



City of Greater Sudbury **Grace Hartman Amphitheatre** Business Plan Review

Yallowega Bélanger Architecture

October 21, 2013



Executive Summary

- Purpose of the Business Plan Review
- Process of Consultation
- Key Findings and Recommendations
- Understanding the Business Plan
- Future Capital Investments – Recommendations and Priorities



Purpose of the 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, efficacy 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.



Process of Consultation

Yallowega Bélanger Architecture consulted with the following groups:

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



List of Stakeholders that the survey was sent to:

GHA Facility Users

Canadian-Finnish Grand Festival
Carrefour francophone / La Slague
Celebration 2013 / Inter-Church Celebrations
Children's Community Network (Family Respite Picnic)
Greater Sudbury Celtic Festival and Highland Games
Hike for Hospice / Maison Vale Hospice
Human League Sudbury
Irish Heritage Club of Sudbury
Labour Day Family Fun Fest
Laurentian University SGA
National Aboriginal Day Celebrations
New Music Fest (Admiral Entertainment)
Northern Lights Festival Boreal
Northwest Fudge Factory (Easter Egg Hunt)
PC BBQ Town
Pet Save
Sudbury Community Foundation - Jazz Festival
Sudbury LIVE
Sudbury Summerfest
Vale Concert Series

GHA Other Stakeholder Groups

Access AIDS Network / Sudbury Pride Festival
Art Gallery of Sudbury
Artists on Elgin
Arts North
Bel Canto Chorus
Blue Saints Drum & Bugle Corps
Sudbury Blueberry Festival
Cambrian Academy of Music
Centre franco-ontarien de folklore
Cinefest Sudbury International Film Festival
Country Music Northern Ontario
Earthdancers
Galerie du Nouvel-Ontario
Greater Sudbury Earth Day Festival
Ida Sauve Dance Studios
Kiwanis Music & Dance Festival
La nuit sure l'étang
Le Theatre du Nouvel-Ontario
Music and Film in Motion
Myths and Mirrors Community Arts
Nickel City Sound
Project Dance
Le Salon du livre du Grand Sudbury
Science North Canada Day Celebrations
Sudbury Arts Council
Sudbury Dragon Boat Festival
Sudbury Multicultural Folk Arts Association
Sudbury Symphony Orchestra
Sudbury Theatre Centre
Theatre Cambrian
Thornloe Theatre



List of Stakeholders Respondents:

Community/Not for Profit Organizations

1. La Sague 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

Major Festivals and Promoted Events

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



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 Pefford), 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 Slague 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.



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.



Key Findings – Challenges

- Health and Safety
- Seating and Venue Capacity
- Sound and Noise Complaints
- Acoustics
- Equipment and Sound System
- Building Layout, Size and Aesthetics
- Site Accessibility
- Site: Functional Layout and Infrastructure
- Venue Policies



Understanding the Business Plan

- Community Focus and Program Mix
- Weather Cover and Roof
- Recommendations Regarding Seat Count
- Facility Rental Rates
- Event Bookings



GHA Event Bookings

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



GHA Event Bookings

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	Hemingway 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



GHA Event Bookings

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	Demien Robitaille Concert	Sudbury Live	City of Greater Sudbury	Jazz Sudbury	
			New Leash on Life	Demien 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 Slague	
				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



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**



Recommendation No. 2

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

1. 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 - \$4,050,000**
2. 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**
3. Increase the visual barriers from the park to the amphitheatre stage area by installing additional angular metal fencing. **\$ 60,000**
4. Increase back of stage area in the amphitheatre building to relieve congestion between musicians, event managers, City staff, promoters and sound crew. **\$750,000**



Recommendation No. 3

Enhance Not-For-Profit Community Use of the 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.



Recommended Capital Priorities

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.



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."

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.



Thank you

Questions

