



City of Greater Sudbury

**Grace Hartman Amphitheatre
Business Plan Review**

Report

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Executive Summary

GHA Mandate

"To provide residents and visitors to Sudbury with a well-managed, well-designed and equipped outdoor venue in which a full and varied seasonal program of community and professional events takes place in the context of Bell Park and its uses."

Key Findings and Recommendations

The 2010 Business Plan identified and outlined the Grace Hartman Amphitheatre suggested mandate and the collective decision to ensure this mandate continued to serve the community first, while still being welcoming to commercial and touring attractions. **The review, consultation and data collection that forms part of this report reaffirms this principle that Grace Hartman Amphitheatre continue to give priority to the smaller scale, not for profit community groups in the Greater Sudbury area.** During consultation with the not-for-profit community use stakeholders, the majority of users claimed to be very happy with the amphitheatre facility, equipment, rates and staff help. While these groups are generally happy with the existing facility, a number of small scale improvements should be implemented to further enhance their use. All groups have noted that a new roof structure and additional fixed seating would help to enhance and promote their events.

Input from major community festivals was also received and comments were diverse, outlining both positive aspects of the facility as well as a number of challenges that arose during the first two years utilizing the amphitheatre. In order to support major community festivals such as Northern Lights Festival Boreal and Summerfest, it is recommended that additional hard seating and seat coverage with a roof should be added to the facility. In keeping with the intent of the amphitheatre development, providing this type of support to the community and festivals will further help to enhance the amphitheatre as an integral part of Bell Park. It should be noted that construction of a new roof structure and additional hard seating may impact the use of the facility during peak operating season due to construction requirements.

Recommendations regarding future capital investments are outlined on the following page:

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Exterior View
from Bike Path



Exterior View
from Loading/Parking Area

Executive Summary

Purpose of Business Plan Review

After three complete operating seasons of the Grace Hartman Amphitheatre (GHA), located in Bell Park, a process of consultation has been initiated to review the original business plan for the amphitheatre with the intent of verifying its successes, efficiency and validity based on “lessons learned” with facility users, event organizers, performers and members of the community. The original business plan was prepared by Novita Consultants in March 2010. The business plan included guiding principles for operation of the amphitheatre, a market analysis, rationale for seating capacity and recommended operational practices.

As part of the business plan review, Yallowega Bélanger has examined the following:

- Consultation with the community.
- Summarize the common concerns, issues, challenges identified throughout consultations with stakeholders.
- Provide direction for prioritizing future capital investments for the facility.
- Review the original principles of the business plan which guide the operation of the amphitheatre and Bell Park.
- Review and provide direction on the mandate of the facility.

The process of consultation recognizes that the amphitheatre has an established mandate. The value within this process is the opportunity for performers, event organizers, residents and operational staff to comment on the current facility. Consultation with stakeholders took place during August and September 2013. The following stakeholders were consulted with as part of the business plan review process:

- **community user groups**
- **major community festival organizers**
- **promoters**
- **appropriate City staff**

Excerpts from the 2010 Business Plan prepared by Novita Consultants

Background

“In the summer of 2009, the City of Greater Sudbury approved capital funding in the order of \$5 million and engaged a design team led by Castellan James + Partners Architects for the re-development of the Grace Hartman Amphitheatre in Bell Park. This project will rejuvenate one of Sudbury’s cultural icons and, through a design and construction period lasting more than a year, will also provide the City with an opportunity to bring the Amphitheatre’s operation up to date with current community needs and aspirations, and with industry standards. To this end, the City commissioned a two-part Business Plan study which will establish the operating framework for the future.” (p.2)

Business Plan Rationale

“In the 40 years since its inception, the usage of the Grace Hartman Amphitheatre has declined to the point where it is only used for a fraction of the available time. From a business plan perspective, the decline in usage can be attributed to many functional inadequacies including poor seating conditions, lack of front-of-house facilities, difficult loading conditions, lack of backstage facilities, lack of equipment, size of stage and the generally derelict appearance of the facility.” (p.2)

Executive Summary

Recommendation No. 1:

Enhance Not-For-Profit Community Use of the Amphitheatre by completing the following:

- a. Purchase of additional in-house presentation and sound equipment to ensure community groups do not have to rent equipment and are fully equipped to host a production. Minor equipment upgrades include a microphone stand, a monitor, front row speakers, and additional cabling for lights and equipment. **\$ 20,000**
- b. Install acoustical treatment at the stage area such as acoustic panels along the back of the stage and install a stage curtain. **\$ 18,000**
- c. Improvements to the sound booth are required to make it a usable space for technicians. **\$ 15,000**
- d. Upgrading to existing catwalk system is required to meet Health and Safety requirements, such as a new gridded cage/railing along front upper catwalk. A first aid station is also required. **\$ 12,000**

Total Estimated cost of improvements: \$65,000

Recommendation No.2:

Enhance the facility for community festivals such as Northern Lights Festival Boreal and Summerfest by completing the following:

- a. Construct a roof assembly over the existing and proposed fixed seating area, ensuring all fixed seats have roof coverage. The remaining grass informal seating will be left uncovered.
\$ 3,500,000 to \$ 4,050,000.
- b. Install 60 new fixed seats within the existing fixed seat area as well as 600 new fixed seats to create 1221 fixed seating capacity, keeping the remaining +/-700 informal grass seats in place. **\$ 1,210,000**
- c. Increase the visual barriers from the park to the amphitheatre stage area by installing additional angular metal fencing. **\$ 60,000**
- d. Increase back of stage area in the amphitheatre building to relieve congestion between musicians, event managers, City staff, promoters and sound crew. **\$ 750,000**

Total Estimated cost of improvements: \$6,070,000

Recommendation No.3:

As an option, increase frequency of high production/large scale promoted events at Grace Hartman Amphitheatre by completing the following:

- a. Increase fixed seating capacity.
- b. Create more roof area over fixed seating.
- c. Enhance vehicular access to the facility for deliveries, tour busses and emergency vehicles to relieve congestion and to ensure distinct areas for pedestrians and vehicles.
- d. Enhance pedestrian access between the York/Paris St parking areas and the amphitheatre.

*** Note, the costs noted above are high level estimates.**

Recommended Capital Priorities

The following are the recommended priorities for Capital expenditures at Grace Hartman Amphitheatre:

Priority No.1:

Enhance Not-For-Profit Community Use of the Amphitheatre.

Estimated cost of improvements: \$65,000

Priority No.2:

Enhance the facility for community festivals such as Northern Lights Festival Boreal and Summerfest.

Estimated cost of improvements: \$6,070,000

The following is a list of capital needs identified in order of priority:

1. Construct roof assembly.
\$ 3,500,000 to \$ 4,050,000.
 2. Install new fixed hard seats.
\$ 1,210,000
 3. Increase the visual barriers.
\$ 60,000
 4. Increase back of stage area.
\$ 750,000
-

Priority No.3:

As an option, increase frequency of high production/large scale promoted events at Grace Hartman Amphitheatre.

The estimated cost of these improvements is unknown at this time. Further analysis is required.

1 Understanding the Business Plan

1 Understanding the Business Plan

The 2010 Business Plan prepared by Novita Consultants outlined a number of key recommendations and principles. Below are excerpts from the original report, along with a follow up analysis of City's implementation of the recommendations.

Community Focus and Program Mix (p. 3-4)

"During the market analysis which was undertaken in Part 1 of the Business Plan, there was consensus that the new Grace Hartman Amphitheatre should continue to serve the community first. This collective decision thus became a major underlying principle of the Business Plan: while the Amphitheatre would welcome commercial and touring attractions, its raison d'être is to be the summer home for a wide range of community attractions and events."

An underlying principle of the original business plan is that the redeveloped amphitheatre should serve the community first. The survey and consultations which formed part of this report demonstrated that there was greatest demand for smaller scale and community events. This report reaffirms the previously outlined collective decision concluded in the business plan, which was to ensure the amphitheatre's mandate continues to serve the community first; while still being welcoming to commercial and touring attractions.

Weather Cover and Roof (p. 16)

"The stage must have a roof to offer protection from rain (and for several other reasons.) Weather protection over the stage is a safety and liability issue and is mandatory for risk management. Weather protection over the spectators – in whole or in part -- is optional. The generally accepted belief, however, is that a roof on an outdoor venue is good for business. A roof assures ticket buyers that they can purchase tickets in advance knowing that the show will go on. When there is no roof, ticket purchasing is done at the last minute. This pattern generally produces low ticket sales."

During the consultation period of this report, there was an overwhelming agreement with both smaller community /not for profit groups and larger event organizers that a new roof structure installed over the outdoor seating would be beneficial. Both sets of user groups identified the need for a roof over the seating area as a number one priority for the amphitheatre. It is their belief that this will exponentially grow attendance rates and will attract high calibre, touring acts and promoters. There is a high risk for major promoters to book at a weather dependent venue, this resulting in a loss of potential revenue for the promoters and the CGS.

1 Understanding the Business Plan

Recommendations Regarding Seat Count (p. 11)

“The recommendation regarding seating for the Grace Hartman Amphitheatre was that it be designed as follows:

- *A maximum fixed seat capacity of 1,750*
- *Within this maximum, provision for seating formats for small events, for midsize events subject to design criteria. Ratio and disposition to be decided upon as the design process moves forward.*
- *Above this maximum, provision for informal seating on a natural surface (capacity depending on site conditions)”*

Suggested Capacity Related to Anecdotal Information (p. 12)

“The conversations which occurred as background to this report revealed a trend in the community’s perception of the role and size of the Amphitheatre.

There was a general feeling that the Amphitheatre need not be bigger than it is now (and some comments referencing the desire for it not to be smaller than the current capacity).

The overwhelming majority of comments centered around Bell Park’s special place in the community and reflected a feeling that it should be more for the community than for big concert acts.”

Suggested Capacity in Relation to Sudbury Arena (p. 12)

“Several commentators noted that the Grace Hartman Amphitheatre should have a different mandate from the Sudbury Arena. Respondents felt the Amphitheatre should operate with the key principle of being accessible to the community in all aspects of its management and design and that the Arena should continue to be the venue of choice for events in the 4,000 to 5,000 range.”

Throughout the consultation process a varied response from user groups and stakeholders were noted regarding seating and venue capacity. For the smaller not-for-profit groups, their response to the seating capacity was positive and there was no shortage of seats. They did however mention that a covered seat area would enhance the promotion and attendance of their events. Currently at GHA, peak attendance for events is weather dependent. Of the 1961 seats, 561 are hard fixed seating and the remaining 1400 seats are on the sloped grass area. Use of the grass seating area is limited to good weather conditions and to able bodied persons. The informal grass seating area is ideal for large student and youth groups. It has been identified as a challenging area for many adults and seniors to sit for events. Commercial promoters for larger events and concerts have identified a lack of hard seats as a major concern. These promoters cannot sell grass seats as premier seating; they have noted, for these types of events 1200 seats would be ideal.

1 Understanding the Business Plan

Facility Rental Rates

During consultation with user groups, the facility rental rates were identified as fair and did not pose any issues for both community / not for profit groups nor for larger event organizers.

	Current Grace Hartman Amphitheatre Rates			Original Business Plan Rate Recommendation		
	Half Day	Full Day	Weekend	Half Day	Full Day	Weekend
No Charge Events	\$120	\$240	\$360.50	\$100	\$200	\$300
Community Groups/ Not for Profit Events	\$300	\$600.50	\$900.50	\$250	\$500	\$750
Local Commercial	\$600.50	\$1,201.00	\$1,801.50	\$500	\$1,000	\$1,500
Out of Town Commercial	\$600.50	\$1,201.00	\$1,801.50	\$750	\$1,500	\$2,250

Notes About Grace Hartman Amphitheatre Rates:

- all fees include applicable taxes
- “no charge” means free admission to the public;
- “half day” means up to 4 hours;
- “full day” means open to 11 p.m.;
- “community group / not for profit” means a group, sole proprietorship, partnership or unincorporated association which is intended for non-profit;
- “commercial” means a corporation, sole proprietorship, partnership or unincorporated association which is intended for profit;
- “public” means a corporation, sole proprietorship, partnership or unincorporated association or an individual that hosts an event that is closed to the general public;
- rates include power and water, use of house equipment
- rates exclude hook up fees for power and water, Technical Director services, Front of House services, Box Office, Ticketing, Ushers, Crew, Security and related Staff.

(CGS Website: <http://www.greatersudbury.ca/living/arts-and-culture/grace-hartman-amphitheatre/2013-rates/>)

1 Understanding the Business Plan

The booking summaries provided by CGS show a significant increase in the community use of the amphitheatre. In the full two years of operation, the number and diversity of the types of events significantly increased with the construction of the new facility. Expanding the use to diversify the types of community events has proven to be quite successful. Events such as Awareness Walks, Easter Egg Hunts, outdoor conferences, talent shows, and car shows demonstrate the expansive event types the Grace Hartman Amphitheatre can facilitate beyond concerts. It is recommended the City continue to expand and diversify the use of the amphitheatre.

2009 Event Bookings

	April	May	June	July	August	September	Total
Total No. of Events		2	3	3	3	2	13
Total Event Days at Amphitheatre		3	3	6	6	2	20

2011 Event Bookings

	April	May	June	July	August	September	Total
				Northern Lights Festival Boréal	Melissa Etheridge		
				Les Jeux de la Francophonie Canadienne	SummerFest		
				Blue Rodeo			
Total No. of Events				3	2		5
Total Event Days at Amphitheatre				9	5		14

Dates	Organization	Events	Attendance
July 8 to 10, 2011	NLFB	40th Year of NLFB	12,000
July 20 to 24, 2011	Les Jeux de la Francophonie Canadienne	JFC 2011	4600
July 29, 2011	Blue Rodeo	Concert	1100
August 18, 2011	Melissa Etheridge	Concert	1250
August 25 to 28, 2011	SummerFest	Summerfest	7500

1 Understanding the Business Plan

2012 Event Bookings

	April	May	June	July	August	September	Total
	Michael O'Reilly Walk for a Second Chance	Dave Gunning Concert	Sudbury Celtic Festival & Highland Games	Northern Lights Festival Boréal	Faye Blais Concert	Labour Day Festival	
		Zumba-thon	St Jean Baptiste 2012	The Marigolds Concert	Larry Barrio / Gil Grant Concert	Murray McLau- clan & Cindy Church Concert	
		New Leash On Life Walk	Hemmingway Corner Concert	Family Respite Picnic	Playground Program Talent Show	Dean Brody Concert	
			National Aboriginal Day	PC BBQ Town	Classic Car Show	Northeastern Ontario Recre- ation Associa- tion function	
			Wake Up Jake Concert		Katherine Wheatley & Wendell Fergu- son Concert		
					Sudbury SummerFest		
Total No. of Events	1	3	5	4	6	4	23
Total Event Days at Amphitheatre	1	3	6	6	8	4	28

1 Understanding the Business Plan

2012 Event Bookings

Dates	Organization	Events	Attendance
April 28th, 2012	Irish Heritage Club of Sudbury	Organ Donor Awareness Walk	550
May 9, 2012	Vale Concert Series	Dave Gunning	226
May 26, 2012	Alzheimers Society	Zumba-thon	50
May 27, 2012	Pet Save	New Leash on Life	137
June 1 & 2, 2012	Derek Young	Celtic Games	684
June 7, 2012	Centre de Sante Communautaire de Sudbury	St. Jean Baptiste 2012	1840
June 20, 2012	Vale Concert Series	Hemingway Corner	454
June 21, 2012	National Aboriginal Day 2012	Concert & Fireworks	280
June 24, 2012	Bell Park Concert Series	Wake Up Jake	108
July 6 to 8, 2012	Northern Lights Festival Boreal	Northern Lights Festival Boreal	12,000
July 18, 2012	Vale Concert Series	The Marigolds	700
July 28, 2012	Childrens Community Network	Family Respite Picnic	175
July 29, 2012	PC BBQ Town	BBQ	3500
August 5, 2012	Bell Park Concert Series	Faye Blais	250
August 9, 2012	Human League Association	Larry Barrio/ Gil Grant	500
August 10, 2012	2012 Playground Program	Talent Show	550
August 12, 2012	Classic Car Show	Car Show	500
August 15, 2012	Vale Concert Series	Katherine Wheatley & Wendell Ferguson	566
August 23 to 27, 2012	Sudbury SummerFest	Sudbury SummerFest 2012	14000
September 3, 2012	Human League Association	Family Festival Day 2012	7000
September 12, 2012	Vale Concert Series	Murray McLauchlan & Cindy Church	1250
September 15, 2012	Laurentian University Students General Association	Frosh - Dean Brody Concert	1900
September 25, 2012	City of Greater Sudbury	NeORA Conference	110

1 Understanding the Business Plan

2013 Event Bookings

	March	April	May	June	July	August	September	Total
	Children's Easter Egg Hunt	Organ Donor Awareness Walk	RBC Hike for Hospice	Church Rally (Crimson Clay)	Northern Lights Festival Boreal	City of Greater Sudbury	UFCW Locals 175 & 633 Region 8	
			The Laws	Damien Robitaille Concert	Sudbury Live	City of Greater Sudbury	Jazz Sudbury	
			New Leash on Life	Damien Robitaille Concert	Dave Morgan Band	Denniston Entertainment	Vale Concert Series	
				New Music Fest 2013	Sudbury Live	Dibrina Sure	Laurentian University Students Association	
				Guitars Alive	Family Respite Picnic	Vale Concert Series	La Slogue	
				Pear		Sudbury Summer Fest	KC Entertainment	
				National Aboriginal Day				
				74th Annual Finnish Canadian Grand Festival				
				Marc Merilainen and the Soles				
Total No. of Events	1	1	3	9	5	6	6	31
Total Event Days at Amphitheatre	2	1	3	12	7	8	8	41

1 Understanding the Business Plan

2013 Event Bookings

Dates	Organization	Event	Attendance
March 23 & 24, 2013	Northwest Fudge Factory	Children's Easter Egg Hunt	600
April 27, 2013	Irish Heritage Club of Sudbury	Organ Donor Awareness Walk	400
May 5, 2013	Maison Vale Hospice	RBC Hike for Hospice	800
May 22, 2013	Vale Concert Series	The Laws	60
May 26, 2013	Pet Save	New Leash on Life	208
June 2, 2013	Celebration 2013	Church Rally (Crimson Clay)	282
June 6, 2013	St-Jean de Baptiste 2013	Damien Robitaille Concert	1700
June 6, 2013	La Sague	Damien Robitaille Concert	391
June 8, 2013	Admiral Entertainment	New Music Fest 2013	1200
June 9, 2013	Bell Park Concert Series	Guitars Alive	328
June 19, 2013	Vale Concert Series	Pear	550
Friday, June 21, 2013	Aboriginal Day	National Aboriginal Day	2310
June 27 to 30, 2013	74th Annual Finnish Canadian Grand Festival	FinnFun 2013	50
Sunday, June 30, 2013	Bell Park Concert Series	Marc Merilainen and the Soles	200
July 5 to 7, 2013	Northern Lights Festival	Northern Lights Festival Boreal	9000
July 11, 2013	Denniston Entertainment	Sudbury Live	70
July 17, 2013	Vale Concert Series	Dave Morgan Band	600
July 18, 2013	Denniston Entertainment	Sudbury Live	178
July 27, 2013	Family Respite Picnic	Family Respite Picnic	0
August 6, 2013	City of Greater Sudbury	Playgrounds' Talent Show	310
August 8, 2013	City of Greater Sudbury	Playgrounds' Talent Show	291
August 8, 2013	Denniston Entertainment	Sudbury Live	107
August 14, 2013	Dibrina Sure	Dibrina Sure BBQ	86
August 14, 2013	Vale Concert Series	Dala	1100
August 22 to 25, 2013	Sudbury Summer Fest	Summer Fest	10000
September 22, 2013	UFCW Locals 175 & 633 Region 8	Family Fun Fest 2013	15000
September 5 to 8, 2013	Jazz Sudbury	Jazz Sudbury Festival 2013	2200
September 11, 2013	Vale Concert Series	Lennie Gallant	840
September 13, 2013	Laurentian University Students Association	Mac Miller Concert (Frosh)	2000
September 14, 2013	La Sague	Froche 2013	400
September 28, 2013	KC Entertainment	Fall Back Music and Arts Festival	500

2 Consultation with Users and Stakeholders

2 Consultation

The Process of Consultation

A questionnaire/survey was developed to focus on collecting facility users experiences with the Grace Hartman Amphitheatre during the newly constructed facility's first three years of operation.

The following stakeholders were consulted with:

1. community user groups
2. major festival organizers
3. promoters
4. appropriate City staff

The first portion of the survey was designed to generate a collection of various organization's event descriptions and use of the facility and Bell Park, including frequency of use, attendance for events, ticket pricing, etc. The second part of the survey outlined specific questions related to the GHA mandate, community use vs. for profit use, appropriate target audiences, etc. The final part of the survey's questions focused on functional and technical aspects of the facility including the building, seating and parking layout, equipment, acoustics and management operations. The survey was sent to over 50 GHA facility users and stakeholders in July 2013.

Further consultation with major community festival organizers (Northern Lights Festival Boreal and Summerfest) took place between August and September 2013.

List of Stakeholders Respondents:

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Community/Not for Profit Organizations

1. La Slague du Carrefour francophone
2. Children's Community Network
3. Barry Seawright
4. Centre de santé communautaire du Grand-Sudbury
5. The Irish Heritage Club of Sudbury
6. Sudbury Community Foundation
7. Maison Vale Hospice
8. Vale Concert Series in support of Sudbury Food Bank

Commercial/Promoted Events

1. Northern Lights Festival Boreal
2. Summerfest
3. Brad Jones Promoter

2 Consultation

List of Stakeholders that the survey was sent to:

GHA Facility Users

1. Canadian-Finnish Grand Festival
2. Carrefour francophone / La Slogue
3. Celebration 2013 / Inter-Church Celebrations
4. Children's Community Network (Family Respite Picnic)
5. Greater Sudbury Celtic Festival and Highland Games
6. Hike for Hospice / Maison Vale Hospice
7. Human League Sudbury
8. Irish Heritage Club of Sudbury
9. Labour Day Family Fun Fest
10. Laurentian University SGA
11. National Aboriginal Day Celebrations
12. New Music Fest (Admiral Entertainment)
13. Northern Lights Festival Boreal
14. Northwest Fudge Factory (Easter Egg Hunt)
15. PC BBQ Town
16. Pet Save
17. Sudbury Community Foundation - Jazz Festival
18. Sudbury LIVE
19. Sudbury Summerfest
20. Vale Concert Series

GHA Other Stakeholder Groups

1. Access AIDS Network / Sudbury Pride Festival
2. Art Gallery of Sudbury
3. Artists on Elgin
4. Arts North
5. Bel Canto Chorus
6. Blue Saints Drum & Bugle Corps
7. Sudbury Blueberry Festival
8. Cambrian Academy of Music
9. Centre franco-ontarien de folklore
10. Cinefest Sudbury International Film Festival
11. Country Music Northern Ontario
12. Earthdancers
13. Galerie du Nouvel-Ontario
14. Greater Sudbury Earth Day Festival
15. Ida Sauve Dance Studios
16. Kiwanis Music & Dance Festival
17. La nuit sure l'étang
18. Le Theatre du Nouvel-Ontario
19. Music and Film in Motion
20. Myths and Mirrors Community Arts
21. Nickel City Sound
22. Project Dance
23. Le Salon du livre du Grand Sudbury
24. Science North Canada Day Celebrations
25. Sudbury Arts Council
26. Sudbury Dragon Boat Festival
27. Sudbury Multicultural Folk Arts Association
28. Sudbury Symphony Orchestra
29. Sudbury Theatre Centre
30. Theatre Cambrian
31. Thornloe Theatre

2 Consultation

Survey Key Questions and Responses from Stakeholders

ORGANIZATION	KEY QUESTION	KEY QUESTION	KEY QUESTION	KEY QUESTION	KEY QUESTION	KEY QUESTION	KEY QUESTION	KEY QUESTION	KEY QUESTION
	<i>Please comment on the Grace Hartman’s amphitheatre mandate.</i>	<i>Should the amphitheatre be focused on community events first and outside city sponsored events second or vice versa?</i>	<i>Should the target audience be Sudburians or Northeastern residents?</i>	<i>Please comment on the facility (strengths/positive aspects) and (concerns, issues/challenges) based on the first two years of operation.</i>	<i>Please comment on the Seating capacity – fixed seating; lawn seating</i>	<i>Please comment on the Sound system</i>	<i>Please comment on the Extent of roof – should roof area be provided over a portion of the seating, etc.</i>	<i>Please comment on the management for operations of range of events and activities at the venue.</i>	<i>Please comment on the principles that guide the operation of the Grace Hartman Amphitheatre and Bell Park.</i>
Vale Concert Series in support of Sudbury	No comment.	Community events first.	I target Sudburians and visitors but given widespread CBC radio and CTV coverage, people do come from out of the region.	No comment.	Seating area is fine. More seats could be added to the cement area.	Fine with some additional gear required.	Extended over entire seating areas would help salvage poor weather days.	I have worked exclusively with Rec staff and they (especially Jeff Pafford), have been very competent, professional and helpful. They have been a key ingredient in making the concert series successful. Grounds crew are exceptional as well.	The venue provides an excellent mechanism to improve quality of life, enhance arts and culture and to provide visitors to our city with an excellent opportunity to enjoy a jewel in our city.
La Slogue du Carrefour francophone	We believe that the amphitheatre’s mandate is being met by providing a safe (green) space for its community to hold family-friendly events and +++	Community and scholastic events should be placed first as they are in the spirit of Bell Park and at the heart of Sudbury’s thriving economy.	Both, in terms of audience but Sudbury-based programming should be prioritised.	We are very pleased with all aspects (security, layout, TEAM +++) of the facility. Only we often could use a third green room.	GREAT for school kids and families :). Surpasses old amphi seating for comfort.	Much extra rental a necessity makes for high operational cost for promoter. Front of house satisfactory.	Would be ideal of course in case of flurries.	Excellent.	All is well. Keep up the good work. Keep community-focused activities a priority.
Barry Seawright	No comment.	Community first.	Northeastern.	No comment.	More fixed seating is needed.	Improvements have been made recently that solved some problems.	A roof would be nice.	No problem.	No comment.
Centre de santé communautaire du Grand Sudbury	No comment.	Community events first.	Yes and promote tourism.	No comment.	Excellent.	Excellent.	Absolutely. Dragon Boat Festival should be geared for funding this.	Great people make great events. Staff is great and very willing to help.	No comment.

2 Consultation

Survey Key Questions and Responses from Stakeholders

ORGANIZATION	KEY QUESTION	KEY QUESTION	KEY QUESTION	KEY QUESTION	KEY QUESTION	KEY QUESTION	KEY QUESTION	KEY QUESTION	KEY QUESTION
	<i>Please comment on the Grace Hartman's amphitheatre mandate.</i>	<i>Should the amphitheatre be focused on community events first and outside city sponsored events second or vice versa?</i>	<i>Should the target audience be Sudburians or Northeastern residents?</i>	<i>Please comment on the facility (strengths/positive aspects) and (concerns, issues/challenges) based on the first two years of operation.</i>	<i>Please comment on the Seating capacity – fixed seating; lawn seating</i>	<i>Please comment on the Sound system</i>	<i>Please comment on the Extent of roof – should roof area be provided over a portion of the seating, etc.</i>	<i>Please comment on the management for operations of range of events and activities at the venue.</i>	<i>Please comment on the principles that guide the operation of the Grace Hartman Amphitheatre and Bell Park.</i>
Children's Community Network	No comment.	Community events first.	Sudbury first, but I think it's okay to reach out to all Northeastern residents also.	No comment.	The seating capacity is great for our needs; however, for bigger performances there does seem to be minimal seating.	This has met all of our needs.	I think it would be a positive if the roof was extended. It would allow for more shade as well as help maintain attendance during rainy days.	Aside from hosting our event at this venue, I have not attended much else there so I'm not sure.	Good.
Irish Heritage Club of Sudbury	No comment.	Community events first.	Both.	No comment.	Sufficient for our event.	Satisfactory.	Yes, the roofing should be extended over all the seating.	For our event we have always enjoyed the best cooperation from the City's Recreation officials.	They could be improved.
Maison Vale Hospice	No comment.	Community first.	Sudburians first.	No comment.	Great to have the option of people bringing in their own seating.	Good sound throughout.	Good where it is although extension over seating would be good for very sunny or rainy days.	The staff was very helpful and accommodating. The went above and beyond to provide everything we needed.	Need to focus on community groups and making the facilities and services accessible to charities and non-profits alike.
Sudbury Community Foundation	The focus is on audience/resident needs and should be expanded to include facility renter needs.	Community events first.	NE Ontario residents.	The backstage area is very good. The wash-room facilities are excellent. The upper soft seating area is too steep for tents. There needs to be an area incorporated within the fenced area for alcohol tents/structures with a good view of the stage.	No comment.	The sound system is sub-par for most performances and needs to be supplemented.	There needs to be a tented roof over the hard seating areas at least, but would prefer to see all of the soft seating covered as well. It's uncomfortably hot on hot sunny days and completely useless on rainy days.	Management seems to be responsive to the needs of the event organizers' needs.	I don't know them.

2 Consultation

Key Findings - Challenges

In consultation with major community festival organizers various functional and technical challenges were documented both in discussions at the amphitheatre and in the survey response. The following is a compilation of written and anecdotal notes outlining the challenges some of these groups face during their events, including NLFB and Summerfest. Technical input was also provided by Dan Chassé (Avinu Music), subcontractor for in house equipment and sound technician for the amphitheatre.

Health and Safety

On site walk throughs were conducted in August and September 2013 with City staff, Dan Chassé and festival event organizers. Safety concerns to the catwalk and access to the rigging system were identified.

Building Specific

- A permanent First Aid station is required.
- An internal catwalk is required to safely access the upper part of the stage.
- Existing catwalks should have gridded cage installed along the perimeter with access points/ports at bottom for cabling.

Site/Event Specific

- The immediate site area can be congested during larger promoted events such as NLFB and Summerfest. During these events there are often large tractor trailers with equipment and tour/shuttle buses in the parking area directly outside of the amphitheatre. There is no distinct separation between traffic and pedestrian areas. It has also been noted that this congestion has made it difficult for ambulance and fire truck access.
- Summerfest event organizers have also noted that access to and from the site is 'difficult and dangerous'. Vehicles entering the site have no turning lane and they have had to hire personnel to direct traffic at this intersection.

2 Consultation

Key Findings - Challenges

Seating and Venue Capacity

Throughout the consultation process a varied response from user groups and stakeholders were noted regarding seating and venue capacity. For the smaller not-for-profit groups, their response to the seating capacity was positive and there was no shortage of seats. They did however mention that a covered seat area would enhance the promotion and attendance of their events. Currently at GHA, peak attendance for events is weather dependent. Of the 1961 seats available, 561 are hard fixed seating and the remaining 1400 seats are on the sloped grass area. Use of the grass seating area is limited to good weather conditions and to abled bodied persons. If the grass is damp it is slippery and not comfortable to sit on. Due to the slope of the grass area, the use of patron's own folding/patio chairs it not conducive. The informal grass seating area is ideal for large student and youth groups. It has been identified as a challenging area for many adults and seniors to sit for events.

For the larger promoted events, fixed seating capacity is an issue. The hard seats always sell out first and relatively quickly, whereas the informal grass seats are more difficult to sell and are often purchased 'at the door' usually pending ideal weather conditions.

Both sets of user groups identified the need for a roof over the seating area as a number one priority for the amphitheatre. It is their belief that this will exponentially grow attendance rates and will attract high calibre, touring acts and promoters. There is a high risk for major promoters to book at a weather dependent venue, this resulting in a loss of potential revenue.

Furthermore, 'cheap seats' have been noted as a loss of revenue for ticketed events. The angular fencing around the seated area does not block the view to the stage. Views to the stage are readily accessible outside the seating area. Summerfest has noted that in an effort to reduce the amount of 'cheap seats', they install tarps and fencing which is functional but very unattractive.

Sound/Noise Complaints

During the consultation process staff noted that there have been some noise complaints from close-by neighbours to the amphitheatre. The City of Greater Sudbury Noise By-Law governs sound control at GHA. It is common for general municipal by-law requirements in Ontario to govern facilities, as opposed to the individual facilities having their own noise by-law. All events at GHA must conform to the noise ordinances (decibals, timing, etc) imposed by the by-law. Northern Lights Festival Boreal noted that they are able to extend the by-law time of 11pm to midnight, but are required to send out letters to approximately 300 homes in the neighbourhood to inform residents of the timing extension. Based on research completed as part of this report, sound monitoring systems have been installed in various amphitheatre's throughout North America. These systems monitor sound levels and can provide instantaneous updates on sound conformance. Having a system like this in place, alleviates the production managers, promoters and CGS staff from having the musicians 'turn down the volume'; sound information and levels can be monitored and controlled by the sound technician both at the time of sound check and during the actual performance. This proactive approach to sound control has proven to be effective for various event facilities.

2 Consultation

Key Findings - Challenges

Acoustics

It has been noted that sound reflection on the stage is an ongoing issue. The concrete and steel structure requires effective sound attenuation. New acoustic treatments, including acoustic panels along the back of the stage and a stage curtain would be effective in achieving better sound quality.

It has also been noted in consultation with user groups that the first two rows of seating experience inadequate and distorted sound. The sub-woofers are now placed in the 'pit area' due to other acoustical issues with their originally designed location under the stage. This pit area is too small now and as a result the first rows are now located within the intended buffer space between the stage and audience.

Equipment/Sound System

A basic in-house presentation and sound system is provided at GHA. This system is used in part by community groups and smaller scale events but must be supplemental with additional basic sound equipment. Currently these groups are required to rent from local sound/music equipment rental companies. Ideally, the in-house presentation and sound system should include a microphone stand, monitor, front row speakers, and additional cabling for lights. In consultation with Dan Chassé the GHA in-house sound technician, he noted that the existing system lacks bottom end capacity and an extra sub-woofer should also be included as part of the in-house equipment inventory.

For larger promoted events, the in-house system is often not utilized because musicians have their own equipment and systems that they bring to each venue as they tour. One issue this poses is the storage of the GHA in-house equipment. When the musician's crews take down all of the in-house equipment there is no where to store it either within the building or nearby on the site. Lengths of cabling trussing systems (120 feet) and speakers do not have specific storage areas and often clutter up the congested back of house area or have to be temporarily stored outside.

Cable Tunnel Run

The underground tunnel which was intended to house the required cabling from the stage equipment to the sound booth does not have adequate drainage and it has been noted that it is always flooded, rendering it unusable and unsafe. Cables are now surface mounted and laid underneath mats along the seating aisles as an alternate way to run the cabling. An access panel for this cabling is required from the outside of the stage onto the stage, so that they do not dangle over the stage front).

Sound Booth

The design of the sound booth does not meet the needs of sound technicians because is not large enough to accommodate tech gear and sits unused. The enclosure is small and due to the enclosed arrangement the sounds becomes distorted and the technician does not hear the sound in the same way the audience does. The booth does not get used during events and user groups are required to set up in front of the booth (weather permitted). Event organizers from NLFB and Summerfest rent tents for sound technicians and place it in front of the booth as well, which is an additional cost for event organizers.

2 Consultation

Key Findings - Challenges

Building Layout, Size and Aesthetic Issues

Throughout the consultation period various specific building issues were noted:

- The back of house area faces difficulties when trying to accommodate larger festival and concert events. These events have greater space and logistical demands than the smaller community events. The back of house is congested with City staff, event organizers and promoters, food preps and catering, miscellaneous stored in-house equipment and musicians' queuing to go on stage.
- There is only one office in the building and it is occupied by City staff during events. Promoters have expressed much concern with not having a safe and secure space where accountants and productions managers can work and provide payment to the musicians.
- The lack of storage areas within the building was a common concern among users.
- The depth of the stage has been cited as a concern; a stage platform extension was suggested as a way to accommodate larger equipment.
- Internet access (WiFi) is problematic in the GHA, due to limited data drops and building interference. More data drops for Internet routers could easily be provided.
- Throughout the consultation process, the aesthetics of the new Amphitheatre was brought up.

"Besides the need for the addition of crowd cover, the aesthetics of the amphitheatre have been the major issue for patrons and those involved in our event. Countless patrons have commented that the building itself is cold, grey and unappealing. Others have commented that extensive use of chain link fencing over other types of fencing/barriers gives a feeling of being trapped. It has been noted that many expected a design that would be in character with the natural landscape of the park and surrounding area. It is strongly recommended that a beautification project be undertaken in order to add some vibrancy to the building, contributing for an enhanced atmosphere for patrons. NLFB strongly suggests that a local artist be commissioned to beautify the structure in a way that is vibrant and will fit with the festive atmosphere of many different events. "

Northern Lights Festival Boreal, Max Merrifield, Executive Director

2 Consultation

Key Findings - Challenges

Site Accessibility

- Parking for the general masses is across the street in two large informal open parking areas. Large ticketed events such as NLFB and Summerfest the stakeholders have stated that there is not enough parking.
 - One idea presented by NLFB is to extend free bus passes to the patrons and volunteers of events. More bicycle racks would also be encouraged.
-

Site: Functional Layout and Infrastructure

For multi-stage and multi-day events at the park both Summerfest and NLFB have noted some concerns, mostly related to the new layout of the park and the infrastructure to support these events with multiple vendors. Both groups noted that there are less flat areas to set up stages and there have been issues with 'sound bleed' from stage to stage.

Location and number of electrical connection points and access to potable water have been identified as inadequate for multiple vendor especially food vendors. Extension cords, generators and delivered water to the site have been utilized by both festival groups in an effort to maximize vendors, attendance and revenue.

Venue Policies

A few policy issues were addressed by the user groups.

- The marquis sign at the York Street and Paris intersection should be made available to the GHA organizers to advertise and promote various events at Bell Park and specifically the amphitheatre.
- NLFB felt it was necessary to have the City provide a standard policy for security personnel, taking into consideration the varying atmosphere for different event type. NLFB noted that from 2011 to 2013 the requirements for security increased significantly.
- NLFB noted that the City should consider amending the Anti-smoking by-law for parks at Bell Park for Special Events.

"Though not part of the amphitheatre business plan, the new anti-smoking bylaw for parks can directly affect the viability and popularity of the venue. The City should make a conscious effort to amend the bylaw allowing for smoking sections in the case of special events. Such sections should be secluded and a certain distance from any family activities. This would allow smoking to be effectively managed. The current bylaw is not enforceable. With the nearest smoking area being along Paris St., this means that passers-by see an event going on, with groups of smokers gathered around the perimeter. This is certainly not beneficial for visual 'drive-by' marketing and can affect the success of events at the amphitheatre. "

Northern Lights Festival Boreal, Max Merrifield, Executive Director

2 Consultation

Questionnaire

Refer to Appendices for all Stakeholder Responses



GRACE HARTMAN AMPHITHEATRE BUSINESS PLAN REVIEW

July 15, 2013

QUESTIONNAIRE

1. Name of group, organizations or company.		
2. Do you represent/are you:		
a. an individual		
b. a community group		
c. non-profit organization or Registered Charity for profit organization		
3. Name of event(s).		
4. Brief description of event(s).		
5. Where are your events typically held?	Yes	No
a. Grace Hartman Amphitheatre		
b. Bell Park (do not use Grace Hartman Amphitheatre)		
c. Bell Park & Grace Hartman Amphitheatre		
d. Other location(s)		
6. Typical date(s)		
7. What types of activities generally take place at your event(s)?	Yes	No
a. Stage presentations		
b. Vendors		
c. Licensed area		
d. Other activities (please describe)		
8. Please tell us about attendance to your event.		
a. Is your event ticketed or free?		
b. If you sell tickets to your event, what are your rates and pricing structure?		

GRACE HARTMAN AMPHITHEATRE BUSINESS PLAN REVIEW

July 15, 2013

QUESTIONNAIRE

c. What is the maximum attendance on any given day of your event?	
9. Please comment on the Grace Hartman's amphitheatre mandate.	
a. Should the amphitheatre be focused on community events first and outside city sponsored events second or vice versa?	
b. Should the target audience be Sudburians or Northeastern residents?	
10. Please comment on the existing facility (strengths/positive aspects) and (concerns/issues/challenges) based on the first two years of operation:	
a. Season – May 15 th to September 15 th	
b. High Season – from Canada Day to Labour Day	
c. Seating capacity – fixed seating; lawn seating	
d. Sound system	
e. Sound control	
f. Crowd control	
g. Visual control	

GRACE HARTMAN AMPHITHEATRE BUSINESS PLAN REVIEW

July 15, 2013

QUESTIONNAIRE

h. Access to the facility:	
<ul style="list-style-type: none"> Public access - amount of parking spaces, distance from parking to venue, number of location of bike racks, etc. 	
<ul style="list-style-type: none"> Barrier Free Accessible parking – wheelchair access from parking and/or transit facilities to the venue, BF accessibility to venue within Bell Park 	
<ul style="list-style-type: none"> deliveries/staff 	
<ul style="list-style-type: none"> backstage/access 	
i. Extent of roof – should roof area be provided over a portion of the seating, etc.	
j. Services provided:	
<ul style="list-style-type: none"> electrical 	
<ul style="list-style-type: none"> water 	
<ul style="list-style-type: none"> sound equipment 	
k. Other areas of improvements	



GRACE HARTMAN AMPHITHEATRE BUSINESS PLAN REVIEW

July 15, 2013

QUESTIONNAIRE

11. Please comment on the management for operations of range of events and activities at the venue.	
12. Please comment on the principles that guide the operation of the Grace Hartman Amphitheatre and Bell Park.	

3 Cost Report Analysis

3 Cost Report Analysis

With total direct net operating costs ranging from \$157k for 2013 to \$200k for 2012 plus internal charges of over \$20k each year, offset by only \$42k to \$60k of revenue, it is unlikely that the facility will ever be able to generate sufficient revenue to cover the costs of operation of the Grace Hartman Amphitheatre. Further improvements to the facility may improve revenue opportunities but it is expected these would not be sufficient to completely cover current operating costs. While consideration should be given to increasing revenue and keeping costs down, the benefits to the City of Greater Sudbury from the facility include many more indirect and intangible benefits such as tourist dollars and the enjoyment of the residents of Sudbury that are not or cannot be quantified in this cost analysis.

Actual financial information provided by CGS for the 2011, 2012 and 2013 (as of October 15th) operating seasons are as follows:

Season	2013	2012	2011
Total Expenses	\$218,298	\$242,614	\$54,048
Total Revenues	\$60,842	\$42,154	\$42,705

The original business plan recommended the following operational budget for the Amphitheatre:

Recommended Expenses:		
	Building Maintenance (including labour)	\$ 4,550
	Grounds Maintenance (including labour)	\$ 34,000
	Turf Maintenance (including labour)	\$ 30,000
	Special Events (including labour)	\$ 34,000
	Vandalism (including labour)	\$ 2,000
	Fringe	\$ 26,500
	Materials Expenses	\$ 19,500
	Contracted Services	\$ 13,000
	Energy Costs	\$ 26,000
	Total Expenses	\$ 189,550