

Clearwater Amphitheater

Assessment and Opportunities

February 25, 2019

Study Brief

- There are divergent opinions on the latest amphitheater plan relative to the original bandshell plan.
- Our job is to make a recommendation on the optimal concept, including issues relating to its purpose, it's functional capabilities, flexibility, seating options & capacities, amenities and covering options.
- What's the right balance between the amphitheater and the park?
- The next phase of our work is to address how a preferred venue option be programmed, operated and financially sustained to maximize value delivered to the City of Clearwater.

The market assessment

- What are the characteristics, growth and trends relating to permanent residents, seasonal residents and visitors as audiences?
- What is the level and nature of demand on the part of local and regional users and promoters?
- What is the regional competitive opportunity?
- What is the best project to advance community goals?

Context

- Imagine Clearwater plan published in Jan 2017 by HR&A to revitalize 23 acre waterfront area. Included “The Green,” a four-acre lawn with state-of-the-art bandshell. This was a community-driven master planning process.
- 2018 Downtown Redevelopment Plan noted the importance of “The Green” to support a variety of activities to support downtown redevelopment.
- Subsequent discussions with REH and others lead to idea of the larger amphitheater, attractive because it could generate net revenue for the City and drive downtown revitalization.

Goals of the project

- Project goals from Imagine Clearwater:
 - Make the waterfront the heart of Clearwater
 - Celebrate the City's authentic history and identity
 - Provide public access to safe and beautiful natural amenities
 - Connect to the rest of Clearwater
 - Be a catalyst for a more vibrant downtown to drive economic and fiscal wellbeing
- Goals often expressed in interviews regarding the amphitheater/bandshell:
 - Drive revitalization of downtown
 - Generate sufficient revenues to subsidize operations of the entire site.

Relevant charter restrictions

- Prohibits the sale, donation, lease or conveyance of any property designated recreation open space on the City's comprehensive land use plan - the property can be leased for an existing use;
- Prohibits the development or maintenance of the property for other than open space and public utilities together - Provides for a City-owned bandshell and associated facilities including removable seating;
- Prohibits the sale, donation or lease or other transfer or use of the property for other than city facilities without a referendum;
- "The Green" must be used for public parks and places of recreation only.

Forces + Trends: Amphitheaters

- Venues supporting a broader experience
- Temporary, pop-up and retractable elements
- Venues built into the landscape
- The “premium” experience





VINA ROBLES

AMPHITHEATRE

























Market analysis

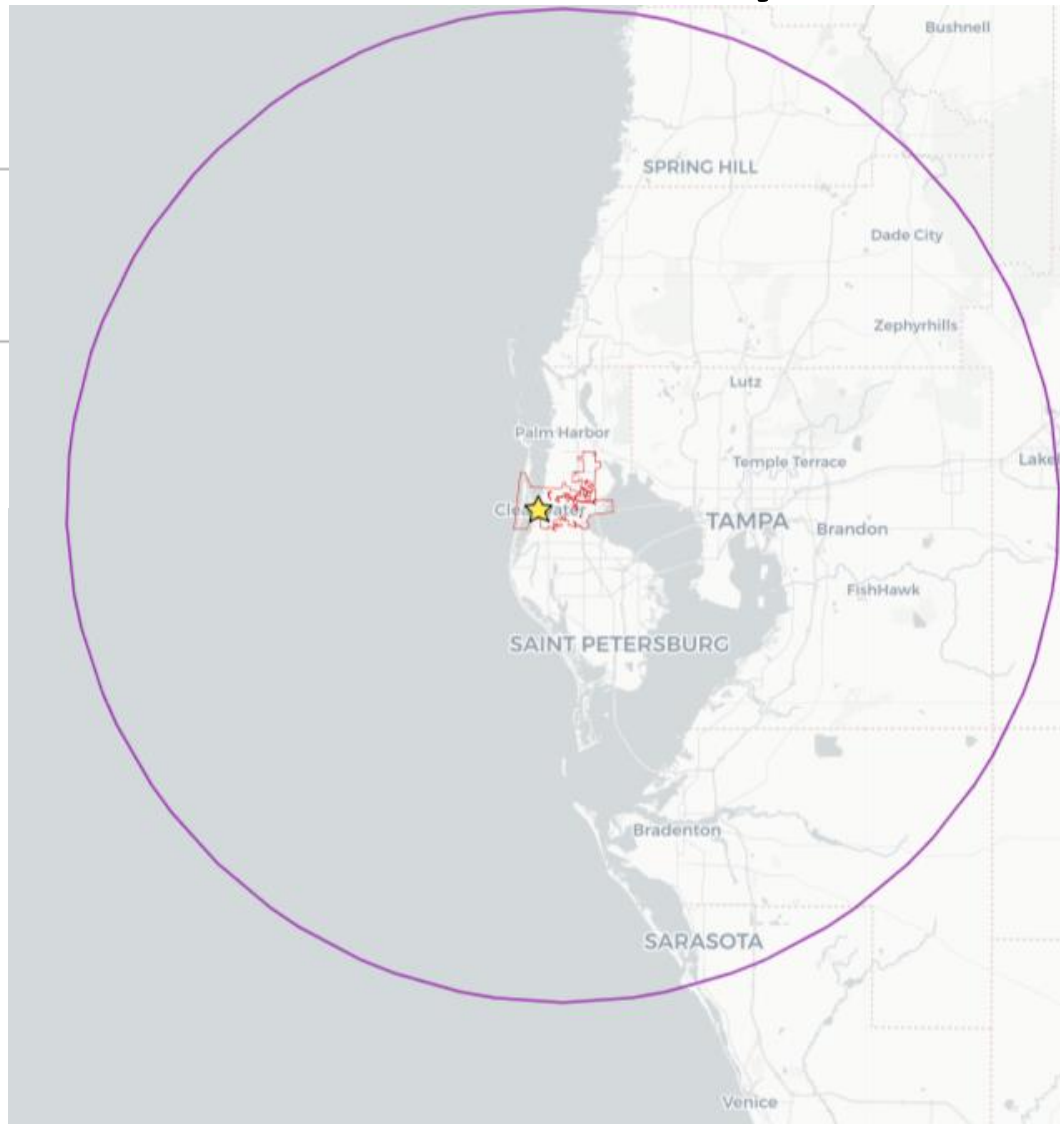
Coachman Park



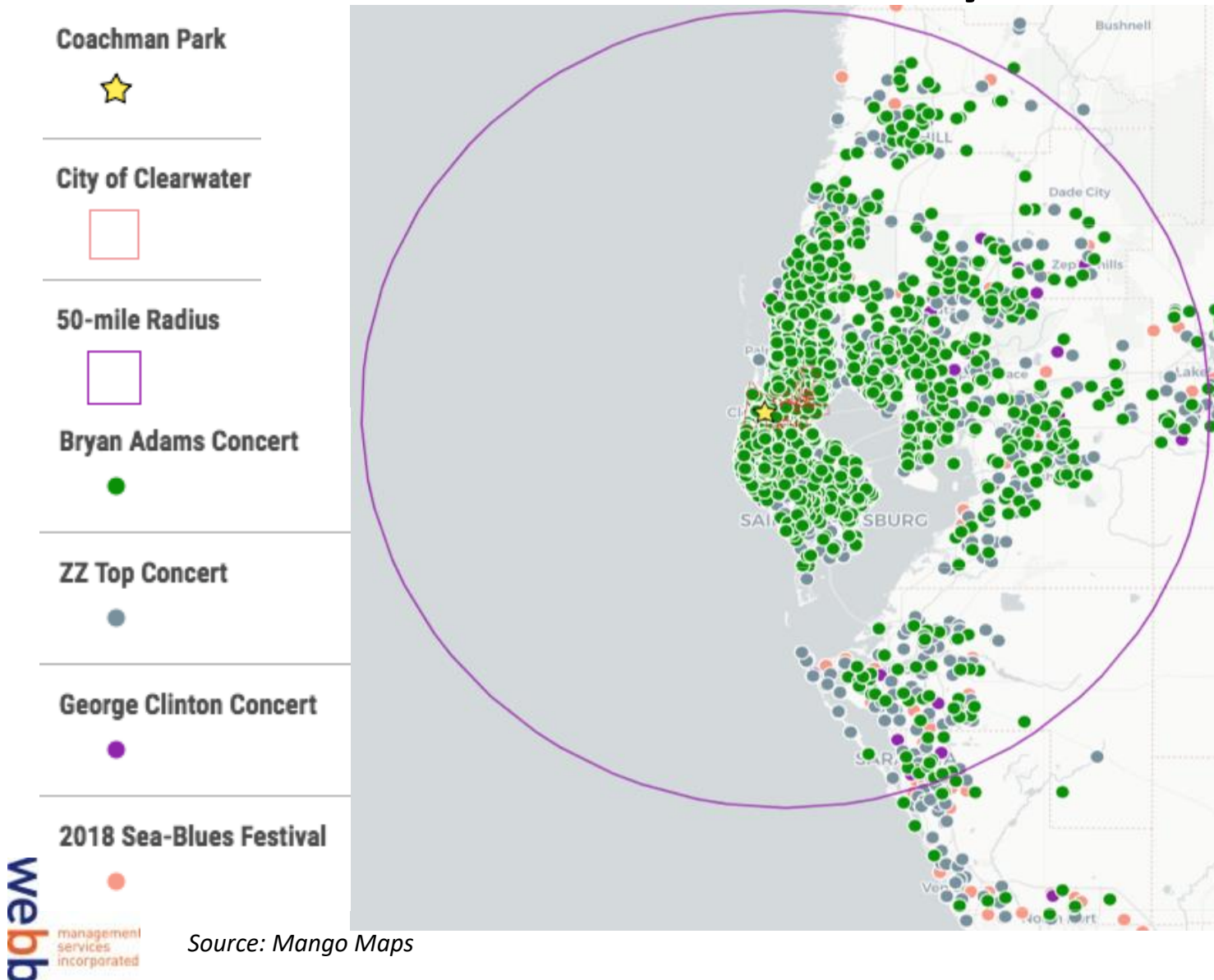
City of Clearwater



50-mile Radius



Market analysis



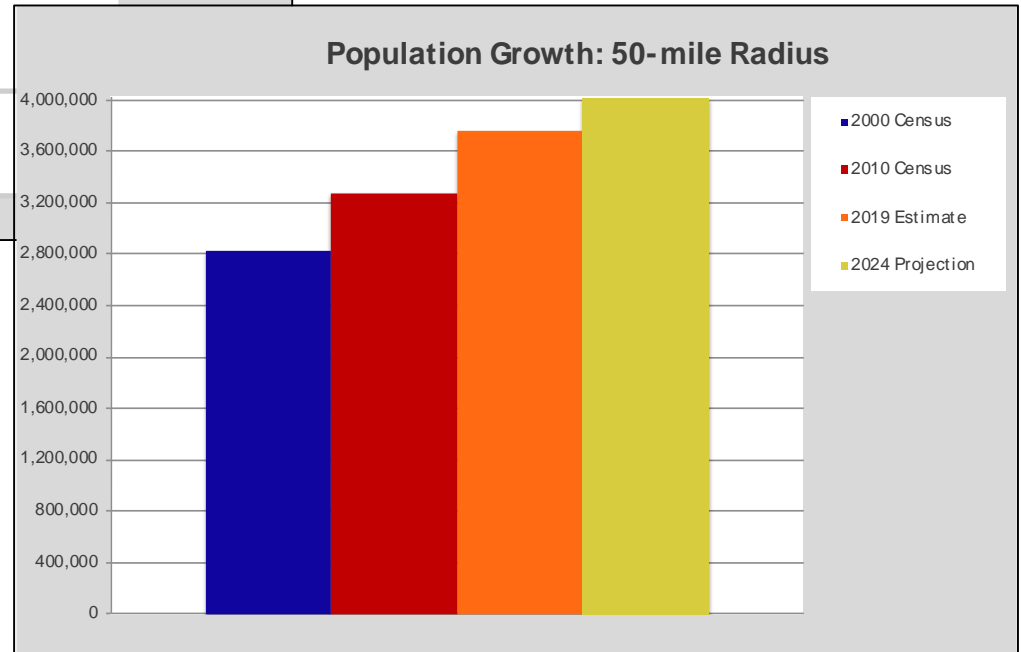
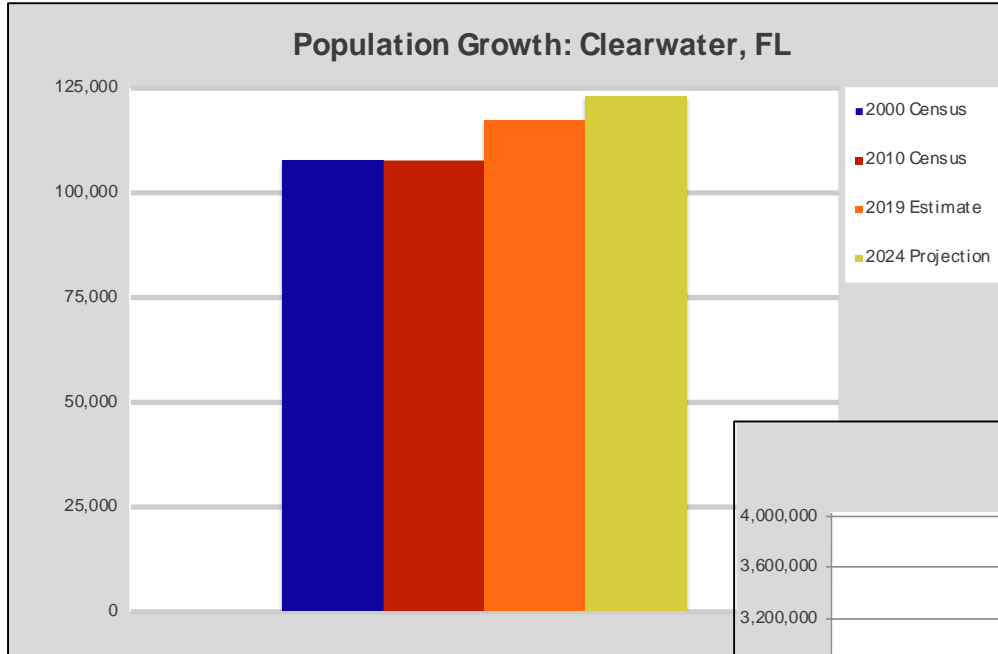
Market analysis

Coachman Park Concerts + Events*

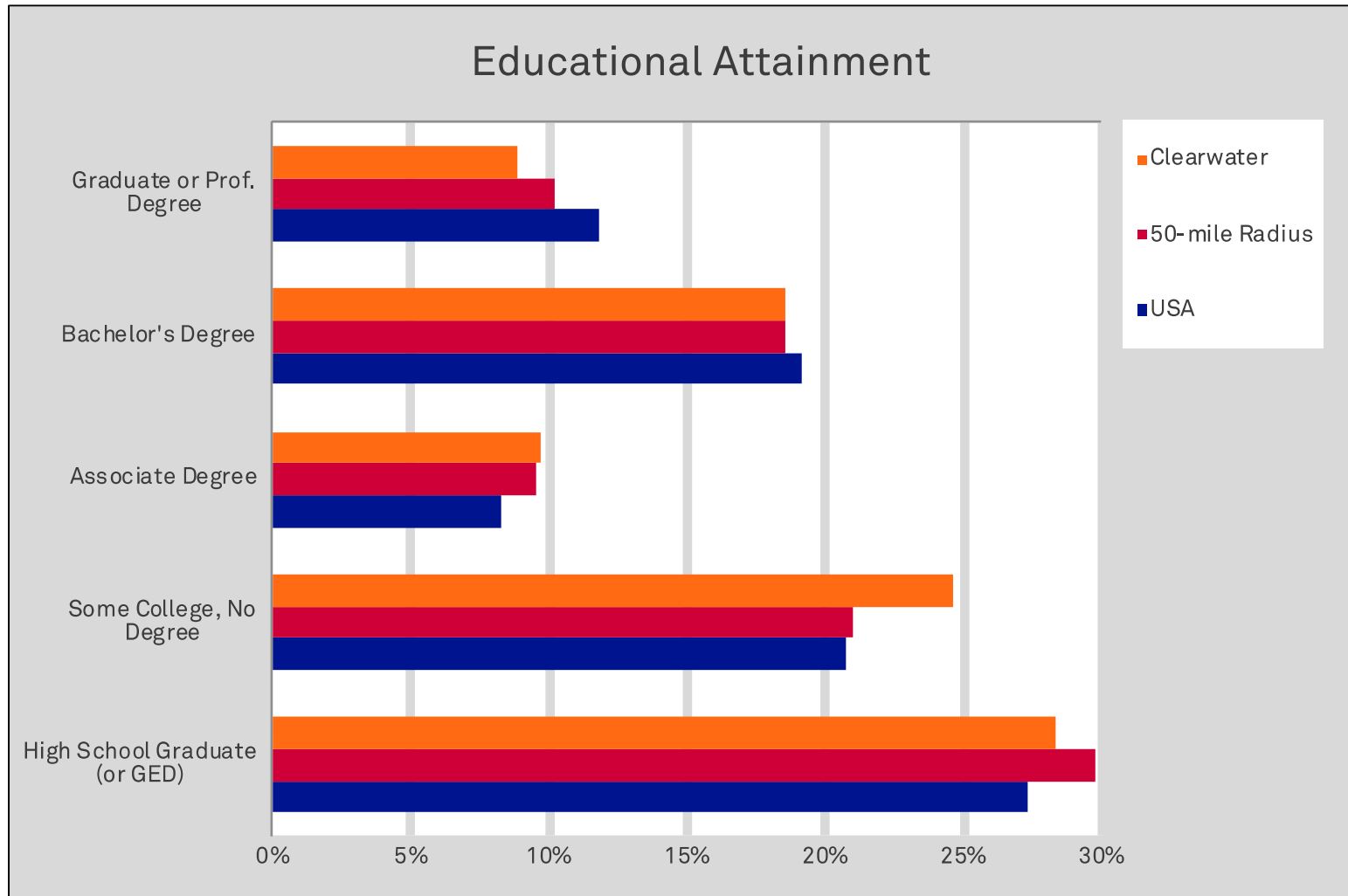
	Ticket Buyers/Market Segment by Event					Percent of Ticket Buyers/Market Segment by Event				
	<i>ZZ Top</i>	<i>Bryan Adams</i>	<i>George Clinton</i>	<i>Sea-Blues</i>	<i>Total</i>	<i>ZZ Top</i>	<i>Bryan Adams</i>	<i>George Clinton</i>	<i>Sea-Blues</i>	<i>Total</i>
Total Mapped Ticket Buyers	5,260	4,271	550	1,799	11,880	-	-	-	-	-
Clearwater, FL	479	391	66	78	1,014	9%	9%	12%	4%	9%
50-mile Radius	3,422	3,178	376	711	7,687	65%	74%	68%	40%	65%
Beyond 50-miles	1,359	702	108	1,010	4,193	26%	16%	20%	56%	35%

*Events include: ZZ Top & John Fogerty, Bryan Adams, George Clinton & Parliament Funkadelic, 2018 Sea-Blues Festival

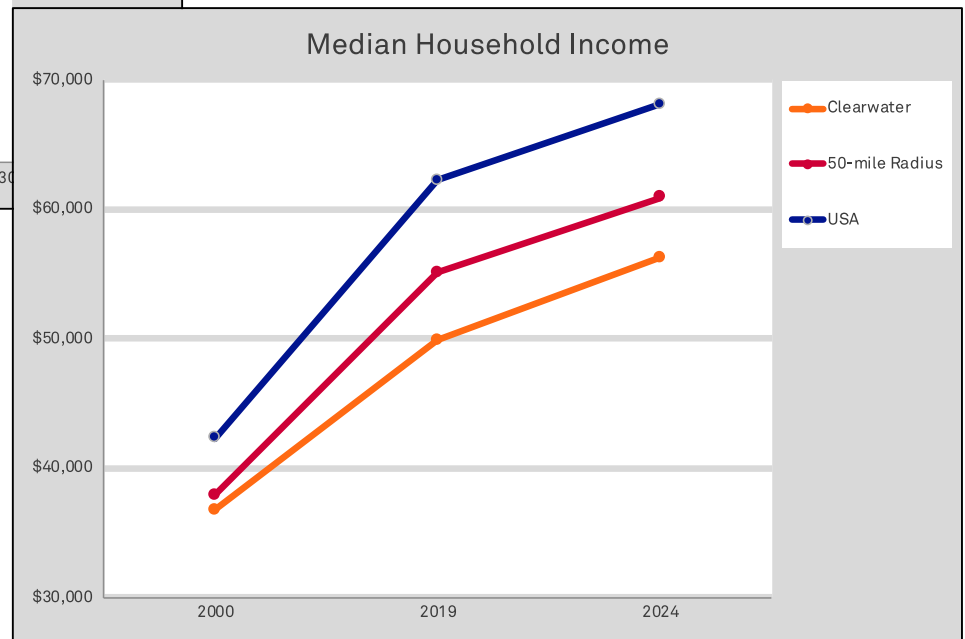
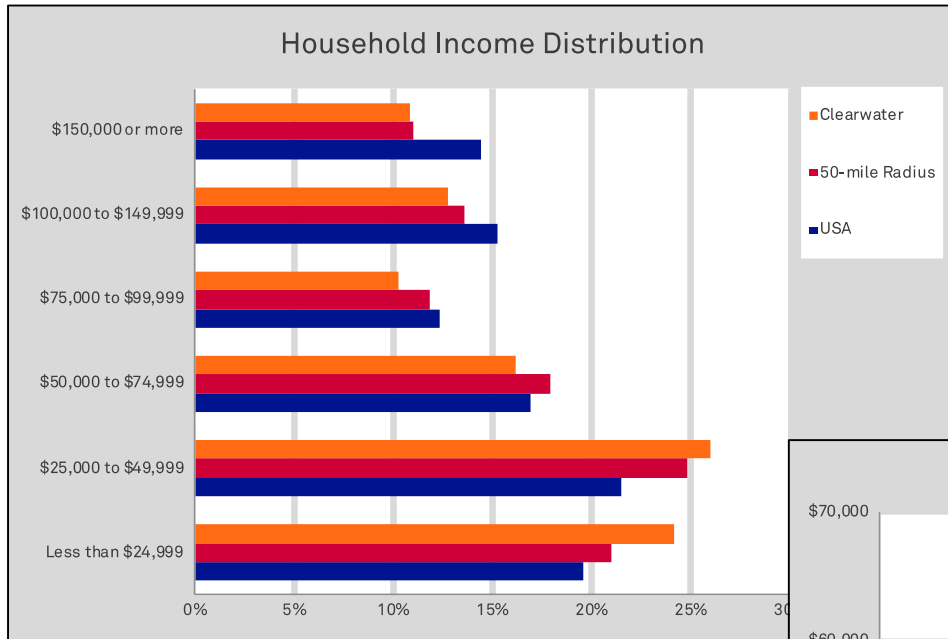
Market analysis



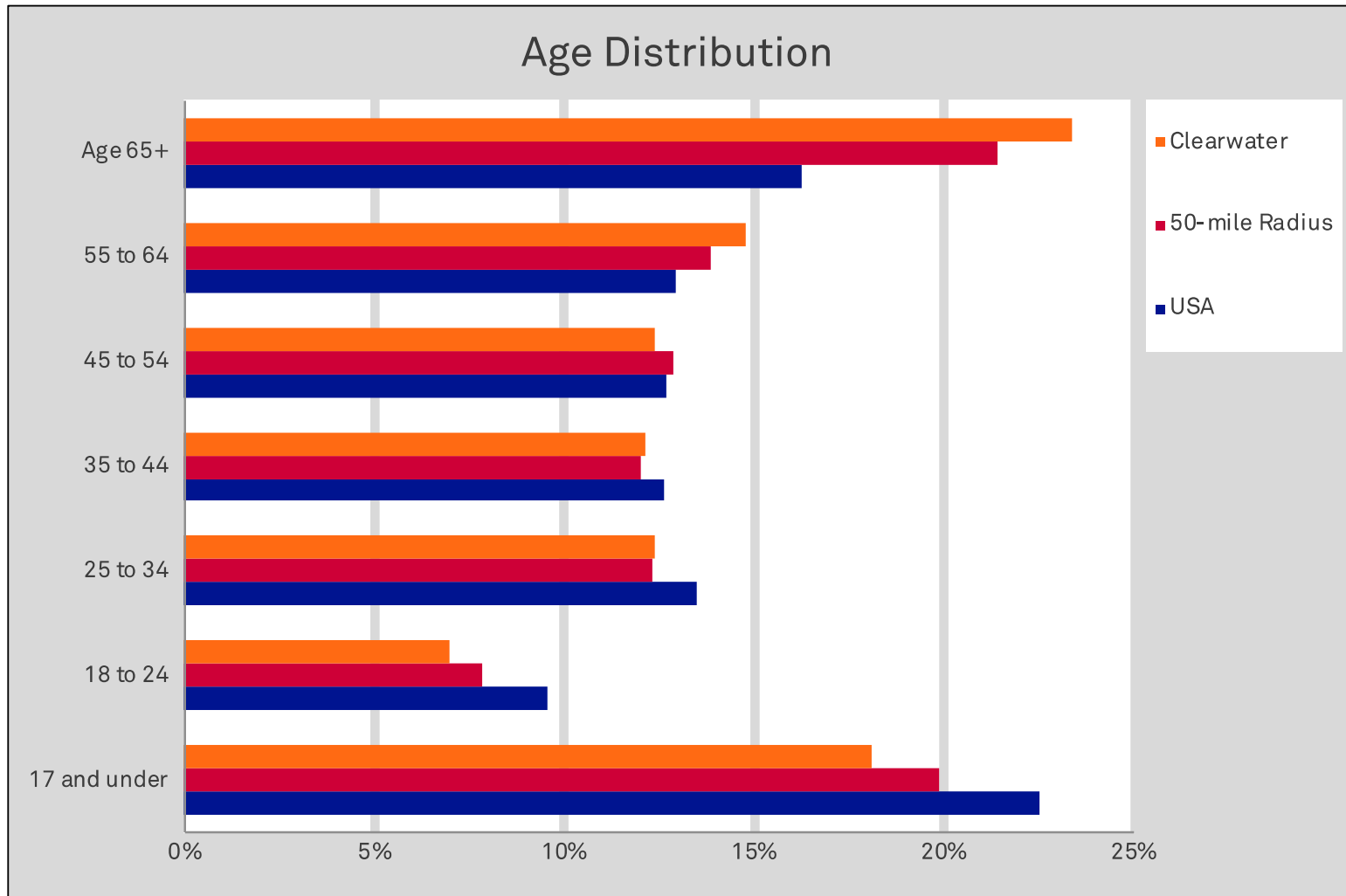
Market analysis



Market analysis

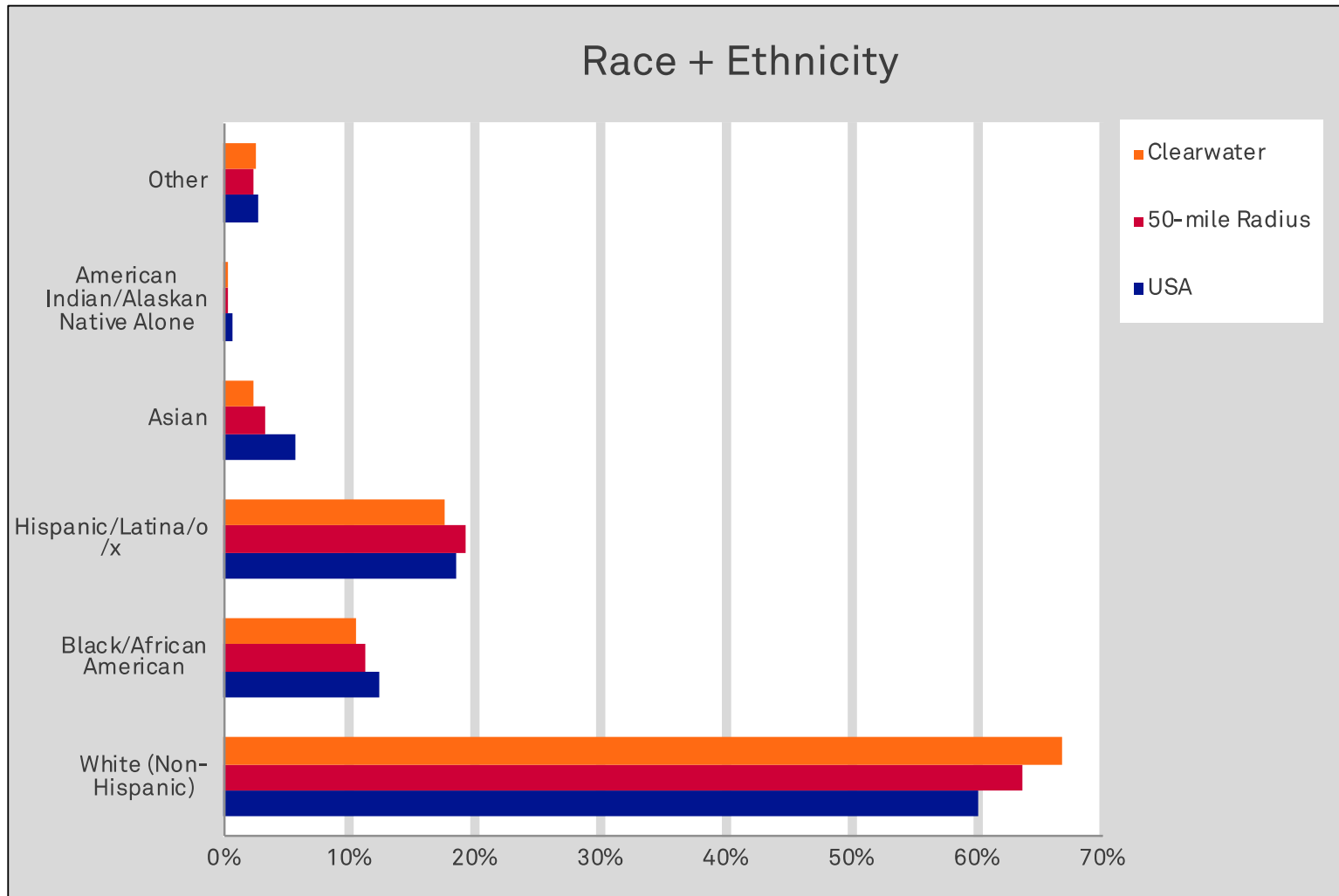


Market analysis



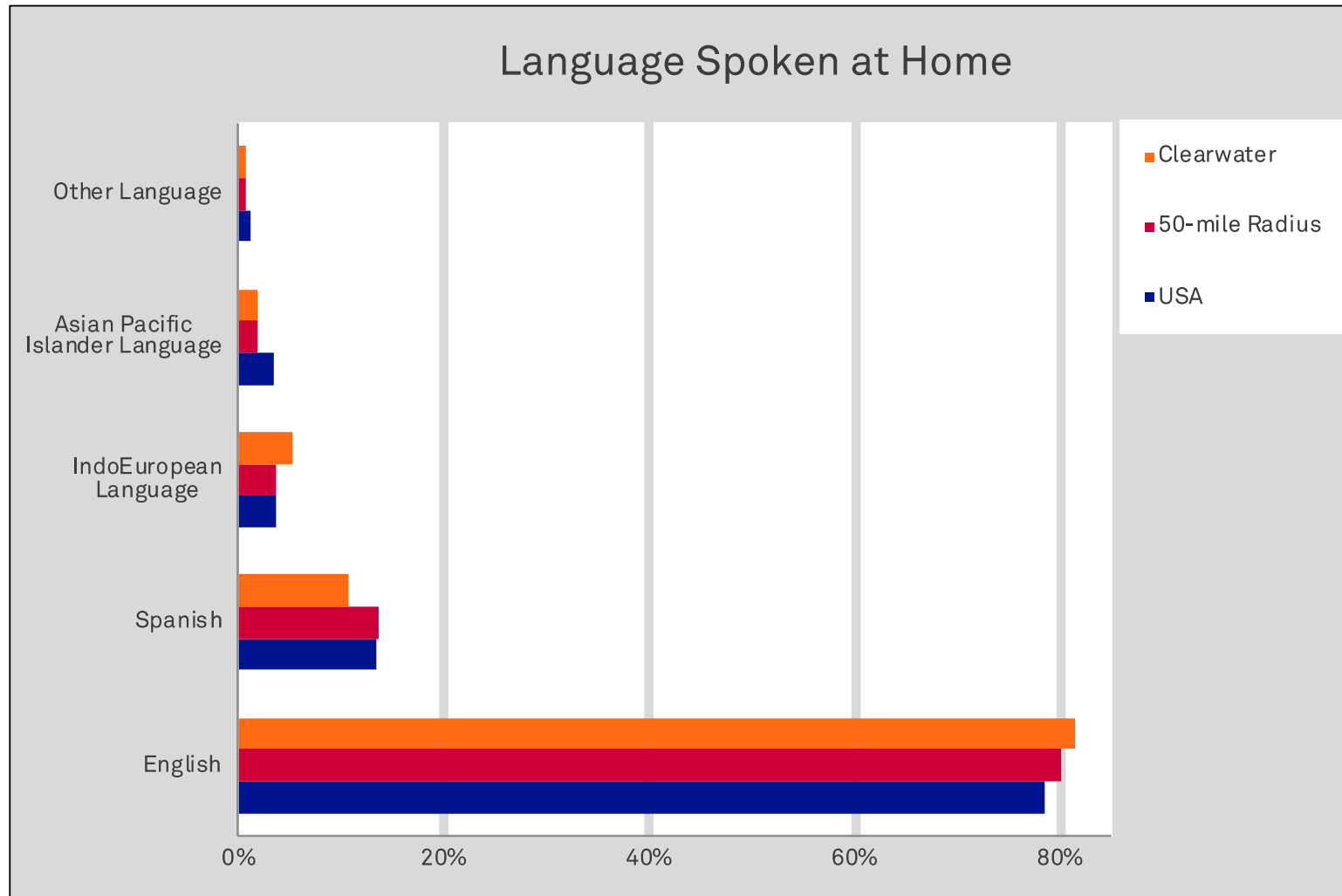
Source: Envirionics Analytics

Market analysis



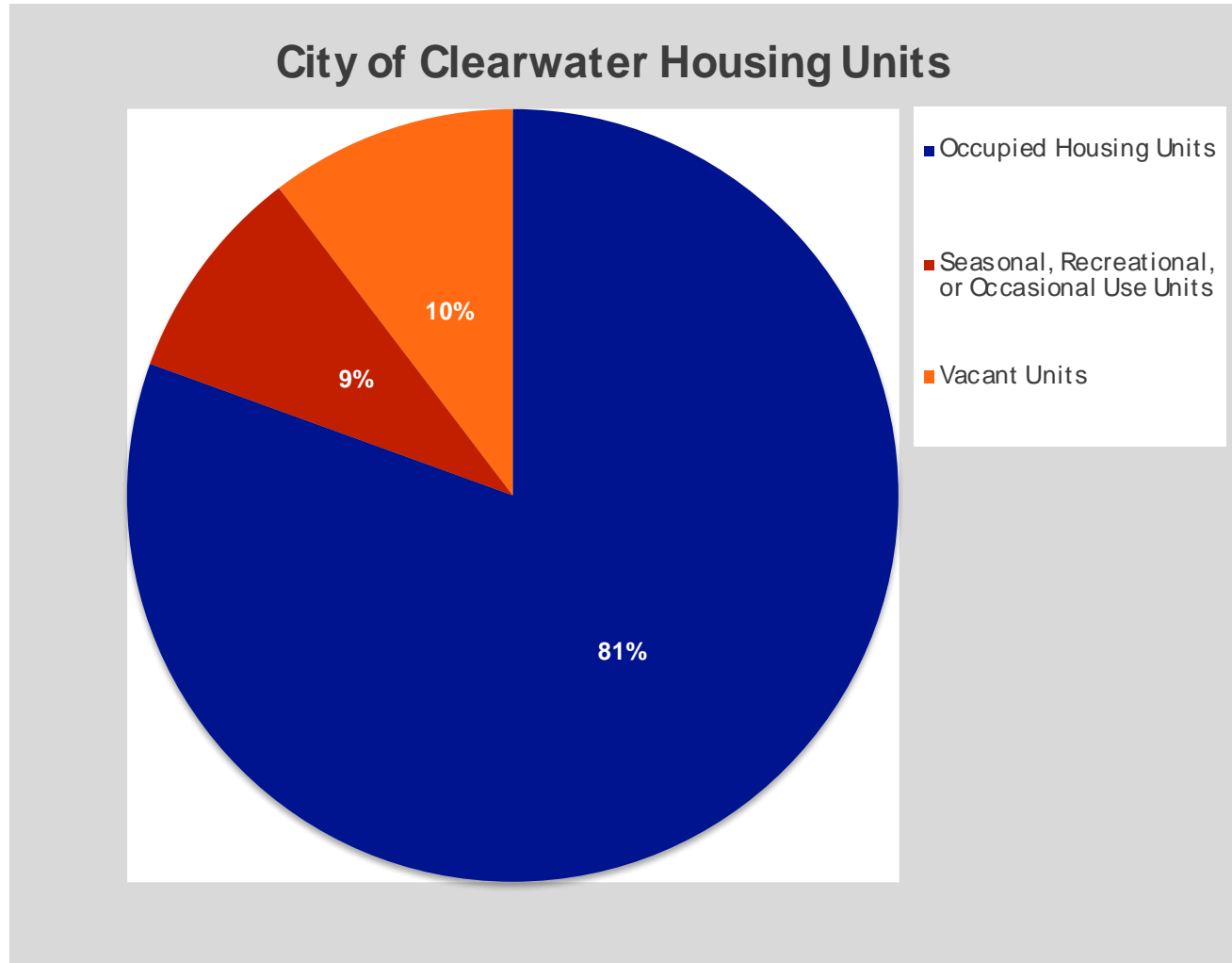
Source: Environics Analytics

Market analysis



Source: EnviroNics Analytics

Market analysis: seasonal residents



Market analysis: visitors

- Travel for vacation
- Stay an average of 7.2 days
- 5.23M rooms were sold in St. Pete + Clearwater in 2017
- Most travel by air and fly into PIE or TIA
- Travel as couples or families
- Beaches and weather are motivating factors for visit
- 12% of visitors surveyed attended a festival or special event
- Majority of visitors have been to St. Pete/Clearwater before (mean number of past trips is 9.6)
- Mean travel party spending of \$320.65
- Majority of visitors do not feel any improvements are needed to enhance visitor experience
- Statewide, 116.5M visitors came to Florida in 2017, a new record

Source: Visit St. Petersburg/Clearwater 2017/18 Visitor Profile prepared by Destination Analysts, Inc.

Market analysis: visitors

- Mean age: 52.9
- Mean household income:\$92,043
- Married/partnered: 71%
- Ethnicity: 86% Caucasian
- From USA: 81%
- State of origin: Florida (21%), Ohio (15%)
- MSA of origin: Tampa (9%), Sarasota-Bradenton (8%)

Market analysis: Comparable Markets

Permanent Outdoor Amphitheaters + Bandshells in Comparable Markets

	Clearwater	Lakewood	Carlsbad	Concord
Regional Market Definition	Tampa-St. Petersburg - Clearwater, FL Metro Area	Denver-Aurora-Lakewood, CO Metro Area	San Diego-Carlsbad, CA Metro Area	Charlotte-Concord-Gastonia, NC-SC Metro Area
Local Market Population (2018 Estimate)	115,513	154,958	115,330	92,067
Regional Market Population (2018 Estimate)	3,091,399	2,888,227	3,337,685	2,525,305
Outdoor Performance Venues (2000 seats or more)*				
# of venues	3	5	6	3
# of seats	34,400	42,275	35,572	37,500
Outdoor seats per capita	0.011	0.015	0.011	0.015

*Excluding Arenas, Stadiums, and Temporary Sites

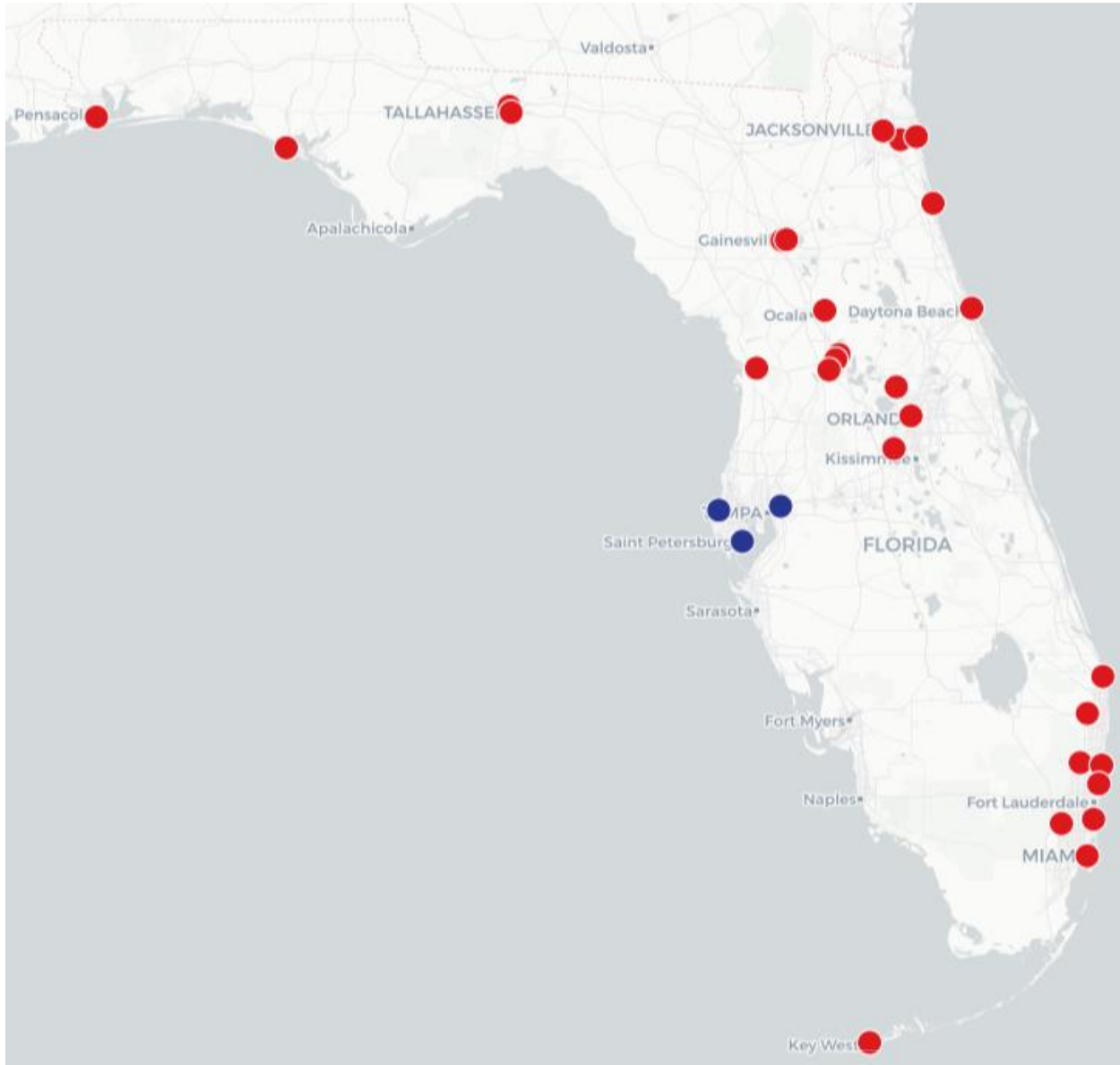
Comparable Markets

	Facility Name	Total Seating	Covered Seating	Uncovered Seating	Lawn Seating	Flexible Seating	City	Owner	Operator
Tampa-St. Petersburg - Clearwater, FL Metro Area	MIDFLORIDA Credit Union Amphitheater	19,900	9,900	0	10,000	N	Tampa	Florida State Fairgrounds	Live Nation
	Jannus Live	2,000	0	0	2,000	Y	St. Petersburg	Global Entertainment	Global Entertainment
	Coachman Park Bandshell	12,500	0	0	15,000	Y	Clearwater	City	City
Denver-Aurora-Lakewood, CO Metro Area	Fiddler Green	17,000	0	7,000	10,000	N	Greenwood Village	Private	AEG
	Levitt Pavilion	7,500	0	0	7,500	N	Denver	City	Nonprofit
	Grant Amphitheater	5,000	0	0	5,000	N	Littleton	City	City
	Hudson Gardens	3,250	0	0	3,250	N	Littleton	City	Private
	Red Rocks Amphitheatre	9,525	0	9,525	0	N	Morrison	City/County	City/County
San Diego-Carlsbad, CA Metro Area	North Island Credit Union Amp	19,492	0	9,468	10,024	N	Chula Vista	Live Nation	Live Nation
	Starlight Bowl	4,300	0	4,300	0	N	San Diego	City	City
	Cal Coast Credit Union Amp	4,280	0	4,280	0	N	San Diego	University	Nonprofit
	Kit Carson Amphitheater	3,000	0	3,000	0	N	Escondido	City	City
	Moonlight Amphitheater	2,000	0	908	1,092	N	Vista	City	City
	Junior Seau Pier Amphitheatre	2,500	0	0	2,500	Y	Oceanside	City	City
Charlotte-Concord-Gastonia, NC-SC Metro Area	Charlotte Metro Credit Union Amphitheatre	5,000	0	2,000	3,000	N	Charlotte	Private	Live Nation
	PNC Music Pavilion	19,500	0	9,500	10,000	N	Charlotte	Live Nation	Live Nation
	Paladium at Carowinds	13,000	5,000	8,000	0	N	Charlotte	Private	Private

Market analysis: conclusions

- The market is large and growing
- Significant differences between full-timers, seasonals and visitors suggests need for segmented approach to programming and marketing
- Some opportunity for culturally and linguistically-specific programs
- Visitors traveling for beaches and weather. The segment is attractive in terms of “destination” acts and the “destination” park.
- Comparable markets analysis suggests that this region has the capacity to support current/planned facilities

Florida Amphitheaters + Bandshells



Local outdoor facilities

Facility Name	Total Seating	Covered Seating	Uncovered Seating	Lawn Seating	Flexible Seating	City	Owner	Operator
MIDFLORIDA Credit Union Amphitheater	19,900	9,900	0	10,000	N	Tampa	Florida State Fairgrounds	Live Nation
Coachman Park Bandshell	12,500	0	0	15,000	Y	Clearwater	City	City
Jannus Live	2,000	0	0	2,000	Y	St. Petersburg	Global Entertainment	Global Entertainment

Regional facilities

Facility Name	Total Seating	Covered Seating	Uncovered Seating	Lawn Seating	Flexible Seating	City	Owner	Operator
Coral Sky Amphitheater	20,000	8,000	0	12,000	N	West Palm Beach	South Florida Fair	Live Nation
Centre of Tallahassee Amphitheater	20,000	10,000	0	10,000	Y	Tallahassee	Private	SMG
University of Florida - Flavet Field Bandshell	20,000	0	0	20,000	N	Gainesville	University	University
Twin Oaks Amphitheatre	15,000	0	0	15,000	N	Silver Springs	State	West Coast Florida Events
Walt Disney - Hollywood Hills Amphitheater	10,900	0	7,900	3,000	N	Orlando	Private	Private
Bayfront Park Amphitheater	10,600	2,600	0	8,000	N	Miami	City	Management Trust
Orlando Amphitheater	10,000	0	0	10,000	N	Orlando	Central Florida Fair	Central Florida Fair
Florida National Pavilion - Metropolitan Park	10,000	10,000	0	0	Y	Jacksonville	City	City
Aaron Bessant Park Amphitheater	7,500	0	0	7,500	N	Panama City Beach	City	City
Apopka Amphitheater	6,500	0	1,500	5,000	N	Apopka	City	City
Sunset Cove Amphitheater	6,000	0	0	6,000	N	Boca Raton	County	County
Univ. of Northern Florida - Coxwell Amphitheater	6,000	0	0	6,000	N	Jacksonville	University	University
Miramar Regional Park Amphitheater	5,000	3,000	0	2,000	Y - All	Miramar	City	KLASS-EX
Rock Crusher Canyon Amphitheater	5,000	0	0	5,000	N	Crystal River	Private	Private

Regional facilities

Facility Name	Total Seating	Covered Seating	Uncovered Seating	Lawn Seating	Flexibile Seating	City	Owner	Operator
Hunter Amphitheater	5,000	0	0	5,000	N	Pensacola	City	SMG
Daily's Place Amphitheater	5,000	5,000	0	0	Y - Pit	Jacksonville	City	Bold Events
Spanish Springs Town Square	5,000	0	0	5,000	Y	The Villages	Private	Private
Lake Sumter Landing Square	5,000	0	0	5,000	Y	The Villages	Private	Private
Brownwood Paddock Square	5,000	0	0	5,000	Y	The Villages	Private	Private
Saint Augustine Amphitheatre	4,900	3,283	1,617	0	Y - Pit	Saint Augustine	County	County
Daytona Beach Bandshell	4,500	0	4,500	0	Y - All	Daytona Beach	City	City
Mizner Park Amphitheatre	4,200	0	4,200	0	Y- All	Boca Raton	City	City
Key West Amphitheater at Truman Waterfront	3,500	0	0	3,500	N	Key West	City	City
Capital City Amphitheater	3,500	0	1,500	2,000	N	Tallahassee	County	County
Pompano Beach Amphitheatre	3,000	0	3,000	0	N	Pompano Beach	City	City
Seawalk Pavilion	3,000	0	0	3,000	N	Jacksonville Beach	City	City
ArtsPark Amphitheater at Young Circle	2,500	0	0	2,500	N	Hollywood	City	City
Seabreeze Amphitheater	2,000	0	0	2,000	N	Jupiter	County	County
Bo Diddley Plaza	2,000	0	0	2,000	N	Gainesville	City	City

Community Users

Historical Use of Coachman Park - 2018 Events

	Utilization		
	Month	Event Days	Days of Set-Up / Tear-Down^
19th Annual Clearwater Distance Classic	January	1	2
Clearwater Sea-Blues Festival	February	3	10
WiLD Splash Concert	March	1	10
Iron Girl Half Marathon/5k	April	1	2
26th Annual Easter Egg Hunt	April	1	1
Bay2Beach Arts Festival	April	3	14
Relay for Life	May	2	2
George Clinton & The Parliament Funkadelic	May	1	7
John Fogerty & ZZ Top (Blues & Bayous)	June	1	7
Clearwater Celebrates America	July	1	10
PB&J Run	September	1	2
Clearwater Super Boat National Championship Festival 2018	September	1	2
Clearwater Jazz Holiday	October	4	14
Hispanic Heritage Concert	October	2	10
Instrument Transformers	October	1	1
Phil Doganiero 3 Bridge Race	November	1	2
KnowBe4 Holiday Carnival	December	1	3
Island Estates Boat Parade	December	1	2
Say No To Drugs Holiday Classic	December	1	2
Florida Brass Alumni and Bugle Corps Holiday Concert	December	Canceled*	-
TOTAL		0	28
			103

*Dancelled due to Weather

^ Estimates based on interviews, scale of event, and proximity of event to other events

Community users

Potential Community Use of Imagine Clearwater Bandshell

	<i>Estimated Event Days in New Outdoor Space</i>	<i>Event Require Bandshell</i>	<i>Event Require Seating</i>	<i>Event Require Covering</i>	<i>Capacity</i>		
					<i>Low Capacity</i>	<i>Average Capacity</i>	<i>High Capacity</i>
Clearwater Sea-Blues Festival	3	Y	-	-	7,000	8,000	9,000
Annual Easter Egg Hunt	1	Y	N	N	7,000	8,000	9,000
WiLD Splash Concert	1	Y	-	-	7,000	8,000	9,000
Hispanic Heritage Concert	1	Y	-	-	7,000	7,500	8,000
Clearwater Jazz Holiday	4	Y	Y	N	6,000	7,500	9,000
IEYC Memorial Boat Parade	1	N	N	N	6,500	7,000	7,500
Clearwater Celebrates America	1	Y	-	-	6,000	7,000	8,000
Bay2Beach Arts Festival	3	Y	-	-	4,000	5,000	6,000
Florida Orchestra	1	Y	N	Y	2,500	3,000	3,500
PB&J Run	2	N	N	N	1,750	2,000	2,250
TOTAL	18	8	1	1			

Additional Users

- Ruth Eckerd Hall
 - Previously hosted 6 events in Coachman Park
 - Interest in renting revenue 20x per year
 - 3,000 to 4,000 seated capacity with cover
- Live Nation + AEG
 - Interested in presenting shows
 - Currently route across FL outdoor music venues
- Local Promotors

Capacity

- Before looking at options, let's consider seating capacity.
- Comparable Markets:
 - Majority of "boutique" venues have a total seating capacity between 3,000 and 5,000
 - Only one comparable has covered seating
 - Seated capacity could be in the 2,500-3,000 range
- Local + Regional Venues:
 - No facilities exist between 10,000 and 15,000 seats
 - Three "boutique" venues across the state have covered seating, the rest offer flexible, un-covered seating or lawn seats

Capacity

- Lawn Capacity—
 - Comparable venues indicated flexibility is a key to success for their venue
 - Lawn and flexible seating arrangements allow operators to stage festivals, community gatherings, fitness classes AND live entertainment events
 - Interviews suggest lawn seat ticket buyers are just as inclined to buy F&B offerings as seated ticket buyers
 - Concert events are promoted as Rain or Shine events, encouraging audiences to come prepared with ponchos and rain gear
 - Anecdotally, un-covered venues find more tickets sold closer to the event because they believe audiences are waiting to see the weather forecast
 - The lawn capacity could be closer to 10,000, but not if that reduces the park size. But for the Jazz Festival...

Conclusions

- There is a market opportunity for a bandshell or an amphitheater.
- The current amphitheater concept works from a market perspective and supports some community goals.
- The original concept works from a market perspective and supports other community goals.
- We believe there is a slightly different concept that also works from a market perspective and responds to more community goals.

Bandshell concept

- **Functionality:** This is a public park that can occasionally be used for community events and touring entertainment. There is a gentle slope down to a bandshell that provides adequate sightlines but still supports other park-activities
- **Capacity:** As many seats as are needed for specific events, with a total maximum capacity of 18,000.
- **Flexibility:** Seats can be removed, but the slope is fixed
- **Stage:** Small permanent covered stage with limited backstage accommodations. Stage size approx. 2,400 sf
- **Tech:** Minimal package of sound and lighting equipment supplemented by touring acts
- **Amenities:** Temporary food and beverage outlets brought in for events. Permanent and temporary restrooms.

Bandshell challenges

- What is the risk and financial downside of not covering the audience?
- Is the stage and audience area large enough to attract the performers the community wants to see?
- How many portable seats are required?

Simsbury PAC



Simsbury PAC



Simsbury PAC



Koka Booth





Koka Booth



Daytona Beach Bandshell



Daytona Beach Bandshell



Daytona Beach Bandshell



Amphitheater concept

- Evolved from the original concept with input from Ruth Eckerd Hall and others.
- Purpose: Attract world-class artists and entertainers to Clearwater, bringing audiences from around the region, generating more revenue and driving downtown spending and revitalization.
- Functionality: Focus is on large music events
- Capacity: 3,500+ seats under cover plus lawn seating to a maximum of 15,000.
- Flexibility: Seats can be removed, but the rake is fixed
- Stage: Large permanent covered stage with full backstage accommodations
- Tech: Basic package of sound and lighting equipment supplemented by touring acts
- Amenities: VIP, concession and some restroom buildings plus area for food trucks and additional temporary restrooms.
- Funding: REH has suggested that an outside partner would contribute capital to the amphitheater development project. Depends on arrangements.

Amphitheater challenges

- Does the venue align with the goals of the Imagine Clearwater project?
- Can it be profitable?
- Can the venue be restored as a park after a performance?
- Will events increase spending in downtown Clearwater?
- What is the optimal capacity?

Pompano Beach Amphitheater





POMPANO BEACH AMPHITHEATER



Cynthia Woods Mitchell Pavilion







Saint Augustine Amphitheatre



Saint Augustine Amphitheatre



Saint Augustine Amphitheatre



A modified concept

- Purpose: Push capacity, functionality, flexibility and technical capabilities up from the small venue in order to support larger events while minimizing scale and impact of the facility so as to honor the park concept
- Functionality: Support community events and large touring events.
- 2,500-3,000 seats and up to 10,000 total.
- Explore the integration of the structures into the park site, flexible seating systems, a flat floor component, retractable elements (over stage and seating) and pop-up amenities and backstage

New concept challenges

- Is there technology sufficiently advanced to support flexible seating systems and a retractable roofs in a cost-effective manner?
- Can the amphitheater elements be sufficiently minimized so as not to compromise the park concept?
- Do the operating costs associated with preparing the venue for a performance make the venue prohibitively expensive to sustain?
- Can these facilities deal with a wide range of other community events?

Addison Circle Park



Addison Circle Park



Addison Circle Park



Addison Circle Park



Addison Circle Park



Mizner Park Amp



Mizner Park Amp



Mizner Park Amp



Mizner Park Amp



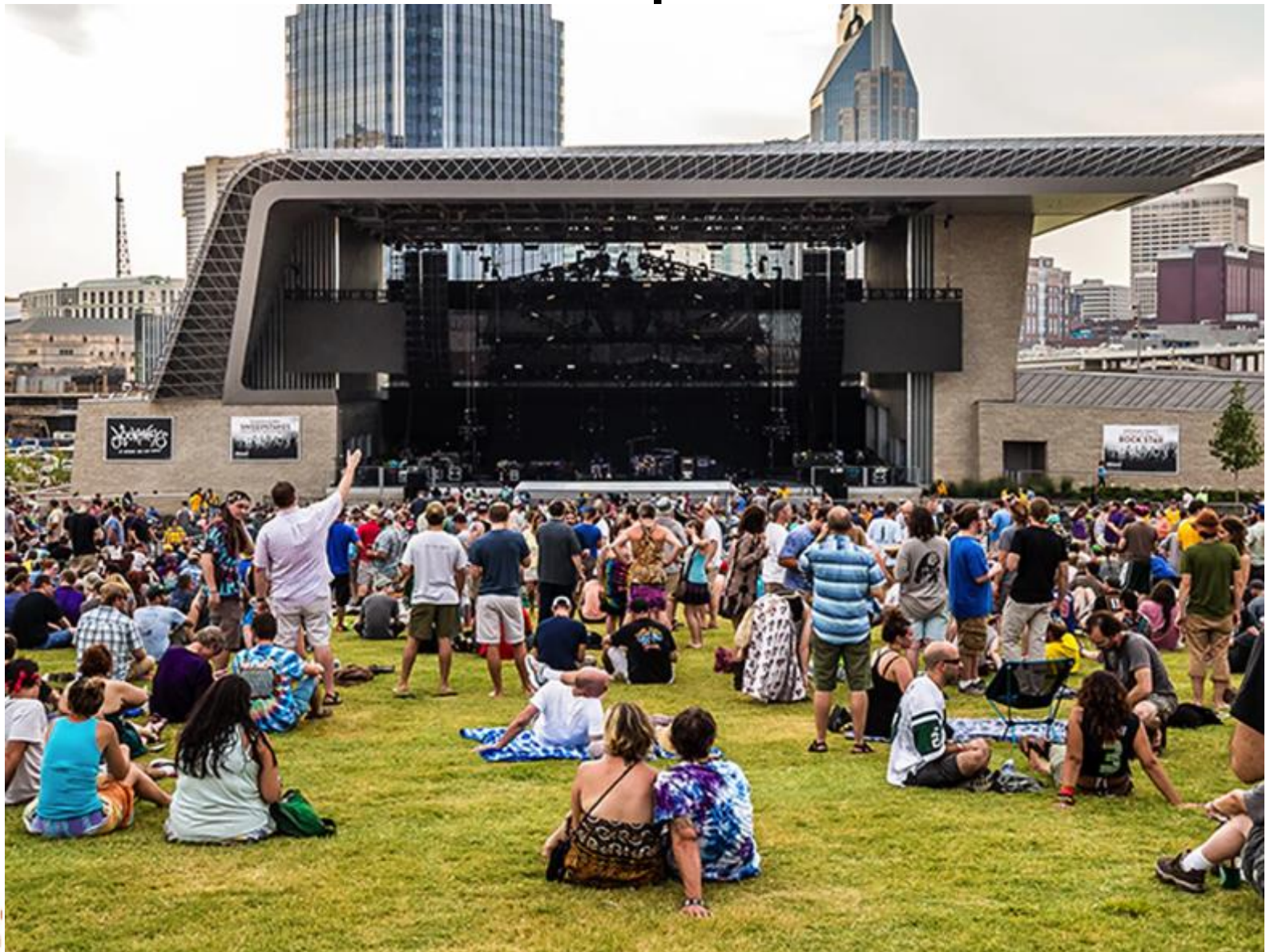
Ascend Amphitheater



Ascend Amphitheater



Ascend Amphitheater



Ascend Amphitheater



Profitability of Amphitheaters

Facility Name	Total Capacity	Owner	Operator	Net Revenue to Owner
St. Augustine Amphitheater	4,900	County	County	\$1,118,222
Ascend Amphitheater	6,800	City	Live Nation	\$400,000
Daytona Beach Bandshell	4,500	City	City	\$56,000
Pompano Beach Amphitheater (2017-18)	3,000	City	AEG	\$25,940
Simsbury Performing Arts Center	10,000	City	City	\$12,000
Koka Booth	7,000	City	SMG	(\$350,000)
Pompano Beach Amphitheater (2016-17)	3,000	City	Private Operator	(\$800,000)
Bayfront Amphitheater	10,600	City	Park Trust	(\$1,930,000)
Cynthia Woods Mitchell Pavilion	16,500	City	Nonprofit	(\$2,000,000)

Outside threats

- The presence of guns on the site will limit the artists who will come.
- Increasing traffic and road congestion will dissuade ticket buyers.

In summary

- Covered seats and excellent technical & operational capabilities will attract strong promoters who will book higher level artists who will attract regional audiences who will positively impact downtown Clearwater.
- The fully developed amphitheater serving a range of community goals is not likely to generate significant profits for the City. The key driver of profits is F&B.
- The latest seating plan and cover can be slightly reduced. More importantly, there should be a deeper exploration of the opportunities for temporary, flexible and retractable elements so as to enhance the park-like setting when the amphitheater is not in use. This will allow the project to serve the other important goals that came out of the public input process. Also important is maintaining the slight rake.
- The City must also take a position on outside threats.

Discussion

- Have we fairly and completely described situation and the prospects for the project?
- What additional information is required to move forward?
- What parallel physical planning is appropriate?
- With your blessing, I would now like to proceed with business planning based on our modified concept