

Custer-Nugent Amphitheater at Mill Race Park

Columbus City Council
Columbus Redevelopment Commission
Presentation
March 4, 2015



Agenda

I. Introductions

II. Study Process

III. Current Situation

I. Market Analysis

II. Competition

IV. Case Study Learnings

V. Future Operations of a Renovated Amphitheater

I. Content and Activity Profile

II. Operating Model Options

III. Financial Pro Forma

VI. Impact on Design

Study Approach

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Industries

Advisory Committee

Heather Pope, Chair, Redevelopment Commission

Jayne Farber, Former Arts District Consultant, Amphitheater Committee

Chuck Wells, The Republic

Mark Jones, Director, Columbus Parks & Recreation

Kathy McPeck, Program Manager, Columbus Parks & Recreation

Tami Sharp, Program Director, Columbus Area Arts Council

David Bowden, Conductor, Columbus Indiana Philharmonic

Chris Crawl, Columbus Area Arts Council

David Gregory, Blank Slate Productions

April Williams, Liaison for the Parks Foundation

Mill Race Park Amphitheatre Columbus, Indiana

	November				December					January				February			
	2	9	16	23	30	7	14	21	29	4	11	18	25	1	8	15	22
Background Research (Project Baseline)																	
Market Analysis																	
Leadership and Key User Priorities																	
Competitive Environment																	
Comparable Case Studies																	
Inventory of Operating Models																	
Business Model (pro forma)																	
Deliverable: Final Report																	

★ Meeting on Site
 W Web Meeting
 D Deliverable

Background Review

Columbus Arts Council

Rock the Park Data 2008-2013 (income and expenses)

Day of concert 2014 Volunteer and Geographic Market Information

Columbus Area Arts Council Programming 2014

Media Stories-The Republic-2011-2014

Parks and Recreation

Forms, Worksheets, Policies (special events, rental rates, facility use agreement, rain/inclement weather policy)

Mill Race Event Schedules (2010-2014)

Landscape Architecture Report

Mill Race Park Paper (history, description, programming, management, success for park)

Mill Race Park Abstract (Interviews)

Republic News Articles

Noblesville \$6M council funding request document and news article

Interview Participants

David Bowden, Conductor, Columbus Philharmonic

Ryan Brand, City Council

Mayor Kristen Brown

Chis Crawl, Columbus Arts Council

Jayne Farber, Col. Redev. Project Consultant

John Foster, Station Manager, White River
Broadcasting, Co.

David Gregory, Blank Slate Productions

Laura Hurt, President, Hospice of South Central
Indiana

Frank Jerome, City Council

John Johnson, North H.S. Theater Director

Mark Jones, Parks and Rec. Director

Steve Leach, Garage Pub & Grill

Lynn Lucas, Executive Director, Columbus Area
Visitors Center

Angie Macy, Parks and Rec. Board

Eric Marvin, Director of Sports Tourism

Kathy McPeek, Parks and Rec. Program Mgr.

Tom Mendenhall, Vice President, Operations Live
Nation

Chip Orben, Parks Foundation

Hanna Omar, Middle Eastern Association

Russ Poling, Redevelopment Commission

Heather Pope, Columbus Redev. Director

Margaret Powers, Exec Dir., Columbus Philharmonic

Buck Ritz, Milestone Contractors, LP

Rocio Rodriguez, CAMEO

Shanda Sasse, Manager, The Commons

Hutch Schumaker, Col. Capital Foundation

Kurt Schwartz, 4th Street Bar

Tami Sharp, Columbus Area Arts Council

Suzie Singer, Mgr. of Marketing, Hospice of South
Central Indiana

Sheryl Tracy, Mgr. Resource Development, Hospice
of South Central Indiana

Chuck Wells, The Republic

April Williams, Parks and Rec. Foundation

Custer-Nugent Amphitheater: Today

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Current Programs Summary

Programs for youth (egg hunts, fitness runs, field days)

Community events (bike races, fishing derbies, class reunions, cultural association meetings, rummage, sales, ethnic parade, Junteenth celebration, Kiwanis duck race, civil war demo, church picnics)

Family events/programming

Music events (Hospice Concert, Rock the Park, battle of the bands)

Weddings

Fundraisers

Movies



Interview Themes

Lack of proactive programming or booking management

Challenge for small groups to use facility due to equipment costs

Questions regarding perimeter control, ticketing, marketing support

Venue challenges (flooding, sightlines)

Budget constraints



Success Defined

- Proactive vs. reactive programming
- Flexible space usable for all
 - accommodates small and large groups
 - diversity of programming/small and large events
- Heavily programmed in the summer
- Low cost for community users
- Venue is a regional draw
- Another jewel in the showcase of Columbus
- Revenue neutral from operations (without debt service)

Market Analysis

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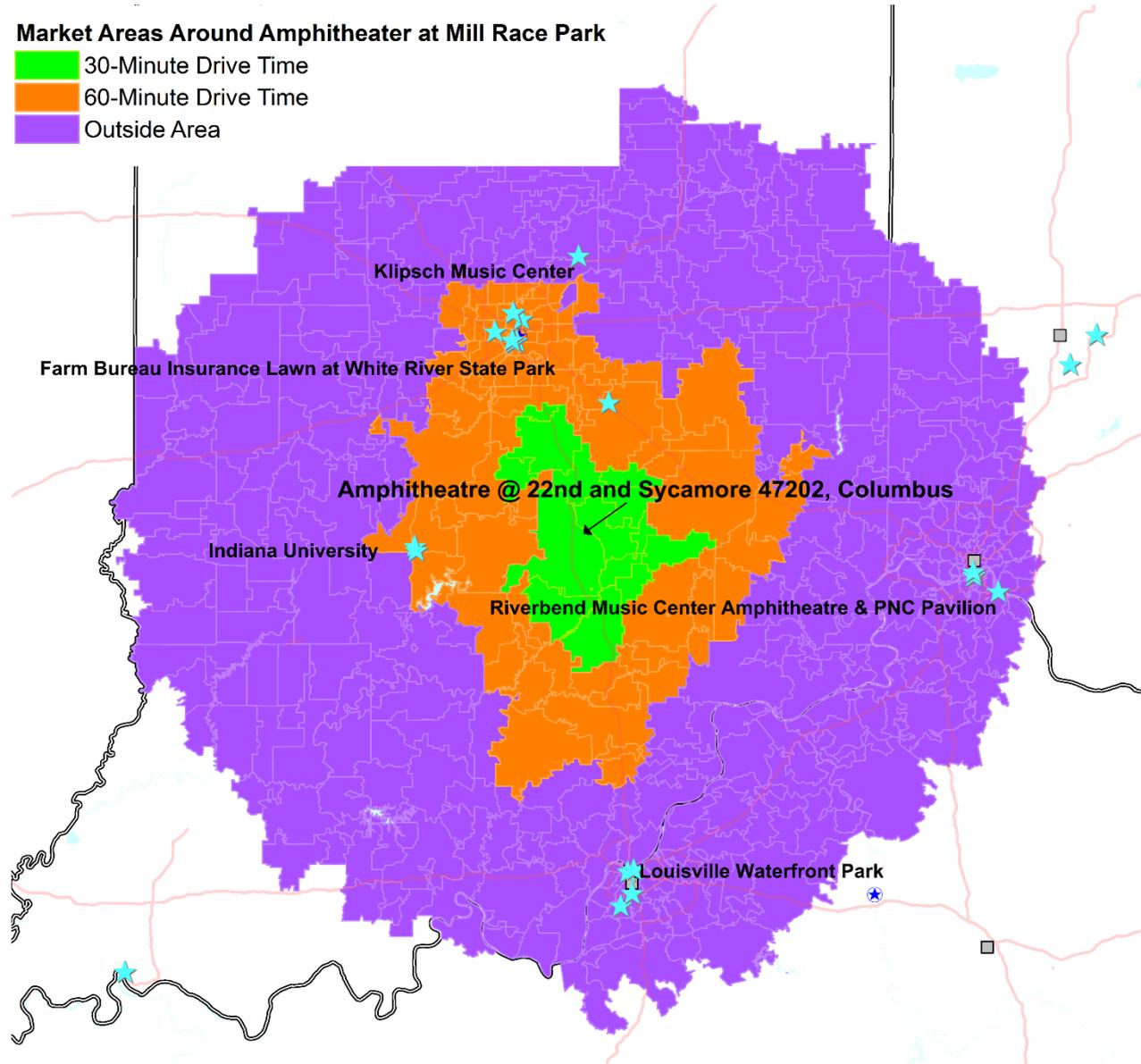
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Market Definition – Primary Market and Total Trade Area

Market Areas Around Amphitheater at Mill Race Park

- 30-Minute Drive Time
- 60-Minute Drive Time
- Outside Area

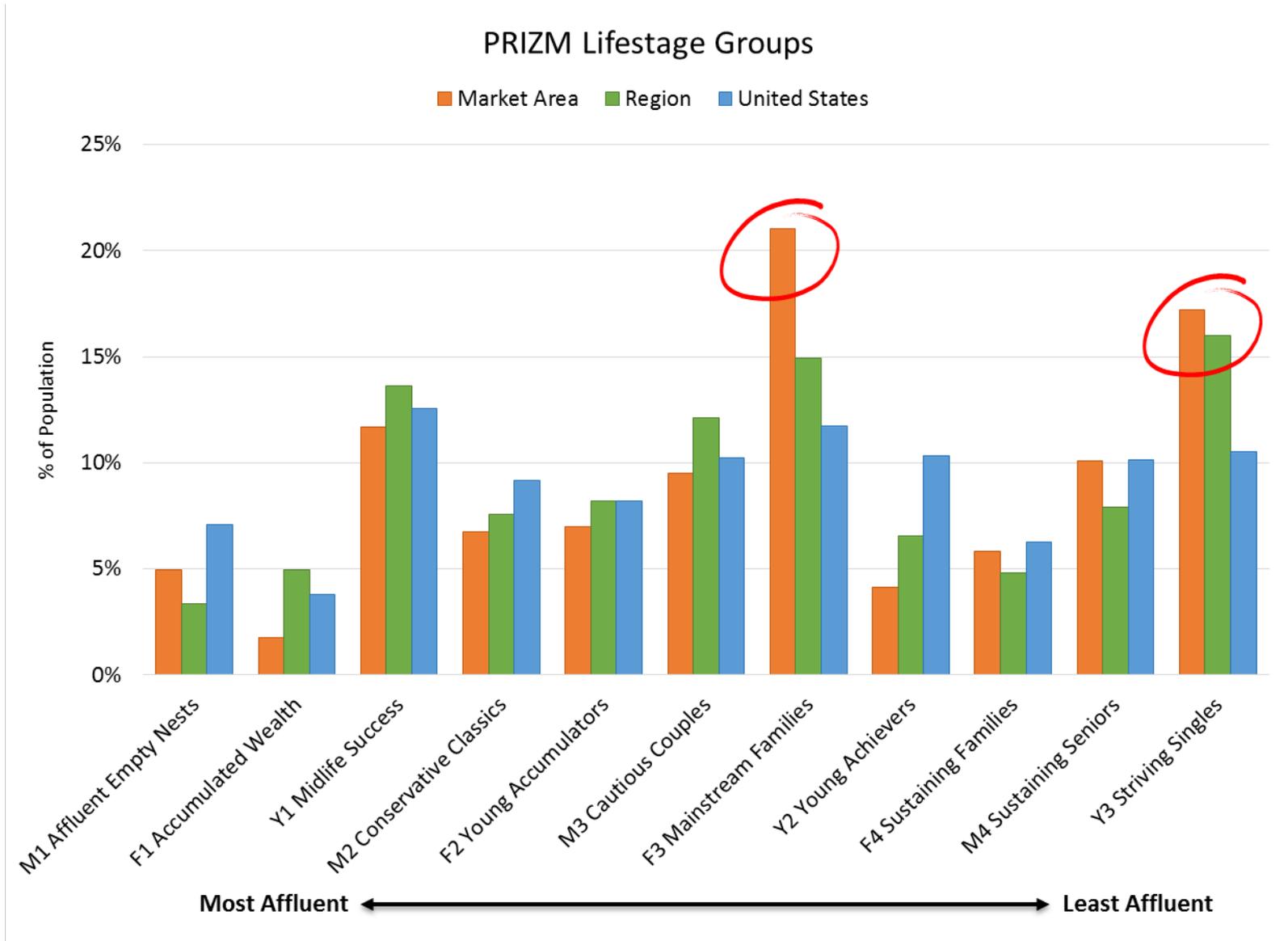


2015 Demographic Snapshot – Primary Market

	Market Area	Region	United States	
Population				
2015 Estimate	173,388	6,567,159	317,199,353	
2020 Projection	180,180	6,673,232	328,309,478	
<i>5-Year Est. Population % Growth</i>	3.9%	1.6%	3.5%	
Households & Families				
2015 Household Estimate	66,289	2,537,304	120,163,323	
2020 Household Projection	69,035	2,581,446	124,622,797	
<i>5-Year Est. Household % Growth</i>	4.1%	1.7%	3.7%	
Households with People < 18	23,476	35.4%	33.4%	33.5%
Population by Age				
Under 5	11,312	6.5%	6.5%	6.4%
5 - 17	31,296	18.0%	17.6%	17.0%
18 - 24	15,557	9.0%	10.4%	10.0%
25 - 44	43,905	25.3%	24.9%	26.0%
45 - 64	45,810	26.4%	26.4%	26.5%
65 and Over	25,508	14.7%	14.1%	14.2%
2015 Est. Average Age	39	0%	38	39
2015 Est. Median Age	38	0%	37	38
Population (Age 25+) by Education Attainment				
Bachelor's Degree	15,977	13.9%	14.7%	17.8%
Master's Degree or Higher	9,601	8.3%	8.2%	10.6%
Household Income				
2015 Est. Average Household Income	\$66,580	0	\$61,175	\$71,319
2015 Est. Median Household Income	\$53,933	0	\$47,121	\$51,579
Population Hispanic or Latino by Origin				
Hispanic or Latino	9,949	5.7%	6.8%	17.6%
Population Race Class				
White	157,674	90.9%	83.5%	71.3%
Black or African American	3,230	1.9%	9.3%	12.7%
Amer. Indian and Alaska Native	509	0.3%	0.3%	1.0%
Asian	4,389	2.5%	1.8%	5.0%
Native Hawaiian and Other Pac. Isl.	81	0.0%	0.0%	0.2%
Some Other Race	7,505	4.3%	5.1%	9.8%

Primary Market: 30-Minute Drive Time
Region: State of Indiana

Market Segmentation – Primary Market



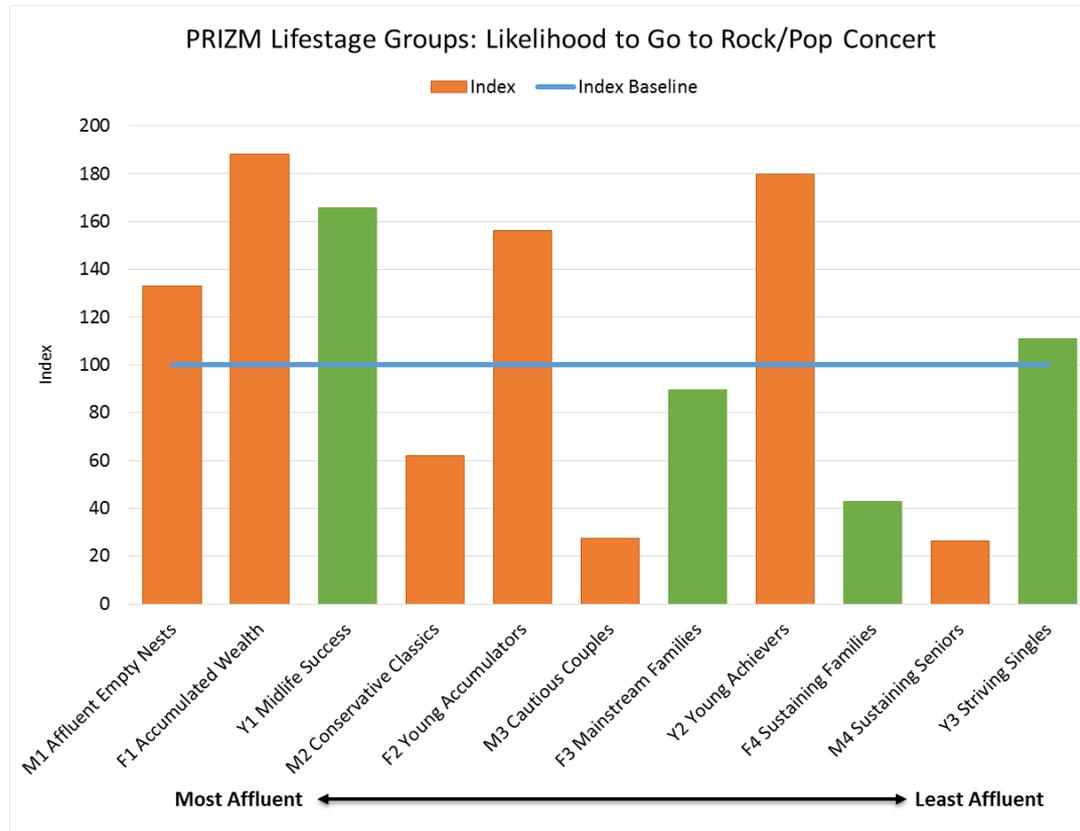
Affinities – Primary Market

Affinities	Index
Country Radio, Net Audience	109
Own Rifle/Shotgun	110
Go Hunting	114
Watch History, American Pickers	106
Own Fishing Equipment	108
Buy Fishing Equipment	110
Fan of Truck Racing/Pulls	109
Fan of Rodeo	104
Go Fresh Water Fishing	110
Watch Ax Men	111
Do Woodworking/Furniture Refurnishing	108
Fan of NASCAR Racing	104
Do Bird Watching	104

Affinities	Index
Go to Zoo	111
Play Musical Instrument	108
Do Painting/Drawing/Sculpting	107
Buy Latin Music	106
Do Photography	106
Go to Museum	104
Go to Music/Dance Performance	103
Music Is an Important Part of My Life	102
Interested in The Arts	101
Make Charitable Contribution	100
Go to Live Theater	95
Go to Classical Concert	94
Buy Classical Music	94
Contribute to PBS	93
Classical Radio	90
Belong to an Arts Association	89
Jazz Radio	89
Buy Jazz Music	89
Contribute to PBS,\$50+	79

Affinities – Total Trade Area

Affinities	Index
Music Is an Important Part of My Life	97
Play Musical Instrument	95
Go to Zoo	94
Do Painting/Drawing/Sculpting	94
Interested in The Arts	91
Go to Music/Dance Performance	90
Make Charitable Contribution	90
Do Photography	88
Buy Latin Music	86
Buy Classical Music	85
Go to Classical Concert	82
Buy Jazz Music	82
Go to Museum	81
Go to Live Theater	81
Classical Radio	80
Jazz Radio	76
Contribute to PBS	75
Belong to an Arts Association	70
Contribute to PBS,\$50+	69



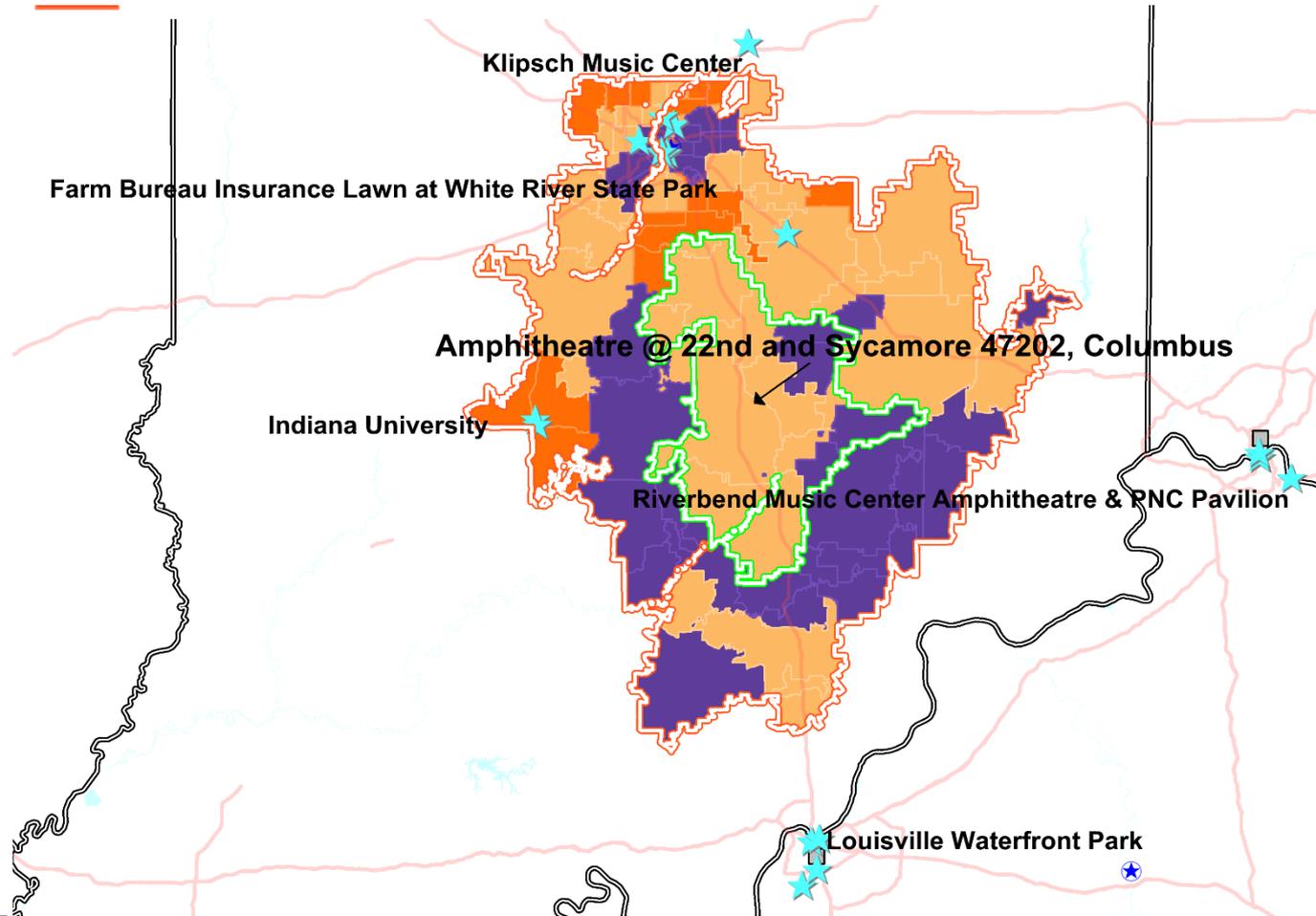
Market Potential for Rock & Pop

Market Potential for "Go to Rock/Pop Concert, 1yr (A)"

- Top Potential Zip Codes
- Average Potential Zip Codes
- Low Potential Zip Codes

Market Areas Around Amphitheater at Mill Race Park

- 30-Minute Drive Time
- 60-Minute Drive Time



Competitive Venues - Indianapolis

Indiana State Fairgrounds

Dow Agro Sciences Celebration Park

- 5,000, Outdoor fixed stage
- Concert, Festivals

Hoosier Lottery Grand Stand

- 13,921, Outdoor Venue
- Motor sports, other events

Indiana Farmers Coliseum

- 8,200, Arena
- State Fair events, concerts, sports

Blue Ribbon Pavilion

- 5,000, Multi-purpose Venue
- Consumer events, exhibits, sports

West Pavilion

- 9,400 Seats, Multi-purpose Venue
- Consumer events, exhibits, sports, trade shows, banquets

Klipsch Music Center

- Capacity 25,000
- Outdoor fixed stage, seating, lawn
- Concert, Festivals
- Owned and operated by Live Nation

Farm Bureau Insurance Lawn at White River State Park

- Capacity 7,500
- Outdoor with lawn seating
- Concerts
- Operated by Live Nation



Other Competitive Venues

Evansville: Ford Center

- 10,900 Seats
- City of Evansville/Venue Works
- Arena
- Sports, Concerts

Louisville: Big Four Lawn

- 10,000
- Operated by Waterfront Development Cooperation
- Amphitheatre
- Large lawn – concerts, festivals, walks/runs, weddings, galas

Louisville: Brown-Forman Amphitheatre

- 10,000
- Amphitheatre
- Operated by Waterfront Development Corporation
- 3 acres flat land accommodates from 250 to festivals of 10,000

Louisville: Festival Plaza

- 10,000
- Operated by Waterfront Development Corporation
- Outdoor Venue
- Accommodates up to 10,000/adjacent to wharf-Concerts

Cincinnati: US Bank Arena

- 12,833
- Nederlander Organization
- Arena
- Disney on Ice, Concerts, Harlem Globetrotters

Dayton: Wright State University Nutter Center

- 11,000
- Wright State University
- Concerts

Case Studies

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First Security Amphitheater

Little Rock, AK

Capacity

- 7,875 (1,078 permanent seating)
- Other Spaces-Pavilions, Farmers Market, Multipurpose Room

Operating Structure

- Owned by the City of Little Rock Parks & Recreation.
- Management agreement with Little Rock Convention & Visitors Bureau

Staff

- Director of Operations, Park and Rec staff (all staff work on/for all River Market facilities)



First Security Amphitheater

Little Rock, AK

Policies

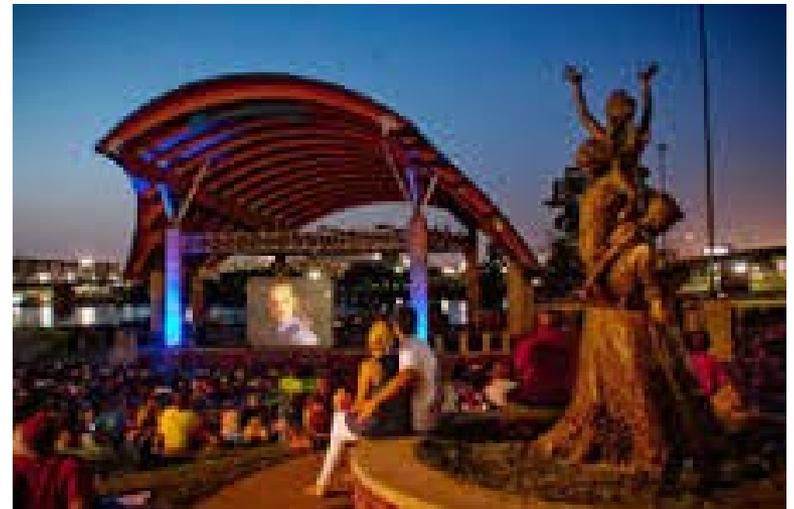
- Concert rain or shine
- No re-entry
- Children of all ages must have a ticket

Rentals

- Non-profit rate \$2,000
 - includes the Pavilions
- Commercial rate \$3,000 plus 5% of gross ticket sales capped at \$5,000
 - \$2 facility fee
 - Percentage of concessions.
 - For non-ticket events only the rental fee.

Programming

- Concerts, (promoters take risk), movies, special events, Festivals; some free events



First Security Amphitheater

Little Rock, AK

Challenges

- No ticketing system
- Competition with Verizon Arena (20,000)
- Security
- Noise complaints

Lessons Learned

- Ongoing effort to determine ideal diverse programming mix



Artpark Amphitheater

Lewiston, New York

Seating Capacity

- 10,000
- Other Spaces-Theatre (2,400), Visual Arts Installation areas

Operating Structure

- Owned by State of New York and managed by Artpark & Company

Staff

- Artpark & Company II

Mission

Artpark & Company produces and presents excellence in the performing and visual arts, and creates unique cultural experiences in a casual, natural setting. Artistic talent is nurtured and allowed to flourish in an atmosphere that is entertaining, educational and interactive for Artpark visitors.



Artpark Amphitheater

Lewiston, New York



Programming

- Tuesday in the Park Concerts, Coors Light Wednesday Concerts, (ArtPark & Company takes the risk), summer camps and workshop, free movie nights

Ticket Prices

- Name events and weekends market rate
- Tuesday in the Park \$5-\$15
- Coors Light Wednesdays: free concerts



Artpark Amphitheater Lewiston, New York

Attendance

- Concert total attendance 151,600; free event audience not tracked. Total park attendance 224,000

Parking

- Parking fees Artpark lots Tuesday In The Park Concerts \$5 cars, \$3 motorcycles; Coors Light Wednesday (free concerts) \$10 for cars, \$6 for motorcycles.

Challenges

- Sound
- Crowd Control



The John C. Dunham Pavilion

Aurora, IL

Seating Capacity

- 8,500

Operating Structure

- Pavilion publicly owned and operated by Aurora Civic Center Authority (ACCA), which is the owner and operator of the Paramount Theatre

Staff

- 34 (work for Paramount and Pavilion)

Programming

- Concerts, Festivals, Movies, Community Events (ACCA takes risk) Has some free events



The John C. Dunham Pavilion

Aurora, IL

Budget

- \$2.5 to \$3 Million

Policies

- Rain or shine concerts-no refunds For large events-temporary fencing

Rentals

- Non-profit \$5,000; commercial rate \$10,000.



Attendance

- 2014 was around 100,000; 12,000 of this number for free events.

Ticket Prices

- Concerts \$55-\$80; local bands \$3; also free events

The John C. Dunham Pavilion Aurora, IL

Challenges

- Competition from The Ravinia Festival and Lollapalooza
- No shade for the audience
- Concession only accommodates 2,000

Lessons Learned

- Learning curve to manage/program facility has been necessary
- Determining risk to take is ongoing process



Summary

- **Repercussions of risk taking constantly evaluated**
- **Diverse, small and large scale programming is an important focus**
- **Low cost and free programming offered**
- **Community engagement a priority**
- **Only summer activity**

Custer-Nugent Amphitheater: Tomorrow

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Key Themes

- Importance of community access and ‘invitation’
- Community used to “free” events
- Need for proactive programming
- Diverse programming desired
- Support for renovation
- Skilled, effective management needed

Content and Emerging Activity Profile

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Emerging Activity Profile

Sample Calendar

January						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February						
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June						
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28	29	30	31			

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Activity Profile

Mill Race Park Amphitheatre Potential Uses and Users		
Festival Side	Rock the Park Hospice Philharmonic Drive-in Movies Other Presented Acts	12
Mound Side	First Fridays for Family Battle of the Bands Mill Race Players Columbus City Band Bluegrass Jamboree Other Presented Events	26
Community Use	Celebration of Light Music & Arts Festival Parks & Rec Foundation Ethnic Festivals	8
Private Use	Weddings; Church	?

Emerging Activity Profile

Sample Calendar

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 Performance: Festival Side

 Performance: Mound Side

 Community Use

Operating Model Options

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Operating Model Considerations

The Players

City Council
Redevelopment
Commission
Parks & Recreation
Arts Council
Potential new entity

The Roles:

Ownership
Facility Operation
Leasing / Rental
Agreements
Co-promotion &
Presenting at risk

The Responsibilities:

Payroll
Operating Expenses
Facility Maintenance
Capital
Repair/Replacement

Alternate Operational Models

Several factors figure into the decision about how arts centers are operated. These include:

Ownership

Public or Private

Risk Tolerance

Largely centers on exposure to programming costs

Mission

Landlord, Host, Presenter, Producer

Education Content

Sources of capital and operating funding

Public sector, contributions

Three Operating Models

LANDLORD

HOST

PRESENTER

Landlord

Earned revenue-driven

Low risk

Passive

“Facility operation”

Operations-driven

**Resident Companies
dominate programming**

Low-risk self-presentation

**Opportunity for contributed
revenue**

Presenter

Activity-driven

Program diversity

Primary programmer

“At-risk”

Attractive to donors

Facility Operation Options

	PROS	CONS
PUBLIC SECTOR (i.e. Parks & Recreation)		
PRIVATE NON-PROFIT (i.e. Arts Council)		
COMMERCIAL (i.e. Live Nation, AEG, SMG)		

Facility Operation Options

	PROS	CONS
PUBLIC SECTOR (i.e. Parks & Recreation)	<ul style="list-style-type: none"> • Access to public resources • Facility management expertise • Economies of scale 	<ul style="list-style-type: none"> • Budget subject to appropriation • Lack of relevant experience • Limited ability to generate philanthropy • Highly risk-averse • Procedural limitations
PRIVATE NON-PROFIT (i.e. Arts Council)		
COMMERCIAL (i.e. Live Nation, AEG, SMG)		

Facility Operation Options

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PRIVATE NON-PROFIT (i.e. Arts Council)	<ul style="list-style-type: none"> • “Mission-driven” • Some capacity to take risk • Fundraising opportunity • High standards of care • Public sector backstop • Semi-autonomous 	<ul style="list-style-type: none"> • Increased earned revenue pressure • Management may compete with designated “community” users • Alignment questions with core mission
COMMERCIAL (i.e. Live Nation, AEG, SMG)		

Facility Operation Options

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COMMERCIAL (i.e. Live Nation, AEG, SMG)	<ul style="list-style-type: none"> • “Outsourced” expertise • Influence with and knowledge of touring product 	<ul style="list-style-type: none"> • Cost • Limited capacity to take risk • Distance from mission-based goals • Lack of community knowledge / relationship

Financial Pro Forma

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Financial Summary

Custer-Nugent Amphitheater at Mill Race Park					
SCHEDULE 2: SUMMARY PRO FORMA	Year 1	Year 2	Base Year	Year 4	Year 5
EARNED REVENUES					
Rental Income	\$65,300	\$68,800	\$75,200	\$78,800	\$87,400
Presenting Revenue	\$672,900	\$745,000	\$941,500	\$1,039,500	\$1,268,700
Parking	\$0	\$0	\$0	\$0	\$0
Concessions, Net	\$90,200	\$96,400	\$110,200	\$118,100	\$134,400
Merchandise Sales, Net	\$5,500	\$5,900	\$7,100	\$7,700	\$9,100
Sponsorships	\$40,300	\$40,300	\$41,500	\$41,500	\$42,800
TOTAL EARNED REVENUES	\$874,200	\$956,400	\$1,175,500	\$1,285,600	\$1,542,400
OPERATING EXPENSES					
Compensation	\$134,600	\$138,600	\$142,800	\$147,100	\$151,500
Programming	\$703,600	\$744,900	\$924,100	\$973,300	\$1,176,500
Facility Operations	\$43,700	\$45,000	\$46,400	\$47,800	\$49,200
TOTAL OPERATING EXPENSES	\$881,900	\$928,500	\$1,113,300	\$1,168,200	\$1,377,200
OPERATING RESULT	(\$7,700)	\$27,900	\$62,200	\$117,400	\$165,200
NET RESULTS	(\$7,700)	\$27,900	\$62,200	\$117,400	\$165,200
(Less Contingency)	(\$44,100)	(\$46,400)	(\$55,700)	(\$58,400)	(\$68,900)
SURPLUS (DEFICIT)	(\$51,800)	(\$18,500)	\$6,500	\$59,000	\$96,300

Summary

AMIS

PLANNING & RESEARCH

for the Arts and
Entertainment
Industries

Summary

- Proactive management required to activate the amphitheater
 - cultivation of rental clients
 - direct programming at risk
- Presence of large-scale concerts can bring net revenues
 - subsidize 'mission activity' (Mound rentals, festivals)
 - support operations
- Clarity on management responsibility and dedicated resources necessary
 - skilled, experienced management

Implications for Design

AMIS

PLANNING & RESEARCH

for the Arts and
Entertainment
Industries



CUSTER NUGENT AMPHITHEATRE USER AND PUBLIC USE - PRORAMMING

Columbus City Council
City of Columbus, Indiana

March 4, 2015

Westlake
Reed
Leskosky

What we set out to do

Meet with leaders of Columbus, City facilitators, users of the facility, and community members to match our program with:

- 1. User group requirements**
- 2. Community needs for the facility**
- 3. Need of operations desired for the facility**
- 4. Frequency of use forecasted by users and Park & Recreation**

List of Interviewees

LEADERSHIP

Ryan Brand
Frank Jerome
Russ Poling

Columbus City Council
Columbus City Council
Columbus Redevelopment Commission

COLUMBUS

Tami Sharp
Chris Crawl
Mark Jones
Kathy McPeek
Eric Marvin
Shandra Sasse

Columbus Area Arts Council
Columbus Area Arts Council
Columbus Parks and Recreation
Columbus Parks and Recreation
Columbus Area Visitors Center
The Commons

FOUNDATION

Angie Macy
April Williams
Chip Orben

Columbus Parks Foundation
Columbus Parks Foundation
Columbus Parks Foundation

List of Interviewees

POTENTIAL USERS

Chuck Wells
Laura Hurt
Sheryl Tracey
David Bowden
Margaret Powers
John Johnson
Hanna Omar
John Foster
David Gregory

The Republic
Hospice of South Central Indiana
Hospice of South Central Indiana
Columbus Indiana Philharmonic
Columbus Indiana Philharmonic
North High School Theatre
Middle Eastern Association
White River Broadcasting
Blank Slate Productions

CONCESSIONS

Kurt Schwartz
Steve Leach

4th Street Bar
Garage Pub & Grill

GENERAL PUBLIC

General Public

Events at Amphitheatre

PERFORMANCES

Hospice
Rock the Park
Touring Acts
Philharmonic
Orchestra
High School Bands
Mill Race Players
Crump Players
Church Services
Weddings
Bluegrass Festivals
Teen battle of the Bands
Children Stories/puppet shows
Drive-in movies

COMMUNITY EVENTS

5k Walks
Mill Race Race
Christmas Parade
Indian Summer Festival
Rummage Sales
Scottish Fest
Farmer's Market
Classic Car Show
Chautauqua Arts Festival
Mayor's Walk
Visitor's Center organized events



Current Challenges to the Park include:

- **Stage is too high**
- **No access to stage for loading, tire damage to lawn**
- **Flooding causes compromises to electrical room and dressing rooms**
- **No ADA locations for large events (Festival side)**
- **Location of power is a BIG issue**
- **Lack of permanent infrastructure and equipment**
- **Temporary stage required in front of stage is very expensive so users do without them**
- **Lack of organized parking, no VIP parking, no ADA access into festival area**
- **Scheduling of events + logistics of rental and pricing**
- **Large and Small events have same fixed cost associated with them making it unaffordable for small events**



Patron Complaints

- **Poor sightlines to stage**
- **Not enough public restrooms**
- **Sound only at front (too loud)**
- **Park needs better lighting**
- **Issues with accessibility to entire grounds**
- **Muddy field, wet ground**
- **Long lines, no queuing areas**
- **Unorganized concessions area**
- **Lack of ADA and convenient parking, need shuttling**
- **Hard to see video screens**

Users Complaints

- **Stage too small, no wing space (off stage area for actors) or backstage**
- **Facility needs to be easier to operate**
- **No rigging provided and lighting setup takes too long**
- **Need to extend season with weather protection of stage and audience**
- **Difficult to have merchandise areas, need ticketing booth**
- **Need avenues for crowd control**
- **Poor ventilation on stage (hot from sun)**
- **Not enough performer support areas**
- **Stage height requires platform for Drummer to be seen**
- **Roof needs to reflect sound for Orchestra**
- **Lack of VIP/Performer/ADA parking**

What is missing from the amphitheater?

- **A Real canopy that is also an architectural gem**
- **Road to load in shows**
- **Storage**
- **Expanded hospitality (showers, lockers, privacy for women, kitchenette)**
- **Central command (volunteers, security), Production office, Secure money counting area, Separate spaces for Staff and Performers**
- **Built-in (standardized) infrastructure of lighting, sound and control**
- **Signage for events**
- **Perimeter Fencing (could be obtrusive to park use)**
- **Signage, visibility of venue to spur interest**



Success of the Amphitheatre will be defined by:

- **Frequent events, more utilization of venue**
- **Flexibly Use - Ability to bring many different types uses to both sides of venue (large and small audiences)**
- **Ability of new structure to shade audience and stage**
- **A professional grade facility**
- **Address floods/rain – book event day after it rains**
- **A concert for 10,000+ patrons with a roof that protects the artists and stage, adequate loading, ADA access and functional vending areas**
- **Hospitality spaces used by community when not used for performances**
- **Ease in renting facility, like the picnic shelters in park are**
- **A venue that helps to build the BRAND of Columbus Arts with the right programming**



Modifications to Amphitheatre

- **Useable for all**
- **Flexible**
- **Designed for small groups well – meeting community needs**
- **Another jewel in the showcase of Columbus**
- **Not just function but FORM**



TOP Priorities for fixes

Load in/load out

Hospitality area

Stage Infrastructure, people need to easily understand it

Protecting Stage from Sun and rain

Shade for Patrons

Restrooms

Adequate Storage

Rains/ drainage

Accessibility

Sightlines at Festival side



Suggested changes to program

- 1. Storage Capacity**
- 2. Canopy height**
- 3. Adjustment of Lighting and Sound Equipment in BASE program**
- 4. Multiple locations for water/power hook up for concessions**
- 5. Drainage, cistern or grade change on festival side of lawn to stop ponding**
- 6. Permanent restroom structure in park**

Revised Equipment List

LED Theatrical Equipment Minimum: \$130,000

Stage and House Light Dimming System: \$20,000 which includes the following:

- 1 – rack mounted house lighting control console**
- 1 – High End *Road Hog 4* stage lighting control console with integral touchscreen**
- 1 – 8 channel DMX repeater**
- 8 – DMX output devices**
- 2 – DMX input devices**

Theatrical Wiring Devices: \$2,000 which includes the following:

- 24 – Surface mount outlet boxes**

Stage Lighting Fixtures: \$85,000 which includes the following:

- 24 – ETC *Selador Desire D40XT Lustr+* LED Wash Fixtures (IP66 rated)**
- 36 – Elation *SIXPAR 300I* LED Wash Fixtures (IP65 rated)**
- 2 – HMI followspots**

DMX and power extension cables as required

Stage lighting fixture accessories as required

Stage Rigging: \$15,000 which includes 6 dead-hung pipe battens.

Genie Lift: \$8,000

Revised Equipment List

Audiovisual Equipment Minimum: \$184,800

Audio Equipment which includes the following: \$139,000

- Self-powered mono-hang line array
- 32x16-channel digital audio console
- 8-channels Wireless Microphones
- Wired microphone assortment
- Loudspeaker DSP
- CD/MP3 Player
- Assisted Listening System

Control System which includes the following: \$19,600

- Logic Controller
- Touch Screen Interface
- Programming

Production Support Equipment which includes the following: \$14,600

- (8) 2-channel intercom with beltpacks, wall stations, and headsets
- Back of House Paging System

Wiring Devices and Misc Equipment which includes the following: \$11,600

- Racks and rack equipment
- Power sequencing
- Cables, wiring devices, and misc hardware

Costs

3.3.2015	
Columbus Redevelopment Commission/ Custer Nugent Amphitheatre	
Rough Order of Magnitude Costs	
BASE SCOPE	
Demolish existing stage	\$63,000
Construct new stage and roof	\$718,000
Provide retractable canopy over Mound Venue audience area	\$550,000
Provide roll down Textilene scrim around stage	\$134,000
Provide handicapped accessible routes	\$28,000
Construction Performance Pavilion for stage, performer support and box office	\$1,200,000
Mechanical conditioning at Performance Pavilion	\$54,000
Pave access to stage and load in area ('Grass-Crete' pavers)	\$175,000
Extend lower seating area as tiered center lawn section at Mound Venue in area of existing stage	\$38,000
Water and Power hookups in park	\$70,000
Lighting and Electrical upgrades	\$70,000
Landscape and Drainage Allowance	\$200,000
Subtotal	\$3,300,000
Escalation Costs to Midpoint of Construction - March 2016 (3% per year)	\$173,250
INDIRECT COSTS (25% General Conditions, OHP, Fees)	\$868,313
PERFORMANCE EQUIPMENT	
Performance Equipment (Theatrical)	\$130,000
Performance Equipment (Audio Visual)	\$184,800
Escalation Costs to Midpoint of Construction - March 2016 (3% per year)	\$16,527
TOTAL POSSIBLE PERFORMANCE EQUIPMENT COSTS	\$331,327
TOTAL: BASE SCOPE	\$4,672,890
PROJECT ENHANCEMENTS	
Permanent event Toilets for berm side performances (1,200 patrons)	\$375,000
Subtotal	\$375,000
Escalation Costs to Midpoint of Construction - March 2016 (3% per year)	\$19,688
INDIRECT COSTS (25% General Conditions, OHP, Fees)	\$98,672
PERFORMANCE EQUIPMENT	
Enhanced Performance Equipment (Theatrical)	\$313,000
Enhanced Performance Equipment (Audio Visual)	\$363,000
Escalation Costs to Midpoint of Construction - March 2016 (3% per year)	\$35,490
TOTAL POSSIBLE PERFORMANCE EQUIPMENT COSTS	\$711,490
TOTAL: PROJECT ENHANCEMENTS	\$1,204,849
GRAND TOTAL CONSTRUCTION INCLUDING BASE SCOPE + PROJECT ENHANCEMENTS	\$5,877,739

Schedule

PROJECT PHASE	DURATION IN MONTHS - 24 TOTAL																														
Schematic Design	3.5 months																														
<i>Documents + Cost Estimate</i>	3																														
<i>Owner Review + Approval</i>		.5																													
Design Development				3.5 months																											
<i>Documents + Cost Estimate</i>			3																												
<i>Owner Review + Approval</i>						.5																									
Construction Documents									4 months																						
<i>Documents + Cost Estimate</i>									3																						
<i>Owner Review + Approval</i>													1																		
Bidding + Award													4 months																		
<i>Advertise, Bid, Contract Award</i>												2																			
<i>Mobilize for Construction</i>															2																
Construction																											9 months				
<i>After Labor Day Start with Completion prior to Memorial Day</i>																												9			





DESIGN BRIEF

Re-evaluate the design of Mill Race Amphitheater & address the impact of annual flooding to:

1. **INCREASE** the programming capacity (festival and mound)
2. **IMPROVE** performer, audience & visitor experience and sight lines
3. **CREATE** a stage enclosure to provide shelter from the weather



1
Identify the Program of Requirements to serve audiences ranging up to 10,000 patrons



2
Honor the integrity and nature of the original amphitheatre design and other Saitowitz-designed structures in the Park



3
Elevate all new program elements and infrastructure above the 100 year flood level



4
Plan for increased programming capabilities and effective operations (including requisite performer and stage support) for a variety of performances to meet the needs audiences, and staff



5
Preserve existing topography and the hydrology of the floodway



6
Provide for incremental or phased development of enhancements, consistent with funding



7
Complement Mill Race Park, protecting and preserving its landscape and features

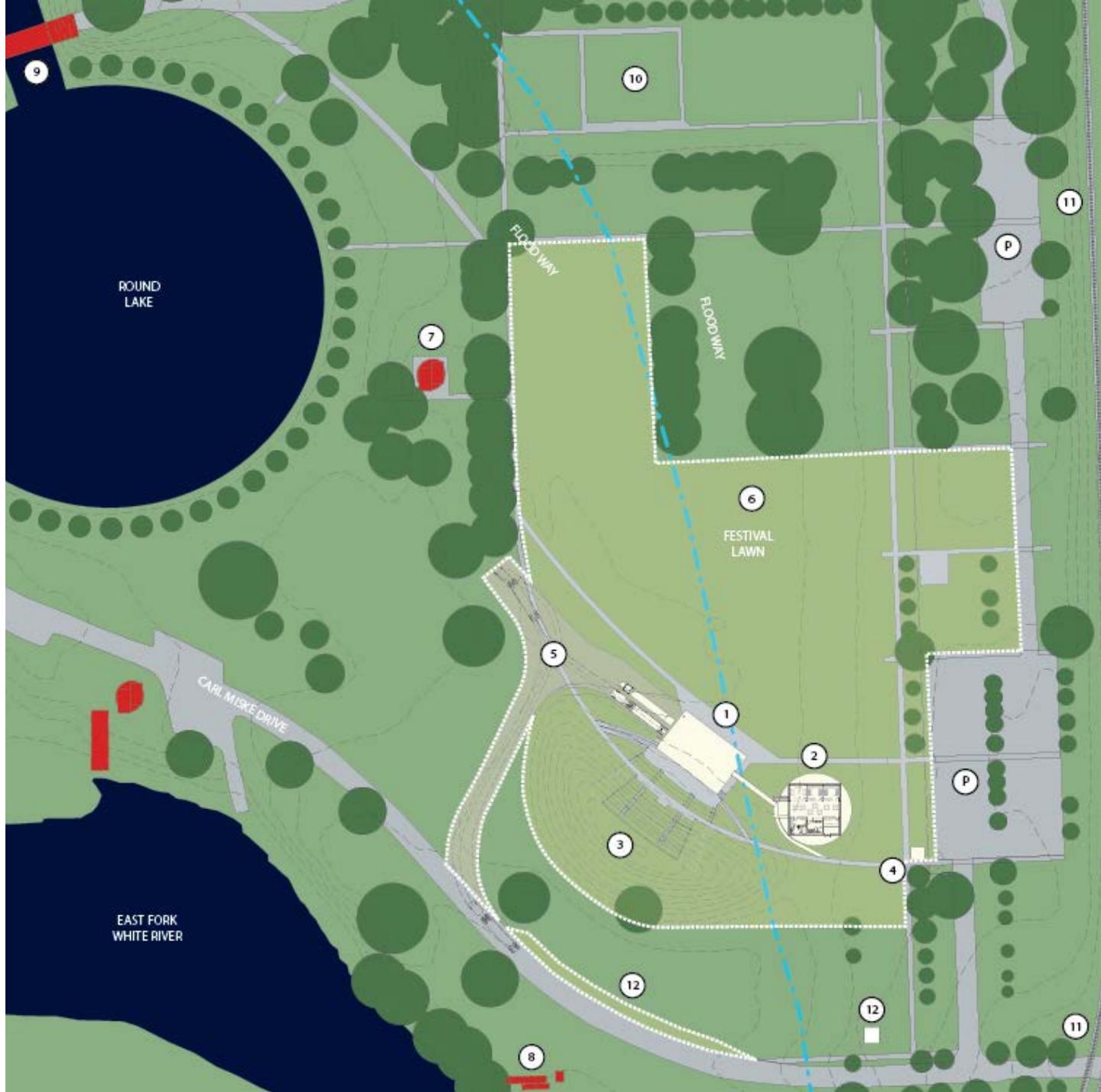


8
Separate service and pedestrian movement systems



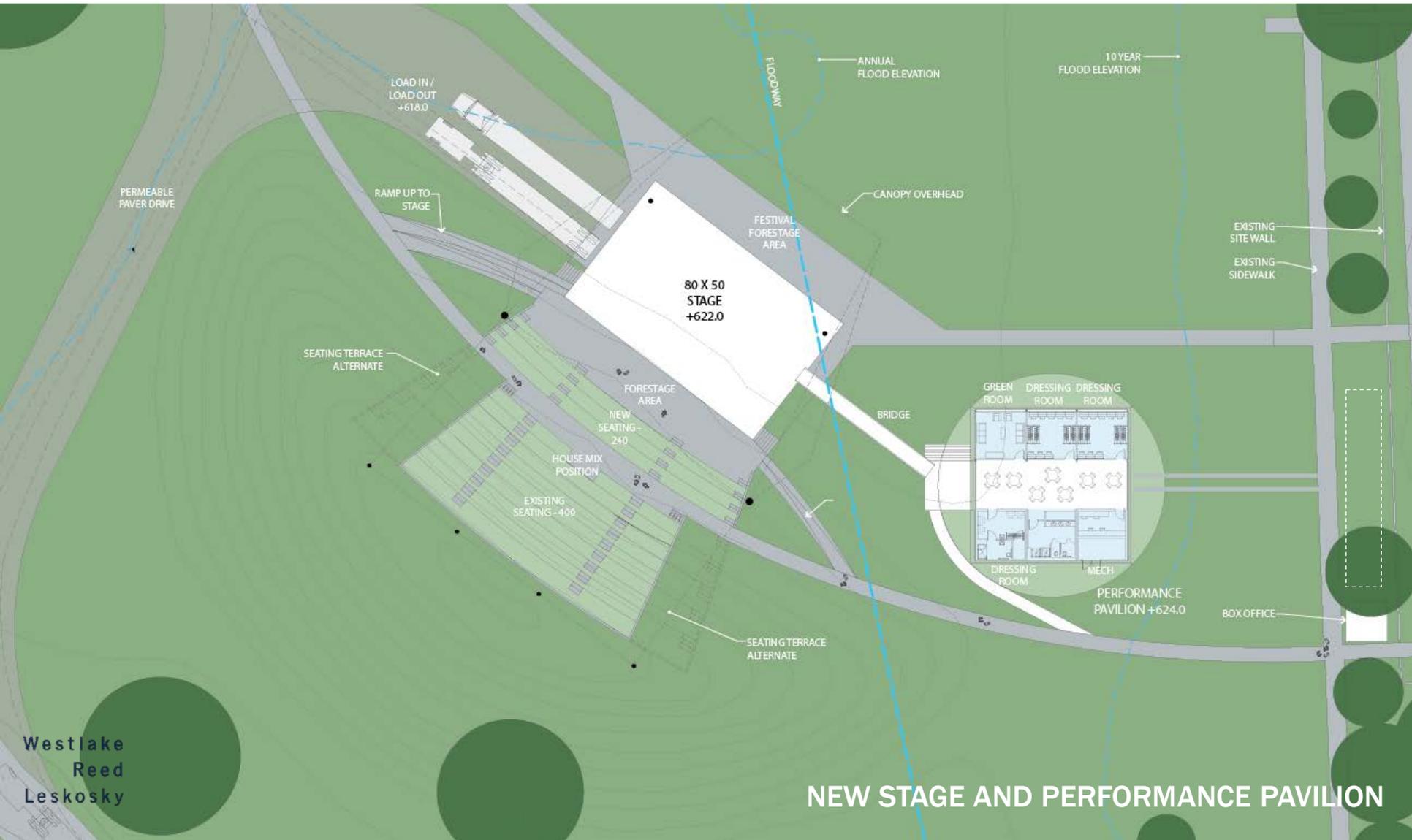
9
Meet current code and regulatory requirements, including accessibility

- 1 NEW STAGE
- 2 NEW PERFORMER PAVILION
- 3 EXISTING MOUND & AMPHITHEATER SEATING W/ NEW FAMILY SEATING TERRACE
- 4 COVERED GATEWAY TO EVENT SPACE
- 5 TRUCK ACCESS / TURNING SPACE
- 6 FESTIVAL AREA
- 7 EXISTING RESTROOM
- 8 EXISTING VIEW TOWER
- 9 EXISTING BRIDGE
- 10 PLAYGROUND
- 11 EXISTING RAILROAD
- 12 MILL RACE PARK GATE
- 13 SECONDARY EVENT TRUCK PARKING
- P PARKING



Westlake
Reed
Leskosky

Conceptual Design



NEW STAGE AND PERFORMANCE PAVILION

Conceptual Design



Westlake
Reed
Leskoski

FESTIVAL VIEW WITH ROCK PERFORMANCE

Conceptual Design



Westlake
Reed
Leskosky

RENDERING OF SOUTHWEST ENTRANCE

Conceptual Design



Westlake
Reed
Leskosky

RENDERING OF SOUTHWEST ENTRANCE

THANK YOU

Appendix

Audiovisual Equipment Enhanced: Additional \$363,300

Video Equipment which includes the following: \$253,800

Large format Projector

Motorized Projection Screen

Video matrix system

Video Display Monitors located at concessions, ticketing, greenroom, star dressing rooms, VIP rooms

(5) IMAG cameras, lenses, Control System, and misc accessories

Audio Equipment which includes the following: \$94,500

8-channels wireless microphones (16-channels total)

Distributed Delay Loudspeakers for Lawn Area

Additional DSP

Dedicated DAW

32x16 channel monitor mixing console

Monitor stage wedges/personal monitor mixers

Control System which includes the following: \$10,000

Additional touch screen controller

Wireless controller

Production Support Equipment which includes the following: \$5,000

Upgrade to 4-channel intercom package

This assumes providing additional interconnects for audio systems brought in by outside groups including providing fiber optic and CAT6 tie lines to FOH mix position from stage.

Theatrical Equipment Enhanced: \$313,000

Stage and House Light Dimming System: \$86,000 which includes the following:

- 96 – 2.4 kW dimmers for stage lighting**
- 12 – 2.4 kW dimmers for house lighting**
- ETC *Ion* stage lighting control console**
- 1 Ethernet control system switch with patch bays, POE, etc.**
- 12 Ethernet taps**
- 8 – single port Ethernet gateways**
- 4 – two port Ethernet gateways**
- 1 – house light control processor**
- 2 – portable touchscreen master house light control devices**

Theatrical Wiring Devices: \$19,000 which includes the following:

- 16 – 6 circuit multi-cable batten-lays**
- 16 – 6 circuit multicable receptacle boxes**
- 16 – 6 circuit multicables in varying lengths to connect batten-lays to the multicable receptacle boxes.**

Theatrical Equipment Enhanced (cont.)

Stage Lighting Fixtures: \$65,000 which includes the following:

60 – ETC *SourceFour* ellipsoidals

66 – ETC *SourceFour* PARs

6 work lights

2 HMI followspots

Assortment of 5'-0", 10'-0" and 50'-0" jumper cables

24 – Two-fers

20% spare lamps

Stage Rigging: \$135,000 which includes the following to provide 5 overhead lighting positions:

20 motorized chain hoists

20 beam clamps

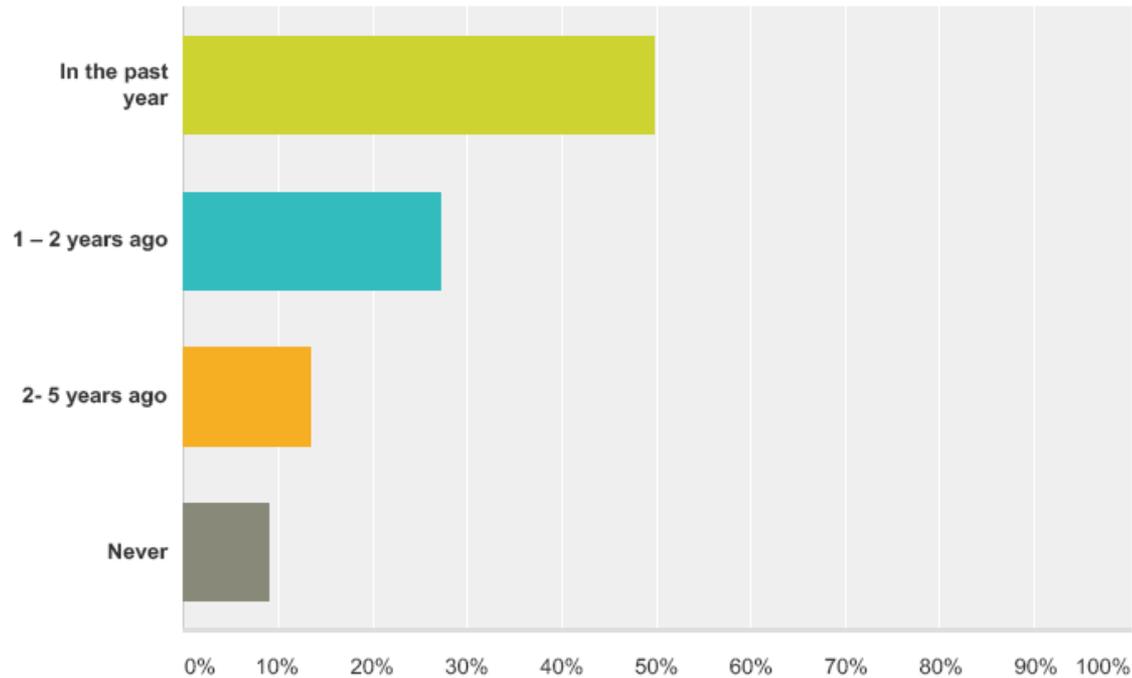
20 channel motorized chain hoists controller

20 – 10' lengths of aluminum box truss

Genie Lift: \$8,000

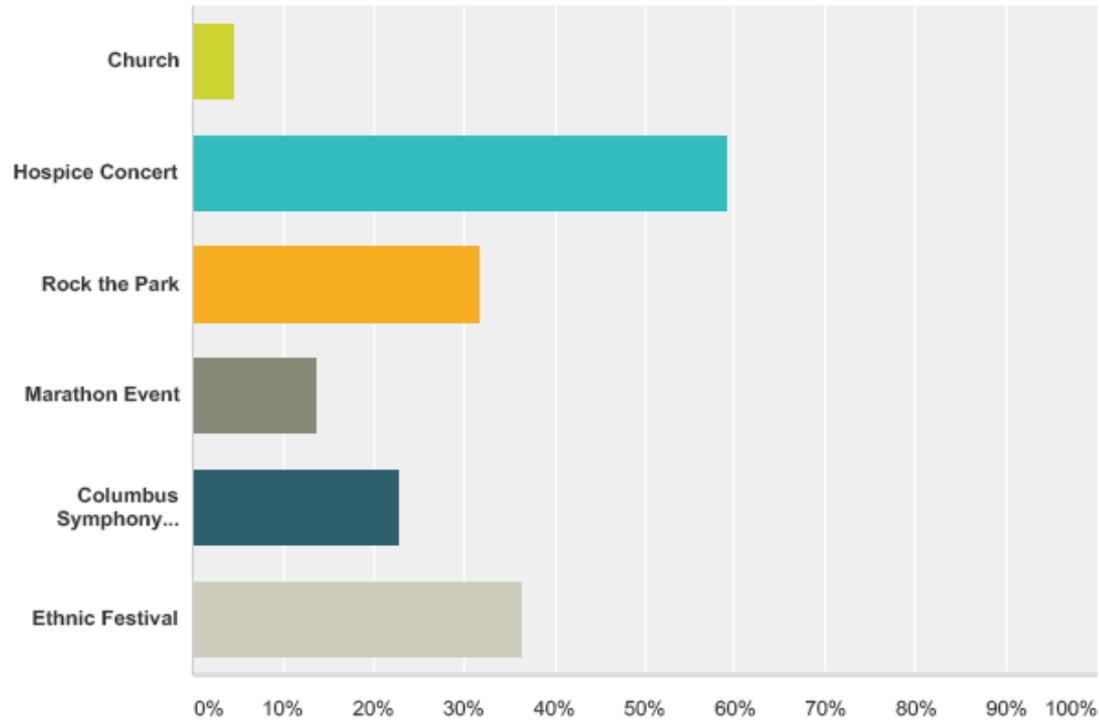
ONLINE Survey

Have you attended a function at Custer Nugent Amphitheatre?



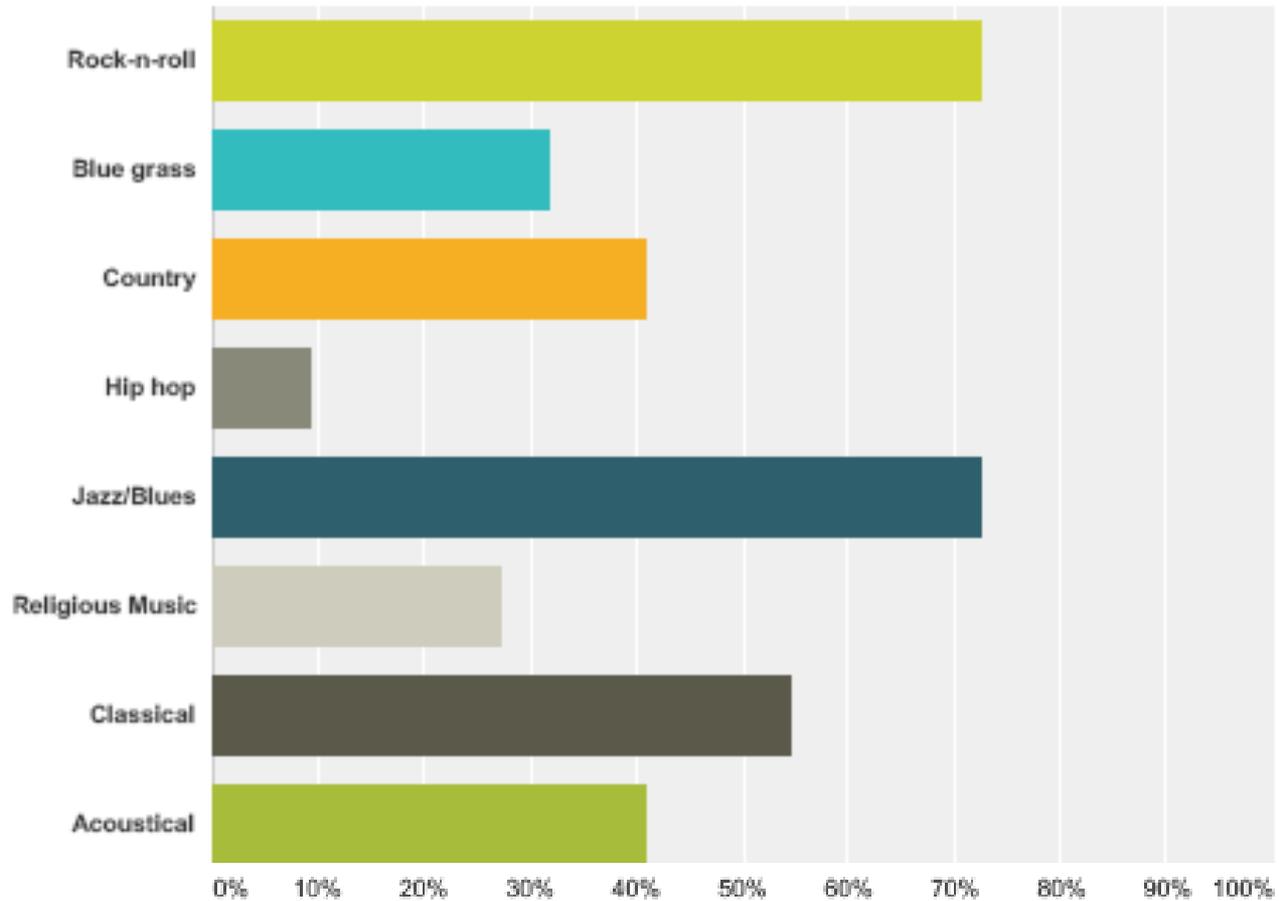
Answer Choices	Responses
In the past year	50.00% 11
1 – 2 years ago	27.27% 6
2- 5 years ago	13.64% 3
Never	9.09% 2
Total	22

If you have attended an event(s), what types of functions did you attend?

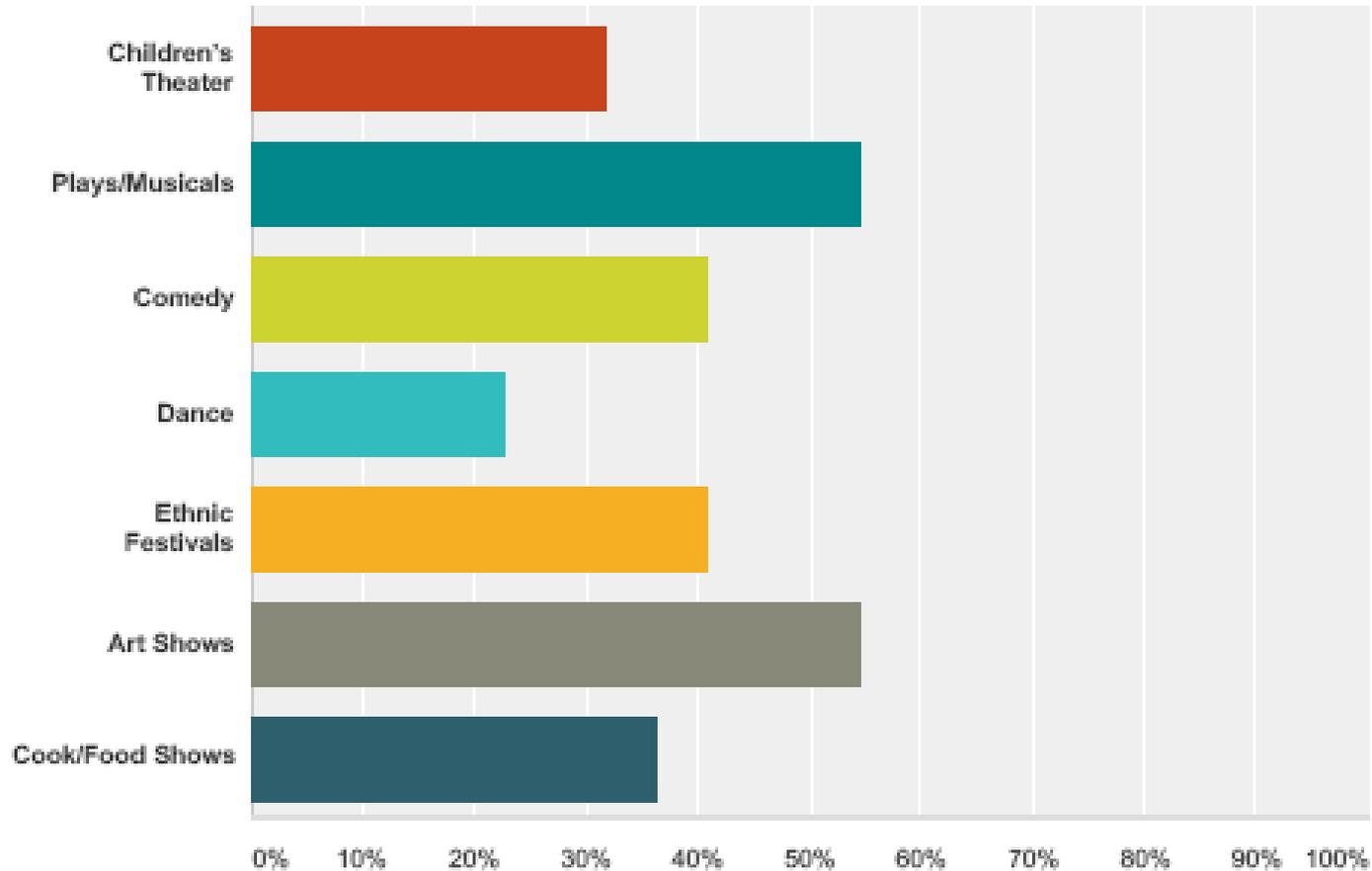


Answer Choices	Responses
Church	4.55% 1
Hospice Concert	59.09% 13
Rock the Park	31.82% 7
Marathon Event	13.64% 3
Columbus Symphony Orchestra	22.73% 5
Ethnic Festival	36.36% 8
Total Respondents: 22	

What types of programs would you and or your family like to attend at the Amphitheater?



What types of programs would you and or your family like to attend at the Amphitheater?



What types of programs would you and or your family like to attend at the Amphitheater?

Blue grass	31.82%	7
Country	40.91%	9
Hip hop	9.09%	2
Jazz/Blues	72.73%	16
Religious Music	27.27%	6
Classical	54.55%	12
Acoustical	40.91%	9
Children's Theater	31.82%	7
Plays/Musicals	54.55%	12
Comedy	40.91%	9
Dance	22.73%	5
Ethnic Festivals	40.91%	9
Art Shows	54.55%	12
Cook/Food Shows	36.36%	8
Total Respondents: 22		

What do you like MOST about this current facility?

1	It can be used in a more intimate setting (front) or a very large setting (back).	10/22/2014 6:45 AM
2	The unique style and dual venue versatility	10/21/2014 10:25 PM
3	Nice, open space that is close to downtown	10/21/2014 5:53 PM
4	Close to downtown, lots of beautiful mature trees	10/21/2014 3:49 PM
5	nothing	10/20/2014 4:17 PM
6	The amount of ground space	10/20/2014 11:47 AM
7	I like the location. Mill Race is a great park.	10/20/2014 11:14 AM
8	location	10/20/2014 8:51 AM
9	Holds large crowds	10/18/2014 1:57 PM
10	The concrete bench seating behind the stage is what I like best.	10/17/2014 12:28 AM
11	Location,	10/16/2014 10:47 PM
12	That it is outside	10/16/2014 8:41 PM
13	Not much	10/16/2014 6:15 PM
14	Location!	10/16/2014 1:30 PM
15	-	10/16/2014 10:12 AM
16	I like that it's outdoors. I also like that the stage can be from either direction.	10/16/2014 8:38 AM
17	It's setting on the river, the wide open space and its central location. Also, access to parking is convenient.	10/15/2014 6:41 PM
18	Beautiful location and the out of doors	10/15/2014 10:48 AM
19	convenience and accessibility	10/15/2014 10:20 AM
20	outdoors and centrally located	10/15/2014 10:04 AM
21	Location	10/15/2014 9:53 AM
22	It is easily accessible to all community citizens - close to downtown and part of our wonderful park system. Fits right in with daily activities!	10/14/2014 9:08 AM

What do you LEAST like about the current Amphitheater?

1	It doesn't have a roof to protect musical acts from the elements or provide the capability to do things like movie nights or special video events.	10/22/2014 6:45 AM
2	Seems underutilized. Ability to attract some medium sized artists	10/21/2014 10:25 PM
3	Need for temporary staging for "larger" shows.	10/21/2014 5:53 PM
4	It's not used enough. I don't feel there are a lot of public events that take place here and event fewer that I would attend.	10/21/2014 3:49 PM
5	everything	10/20/2014 4:17 PM
6	The fence on the stage	10/20/2014 11:47 AM
7	Parking	10/20/2014 11:14 AM
8	I like it, but I imagine it is hard for the entertainers to work with. I like the lawn seating, but the concrete seating is nice also, but I don't think I've ever seen an event that using that seating. (like it's backwards)	10/20/2014 8:51 AM
9	Stage is too high for the crowd and designed for the original seating plan. I was there for the first concert years ago and sat on the mound seating at stage level.	10/18/2014 1:57 PM
10	It does not appear warm or inviting.	10/17/2014 12:28 AM
11	Height of stage off the ground when viewing from the east side. The safety fence when viewing from the east side.	10/16/2014 10:47 PM
12	That it floods	10/16/2014 8:41 PM
13	too high- makes for a neck ache!	10/16/2014 6:15 PM

What do you LEAST like about the current Amphitheater?

13	too high- makes for a neck ache!	10/16/2014 6:15 PM
14	It needs modernized.	10/16/2014 1:30 PM
15	-	10/16/2014 10:12 AM
16	It's small.	10/16/2014 8:38 AM
17	The stage set up is terrible. I hate when they put in a tiny little stage and I hate when they do the show on the big stage. Neither works. I hate the bathrooms in the park. No privacy. I know it has lots of issues for event organizers, but I've never put on an event there.	10/15/2014 6:41 PM
18	Rain and other weather issues	10/15/2014 10:48 AM
19	Not enough events in the summer/spring months	10/15/2014 10:20 AM
20	poor seating availability	10/15/2014 10:04 AM
21	Not up to date. Cannot readily handle large events with existing infrastructure	10/15/2014 9:53 AM
22	No coverage or protection for performers or their equipment. No protection for even the smallest group of attendees. Really dislike that even mild flooding and rainfall totally disrupt all the activities at the festival area!	10/14/2014 9:08 AM

What other SPECIAL FEATURES should be considered when re-designing the Amphitheater?

1	1) Handicapp accessibility - it is currently difficult to get a wheel chair out on the lawn when an event is held backwards. A sidewalk with cement pad or two would be nice. 2) Better truck/car access rather than across the lawn or on the park pedestrian walkway.	10/22/2014 6:45 AM
2	Restrooms	10/21/2014 10:25 PM
3	Ability to deal with spring/fall/winter flooding	10/21/2014 5:53 PM
4	Guest flow, rain back up options, programming	10/21/2014 3:49 PM
5	a roof wing space better lighting/sound on stage security for sets, etc. better dressing room facilities better overall storage better seating	10/20/2014 4:17 PM
6	Lowering and doing away with the fence on stage. It's a barrier.	10/20/2014 11:47 AM
7	I think we should be looking to be attractive to some great musical talents. Whether it is someone very popular now or an up and comer. Not quite on the Klipsch Music Center but something similar.	10/20/2014 11:14 AM
8	not sure	10/20/2014 8:51 AM
9	Better dressing rooms for the entertainers. Build a sound and lighting facility covered from the weather. Cover the stage area to protect from weather and have better lighting to include spot lighting and improved sound. Possible big screen installation would be nice.	10/18/2014 1:57 PM
10	If it to be used for musical performances and plays, it should be protected from railroad noise.	10/17/2014 12:28 AM
11	Different safety fence on east side of stage. Maybe use horizontal cables.	10/16/2014 10:47 PM
12	Sound system	10/16/2014 8:41 PM
13	Partial covering for at least some of the audience- from rain.	10/16/2014 6:15 PM

What other SPECIAL FEATURES should be considered when re-designing the Amphitheater?

14	Lighting, Sound, special effects capabilities.	10/16/2014 1:30 PM
15	-	10/16/2014 10:12 AM
16	Accessibility.	10/16/2014 8:38 AM
17	The user/viewer experience first and foremost. I would like to see a flexible space that works for a variety of different shows. And, I think it should be a showplace that reflects our design tradition.	10/15/2014 6:41 PM
18	I like the features mentioned such as improved dressing rooms, etc. Weather protection	10/15/2014 10:48 AM
19	outdoor heaters etc. for events during the fall months	10/15/2014 10:20 AM
20	large shell, seating, lighting, and sound	10/15/2014 10:04 AM
21	Paved road to stage for trucks. Elevated utilities and structure due to seasonal flooding. Face it north instead of south. This gives you more room.	10/15/2014 9:53 AM
22	Easy access for handicapped. Special area/seating for VIP and other special sponsors, etc. Good space for performers to prepare! Convertible space that can accomodate many, many types of performances and activities. Keep it small enough that it is warm and inclusive!!	10/14/2014 9:08 AM

Do you have any more additional comments or suggestions?

1	No	10/22/2014 6:45 AM
2	Must be a sustainable design that can handle the common flooding for Mill Race with minimal regular maintenance.	10/21/2014 10:25 PM
3	Keep it as open and green as possible	10/21/2014 5:53 PM
4	I would love to see this space revitalized and used more often. It's a neat space and I hope Columbus can take advantage of it as an outdoor entertainment location.	10/21/2014 3:49 PM
5	please make it happen	10/20/2014 4:17 PM
6	Booking agents need to think more outside the box and be more aggressive in booking acts/performers.	10/20/2014 11:47 AM
7	I would like to see a lot more concerts here in the summer. Not just the two major ones we have now. They always bring a big population of the community to the parka and they are always a lot of fun.	10/20/2014 11:14 AM
8	Would love to see more events here - it's such a great park!	10/20/2014 8:51 AM
9	Mill Race Park is a very good multi use place for Columbus.	10/18/2014 1:57 PM
10	Don't let the mayor dictate design that is not aesthetically pleasing!	10/17/2014 12:28 AM
11	Listen to anything the Arts Council suggest. Ask Chris Crow for suggestions.	10/16/2014 10:47 PM
12	No	10/16/2014 8:41 PM
13	do it right and bring in big name concerts- people will come	10/16/2014 6:15 PM

Do you have any more additional comments or suggestions?

14	no	10/16/2014 1:30 PM
15	-	10/16/2014 10:12 AM
16	I love the current Amphitheater but it could be better.	10/16/2014 8:38 AM
17	I think this venue is worthy of public investment. There is no place in the community where more than 10,000 people can gather together for a single purpose.	10/15/2014 6:41 PM
18	I believe the community is really supportive of improvements to the amphitheatre. Let's get it done!	10/15/2014 10:48 AM
19	I think its great that events take place here but i think there should also be some sort strategy on how to market these events to the masses	10/15/2014 10:20 AM
20	no	10/15/2014 10:04 AM
21	Not at this time	10/15/2014 9:53 AM
22	Let's get 'er done!!	10/14/2014 9:08 AM

Thank you!

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