

Gerry Frank | Salem Rotary Amphitheater
Riverfront City Park
200 Water St NE.
Salem, OR 97301
www.cityofsalem.net/rotaryamphitheater



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DRAFT



Gerry Frank | Salem Rotary Amphitheater

.....Strategic Plan and Pro Forma

DRAFT: Latest Update 2/1/2023

City of Salem

BIG DREAMS BIG SHOWS EVEN BIGGER IMPACT



VISION: The Gerry Frank | Salem Rotary Amphitheater will provide a common gathering space for residents and visitors by hosting world class artists, local talent, and community organizations in a contemporary outdoor performance space located in Salem's premier event park in the heart of downtown.

Over the next five years, the Gerry Frank | Salem Rotary Amphitheater will become fully integrated into Salem's diverse music and arts culture. Events hosted at the amphitheater will present quality entertainment and will attract residents and visitors to Salem's vibrant downtown.

City of Salem

THE PLAN

The Gerry Frank | Salem Rotary Amphitheater will:

- Serve as a community gathering space
- Host world class performances
- Be a venue for local artists and community organizations
- Become an integral part of Salem's vibrant downtown culture
- Attract visitors and residents to Salem businesses and City parks
- Establish a national reputation for excellence
- Create community pride and loyalty toward the venue, the parks, and downtown
- Present opportunities for everyone to experience music, art, entertainment, and culture
- Support local businesses and have a positive economic impact regionwide

Gerry Frank | Salem Rotary Amphitheater



YEAR ONE: SETTING THE FOUNDATION

In the summer of 2022 the Gerry Frank | Salem Rotary Amphitheater welcomed its first guests to gather and celebrate at a wide variety of events. From private wedding receptions, yoga in the park, comedy shows, and cultural events to music festivals, movies in the park, IRONMAN, and major ticketed concerts, thousands of attendees experienced the wonder and awe of this new and iconic venue.

2022 PERFORMANCE SEASON QUICK STATISTICS

Venue for 30 Different Events, including:

- (5) Entire Facility Rentals | (12) Hourly rentals | (10) City Hosted Events | (3) Community Events
- (2) Multiple Facility Rentals | (1) Multiple Day Rental

Gerry Frank | Salem Rotary Amphitheater



5 YEAR STRATEGIC PLAN: LOOKING AHEAD

We have plans for the future. We will be adding new, single day concerts produced and organized by professional promoters. We will continue to present a mix of local, regional, and national artists as well as provide a balance of paid and free admission events. The number of events will increase over time as we are able to insert hourly and weekday rentals between the popular weekend show times.



2027 PERFORMANCE SEASON GOALS

Venue for 50 Events

(30) Entire Facility Rentals | (15) Hourly rentals | (5) City Hosted Events
(10) Multiple Facility Rentals | (5) Multiple Day Rentals

Revenue Projections

Five-Year Projection: Continued Growth

Factors used in estimating future revenue:

Entire Facility

Facility Use Fee + Riverfront Permit Processing Fee + Sound Permit Fee

Hourly Rental

(4) Hours of Hourly + Riverfront Permit Processing Fee + Sound Permit Fee

Vendor Plaza

Special Use Area Fee + (5) Short Term Concessionaire Permit Fees

Multi-Day Add On

(1) Additional Facility Use Fee + (1) Day Load-In + (1) Day Load-Out

Multi-Venue Add On

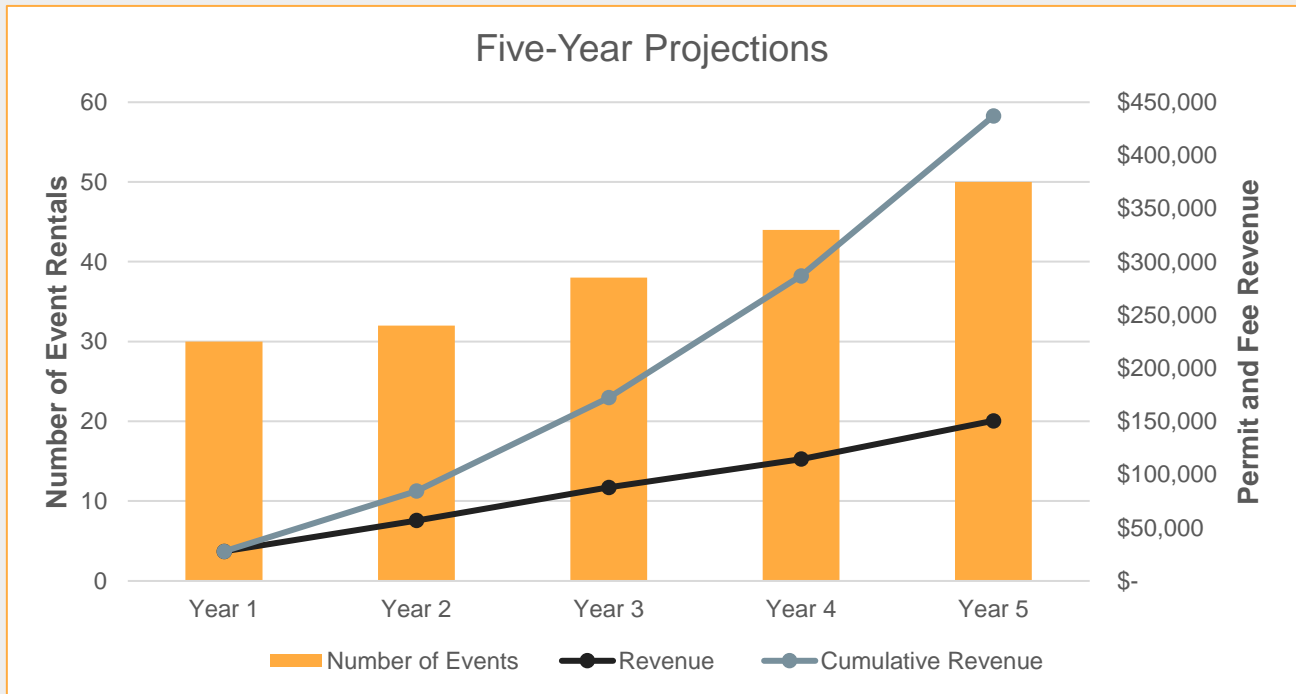
(1) South Meadow/Riverfront Amphitheater Facility Use Fee

Alcohol Sales - Profit from Alcohol Sales

Services - (2) Irrigation Locate Fee

*Annual 8% market index increase on Facility Use, Riverfront Processing, Special Use Area, Short Term Concessionaire, Load-in and Load-out Fees

Graph



Economic Impact

Events at the Gerry Frank | Salem Rotary Amphitheater have a direct positive economic benefit to Salem

The example methodology below shows a paid event with 3,000 attendees can have a total direct economic impact of between **\$500,000 and \$600,000**

Event Economic Impact Calculator

How to Use This Worksheet:

This calculator is designed to give event organizers and community stakeholders a general idea of the **direct** economic impact of your event. It is strongly recommended that users collect all the necessary data inputs before beginning to use the calculator. Data for the calculator will require on-site or post-event surveying. It is worth stressing that the quality of outputs will only be as good as the quality of the inputs. In other words, if event organizers underestimate or exaggerate inputs, the results will represent either an underestimation or exaggeration of the overall economic impact.

Data is entered into the highlighted cells only.

<p>Number of Tickets Sold: <input style="width: 50px;" type="text" value="3000"/></p> <p>Price per Ticket: <input style="width: 50px;" type="text" value="\$ 30.00"/></p> <p>Direct Ticket Spending: <input style="width: 50px;" type="text" value="\$ 90,000.00"/></p> <p>Number of Attendees: <input style="width: 50px;" type="text" value="3000"/></p> <p>Percent from outside community: <input style="width: 50px;" type="text" value="15%"/></p> <p>Total Outside Attendees: <input style="width: 50px;" type="text" value="450"/></p> <p>Average Number of Days Attended: <input style="width: 50px;" type="text" value="1"/></p> <p>Average Number of Nights in Market: <input style="width: 50px;" type="text" value="1"/></p> <p>Percent of Attendees Staying at Commercial Lodging: <input style="width: 50px;" type="text" value="10%"/></p> <p>Average Nightly Lodging Cost: <input style="width: 50px;" type="text" value="\$ 150.00"/></p> <p>Total Lodging Nights: <input style="width: 50px;" type="text" value="300"/></p> <p>Direct Lodging Spend: <input style="width: 50px;" type="text" value="\$ 45,000.00"/></p>	<p>Average Daily Spend on Food and Beverage: <input style="width: 50px;" type="text" value="\$ 90.00"/></p> <p>Total Food and Beverage Spending: <input style="width: 50px;" type="text" value="\$ 270,000.00"/></p> <p>Total Outside Food and Beverage: <input style="width: 50px;" type="text" value="\$ 40,500.00"/></p> <p>Average Daily Spending on Other: <input style="width: 50px;" type="text" value="\$ 50.00"/></p> <p>Total Other Spending: <input style="width: 50px;" type="text" value="\$ 150,000.00"/></p> <p>Total Outside Other Spending: <input style="width: 50px;" type="text" value="\$ 22,500.00"/></p> <p>Ticket Sales, Outside: <input style="width: 50px;" type="text" value="\$ 13,500.00"/></p>	<p>Total Direct Economic Impact: <input style="width: 50px;" type="text" value="\$ 555,000.00"/></p> <p>Total Outside Economic Impact: <input style="width: 50px;" type="text" value="\$ 121,500.00"/></p> <p>Total Direct Economic Impact, Less Tickets: <input style="width: 50px;" type="text" value="\$ 465,000.00"/></p> <p>Total Direct Outside Economic Impact, Less Tickets: <input style="width: 50px;" type="text" value="\$ 108,000.00"/></p>
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Calculator Created by The New Mexico Tourism Department



Areas of Development

PARTNERSHIP

Building Community Relationships



Knowing that the integration and support of community businesses and organizations plays a major role in the future of the Gerry Frank | Salem Rotary Amphitheater, Key partnerships are vital. Developing strong relationships with the proven leaders within our community and event industry will provide insight, perspective, knowledge, support and a network of invested stakeholders.

Examples of our valued partners: Travel Salem, Salem Conventions Center, Salem Main Street Association, Salem Art Association, Rivercity Rock Star Academy, Salem Multicultural Institute, and various local venues

THE VISION

Co-Produced Events | After-Party Gatherings | Coordinated Efforts | Local Vendors
Relevant Events Reflective of Community

MARKETING

Print and Digital Assets



Creating awareness around the Gerry Frank | Salem Rotary Amphitheater and its activities will be essential to its success. Having a strong brand and easily available information is a high priority. It is critically important that potential attendees, renters, vendors, and event organizers find the venue and its events attractive and enticing.

Print and digital assets should reflect the quality of the experience to be enjoyed in the space. It will take an ongoing effort on the part of venue management to keep information and messaging accurate, relevant, and accessible.

THE VISION

High Quality Website | Easy-To-Find Calendar of Events | Curated Social Media
Carefully Chosen Outlets of Distribution

DONATIONS

Sponsorship Investments



Establishing a dedicated fund and building a donor base to support the Gerry Frank | Salem Rotary Amphitheater and City-organized events is a high priority. Salem has a large network of generous individuals and organizations who are excited and interested in supporting community events and the new venue.

Creating easily available streams for accepting these generous donations will help support a robust and thriving performance season.

THE VISION

Create Annual Sponsorship Opportunities Packet
Donations Accepted for Individual Events or General Fund | Information on Website

Areas of Development

VENDING

Food and Beverage



Food, beverage, and alcohol sales at the Gerry Frank | Salem Rotary Amphitheater present many opportunities to further integrate the amphitheater and Riverfront Park with local businesses.

We will be exploring ways to boost vendor interest, increase vendor revenue, attract more customers, and provide additional revenue for the City.

THE VISION

Develop Revenue Stream for Maximum Benefit | Serve as Platform for Local Business
Showcase Local Goods and Services

OPERATIONS

On-site Logistics and Staffing



The process for on-site operation and maintenance as well as event staffing will continue to be built around customer service, efficiency, and longevity. An in-depth understanding of available resources, capacity, and workflow will allow for a thoughtful integration with other City-owned and operated property.

A strategic approach to projects and investments will lend to exponential improvements in the years to come.

THE VISION

Great Customer Service | Efficient Processes | Forward Thinking Projects

ADMINISTRATION

Reservations, Permitting and Accounting



Much of the day-to-day work for the venue and its programming is done from the office. Hours of preparation, coordination, and communication are conducted during the months leading up to an event.

Because the amphitheater is a City-owned facility, the permitting, accounting, and contracting must meet rigorous standards and follow complex protocols. The daily administration tasks require interaction and coordination among multiple departments with varied processes. Streamlining our processes will be an ongoing effort.

THE VISION

Efficient Processes | Coordination Between Departments | Clear Communication



Areas of Development

PROGRAMMING

City Organized Events



One of the most exciting opportunities provided by the Gerry Frank | Salem Rotary Amphitheater is for the City of Salem to make a positive impact on our community. We will do this through careful planning and with organized offerings that:

- Provide visitors with access to art and entertainment
- Foster community pride
- Act as a platform for local talent
- Showcase local businesses

Ultimately, the Gerry Frank | Salem Rotary Amphitheater presents an unprecedented means for City of Salem to enhance the quality of life and boost economic growth for our community.

THE VISION

Engaging and Enriching Experiences | Community Collaboration
Revenue and Economic Impact

Areas of Consideration

VENUE MANAGEMENT

Moving forward, we acknowledge there are multiple options for managing performance venues. Generally, these involve varying degrees of contracted service providers and differing levels of City control over the facility, vendors, schedules, and other activities in Riverfront Park. No matter how the chosen structure may evolve over time, achieving success at the Gerry Frank | Salem Rotary Amphitheater will require time and a steady investment of City resources to operate and maintain this incredible public facility. It should also be expected that general oversight and coordination of the venue by the City will always be needed. The most ideal arrangement is to continue to have the City of Salem dedicate staff to focus on the management and development of the facility.



UNIQUE VENUE – UNIQUE OPPORTUNITIES



The Gerry Frank | Salem Rotary Amphitheater has proven to be an invaluable asset to our community. With stunning architecture and seamless integration into Riverfront Park, it is undeniable that the City of Salem has been enhanced by its presents.

It is a unique venue with unique considerations that will need to be considered when developing programming, processes and projections. Knowing that the goals, vision and overall objectives of the project are community focused, the City of Salem is in a unique position to provide experiences and offerings that reflect the desired goals and balance the venue specific considerations.

The professional staff of the City of Salem have been managing the facility since it was first transferred to our care by the Rotary Club of Salem in late 2021. To date, over the past year under City leadership this new venue has hosted a wide range of events, created excitement, and generated income. Looking ahead, City staff have established close working relationships with event organizers, local talent, and national promoters. The 2023 performance season is booked with a wide range of events and a healthy balance of artists.

VISION FOR THE FUTURE



The Gerry Frank | Salem Rotary Amphitheater will provide a common gathering space for residents and visitors by hosting world class artists, local talent, and community organizations in a contemporary outdoor performance space located in Salem's premier event park in the heart of downtown.