

The Mountain Rose & Mountain Arts Conservatory

A vision for the future of performing arts
in Flagstaff



Dawn Tucker
Director of Vision and Impact

FLAGSTAFF
SHAKESPEARE
FESTIVAL



Journey Through the Mountain Rose and Mountain Arts Conservatory

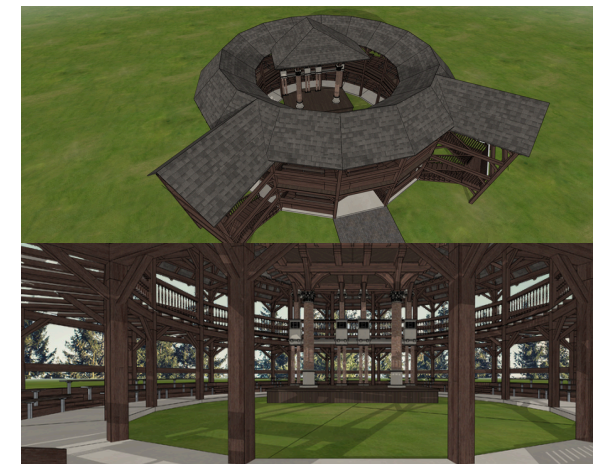
A vision for the future of performing arts in Flagstaff



About
FlagShakes



Impact
and Need



The Mountain
Rose Theatre



The Mountain
Arts Conservatory



ABOUT FLAGSHAKES

Flagstaff Shakespeare Festival, affectionately known as FlagShakes, is the only year-round professional theatre company in Northern Arizona.



About
FlagShakes

- Over a decade of financial stability
- A cornerstone of Flagstaff's cultural landscape



STAGING PRACTICES



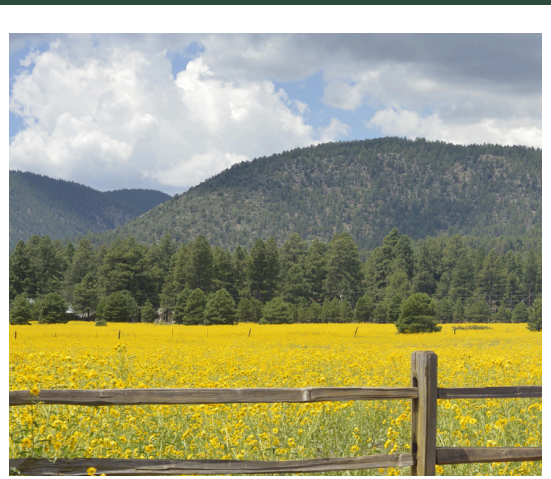
- Live music
- Actor-driven
- Outdoor settings
- Diverse casts
- Low tech

EDUCATION & OUTREACH



- Theatre for Young Audiences
- Theatre for Aging Audiences
- **Pay-what-you-can ticketing**

**Viola Awards for Excellence
in Performing Arts and
Community Impact**

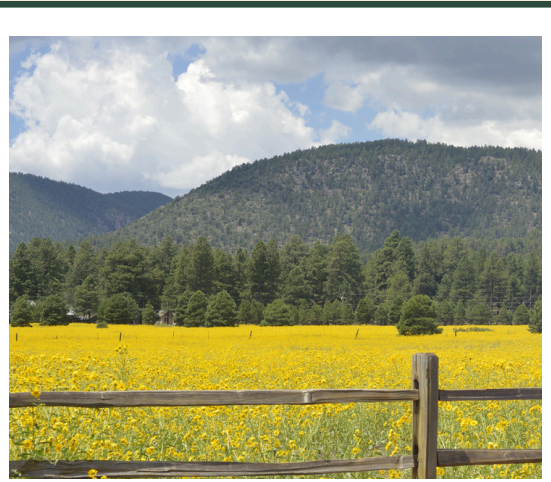


Impact
and Need

A 2018 FEASIBILITY STUDY FOUND THAT:

- **Flagstaff lacks sufficient performance venues.**
- **Arts organizations face increasing barriers to scheduling, affordability, and accessibility.**
- **Demand far exceeds current capacity** for arts education and participatory programming.
- **Existing venues are overextended**, technically limited, or unavailable due to competing priorities.
- Arts and cultural engagement plays a significant role in **economic vitality, health, education, and social connection.**

“This is a cultural issue, quality of life issue, and economic issue.”



Impact
and Need

\$5-7 million in
annual economic
impact*

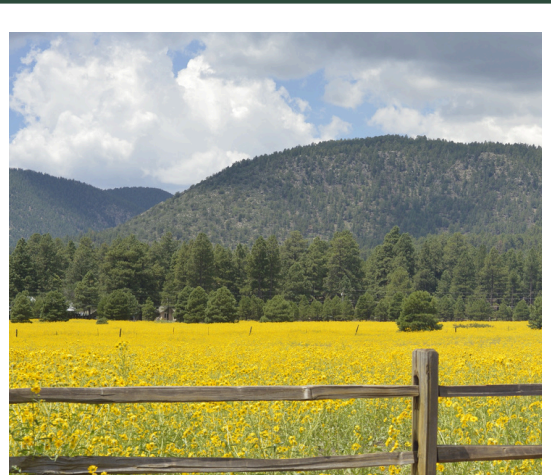


	<p>\$31-38 per person beyond admission***</p>
	<p>\$623 per trip spent by cultural tourists**</p>
	<p>5.2 night average stay**</p>

*2018 ArtsMarket

**American Tourism Board

***Americans for the Arts



Impact
and Need

JANUARY

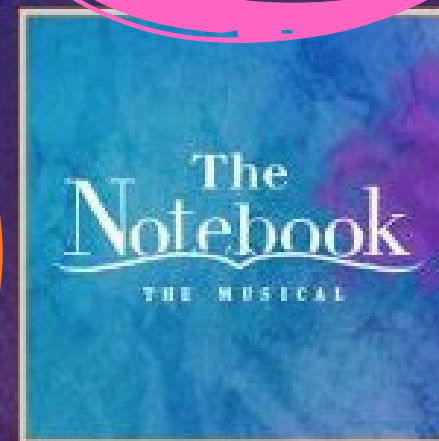
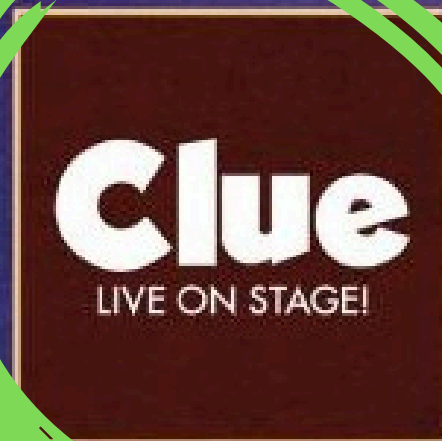
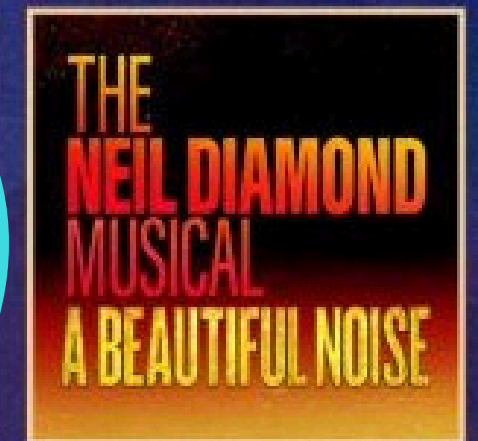
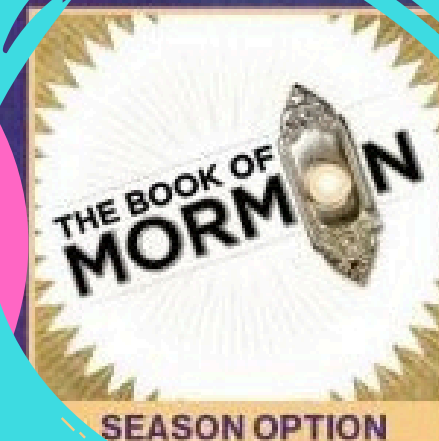
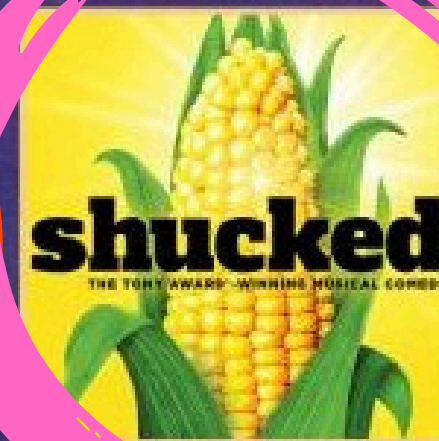
FEBRUARY

NOVEMBER

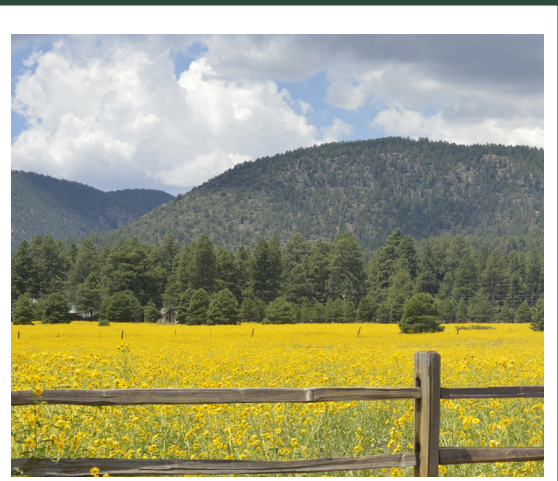
DECEMBER

MARCH

BE OUR GUEST 2025-2026 BROADWAY SEASON



ASU Gammage



Impact
and Need

“ Whether a resident is young or old, wealthy or poor, or black, white, or Hispanic matters less than his or her perceptions of the community.

This reality gives community leaders a powerful tool to influence residents’ attachment to the community, no matter who they are.

[...]

Residents rate their communities’ availability of arts and cultural opportunities highest among social offerings.

Adults who attend
arts events are
2.6x
more likely to
volunteer.

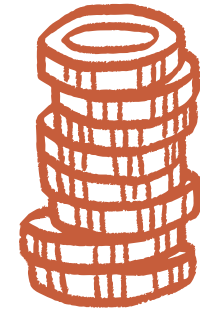
KNIGHT



in partnership with GALLUP



Impact
and Need



Higher
Income
for artists*



Home
for artists*

All flourishing is mutual.

—Robin Wall Kimmerer

*National Endowment for the Arts



Reduce

ticket prices***



Double

audience*/**



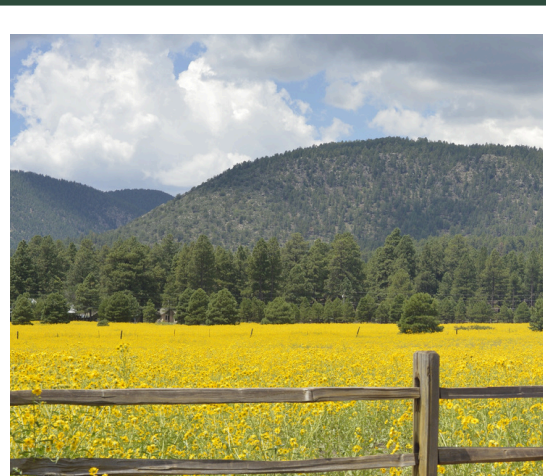
4X
more
academically
successful***



3X
more likely to get
a bachelor's
degree***



Increased
critical thinking,
social-emotional
learning, problem
solving**

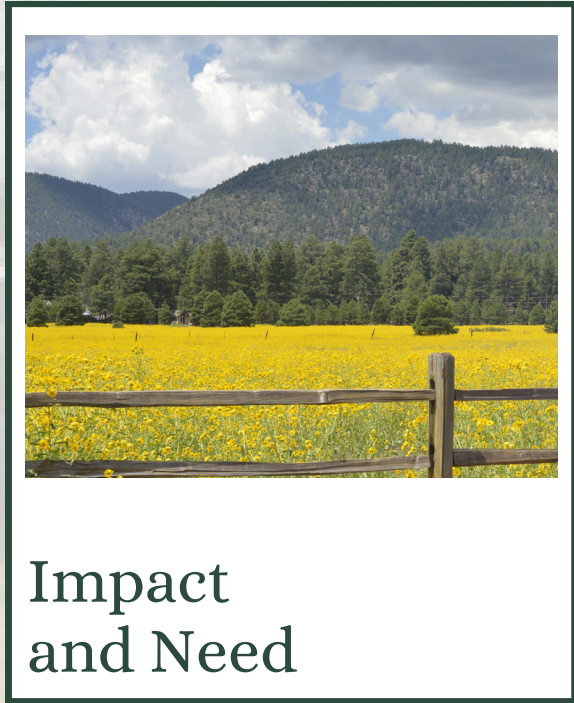


Impact
and Need

*2018 ArtsMarket

**National Endowment for the Arts

***Americans for the Arts



Impact and Need

The Coalition

PERFORMING ARTS

STARGAZER COLLABORATIVE THEATRE

MOMENTUM AERIAL

Theatrikos THEATRE COMPANY

FLAGSTAFF SYMPHONY ORCHESTRA

MASTER CHORALE of FLAGSTAFF

FLAGSTAFF SHAKESPEARE FESTIVAL

Ballet Folklórico de CoLores

THE FLAGSTAFF FOUNDRY

COMMUNITY & EDUCATION

SOUTHSIDE community association

TheatriXids

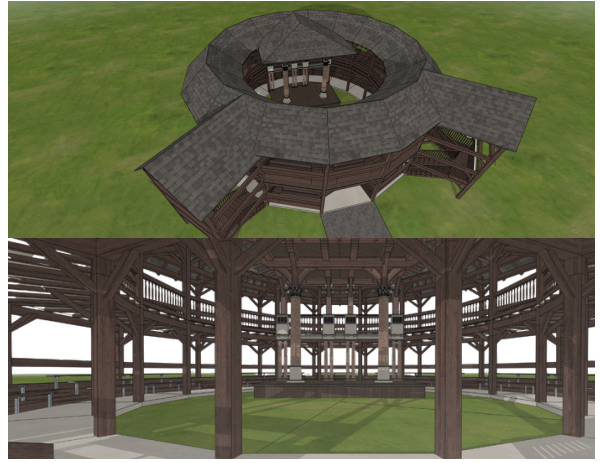
FALA Flagstaff Arts & Leadership Academy

PLACE & ENVIRONMENT

PWMA AUTHENTIC ARCHITECTURE

KINNEY

flagstaff DARK SKIES COALITION 25 YEARS

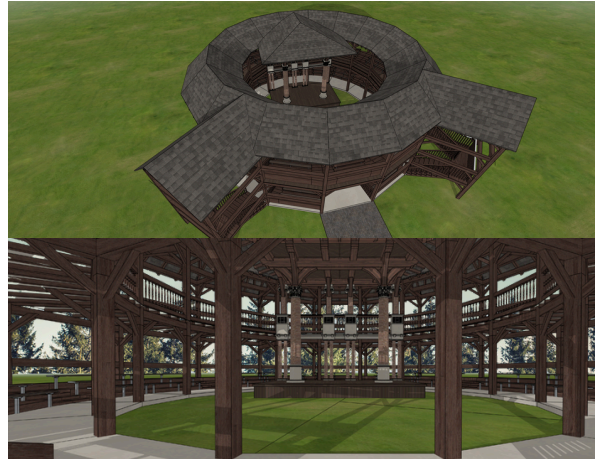


The Mountain
Rose Theatre



You're watching "A Midsummer Night's Dream" under a canopy of stars, the Milky Way sparkling above, as laughter and poetry echo through a magical open-air theatre nestled in the pines.

◆ You're at the Mountain Rose. ◆

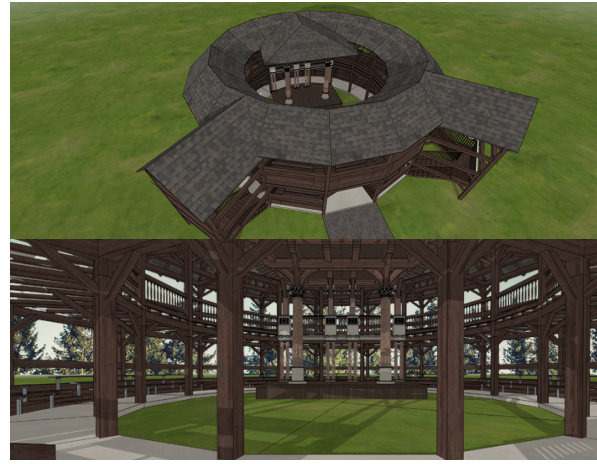


The Mountain
Rose Theatre

The Mountain Rose will be a bold fusion
of Shakespearean tradition,
environmental sustainability, and the
creative spirit of Northern Arizona.

VISION

*The Mountain Rose will inspire lasting joy across generations
through art that thrives in harmony with the natural world.*



The Mountain
Rose Theatre



DESIGN

The theatre will be a state-of-the-art timber frame structure, serving as a showcase for high-quality wood architecture.



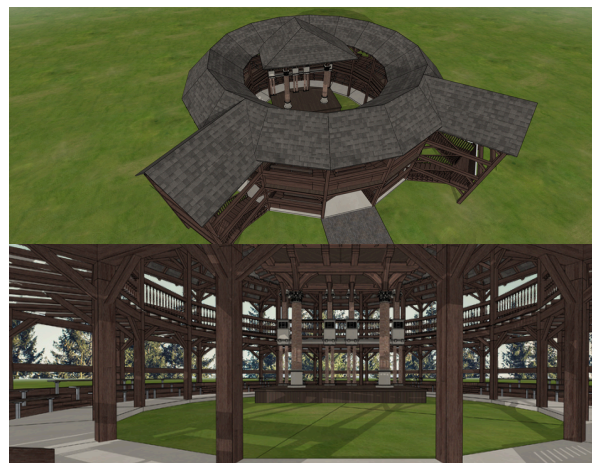
EXPERIENCE

Patrons will experience the intimacy that Elizabethan audiences enjoyed, without layers of technology between audience and performer.



FIREWISE PRINCIPLES

Development will follow Firewise Principles in accordance with the U.S. Forest Service's guidelines.

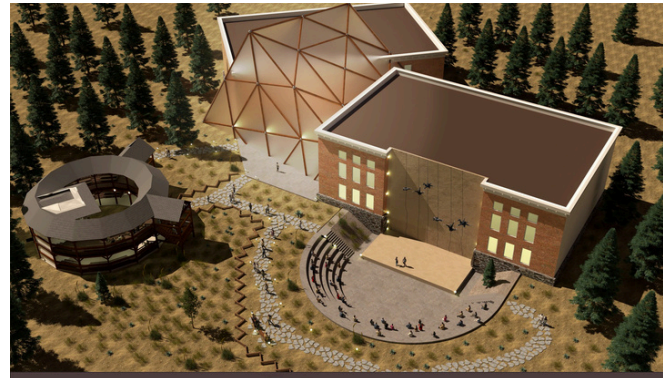


The Mountain
Rose Theatre

“All the world be will be in
love with night.” — Romeo and Juliet

- ☾ Shielded amber lighting minimizes skyglow
- 🌲 Warm fixtures invite eyes from stage to stars
- 🦉 A chorus of wildlife enriches the textures of the performance

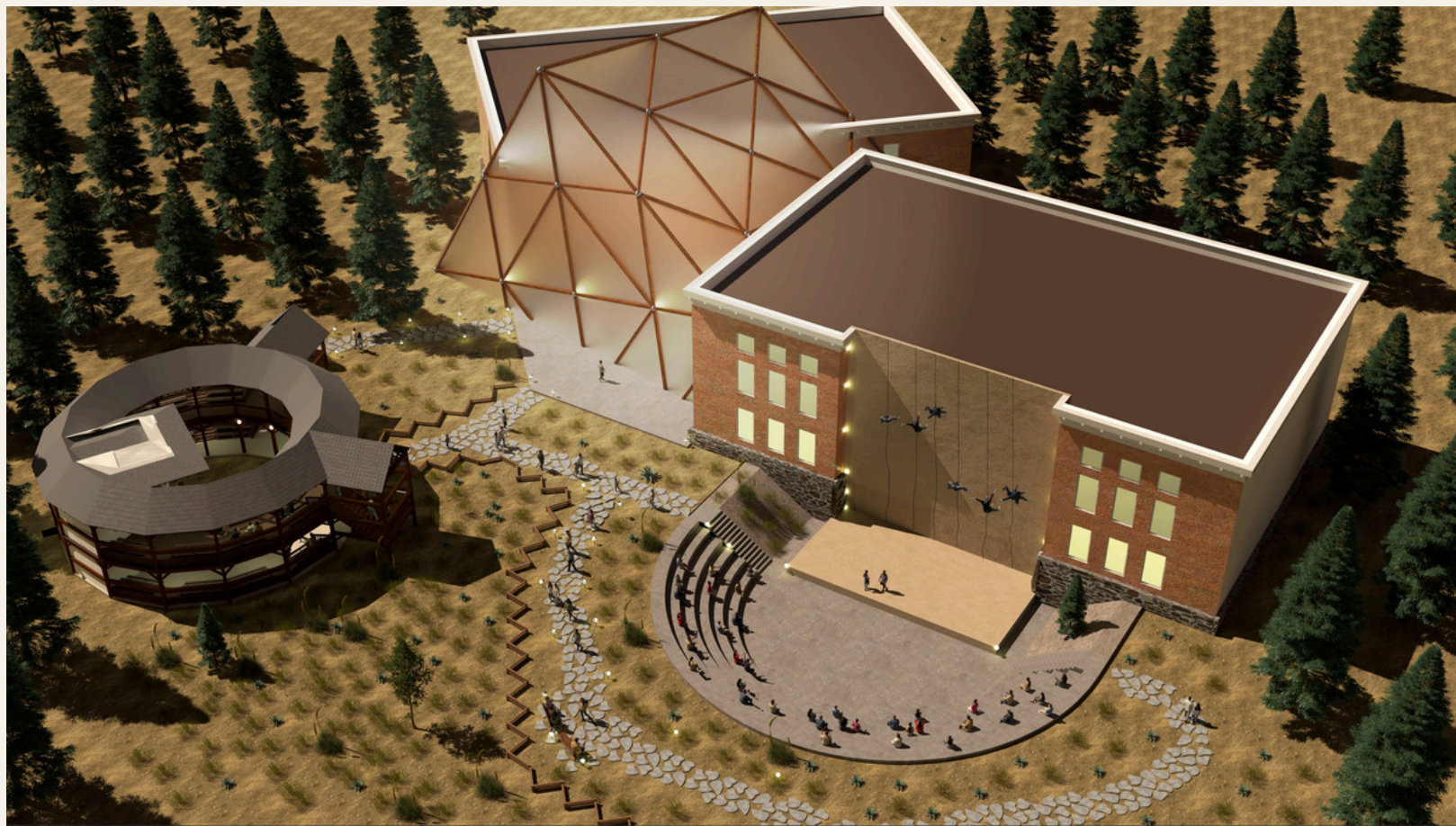
The unique-in-the-world design of the Mountain Rose will blend the ephemeral beauty of performance and the starlit sky to deepen our relationship to the stars, the cosmos, and the quiet wonder of nature.



The Mountain Arts Conservatory

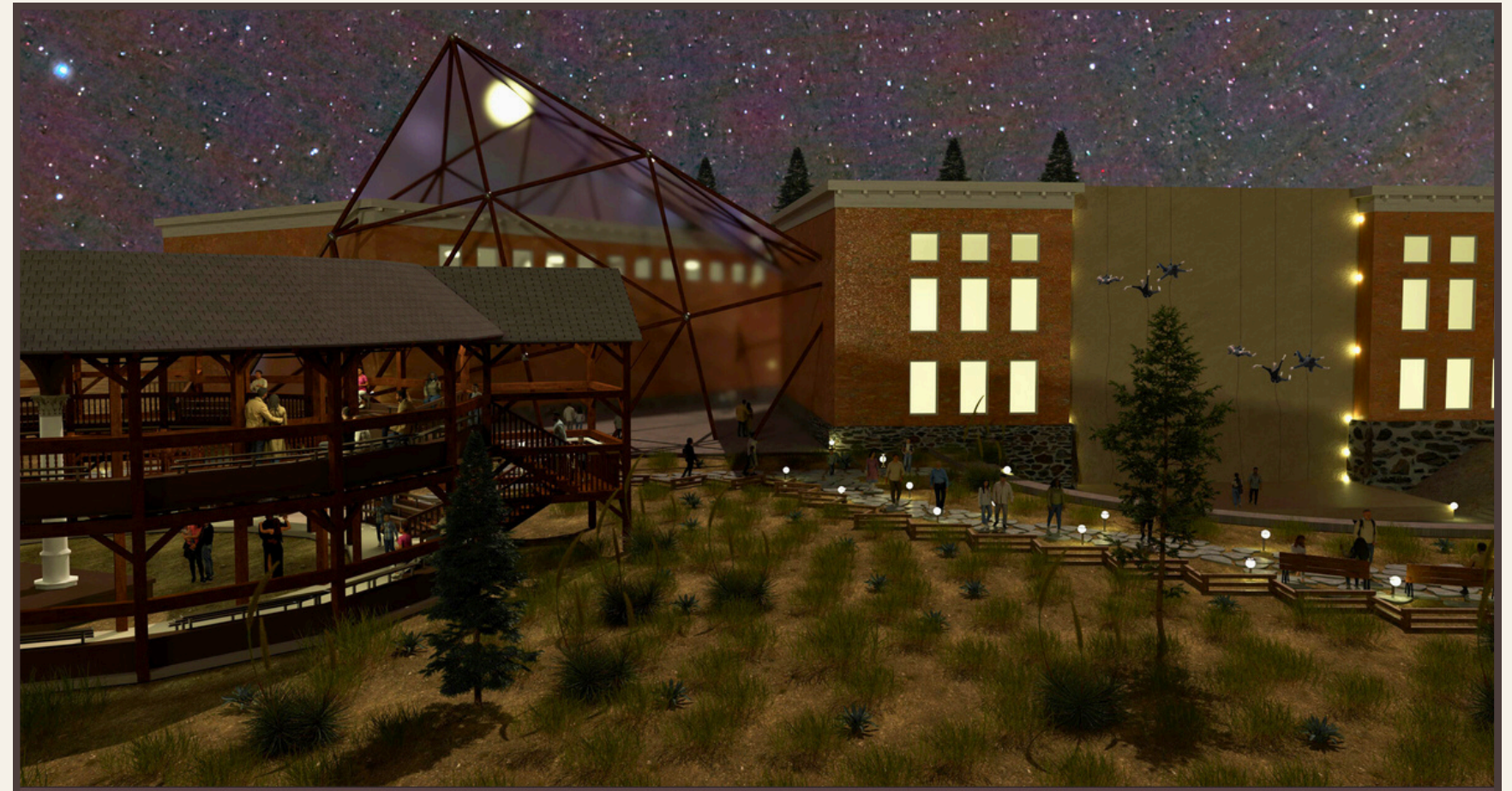
THE MOUNTAIN ARTS CONSERVATORY

Northern Arizona's premier hub for creativity, collaboration, and cultural exchange



Mountain Arts Conservatory and Mountain Rose Theatre

Created by: Brady Geisler



Mountain Arts Conservatory and Mountain Rose Theatre

Created by: Brady Geisler





The Mountain Arts Conservatory

A PERMANENT HOME FOR THE PERFORMING ARTS IN FLAGSTAFF

*Where artists and audiences meet—
and all leave changed.*



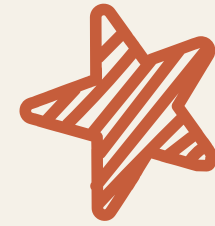
Professional Performances



Arts Education



Community Collaborations



Cultural Exchange

At full operations, the Center will be home to between 8 and 10 resident organizations, serve as an incubator for as many as 4 additional organizations, and provide as many as 302 performance events a year. It will serve as many as 190,000 people per year. -ArtsMarket



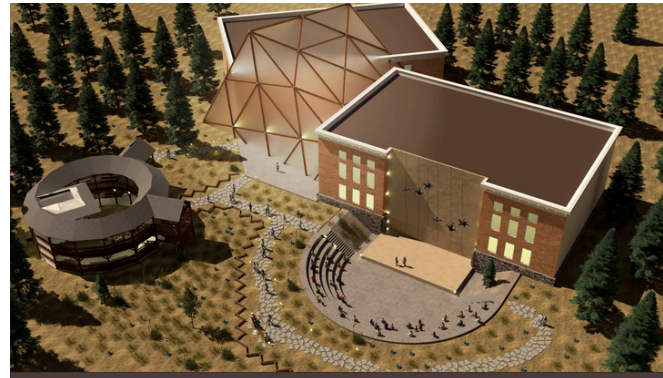
The Mountain
Arts Conservatory

The Architectural Vision for the Mountain Arts Conservatory

A landscape-responsive , multi-venue campus
rooted in flourishing open space across 15 acres



*The Mountain Arts
Conservatory is not a single
building—it is a journey
through the natural systems
that define Northern Arizona.*



The Mountain Arts Conservatory

The Lobby
From Canyon to Cosmos

*The lobby is a threshold experience,
not merely a gathering space.*

WHAT'S INSIDE



The Mountain
Arts Conservatory



- Lobby with grand piano, cocktail tables, and comfortable seating
- Box office with multiple windows
- Concessions area for preshow refreshments
- Patron restrooms
- Coat check

The Lobby

From Canyon to Cosmos

Mountain Rose Theatre

The Pine Forest

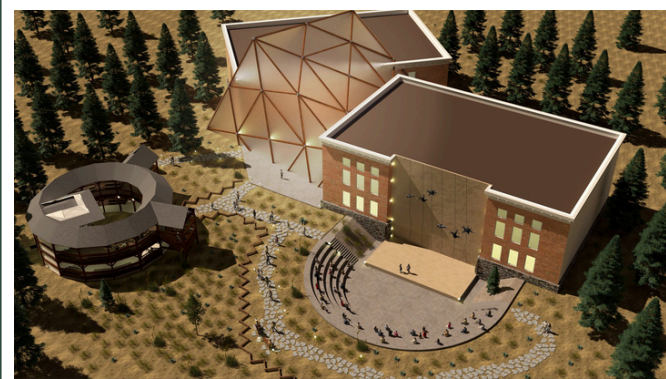


The Mountain Arts Conservatory

The Mountain Rose Theatre itself is inspired by the ponderosa pine—resilient, communal, and expansive.

Mountain Rose Theatre

The Forest Form



PWMA
AUTHENTIC ARCHITECTURE

The Mountain
Arts Conservatory

WHAT'S INSIDE

- Stage: 1,500 sq ft, covered

- Audience, seated: 400 covered, heated seats

- Audience, standing: room for 200

- Patron restrooms on each level

- Backstage: dressing rooms, greenroom, storage



The Mountain
Arts Conservatory

In contrast to the warmth of the forest, the Black Box draws from basalt, lava flows, and volcanic caves—the deep geological forces beneath Flagstaff.

The Black Box

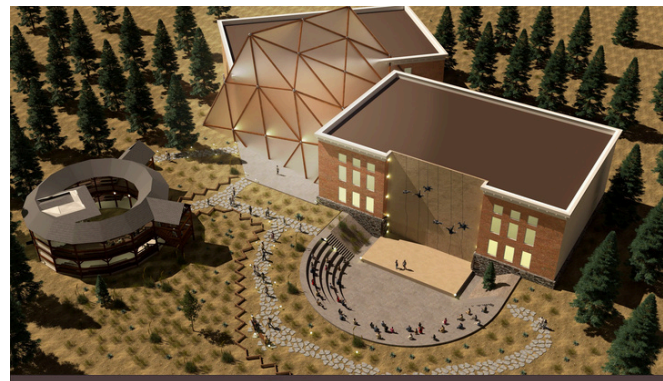
The Basalt Chamber



THEATRIKIDS



FLAGSTAFF MOUNTAIN
FILM FESTIVAL



The Mountain Arts Conservatory

WHAT'S INSIDE

- Flexible performance space, up to 150 seats

- Overhead: fully adjustable lighting

- Dedicated lobby with restrooms, bar cart, seating

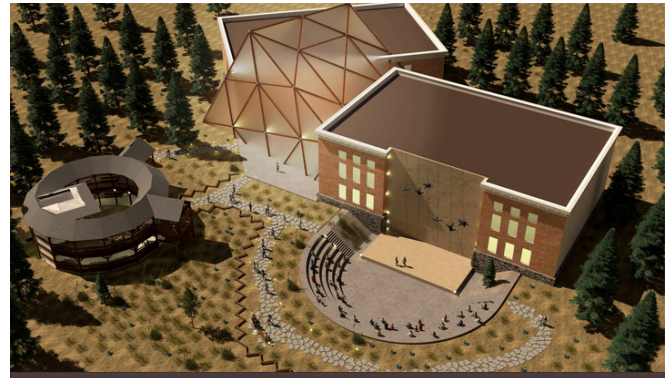
- Backstage: actor greenroom, restrooms, dressing rooms

- Well-padded movable chairs

- Storage space for costumes, props, and sets

The Black Box

The Basalt Chamber



The Mountain Arts Conservatory



NAU COMMUNITY MUSIC AND DANCE ACADEMY

The Aerial Dance Studio

Wind, Breath, Aquarius

The aerial studio is shaped by the element of air.



The Mountain Arts Conservatory

The Aerial Dance Studio

Wind, Breath, Aquarius

WHAT'S INSIDE

- 3 primary training spaces (silks, lyra, hammock)
- Dedicated dance studio
- Pole training space
- 1 trapeze training space
- Studio for private lessons, open practice, workshops
- Dressing rooms and restrooms
- Office and janitorial space



The Mountain Arts Conservatory



FLAGSTAFF SYMPHONY
ORCHESTRA



STARGAZER
COLLABORATIVE THEATRE

The Peaks Playhouse

The Stratified Horizon

The Peaks Playhouse celebrates elevation and perspective—where earth meets sky.



The Mountain Arts Conservatory

WHAT'S INSIDE

- 1,600 sq ft stage with fly systems, wings, full lighting truss
- Audience main floor: 500 seats
- Audience balcony: 300 seats
- Orchestral pit or optional thrust
- Backstage: dressing rooms and green room
- Lobby and reception space
- State-of-the-art accessibility

The Peaks Playhouse

The Stratified Horizon



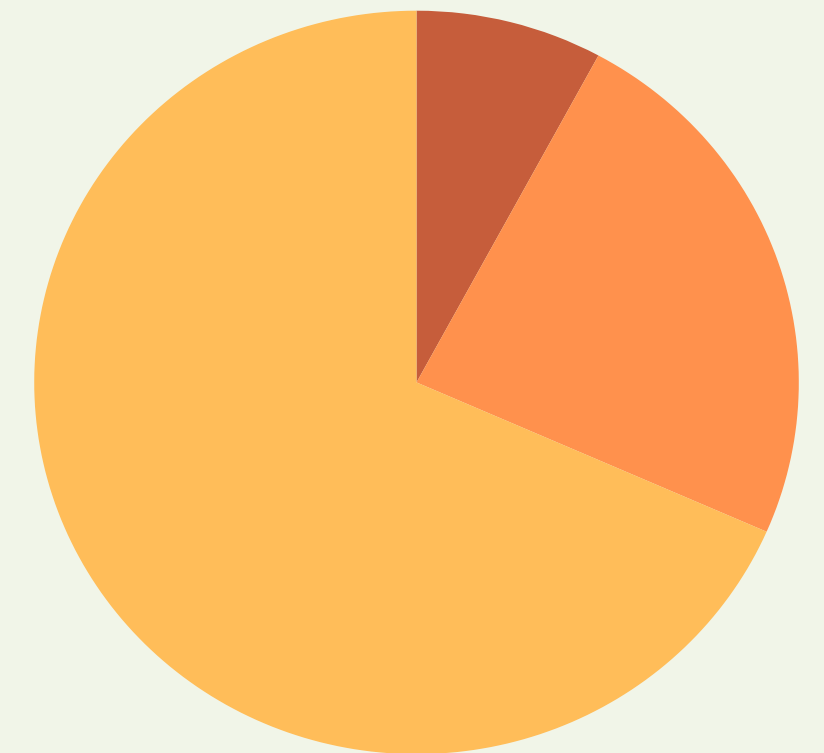
The Mountain Arts Conservatory

\$ 31,071,936*

to complete the Mountain Rose and Mountain Arts Conservatory

<h2>Phase 1</h2>	<p>Mountain Rose Theatre, Lobby</p> <ul style="list-style-type: none"> • Break ground at 3 million raised
<h2>Phase 2</h2>	<p>Aerial Studio</p> <ul style="list-style-type: none"> • Break ground at 9 million raised
<h2>Phase 3</h2>	<p>Playhouse, Black Box, Classrooms and Rehearsal Hall</p> <ul style="list-style-type: none"> • Break ground at 26 million raised

- Phase 1
- Phase 2
- Phase 3

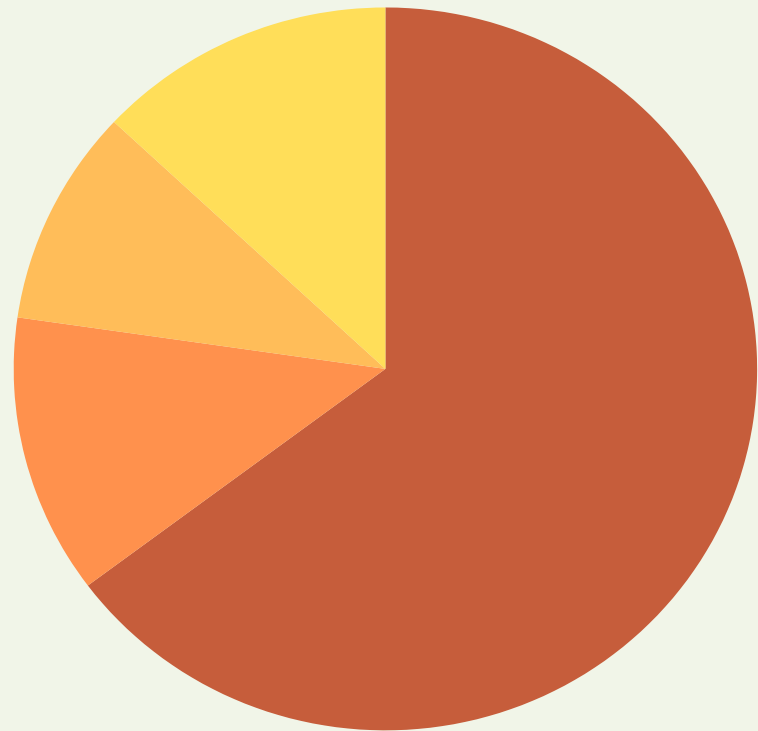


*See handout for detail



The Mountain Arts Conservatory

- Construction
- FF&E
- Endowment
- Contingency



\$ 48,000,000

full fundraising campaign goal

Furniture,
Fixtures, and
Equipment

- \$5.5M – \$6.7M

Endowment

- \$4,650,000

Contingency
and
Escalation

- \$6,250,000*

FUNDRAISING STRATEGY

Fundraising is already underway, with over \$550,000 raised in seven months for campaign underwriting.

The team of dedicated professionals behind the MAC:



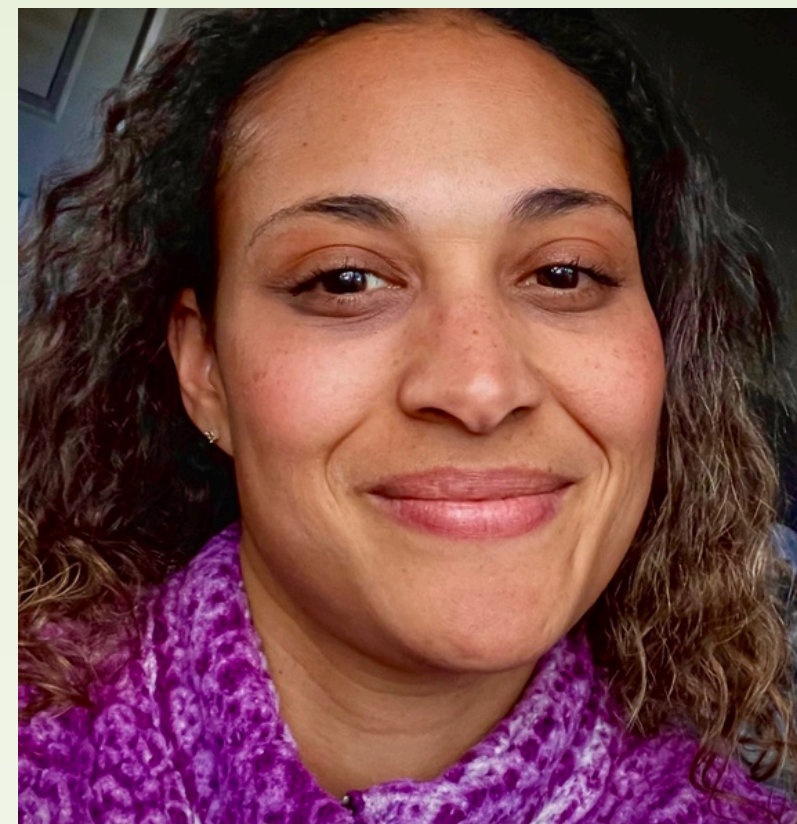
The Mountain
Arts Conservatory



Lisa Actor



Ann Scheflen



Elizabeth Wallace



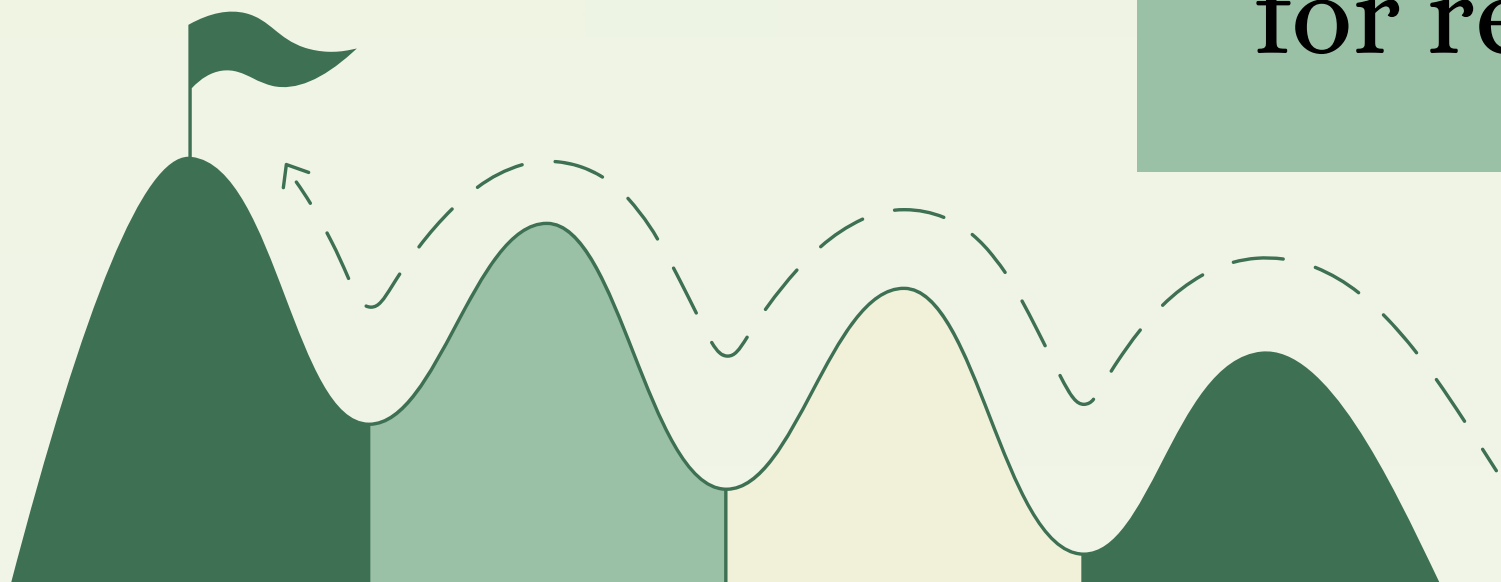
Dawn Tucker

FUNDRAISING STRATEGY



The Mountain
Arts Conservatory

- Cultivate trusting donor relationships with local philanthropists capable of seeing this project through to completion.
- Build grassroots support from local artists and residents to sustain the project after completion.
- Contribute 15% of capital gifts to an endowment for repairs, maintenance, and emergency funds.



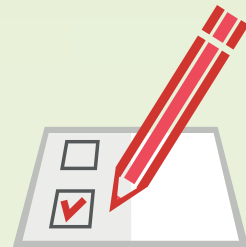


The Mountain
Arts Conservatory

CAMPAIGN REVENUE SOURCES



New Market Tax Credits (location-dependent)



Public bond



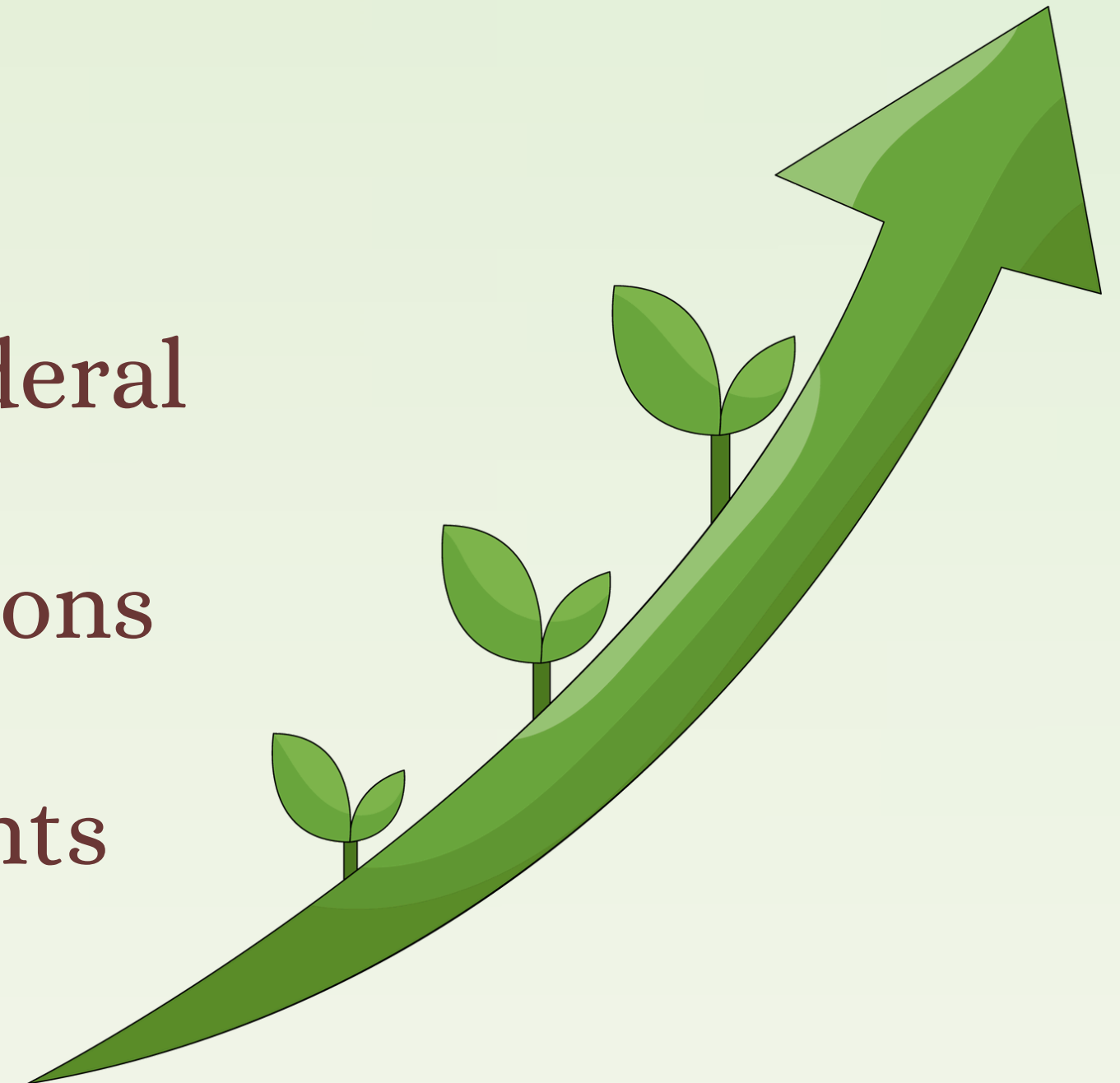
Grants: local, state, federal



Foundation contributions



Corporate naming rights



COMPARABLE MID-SIZE PERFORMING ARTS CENTERS

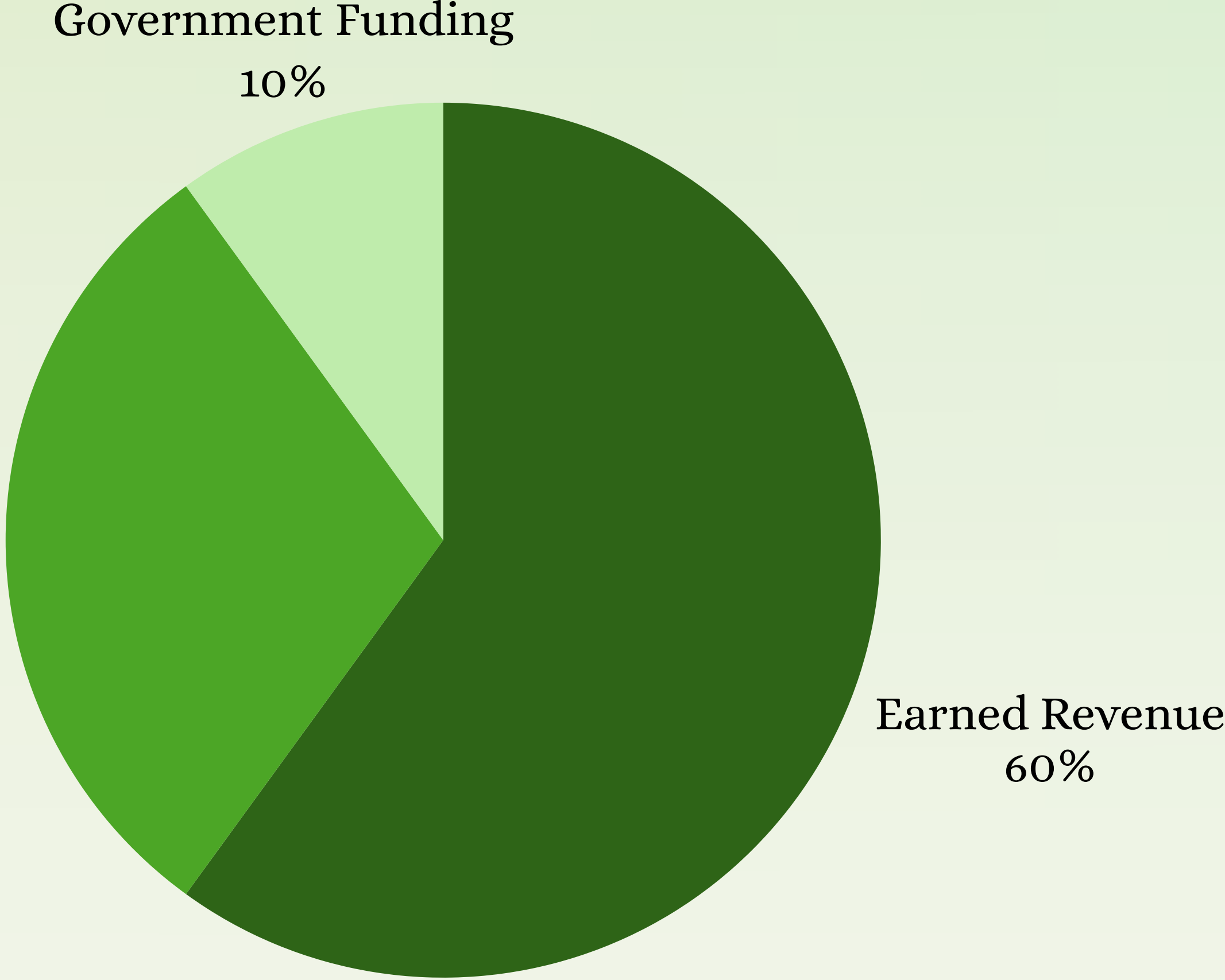
Name	Location	Size	Seats (est.)	Fiscal Year	Total Revenue	Total Expenses	Net Income	Earned Rev %	Contributed Rev %
State Theatre Ctr for the Arts	Easton, PA	Mid	~1,100	FY2025	\$5,130,655	\$5,518,365	(\$387,710)	69.40%	18.10%
The Center for the Performing Arts	Carmel, IN	Mid-Large	~1,600	FY2024	\$9,482,568	\$8,884,489	\$598,079	54.20%	41.70%
Garde Arts Center	New London, CT	Mid	~1,400	FY2024	\$4,412,695	\$4,027,779	\$384,916	59.40%	36.00%
AVERAGES					\$6,341,973	\$6,143,544	\$198,428	61.00%	31.93%

ACTUAL FINANCIALS FORM 990 DATA

ANTICIPATED OPERATIONAL INCOME SOURCES



The Mountain Arts Conservatory





“It is not in the stars to hold our destiny but in ourselves.”

-William Shakespeare

**FEASIBILITY STUDY
FINDINGS:**

Insufficient performance venues

Barriers to scheduling &
affordability

Demand exceeds capacity

Overextended existing venues

Need for economic vitality
& community connection

**THE MOUNTAIN ARTS
CONSERVATORY SOLUTIONS:**

✓ Multiple purpose-built venues

✓ Predictable, affordable access

✓ Expanded capacity & programming

✓ Relief for overtaxed existing
community spaces

✓ \$5-7 million in economic impact, 88
jobs