

# Analysis of the Crump Theatre



**Jones & Phillips**  
Associates INC

**URS**

Our charge was to examine the Crump Theatre and determine how it might meet the Performing Arts needs for the Columbus area while recognizing the hopes and dreams of all of you and those you represent who see the Crump Theatre as a Columbus icon.

While Jones & Phillips and URS designers helped inform the study, Jones & Phillips management research lent depth to the planning.

# FINAL REPORT

We are pleased to be able to share with you our Analysis results based on all the input from the people of Columbus, the Columbus Arts District, the Mayors Crump Study Committee and our Jones & Phillips partner URS.

The Final Report is a hundred and eighteen pages long with three appendix attachments. Therefore this presentation will highlight elements, conclusions and choices.

A full copy of the Final Report with the Appendix can be obtained in an electronic .pdf format as a copy from City of Columbus' web page.

<http://www.columbus.in.gov/redevelopment>

## Study Contents

### 1. Study Background

### 2. Potential role of the Crump Theatre

Area Demographics

\*Other Facilities

\*Comparable Markets

\*Missing from the Columbus Area

Modern Audience Expectations

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## Study Contents

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### 4. Theatre Site and Size Options

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- 2001 Plan and Site

- Renovated Crump 300-450 - Stage

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- \*Yes Cinema Space at 320 and 400

## Study Contents

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Appendix

## Study Measures

### Goals:

- Provide opportunities for the people of Columbus
- Become a center of activity that draws people into Columbus
- Enhance rather than compete with current other City and County assets
- Make a performance venue that is multifunctional to support continual and diverse activity, day and night
- Foster involvement in and education of the arts
- Make the performing arts in Columbus more visible
- Keep dollars spent on entertainment in Columbus

- A Plan for THE CRUMP THEATER must consider
  - Columbus is a diverse cultural community
  - Columbus has many volunteer-driven arts groups who have limited resources
  - Performance groups are limited by the size, availability and quality of local arts facilities
  - Historically, arts community has had trouble collaborating

## The County has:

- Sufficient population with the time, resources, and interests to support live performing arts.
- A diverse population that will support a variety of genres of entertainment.
- Enough evening parking to support the Crump up to a seat count of 800 to 900.

## Other Facilities in the Columbus Area

- School:
  - East High School
  - North High School
  - Central Middle School
- Other:
  - The Commons
  - Mill Race Center
  - Mill Race Amphitheatre
  - Yes Cinema
  - Harlequin Theatre
  - Alternative Spaces (Churches, Libraries, etc)



## Comparing Columbus

Columbus competes with other communities for new economic development opportunities.

So what do peer communities offer that Columbus does not?

## Identifying Peer Communities

- Looked for similar sized communities both in Indiana and Mid-America
- Looked at communities on the Milken Institute Best-Performing Small Cities Index
- Identified 5 communities that matched well with Columbus
  - Ames, Iowa
  - Cheyenne, Wyoming
  - Dubuque, Iowa
  - Jefferson City, Missouri (Cole County)
  - Kokomo, Indiana

## How does Columbus compare with peer communities?

- No public community performing arts facility dedicated to that sole function
- No community civic or children's theatre other than in the schools
- Near total absence of professional/touring entertainment
- Lack of public conference / exhibit / display space

Even Kokomo has better performing arts facilities than Columbus.

## Columbus Arts Needs

- All of the community's existing arts facilities have some issues; some more than others.
- There is demand for large rooms to support \*conference / exhibit / display.
- There are two missing facilities in the community performing arts inventory:
  - Small, intimate facility that has production support for local users.
  - Performing Arts Center for professional touring entertainment and larger local productions.

Could the Crump be repurposed into either of the two major unfilled needs?

Currently the Crump, even in its present form fulfills the role of a space for some local events and niche entertainment.

That leads back to the current status of the Crump Theatre and the effects of five past major and several minor renovations.

## The analysis identified the following limitations

- Lack of adequate audience support space and services (lobby, accessible restrooms, safe access for the disabled, etc.)
- Acoustical problems limit live performance venue (lack of reverberation time, sound and light lock separations, etc.)
- Unmet code compliance requirements
- Production support features (lack of stage size, load-in, dressing facilities with toilets, etc.)
- Building Services (Power, water, sewage, etc.)
- The Structure (actually four structures)

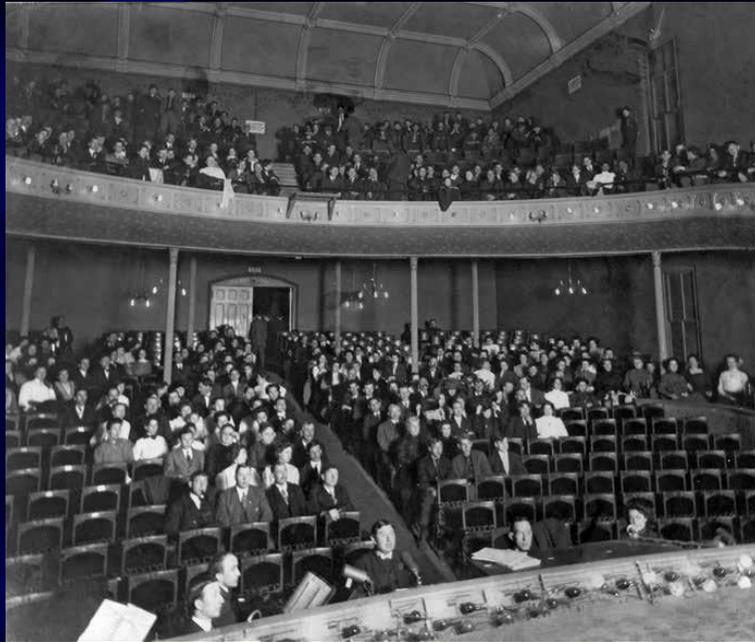
The Crump as it exists today has several structural issues.

Preliminary Survey of Existing Structural Systems

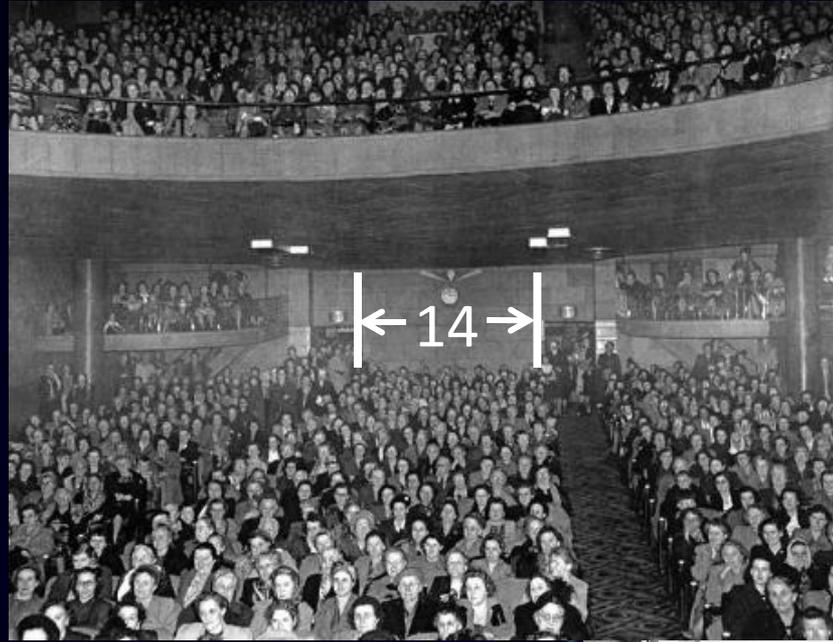
- **The existing Crump stage roof ('flyhouse') is not capable of supporting current touring shows.**
- **The mechanical room structure is unsafe for people or equipment.**
- **The existing Crump does not meet current seismic code.**



## Public Assembly Seating Code Compliance



The original seating (c1889)

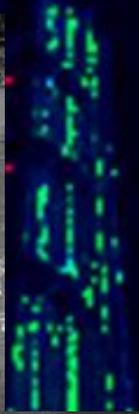


After the 1920 and 1934-35 renovation



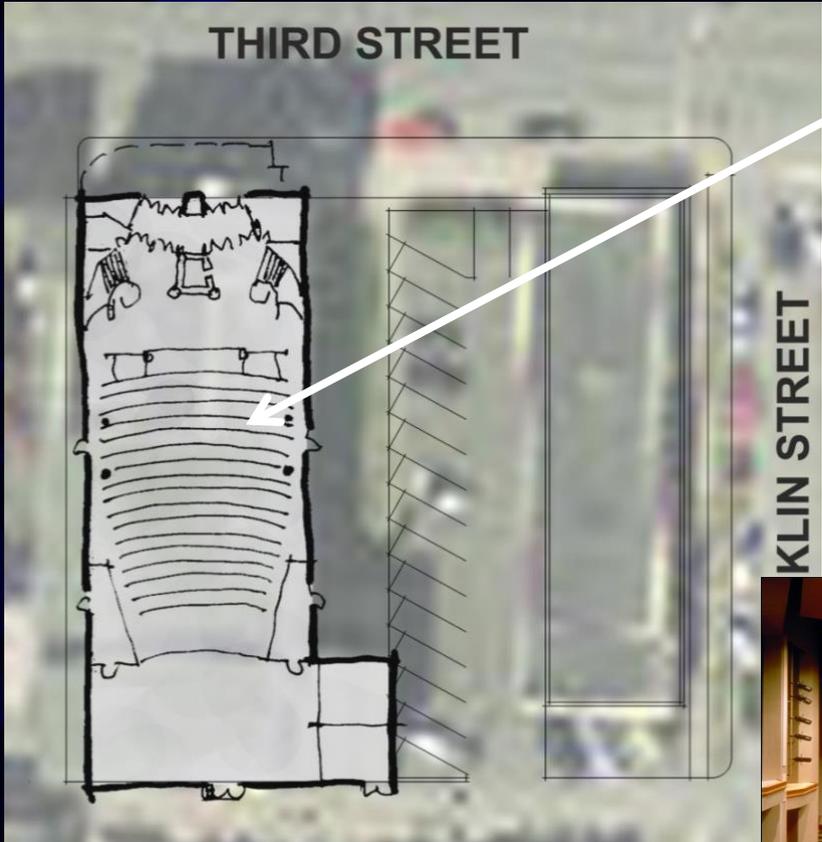
After the 1939-40 renovation

**December 30, 1903**  
**Iroquois Theater Fire**  
**Chicago, Illinois**  
**602 Dead – 212 were children**



# Analysis of the Crump Theatre

## Public Assembly Seating Code Compliance

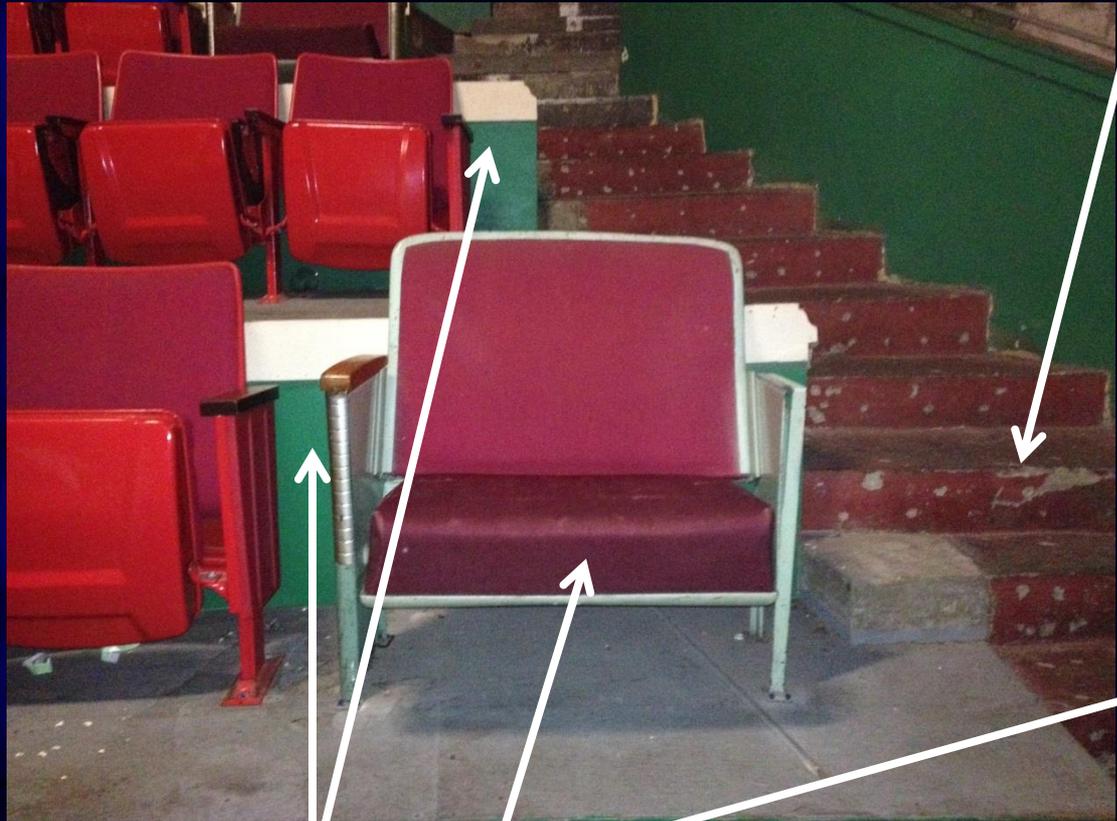


1980's



# Analysis of the Crump Theatre

## Public Assembly Seating Code Compliance



### Problems

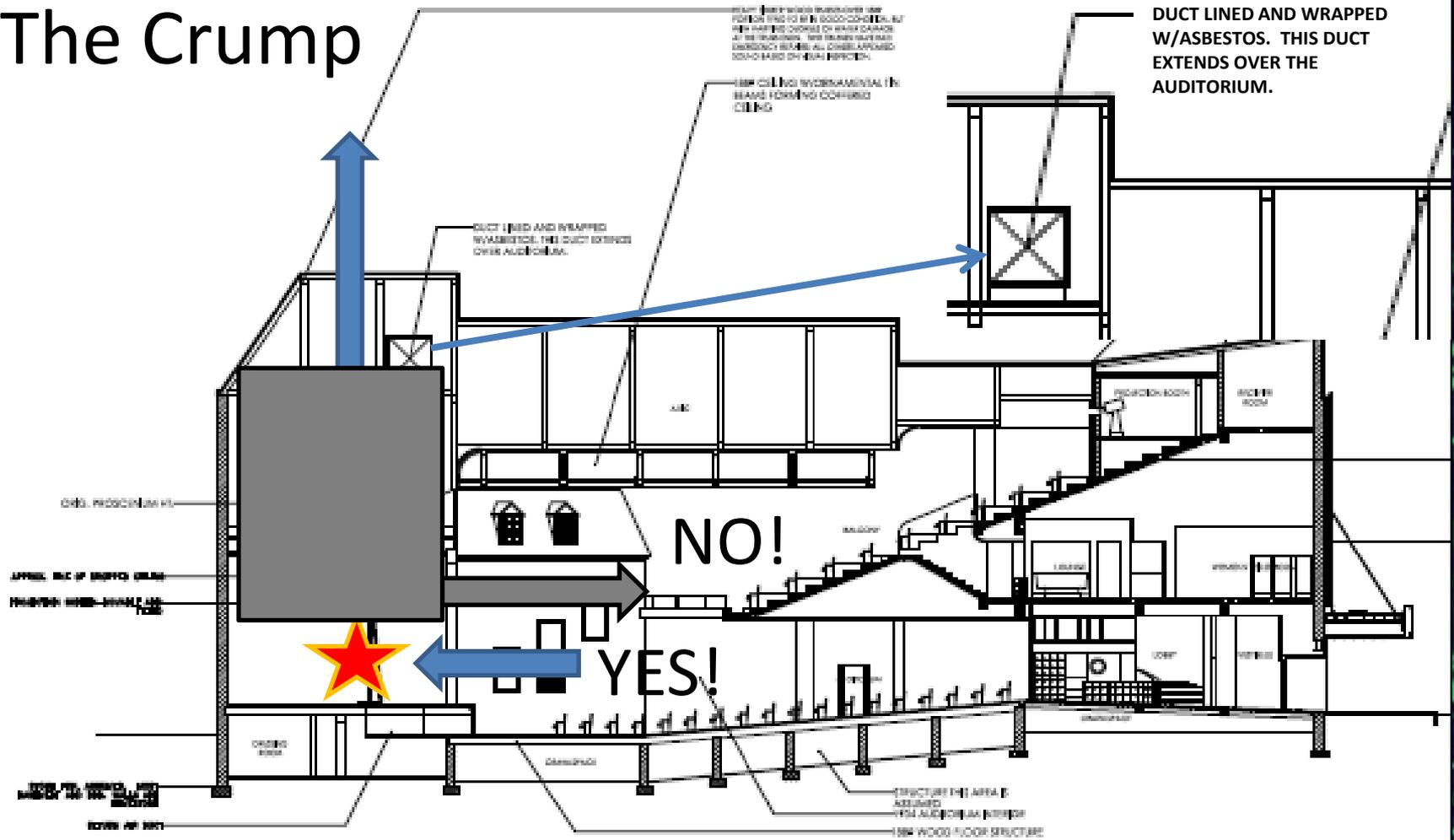


Plywood

Loose seats and seats not properly mounted to the floor

28" Drop – fall hazard

## The Crump



The Crump as it exists today has several non compliant code issues.

## Building Code Compliance

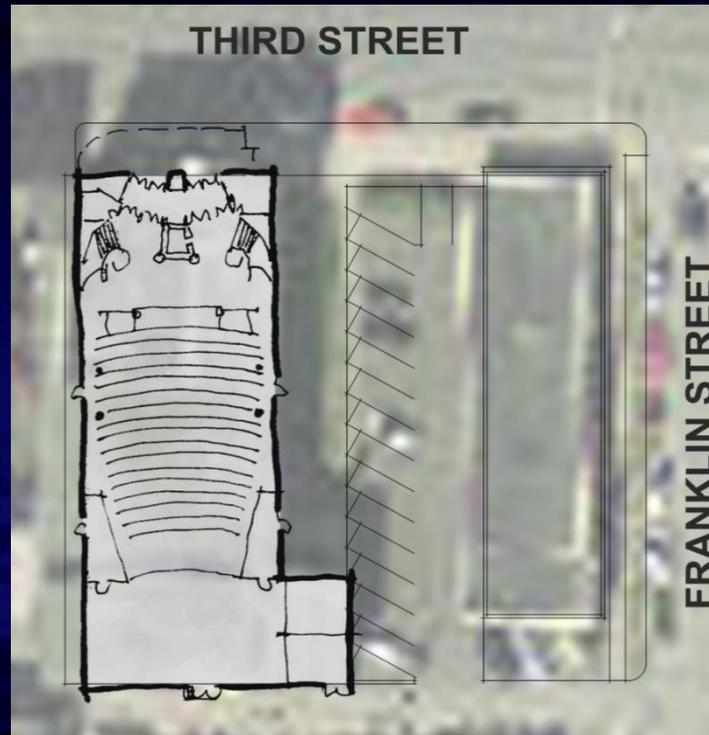
- **The existing Crump has no over stage smoke venting or fire separation curtain** (lessons learned from the Iroquois Theater Fire and code required for the 1920 and future renovations)
- **The existing Crump does not meet current life safety code.**
- **The existing Crump stage floor does not meet current structural code.**
- **Lack of functional exterior fire escapes on the West side**
- **The existing Crump does not meet the ADA Compliance Law.**



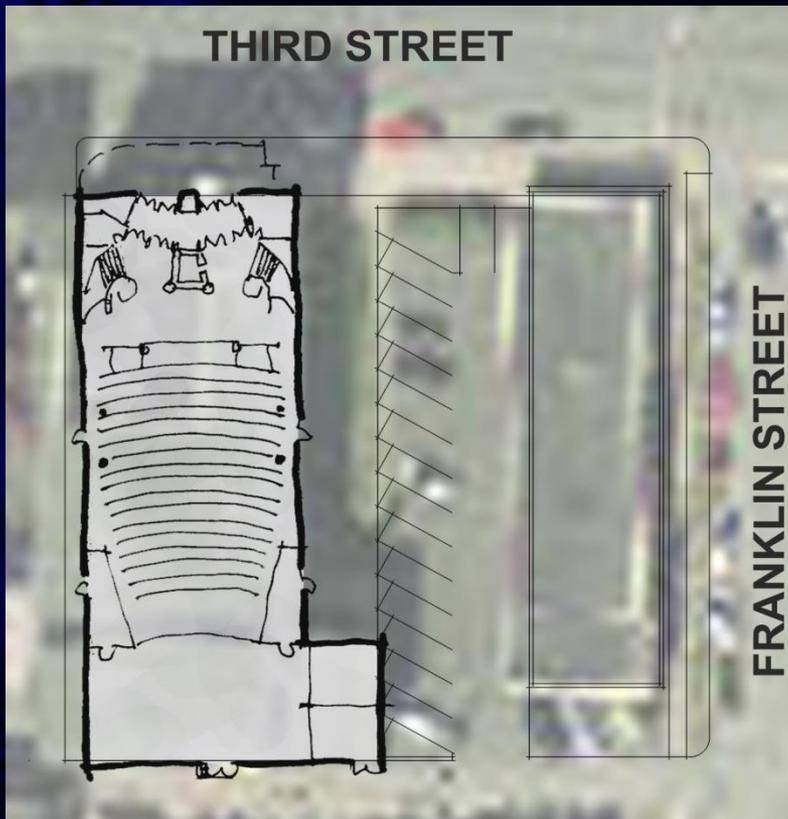
Exploring the  
possible scenarios.

## The Crump

- Footprint = 9,267 SF
- Lot = 11,359 SF

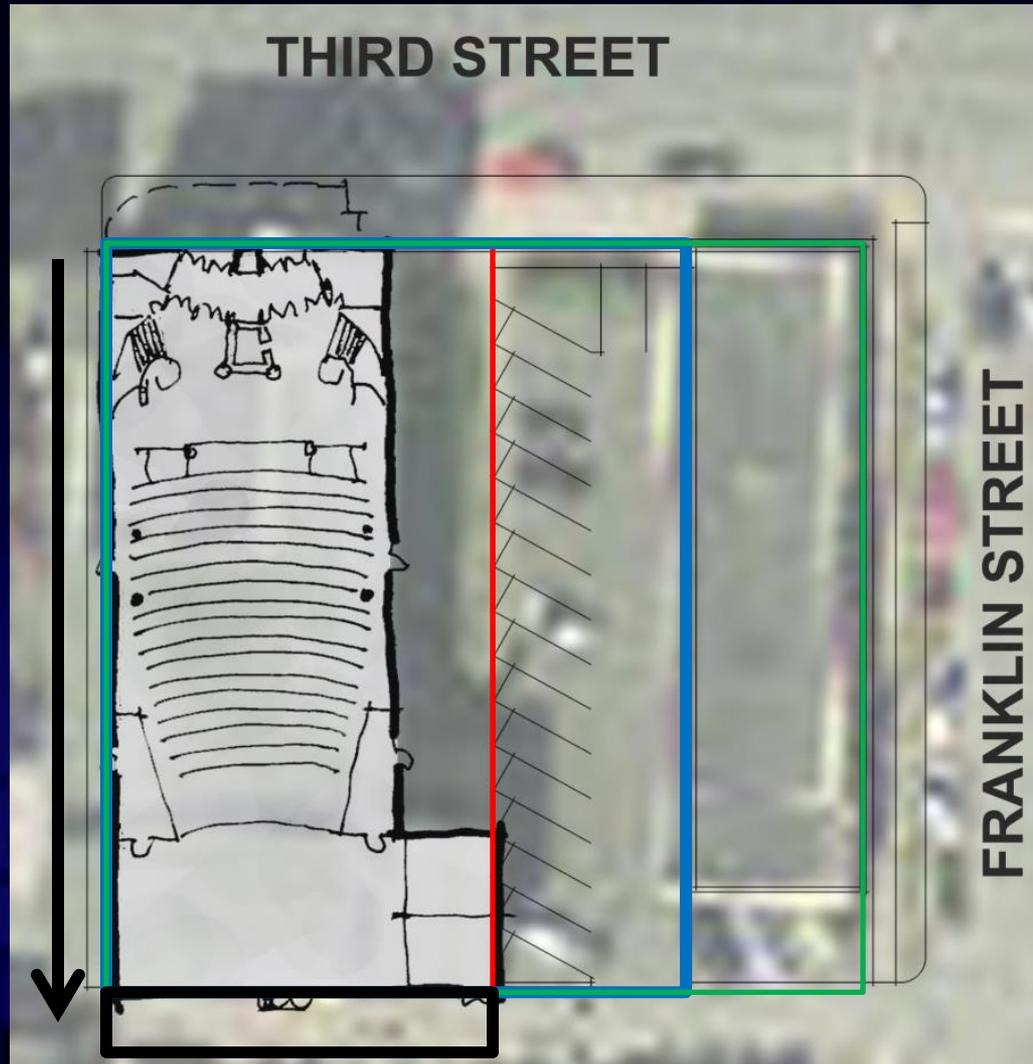


## Scenario #1 – The 1999 Study



- Theatre currently seats 632
- No ADA accessible restrooms.
- No restroom backstage. ←
- Dressing rooms are in the basement.
- No production support available. Users must bring in lighting and sound equipment. ←
- No loading access/dock ←
- No production rigging available.

## The Crump Lot = 11,359 SF



# Analysis of the Crump Theatre



## Scenario #2 – 940 sq. ft. The 2001 Study



Footprint would allow 805 seats if floor rake was changed.

- ADA accessible restrooms.
- No restroom backstage / ADA dressing rooms.
- Dressing rooms are in the basement.
- No production support available. Users must bring in lighting and sound equipment.



## Scenario #2 –

### Pros:

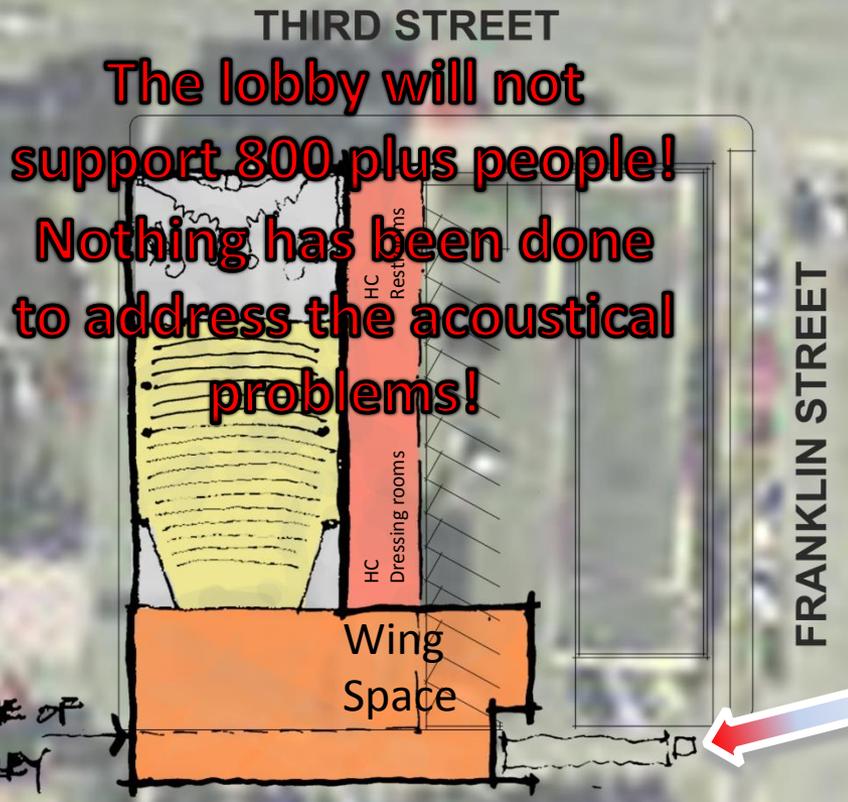
- Only moderately more costly adding the addition
- Retains the Crump largely as it has been known to most people
- Cleans up most of the repair and deferred maintenance
- Can get accessible bathroom for the public
- Can get accessible dressing rooms at stage level

### Cons:

- Leaves the space with most of the reasons it isn't booked
- Leaves lobby space that is too small for 805 audience size
- Does not solve the acoustical problems
- Remains an awkward seating size at 805
- Stage limitations – size, lack of wing space, production support remain
- Only limited improvement options for show load-in
- **No good way to locate audio and run cables to the stage without blocking aisles and emergency exits**



## Scenario #3 – 2001 With a New Stage



The lobby will not support 800 plus people! Nothing has been done to address the acoustical problems!

- Footprint would allow 805 seats if floor rake was changed.
- No ADA accessible restrooms.
- No restroom backstage / ADA dressing rooms.
- Dressing rooms are in the basement.
- No production support available. Users must bring in lighting and sound equipment.

## New Stage and Load-in

- Now production rigging is available.

## Scenario #3 –

### Pros:



- Solves most of the on stage limitations and problems
- Retains the Crump largely as it has been known to most people
- Cleans up most of the repair and deferred maintenance
- Can get accessible bathroom for the public
- Can get accessible dressing rooms at stage level
- Improved options for show load-in
- Now a way to locate audio and run cables to the stage without blocking aisles and emergency exits

### Cons:

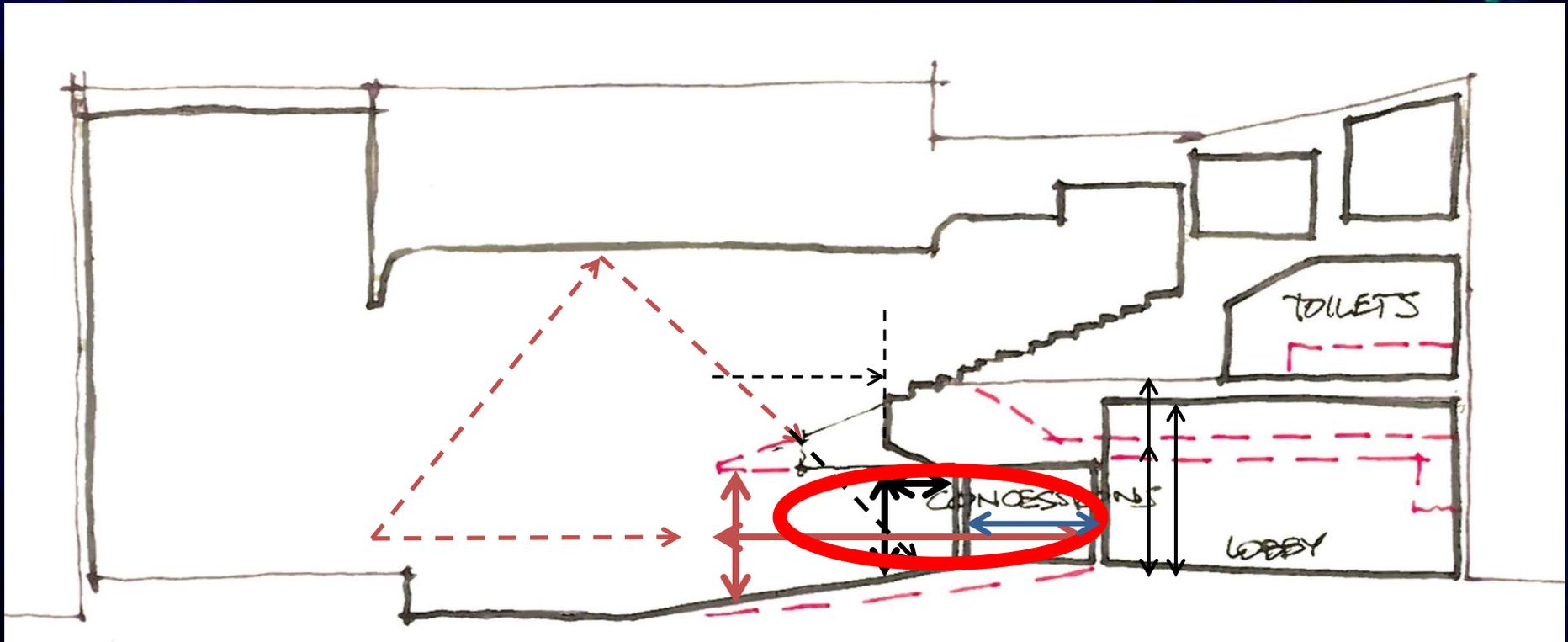
- Leaves the audience space with mostly all of the problems
- Stage limitations – only lack of stage left wing remains a problem
- Leaves lobby space that is too small for 805 audience size
- Does not solve the acoustical problems
- Remains an awkward seating size at 805

## Reverberation and Acoustics

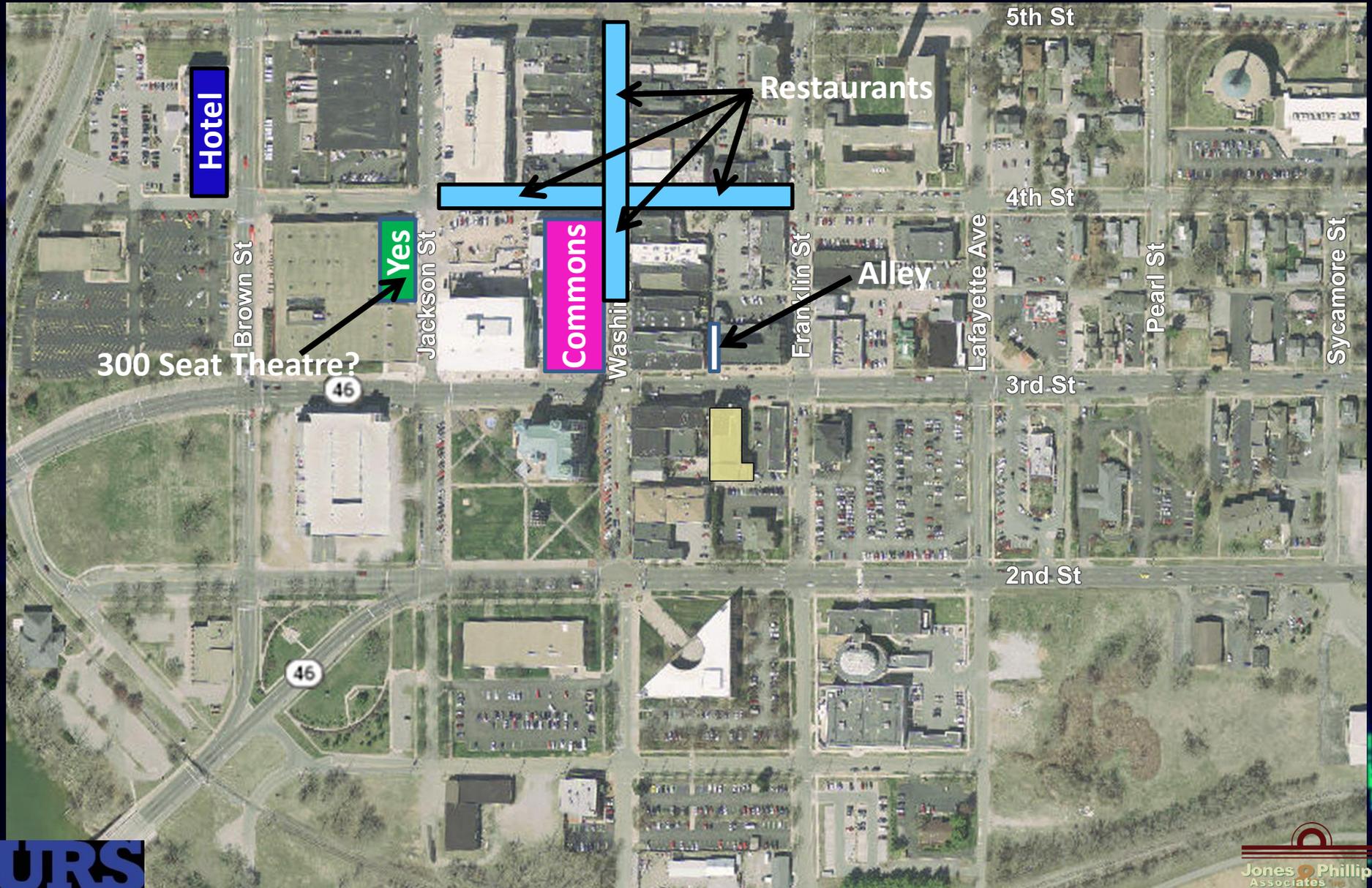


Constellation

## Addressing the Acoustical Issues

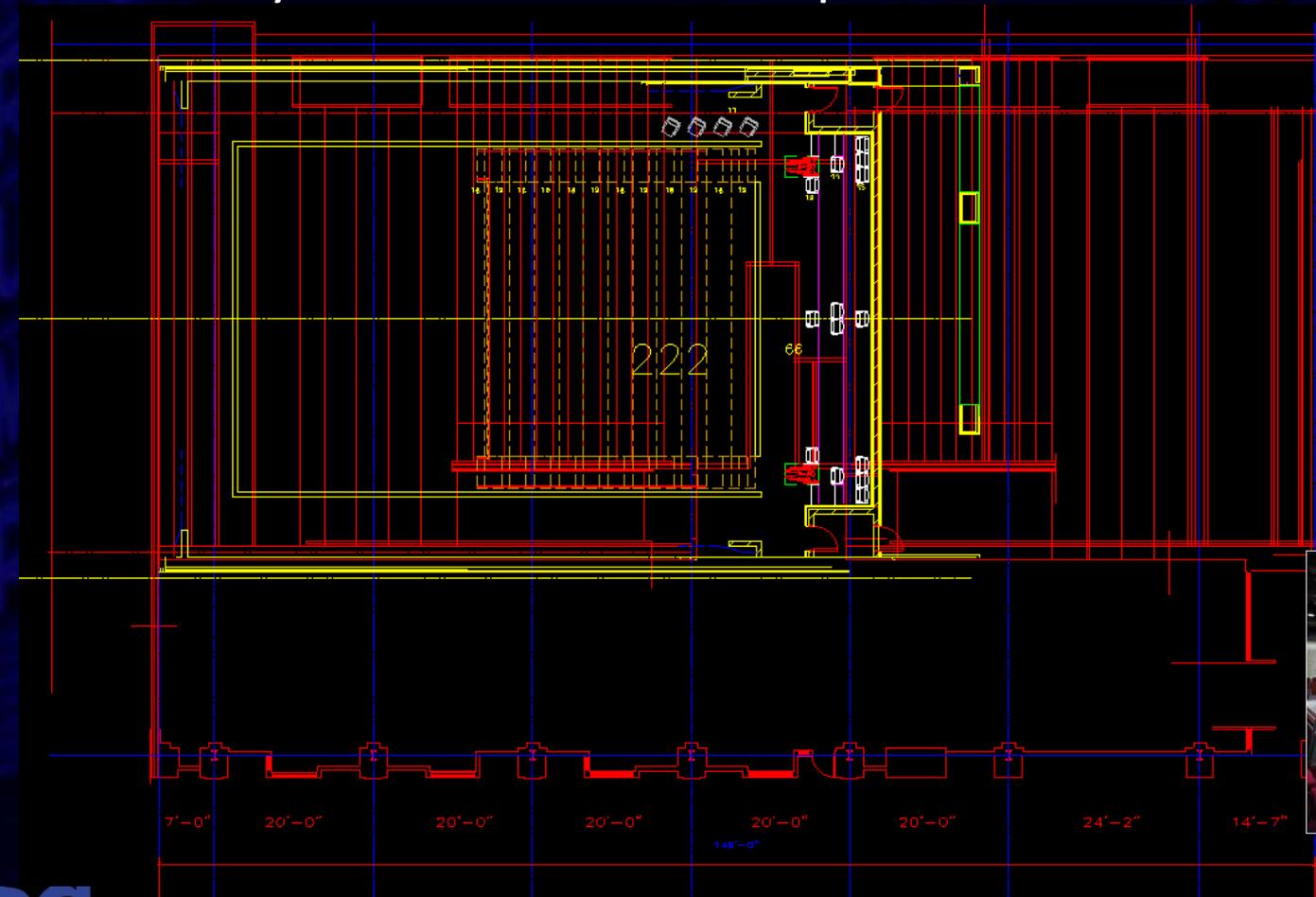


# Analysis of the Crump Theatre



# Analysis of the Crump Theatre

The Crump Committee asked what if the existing Yes Cinema, or a portion of it, were converted? Could it serve the community needs for a smaller space?





Working with The Crump Committee five options were selected to refine.

- 1 Renovated Crump with 300 to 450 seat raked floor
- 2 Yes Cinema to 320 fixed Flat Floor
- 3 **Yes Cinema to 400 fixed raked seats**
- 4 New 1000 seat Crump
- 5 New 1200 seat Crump

It should be pointed out that the ideal Performing Arts Center audience size that would attract the most events is 1500. However even the entire quarter block where the Crump is located would not support a seating size greater than 1200.

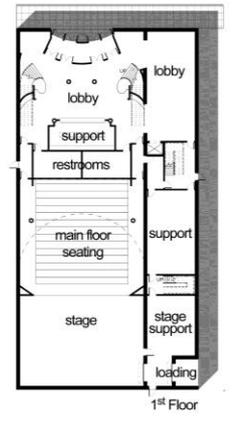
## The Crump Analysis

- Five Facility Options that allowed more detailed plans to be developed
- Five Facility Options that allowed capital costs to be calculated
- Five Facility sizes, types and even locations that would allow for operation costs and income to be calculated

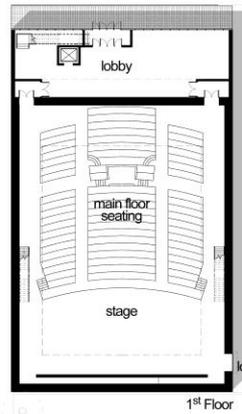
Note that, all of the operations income, expenses and cost to manage are based upon a stand alone venue.

# FIVE OPTIONS

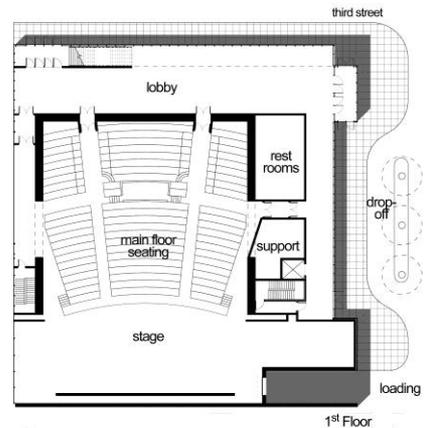
# Analysis of the Crump Theatre



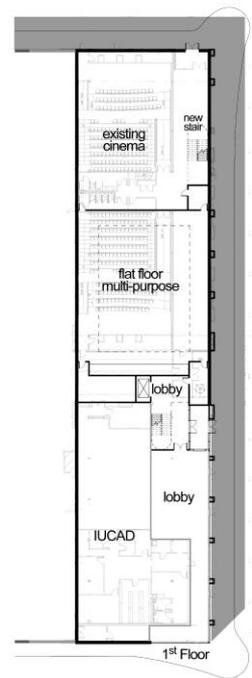
Crump Theatre  
Additions/Renovations  
300-450 seat



1000 seat venue

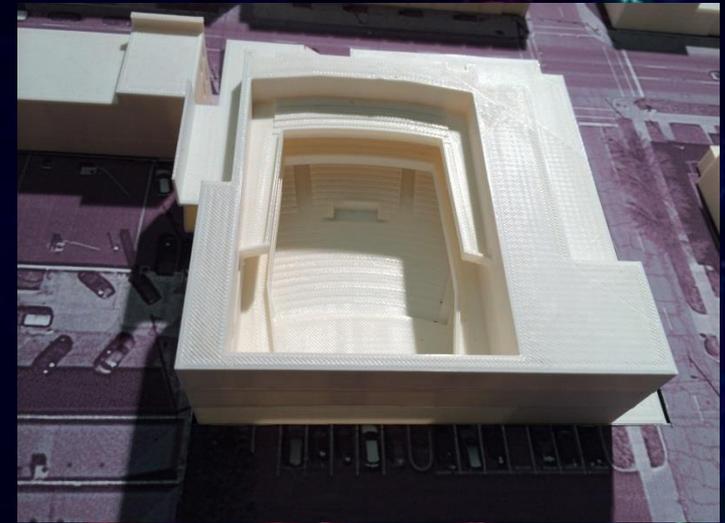
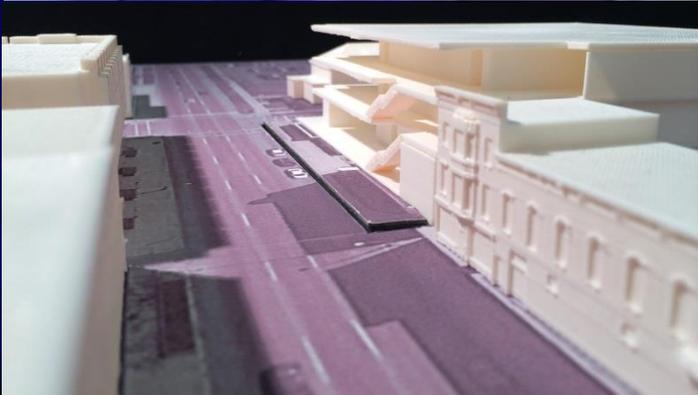
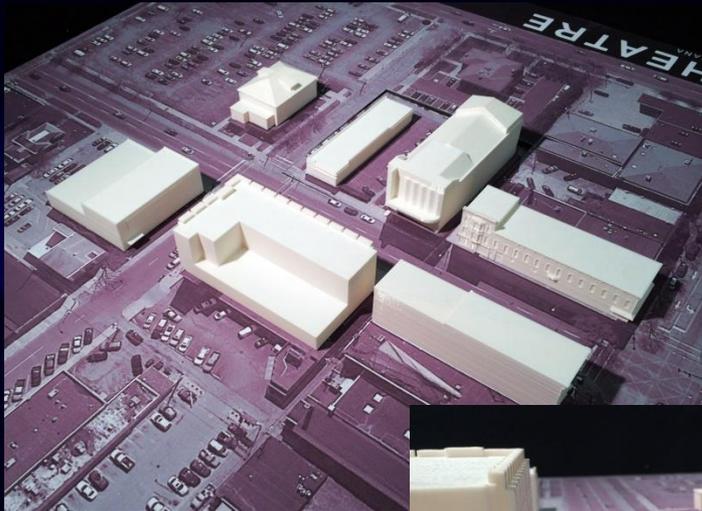


1200 seat venue

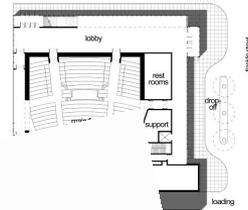
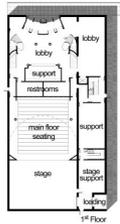


YES Cinema  
300 seat Multi-purpose

# Analysis of the Crump Theatre



# Analysis of the Crump Theatre



Crump Theatre  
Additions/Renovations  
300-450 seat

**Columbus Arts District**  
**CRUMP THEATRE**  
General Design  
January 10, 2014

**NEW 1000 SEAT MULTI-PURPOSE THEATRE**

Item	Quantity	Unit	Price	Total
<b>CONSTRUCTION</b>				
Site Preparation	1	Area	100,000	100,000
Foundation	1	Area	200,000	200,000
Structure	1	Area	1,000,000	1,000,000
Interior	1	Area	500,000	500,000
MEP	1	Area	150,000	150,000
Site Work	1	Area	50,000	50,000
<b>CONSTRUCTION TOTAL</b>				<b>2,000,000</b>
<b>MEP</b>				
MEP	1	Area	150,000	150,000
<b>MEP TOTAL</b>				<b>150,000</b>
<b>BUILDING AND SITE TOTAL</b>				<b>2,150,000</b>

**Columbus Arts District**  
**CRUMP THEATRE**  
General Design  
January 10, 2014

**NEW 1200 SEAT MULTI-PURPOSE THEATRE**

Item	Quantity	Unit	Price	Total
<b>CONSTRUCTION</b>				
Site Preparation	1	Area	100,000	100,000
Foundation	1	Area	200,000	200,000
Structure	1	Area	1,200,000	1,200,000
Interior	1	Area	600,000	600,000
MEP	1	Area	180,000	180,000
Site Work	1	Area	60,000	60,000
<b>CONSTRUCTION TOTAL</b>				<b>2,340,000</b>
<b>MEP</b>				
MEP	1	Area	180,000	180,000
<b>MEP TOTAL</b>				<b>180,000</b>
<b>BUILDING AND SITE TOTAL</b>				<b>2,520,000</b>

**Columbus Arts District**  
**YES CINEMA**  
General Design  
January 10, 2014

**200 SEAT MULTI-FORM VENUE**

Item	Quantity	Unit	Price	Total
<b>CONSTRUCTION</b>				
Site Preparation	1	Area	100,000	100,000
Foundation	1	Area	200,000	200,000
Structure	1	Area	800,000	800,000
Interior	1	Area	400,000	400,000
MEP	1	Area	120,000	120,000
Site Work	1	Area	40,000	40,000
<b>CONSTRUCTION TOTAL</b>				<b>1,660,000</b>
<b>MEP</b>				
MEP	1	Area	120,000	120,000
<b>MEP TOTAL</b>				<b>120,000</b>
<b>BUILDING AND SITE TOTAL</b>				<b>1,780,000</b>

**Columbus Arts District**  
**YES CINEMA**  
General Design  
January 10, 2014

**400 SEAT PROSCENIUM THEATRE**

Item	Quantity	Unit	Price	Total
<b>CONSTRUCTION</b>				
Site Preparation	1	Area	100,000	100,000
Foundation	1	Area	200,000	200,000
Structure	1	Area	1,000,000	1,000,000
Interior	1	Area	500,000	500,000
MEP	1	Area	150,000	150,000
Site Work	1	Area	50,000	50,000
<b>CONSTRUCTION TOTAL</b>				<b>2,000,000</b>
<b>MEP</b>				
MEP	1	Area	150,000	150,000
<b>MEP TOTAL</b>				<b>150,000</b>
<b>BUILDING AND SITE TOTAL</b>				<b>2,150,000</b>

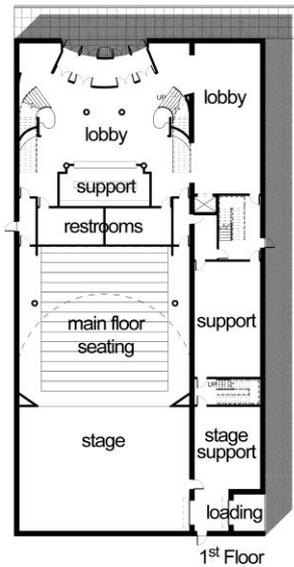
All of the estimated construction costs for each plan option can be found in the .pdf copy of the report pages 88 - 97

# Analysis of the Crump Theatre

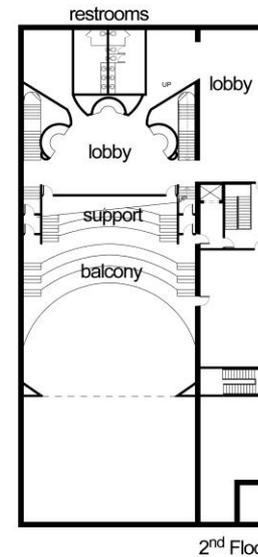
7.1 The Crump with a 300-450 Seat Facility with a Raked Floor		7.2 Yes! Cinema - 300 Seat Flat Floor		7.3 Yes! Cinema with a 400 Seat Raked Floor	
1	Support & Revenue	1	Support & Revenue	1	Support & Revenue
2	Theatre Rental	2	Theatre Rental	2	Theatre Rental
3	Piano Rental	3	Piano Rental	3	Piano Rental
4	Self-Promoted Events (Net)	4	Self-Promoted Events (Net)	4	Self-Promoted Events (Net)
5	Concession Revenue Net Adult Events	5	Concession Revenue Net Adult Events	5	Concession Revenue Net Adult Events
6	Concession Revenue Net Youth/Family Events	6	Concession Revenue Net Youth/Family Events	6	Concession Revenue Net Youth/Family Events
7	House Take on Merch Sales	7	House Take on Merch Sales	7	House Take on Merch Sales
8	Marquee Rental	8	Marquee Rental	8	Marquee Rental
9	Projector Rental	9	Projector Rental	9	Projector Rental
10	Equipment Rental	10	Equipment Rental	10	Equipment Rental
11	Salaries Included in Full Time Billed Back to Users	11	Salaries Billed Back to Users	11	Salaries Billed Back to Users
12	Donations	12	Box Office	12	Box Office
13	In Kind Support	13	Donations	13	Donations
14	Total Revenue & Support	14	In Kind Support	14	In Kind Support
15	Personnel Services	15	Personnel Services	15	Personnel Services
16	Executive Director	16	Executive Director	16	Executive Director
17	Technical Director	17	Technical Director	17	Technical Director
18	Clerical/Bookkeeping/Box Office Assistant	18	Clerical/Bookkeeping/Box Office Assistant	18	Clerical/Bookkeeping/Box Office Assistant
19	Labor for Self Promoted Events	19	Labor for Self Promoted Events	19	Labor for Self Promoted Events
20	Giving Campaign Manager	20	Giving Campaign Manager	20	Giving Campaign Manager
21	Sales/Marketing (Half Time)	21	Sales/Marketing (Half Time)	21	Sales/Marketing (Half Time)
22	Janitorial	22	Janitorial	22	Janitorial
23	Other	23	Other	23	Other
24	Box Office Manager	24	Box Office Manager	24	Box Office Manager
25	Total Personnel	25	Total Personnel	25	Total Personnel
26	Self Promoted Events	26	Self Promoted Events	26	Self Promoted Events
27	Utilities	27	Utilities	27	Utilities
28	Custodial Supplies	28	Custodial Supplies	28	Custodial Supplies
29	Trash Removal	29	Trash Removal	29	Trash Removal
30	Maintenance	30	Maintenance	30	Maintenance
31	Stage Supplies - Gels, Lamps	31	Stage Supplies - Gels, Lamps	31	Stage Supplies - Gels, Lamps
32	Stage Maintenance	32	Stage Maintenance	32	Stage Maintenance
33	Janitorial Service (Event Days* \$60)	33	Janitorial Service (Event Days* \$60 for Small House)	33	Janitorial Service (Event Days* \$60 for Small House)
34	Permits (Alcohol)	34	Permits (Alcohol)	34	Permits (Alcohol)
35		35		35	
36		36		36	
37		37		37	
38		38		38	
39		39		39	
40		40		40	
41		41		41	
42		42		42	
43		43		43	
44		44		44	
45		45		45	
46		46		46	
47		47		47	

All of the Operating Costs and Income Estimates for each plan option can be found in the .pdf copy of the report pages 99 - 109

# Analysis of the Crump Theatre



Crump Theatre  
Additions/Renovations  
300-450 seat



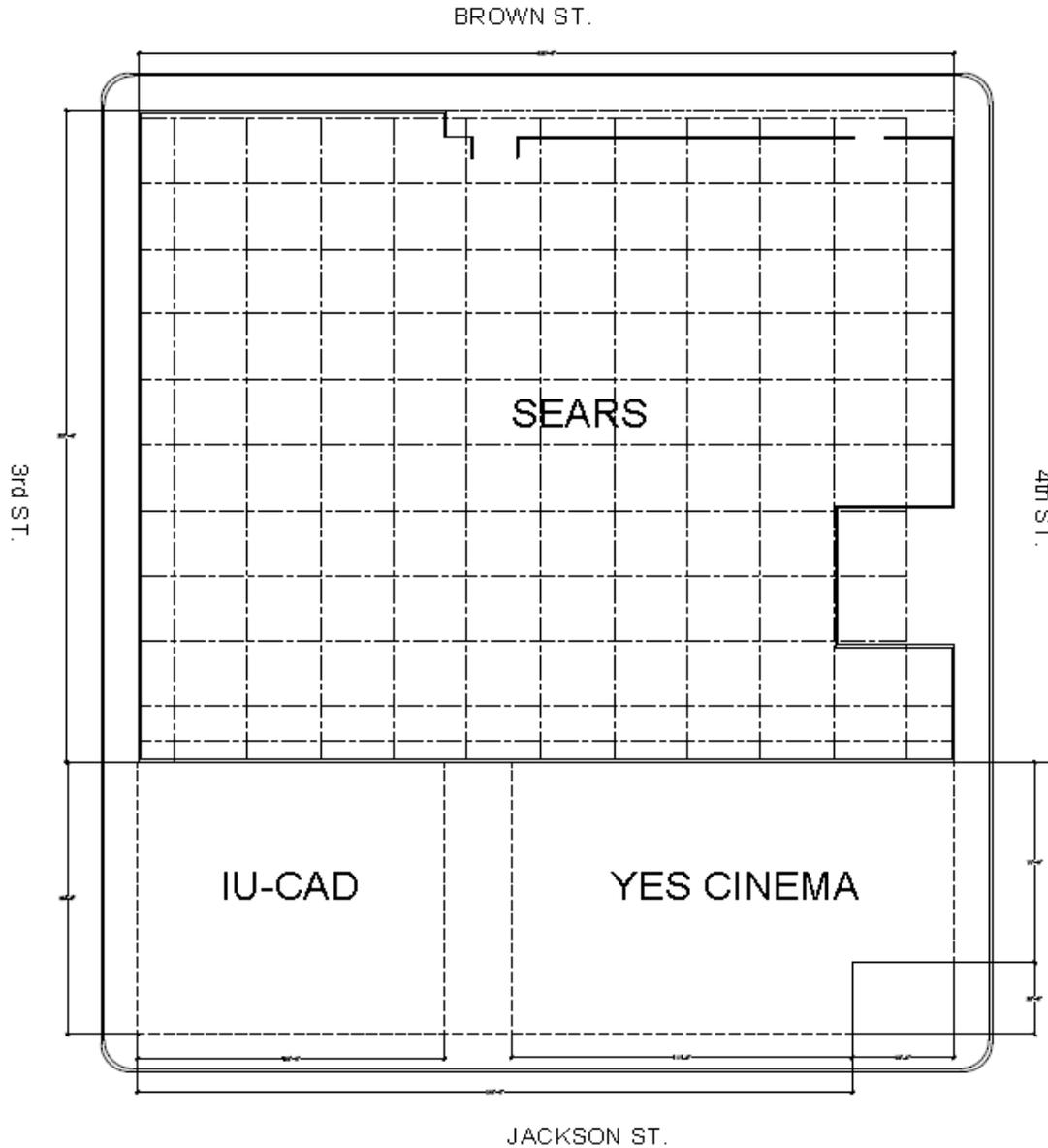
Crump Theatre  
Additions/Renovations  
300-450 seat



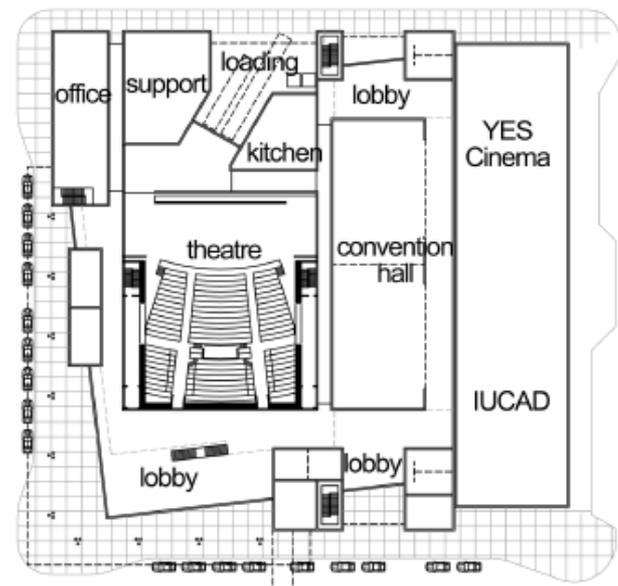
# CHOICES

# A POTENTIAL GAME CHANGER

# Analysis of the Crump Theatre



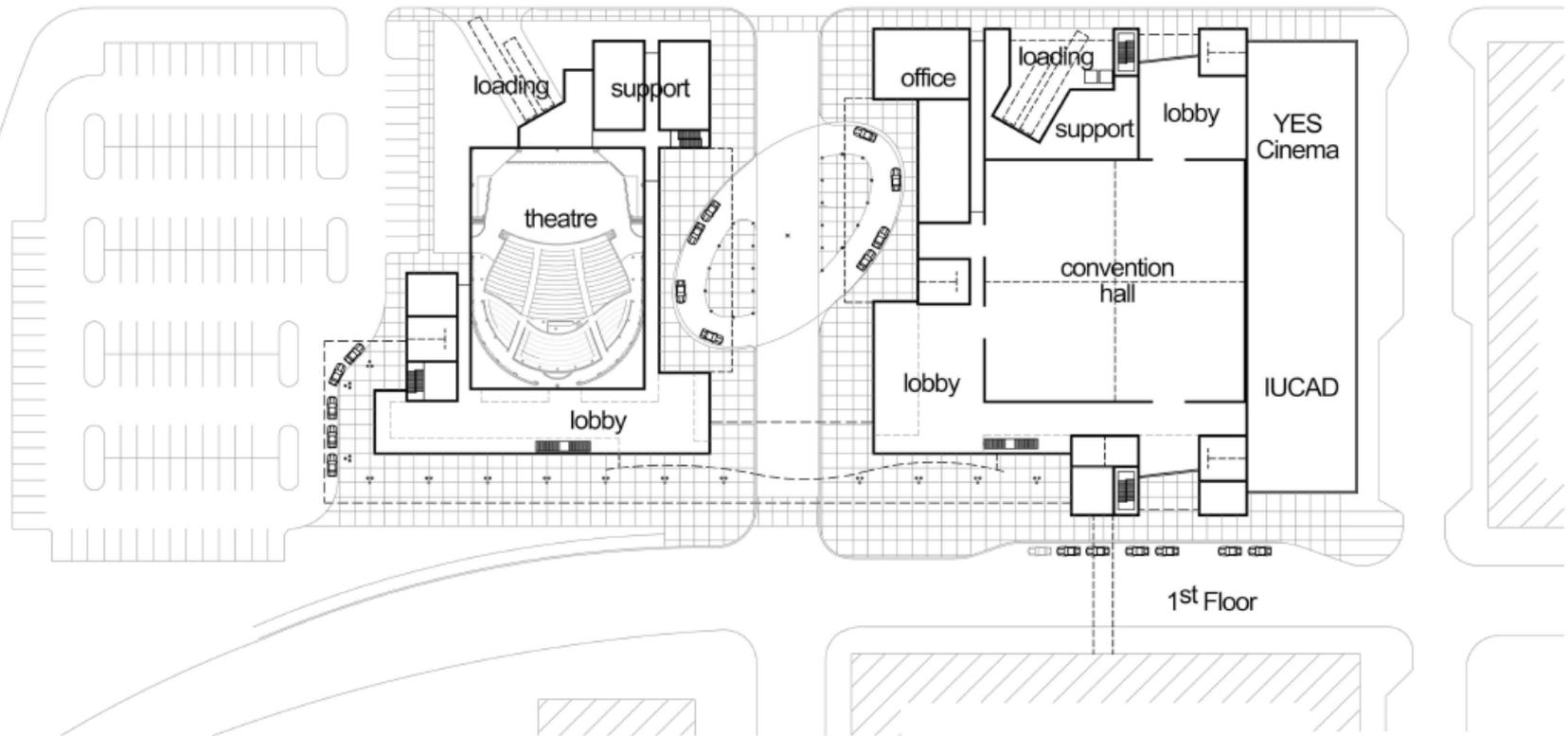
## Responding to the Peer Group Competitive Landscape



1st Floor

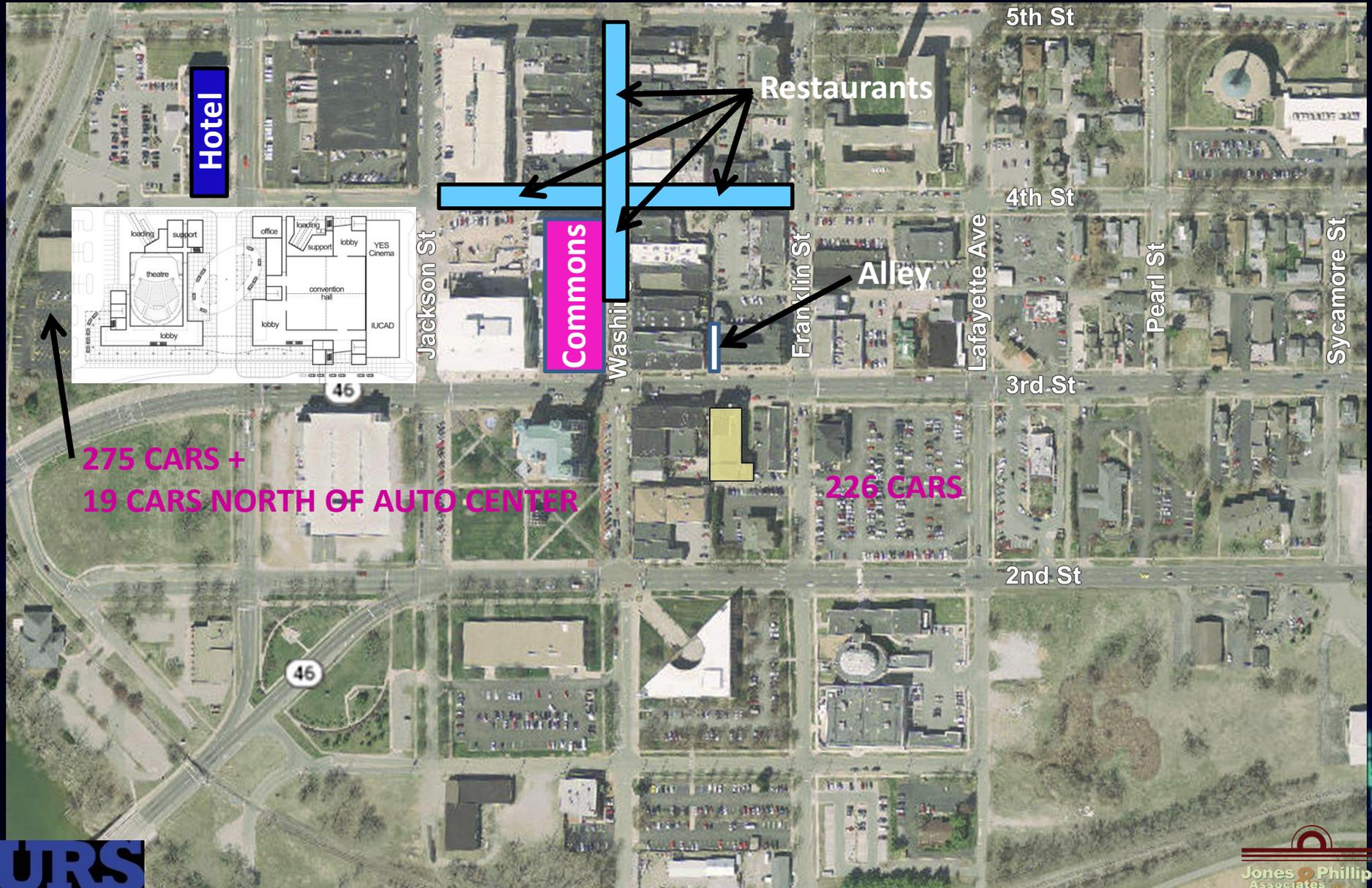
Columbus Indiana Theatre/Convention Center Single Block Option

## Responding to the Peer Group Competitive Landscape



Columbus Indiana  
Theatre/Convention Center  
Multi-Block Option

# Analysis of the Crump Theatre



Hotel

Restaurants

Commons

Alley

5th St

4th St

3rd St

2nd St

Jackson St

Wash St

Franklin St

Lafayette Ave

Pearl St

Sycamore St

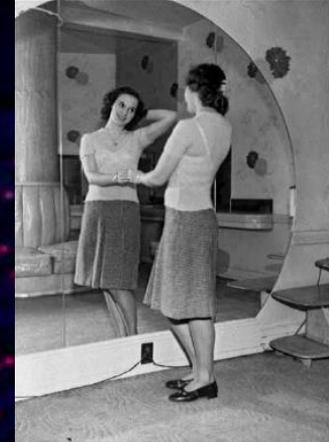
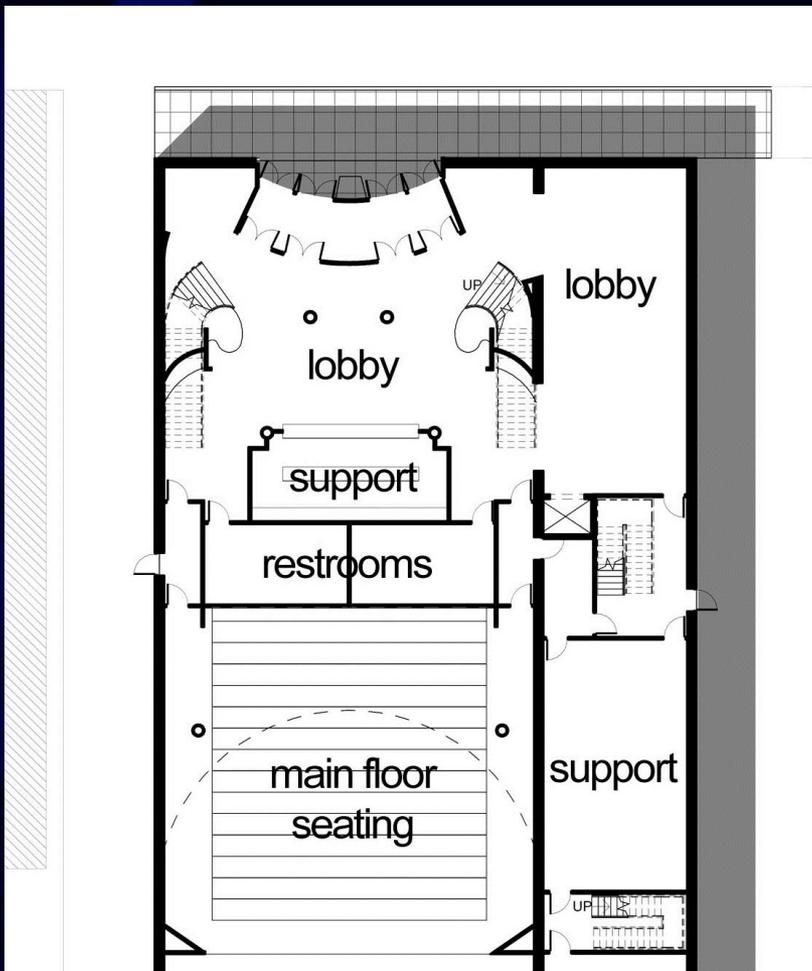
275 CARS +  
19 CARS NORTH OF AUTO CENTER

226 CARS

Where would that  
leave the Crump?

The Crump would  
then be free to evolve  
into a potentially new  
role in Columbus!

# Analysis of the Crump Theatre





March 24, 2014

C  
R  
U  
M  
P

WELCOME BACK  
JOHN WELLENKAMP

## Recommendations

1. No matter what choices are made, Columbus needs better communication about the arts opportunities and facilities.
  - Someone who can promote and speak for all of the venues, providing information for potential users that includes fees, availability, services and local information.
  - **A comprehensive arts web site.**
  - All facilities should be listed in the Pollstar Venue Directory with contact information.

## Recommendations:

2. If the Crump Theatre must serve one of the two performing arts needs that require a proscenium stage
  - Then it must be brought into compliance with current code - IBC 2010
  - We understand the desire to preserve the building's history
  - We also know that to accomplish this is more expensive in a historic structure than in new construction

## Recommendations:

3. We recommend the citizens of Columbus and the greater Columbus area consider combining the performing arts needs with other community goals using the Sears site
  - IU-CAD
  - Conference / Meeting / Exhibit / Display space
  - A Performance Space for Local Groups that could be also be used for Meetings, Reception, Display, etc.
  - Professional Touring Show Performance Venue

## Recommendations:

### 4. The Crump has evolved 4 times in 125 years

(Small Vaudeville - Small Vaudeville with Moving Pictures – Total Movie Theater – Limited Live Performance)

- a. If the community would be willing to make a commitment for a “future” multi-use facility to meet its performance space needs on the Sears site
- b. That would allow the Crump to evolve once again, with a less costly renovation that would serve new and different needs.
- c. We feel that with far less aggressive demands – renovation may be a possibility that would once again lead to an active new use for the Crump.

# Crump Theatre Analysis Report

March 24, 2014

<http://www.columbus.in.gov/redevelopment>



# Analysis of the Crump Theatre

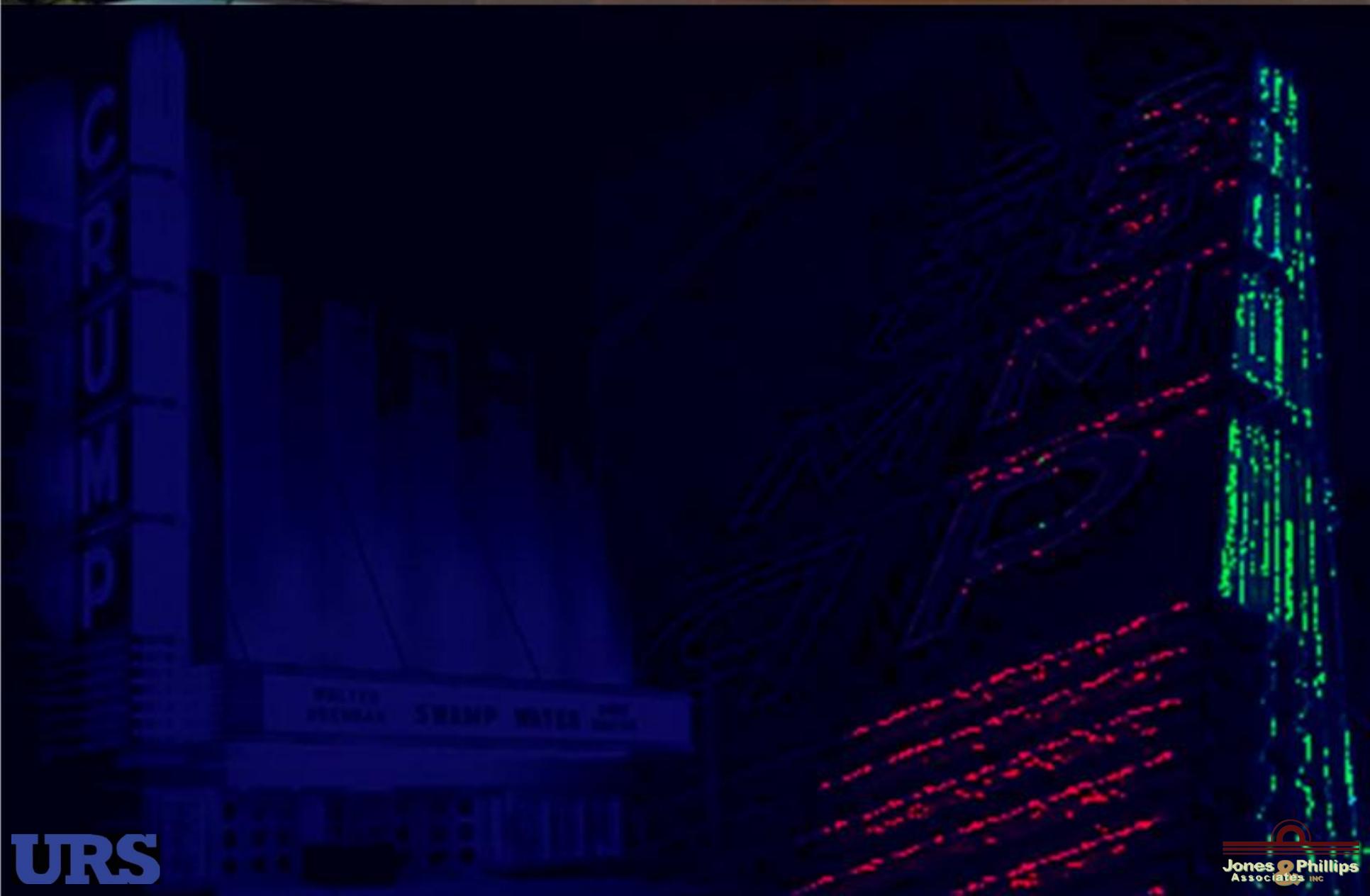


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