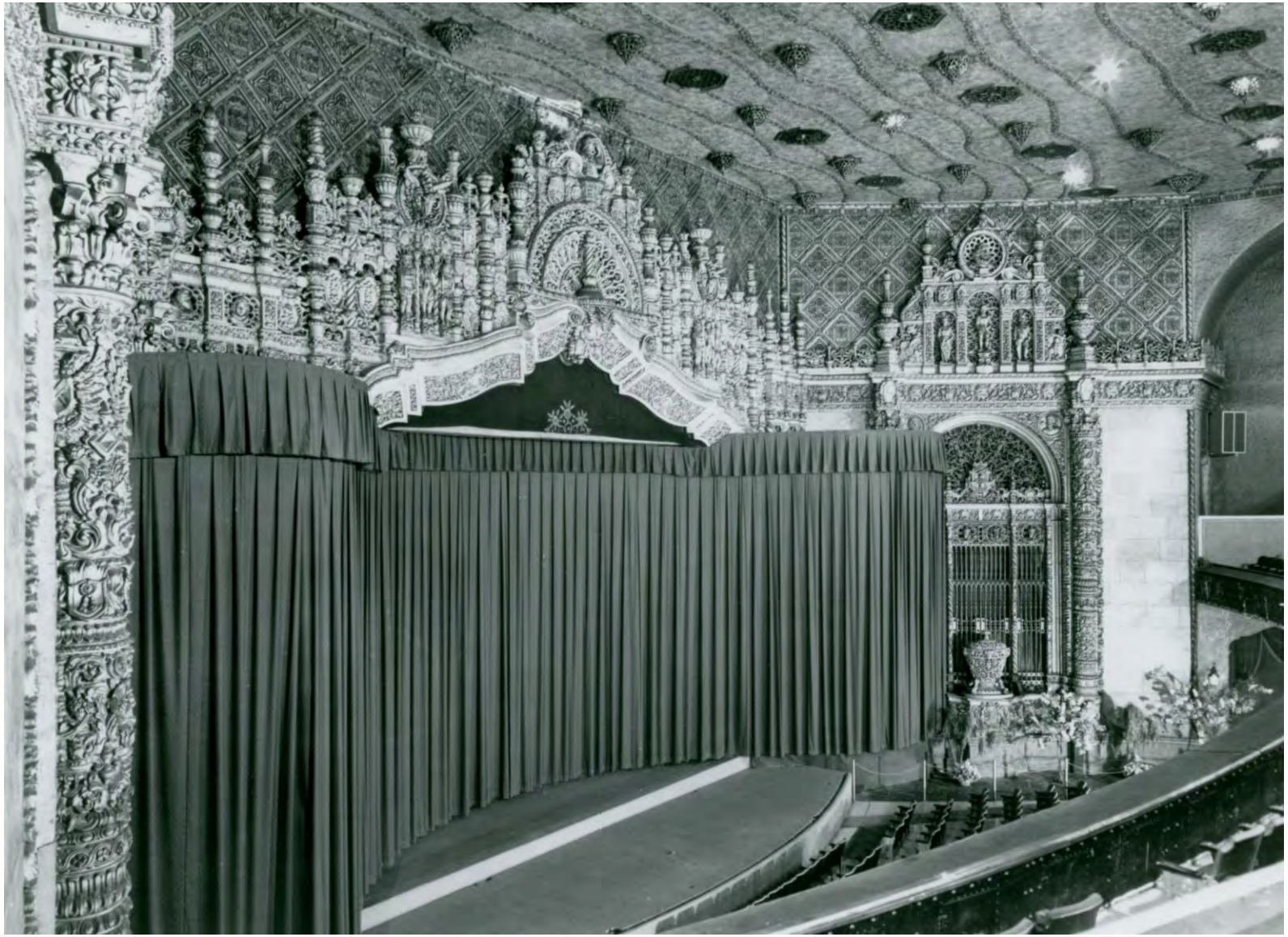
INDIANA THEATRE GRAND LOBBY



INDIANA THEATRE FAÇADE

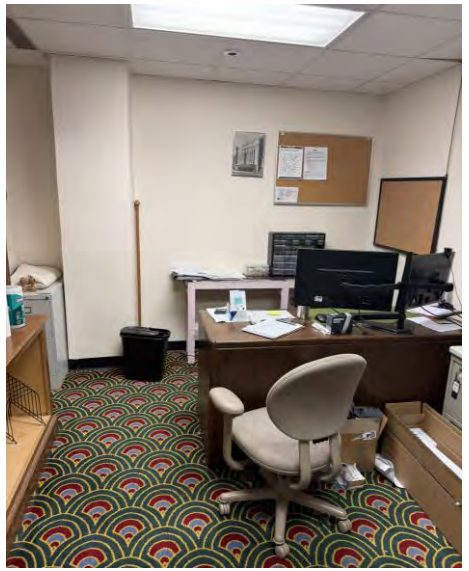


- Indiana Repertory Theatre operations
- Historic theatrical upgrades done piecemeal
- Producing theatre in 1980 was a lot different from today!

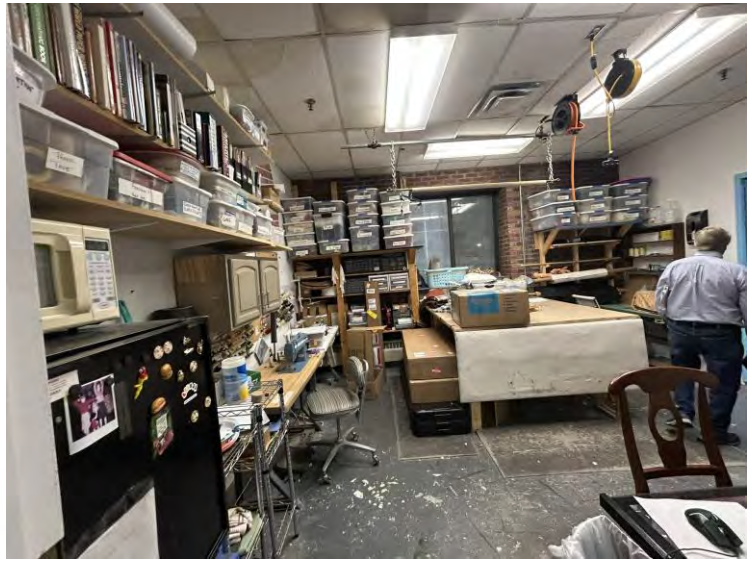


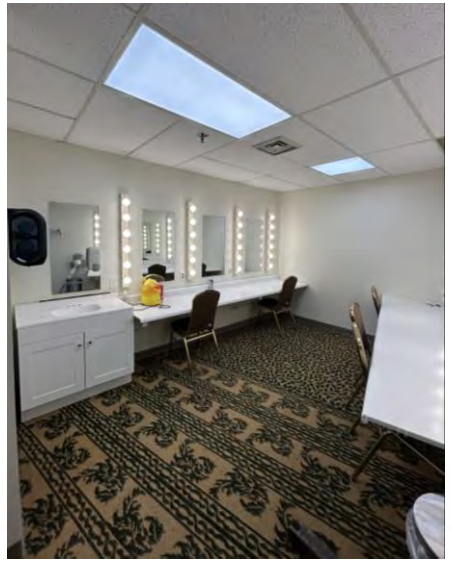
ISSUES TO SOLVE

- Goals for future play sizes/ musicals/lack of space
- Goal to house all operations in one downtown building
- Remain a critical component of the downtown Indy scene
- Maximize audience experience from curb to curtain
- Improve accessibility



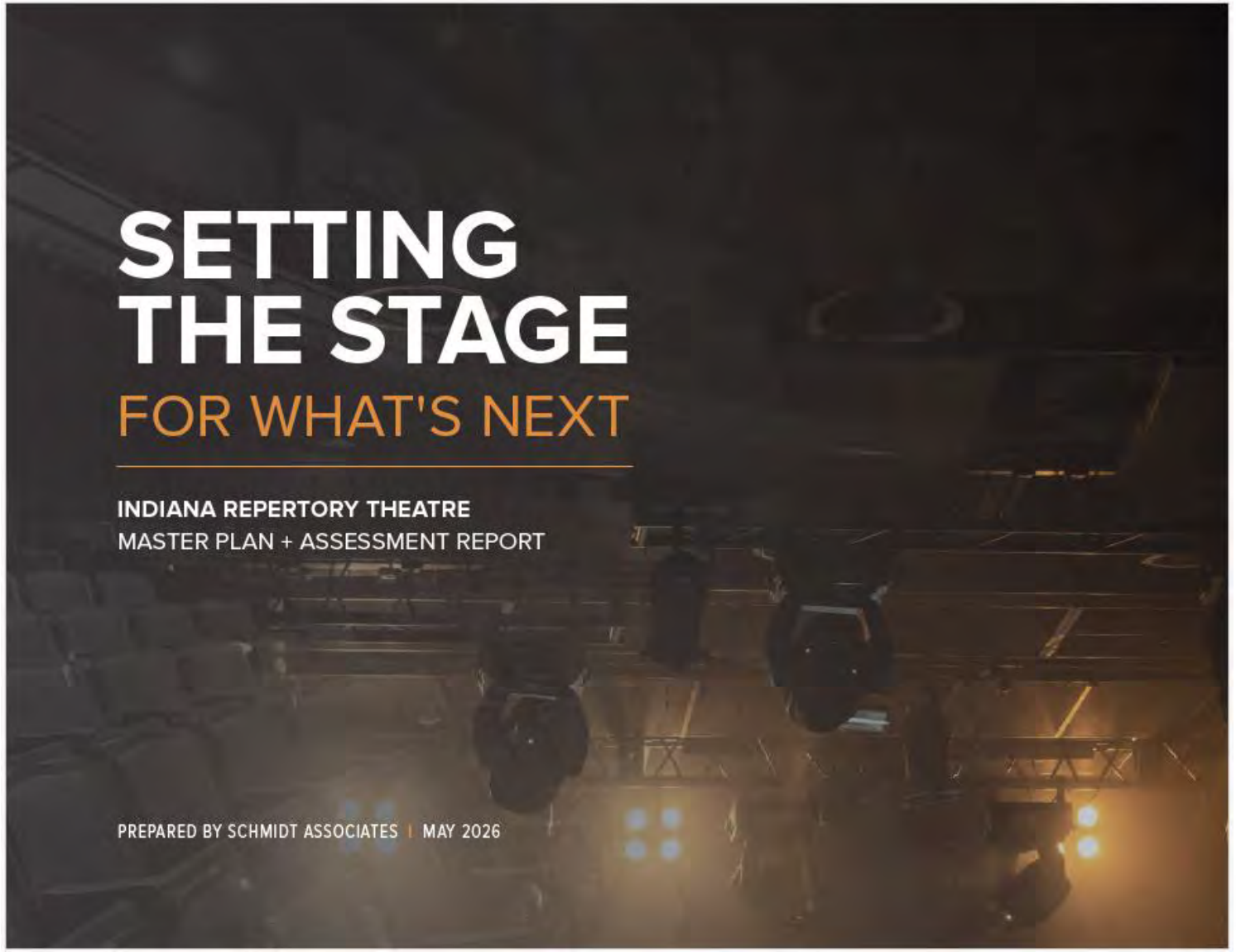






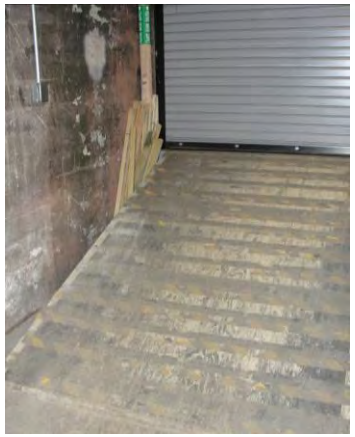
Prioritized Projects

- Schmidt Associates, Schuler Shook, and Akustiks
- 7-month process
- Unlike previous iterations, this study encompassed the entire building
- Tour, laser measurements, focus groups, ongoing meetings, redesign phases
- Final report



THE SITUATION



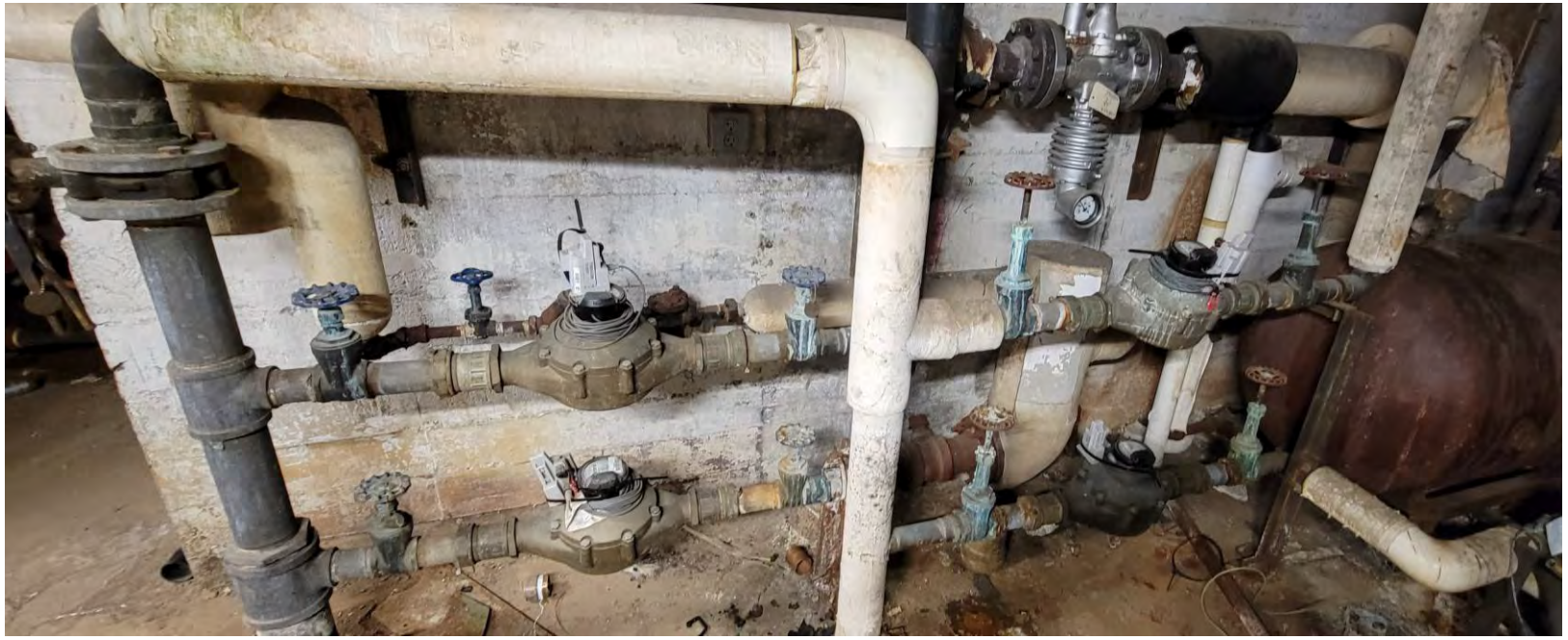




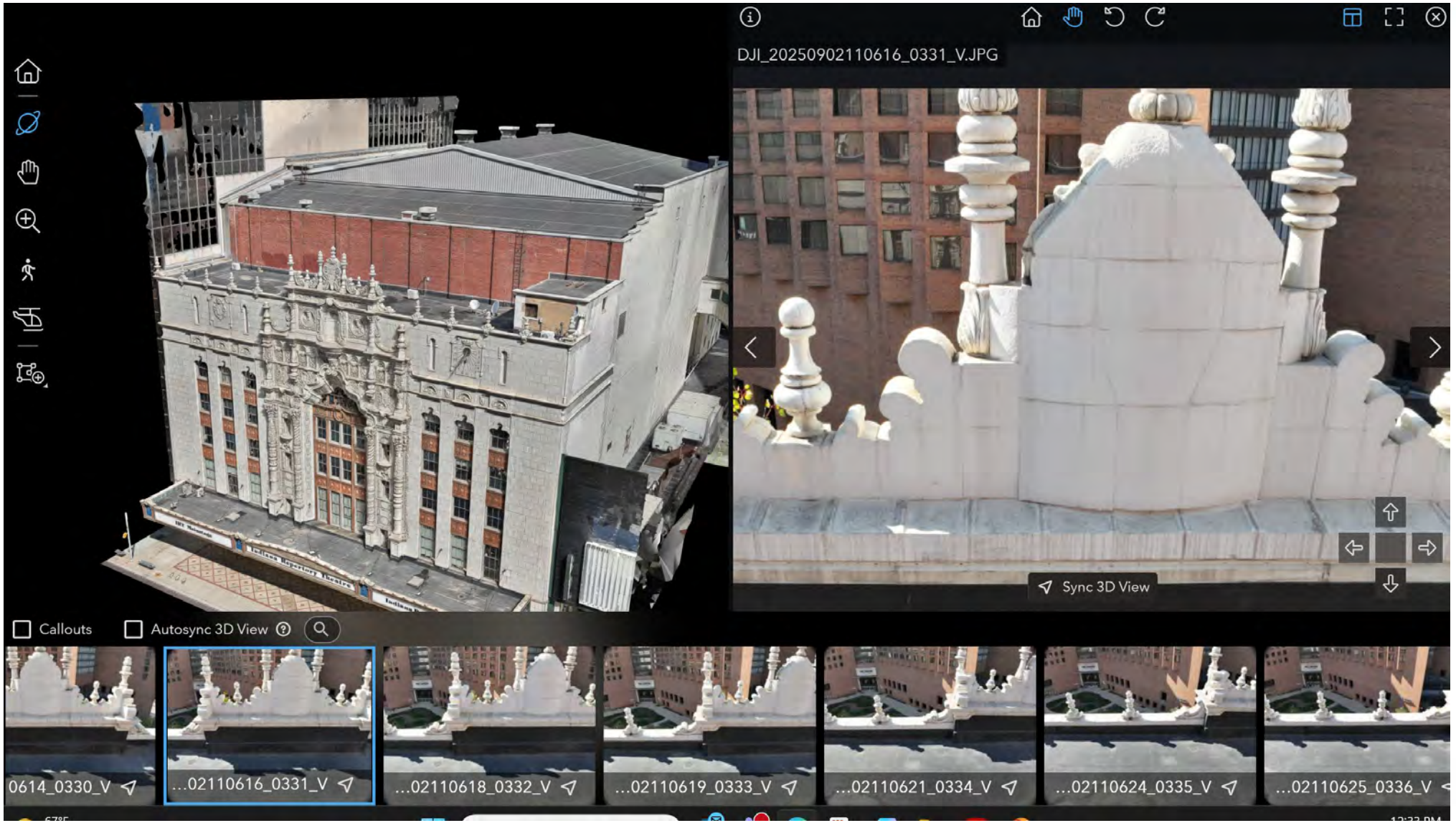




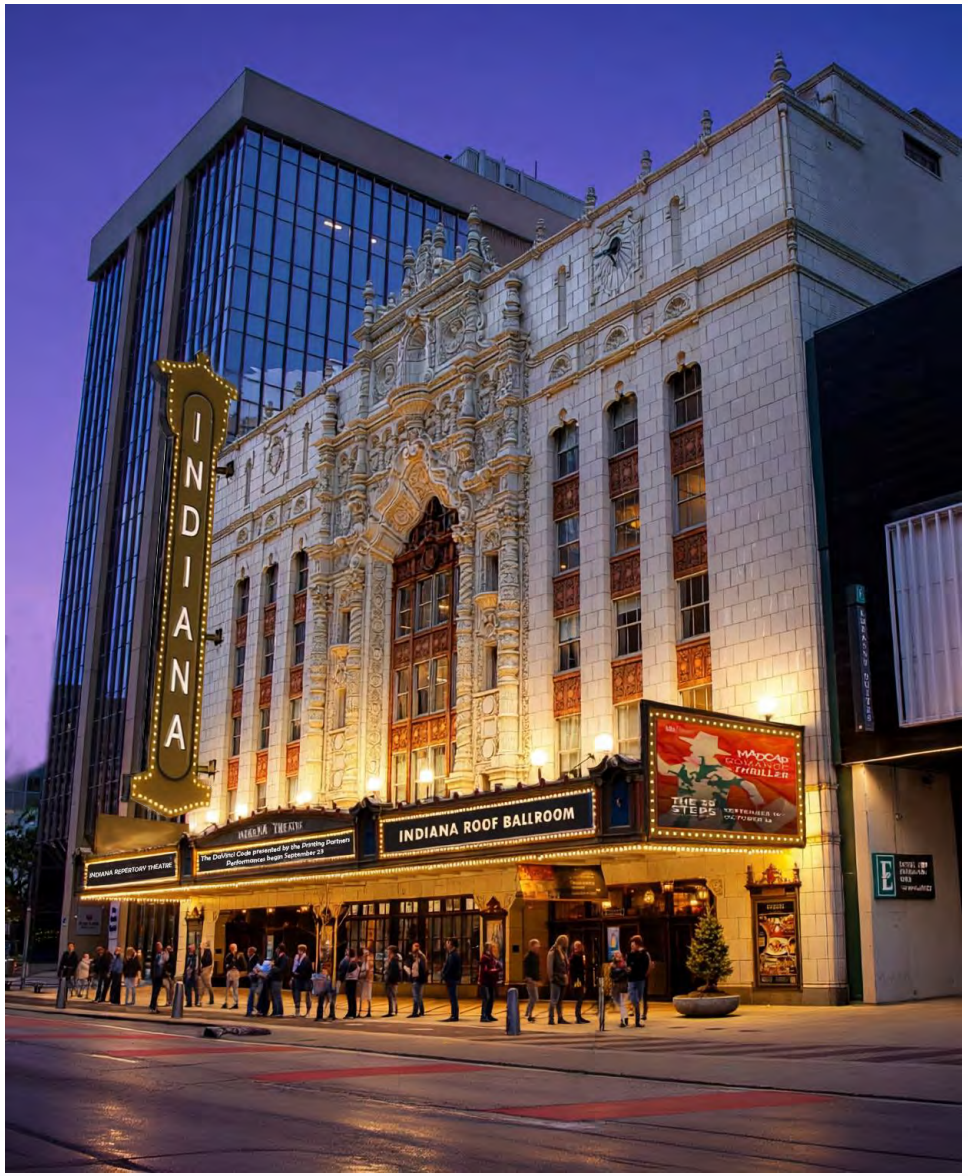




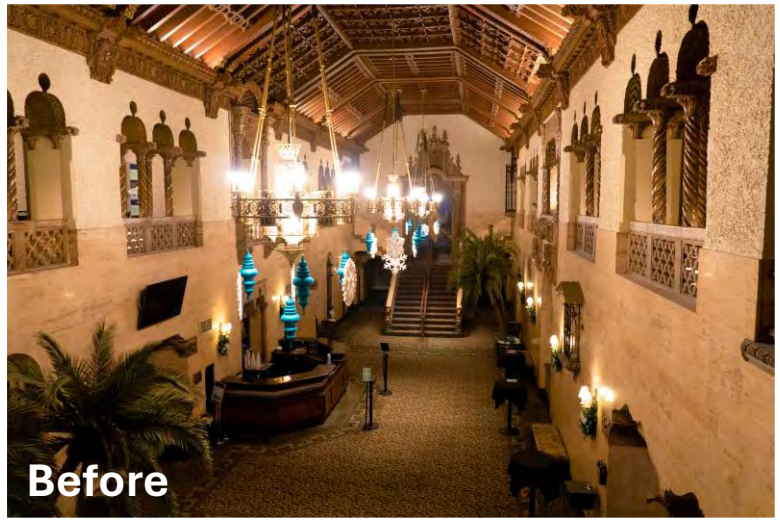
POINT CLOUD 3-D SCAN



MARQUEE AND BLADE SIGN



IRT GRAND LOBBY BAR - PROPOSED

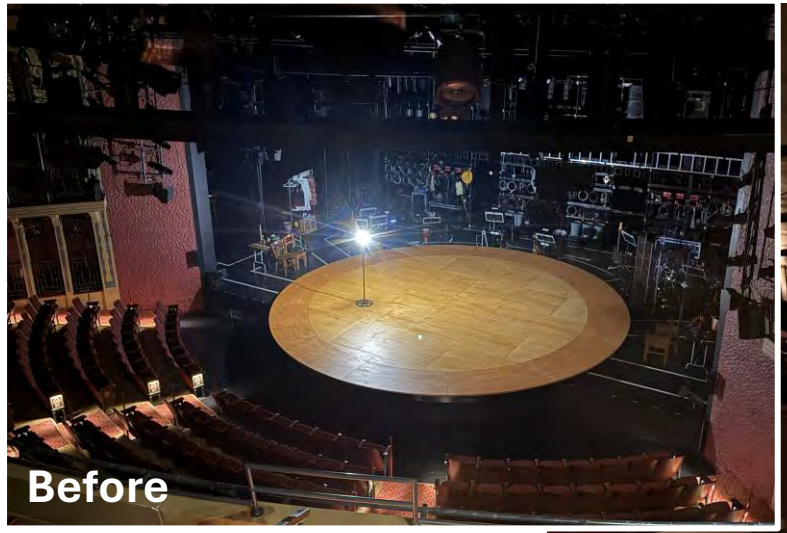




OBSERVATION BOOTH

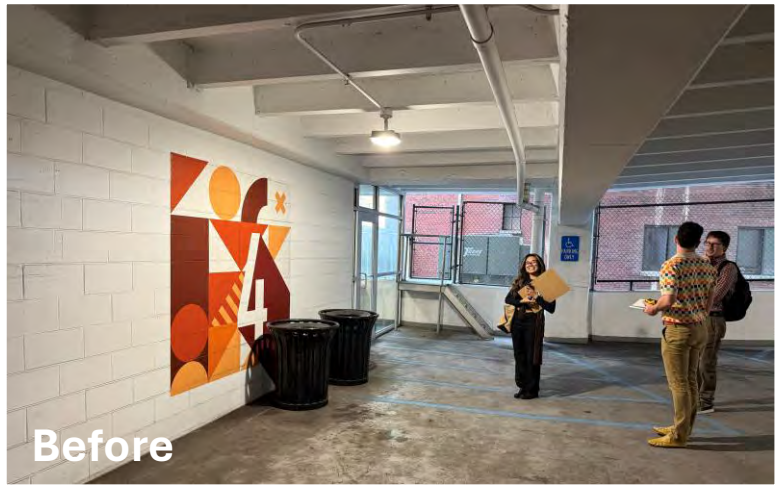


IRT MAINSTAGE ORCHESTRA PIT





IRT PARKING GARAGE ACCESS





- Generate enthusiasm
- Raise funds
- Implementation of early projects focused on marquee, mainstage infrastructure for lighting, sound, and orchestra pit to help get donors excited
- Celebrate 100 years!



Wrap-Up

- How this best applies to other theaters in smaller communities
- Adapting the theaters for internal and external opportunities
- Changing the perspective of city centers/downtown



Thank You

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