Blue Lake Amphitheater
Feasibility Analysis

Submitted to:

Metro
Regional Parks and Green Spaces

Submitted by:

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Summary

Metro's Department of Regional Parks and Greenspaces hired ECO and its subcontractors Richard Scheeland and Gerald McDonnell to make a preliminary assessment of the feasibility of three potential amphitheater facilities at Blue Lake Park:

1. *Small facility with limited amenities*: a concrete pad with electrical service where a temporary stage would be erected for the concert season. Capacity: 2,500 to 4,000.

2. *Small facility with full amenities:* a permanent stage with a shell and backstage amenities for the performers. Capacity: 2,500 to 4,000.

3. *Large facility with full amenities*: a permanent stage with a shell and backstage amenities for the performers. Capacity: 5,000–10,000.

Given a range of assumptions (based on interviews and experience) about costs, events, attendance, ticket prices, and other revenue sources, the consultants estimated revenues and costs for each alternative over five years of operation to estimate net operating revenue and debt service payments for construction. The results:

- All of the alternatives would generate positive net operating revenue (without debt service payments) by Year 5. The facilities ranked by the amount of net operating revenue, from most to least, are (1) large facility, (2) small facility with limited amenities, and (3) small facility with full amenities.

- None of the alternatives would generate net operating revenue sufficient to cover the facility's debt service payment for construction. Ranked in terms of the gap between net operating revenue and debt service, from largest to smallest, the facilities are (1) small facility with full amenities, (2) large facility, and (3) small facility with limited amenities.

- The small facility with full amenities appears to be the least attractive option—it has the smallest level of net operating revenue and the largest debt service shortfall.

- The large facility has the largest level of net operating revenue, but a significant debt service shortfall. The small facility with limited amenities would generate much less net operating revenue than the large facility, but with a much smaller debt service shortfall.

- Metro's choice between the large facility and the small facility with limited amenities depends on whether the facility is expected to pay for its construction and the type of events Metro wants at Blue Lake Park.

BACKGROUND

Metro hired ECONorthwest (economic and market analysis), Richard Scheeland (theater consulting), and Gerald McDonnell (architecture and site design) to study the feasibility of a new and expanded amphitheater at Blue Lake Park. The Park is operated by Metro and located east of Portland between Blue Lake and the Columbia River. The Park has an existing bandshell, with a raised platform stage area (16x32 ft.) and lawn seating, located near the Lake House. The bandshell hosts a "Music by Blue Lake" summer concert series (six concerts in 1995; eight in 1994) with local and regional performers. Events in the past two years have attracted up to 3,400 people, but most events were in the range of 1,500–2,000 attendees.

Metro is considering a new facility for several reasons. An adopted master plan calls for moving the existing bandshell. Moreover, the events at the current bandshell would conflict with other primary park activities (including weddings, parties, meetings, and similar events at the Lake House) on weekends, so the current location limits the type and hours of possible events. In a 1995 customer survey at the Park, an amphitheater was identified most often as an additional facility respondents would like to see at the Park: 81% of respondents indicated they would attend music concerts or performing arts events if a permanent amphitheater were constructed. Finally, Metro is looking for opportunities to use its park assets to generate net revenues for the operation of those parks.

To prepare this analysis, Gerald McDonnell, Richard Scheeland, and Terry Moore have had several conversations with Metro staff to discuss the potential size, location, and design of an amphitheater at Blue Lake Park. We reviewed information on park facilities and park use, visited the site, and conducted interviews with amphitheater operators and concert promoters in the region. A draft of this report, along with the site analysis by Gerald McDonnell, the market analysis by Richard Scheeland, and a draft *pro forma* of operating costs and revenues, were presented to a focus group on May 1st. The focus group was attended by 11 people consisting of private promoters, facility managers, and performing arts groups, in addition to Metro staff.

Focus group participants made several comments supporting or amending our draft analysis. Among the most important comments were:

- Metro should not promote events at Blue Lake Park, but should contract with a private promoter instead.
- There is demand in the Portland area for an outdoor venue with a capacity of 5,000–8,000.
- There is a large supply of outdoor venues in the Portland area with capacity of 3,000–4,000. Though some of these facilities could accommodate larger crowds, they are constrained by the number of events that can be held, alcohol restrictions, noise complaints, and other neighborhood impacts.

- A high-quality facility with 3,000–4,000 seats could take market share from other facilities.
- Seats or benches should have backs; patrons will not pay high ticket prices to sit on benches without backs. Seating should comprise 33–50% of facility capacity, with remaining capacity accommodated by lawn areas.
- If seating is provided near the stage, it should be removable to create a dance areas for shows.
- To maximize concession revenue, beverage sale areas should be within sight of the stage. Alcohol sales will substantially increase net revenues.
- Backstage amenities for performers are necessary; permanent facilities would be better but modular units will work.

This report incorporates comments and suggestions from the focus group and Metro staff. In particular, we refined our draft analysis to look at the feasibility of three potential amphitheater facilities at Blue Lake Park. Each of the three alternatives would require sitework to create a sloped seating area to provide sightlines for patrons. The three alternatives in this report are:

1. *Small facility with limited amenities.* This alternative would provide a concrete pad with electrical service where a temporary stage would be erected for the concert season. The stage would have a canopy-covered roof capable of supporting limited lighting equipment. No permanent seating, rest rooms, or backstage amenities would be provided. The capacity of this alternative could range from 2,500 to 4,000.[1]

2. *Small facility with full amenities.* This alternative would have a permanent stage with a shell and backstage amenities for the performers. Bench seating with backs would be provided for 1,500 patrons, with remaining capacity accommodated by festival (lawn) seating. Permanent rest rooms would be provided on-site. The capacity of this alternative could range from 2,500 to 4,000; the cost estimates for this alternative are based on a capacity of 3,000.[2]

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[1]There are obviously many different sizes and configurations for the small and large facilities that we could have examined. To keep our analysis simple, we chose to base our cost estimates on a round number for capacity. For both small amphitheaters we assumed a capacity of 3,000: capacities between 2,500 and 4,000 could be justified. As one approaches 4,000, however, the idea of doing the facility with limited amenities makes less sense. For the large amphitheater, we assumed a capacity of 6,000. By simply doubling the capacity of the small amphitheater we hope to make the cost comparisons easier. Capacities between 5,000 and 8,000 could be justified on the basis of markets, but we stayed at the low end because of the constraints imposed by the Blue Lake site.

[2]The sketches for this alternative show what it would look like with seating for all attendees; the cost estimates are based on a 50-50 split between bench seating and lawn seating.

3. *Large facility with full amenities.* This alternative would have a permanent stage with a shell and backstage amenities for the performers. Bench seating with backs would be provided for 3,000 patrons, with remaining capacity accommodated by festival (lawn) seating. Permanent rest rooms would be provided on-site. The capacity of this alternative could range from 5,000 to 10,000; the cost estimates for this alternative are based on a capacity of 6,000 (see footnote 1).

This report is organized in roughly the order in which we conducted our analysis: (1) the site constraints that affect all alternatives, (2) alternatives for amphitheater characteristics—the types of events and market area for each, location, and design, (3) construction and operational issues that would affect costs and revenues at the amphitheater facilities, and (4) a pro forma analysis of costs and revenues for each alternative over five years.

This report is based on two other reports for the Blue Lake Feasibility Study: a market analysis by Rich Scheeland, Theater Consultant, and a site analysis and construction cost estimate by Gerald McDonnell of McDonnell and Associates, Architects. This report summarizes from those reports to provide to provide the basis for our conclusions about the feasibility of an amphitheater at Blue Lake Park. The cost estimates from McDonnell and Associates are reprinted as an appendix to this report.

SITE CONSTRAINTS

Assuming that there is demand for the events the facility would offer, its design and operation would still have to address several potential limitations on the site:

1. *Noise.* Blue Lake Park is in the flight path of Portland International Airport, and located next to Marine Drive. Our site visit suggested that neither of these noise sources would be a fatal limitation.

2. *Topography.* For the western site in particular, the flatness of the land does not lend itself to naturally creating the sightlines needed for an amphitheater: substantial fill would be required (which would add on the order of $100–150,000 to the cost of earthwork). The resulting berm would not be unattractive if properly landscaped, and it would resolve existing problems with temporary standing water on the site.

3. *Wind.* Though average wind speeds in the summer (7 mph) are not a problem, days of sustained winds of over 20 mph do occur. Todd Jones, park superintendent, does not believe that the Park experiences significant wind in the summer.

4. *Parking and Circulation.* As a rough estimate, for every 500 people attending an event, the Park would need about 1.5 acres of parking (assuming about three cars per 1,000 square feet and an average of about 2.5 attendees per car). New access to Marine Drive may not be possible, which means that all cars would enter off Blue Lake Road.

For the west site, that means a drive of over 1/2 mile on park property to get to amphitheater parking. Temporary traffic problems could be severe as 1,000–2,000 cars try to leave at the same time on a single two-lane access road.

5. *Utilities.* There are issues with nearby City of Portland wells and supply lines, getting power, water, sewer, and storm drainage to the facility, and potential new power lines to the west. Our preliminary review indicates that none of these issues creates problems that are very expensive to design around.

6. *Neighborhood Impacts.* Increasing the scale of the amphitheater could have negative noise and traffic impacts on neighboring residences, but those impacts can be substantially reduced by careful siting and design. The impacts of the small amphitheater alternatives on other park users are probably not too great. The large amphitheater alternatives would have a significant presence in the Park and would displace some existing park uses. Moreover, it may attract the kind of shows that are typically louder than those that are now part of the summer concert series.

AMPHITHEATER SIZE

Our market analysis suggested that we investigate two sizes of amphitheaters which we refer to in this report as "small" and "large." Their respective capacities could range from 3,000–4,000, and from 5,000–8,000.[3] For the purposes of illustrating the magnitude of costs and revenues in this report, we defined their respective capacities as 3,000 and 6,000.

A small amphitheater with a temporary stage and lawn seating for about 3,000 would essentially transfer the functions of the existing bandshell to another site in Blue Lake Park. The new location would continue to provide events currently offered at the bandshell, including the Concerts in the Park series and weekday family events. The primary advantage of this alternative would be to reduce conflict with events at the Lake House. Without any new amenity or capacity, there is no reason to predict that the new facility would, on its own,[4] attract significantly more events or generate more revenue than the current bandshell.

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[3]There is no clear line between large and small. At some point between a capacity of 4,000 and 6,000 people, however, the scale of operation is such that it no longer looks like just a slightly larger version of what the park is doing now with its bandshell.

[4]In any evaluation of this type, the task for the analyst is to hold as many things constant as possible in order to estimate the unique impacts of the policy decision of interest. For example, Metro may decide that as part of building a new facility it will increase its efforts to market the events at Blue Lake. If that marketing results in increased attendance, that increase should be counted as an impact of the new amphitheater only to the extent that one argues that the newness of the facility contributed to the increase. In other words, Metro may have been able to gain most of the attendance increases without building a new facility, just by increasing the amount and effectiveness of its marketing.

A small amphitheater with a permanent stage, some seating, and additional backstage facilities would allow Blue Lake Park to continue to offer events similar to those currently offered at the Park, but at an expanded scale with some larger and more diverse local, regional, and national acts. At this size the amphitheater would continue to serve as a regional facility for the east side of metropolitan Portland, and (depending on the type and quality of the facility) could draw from the larger Portland market for regional and national musical performers and for events not offered extensively in other outdoor venues in the region (e.g., theater or special, larger scale performances for families/children).

Scheeland's market analysis suggested there is demand for a large outdoor concert venue in the Portland area. That conclusion was supported by participants in the focus group, who said there is a niche for a 6,000–8,000 seat facility. For the purposes of the cost analysis, we assumed an amphitheater with a capacity of 6,000, over half on lawn seating. An amphitheater of this size would be a major venue serving the larger metropolitan market with national and large regional artists.

COMPETING OUTDOOR VENUES IN THE MARKET AREA

We identified five outdoor venues in the Portland market area that host the type of concert events that would be held at the Blue Lake Park Amphitheater. Three of these are located in the City of Portland:

1. The Rose Quarter Commons is an outdoor amphitheater that is part of the new Rose Garden development in downtown Portland. This venue has not yet become established in the Portland market. It has a capacity of 3,500.

2. The Rose Garden Amphitheater in Washington Park has lawn seating for 3,600. This venue is owned by City of Portland, which promotes summer concerts with local and regional talent.

3. The Washington Park Zoo Amphitheater is also owned by Metro and has lawn seating for 3,600. Metro promotes summer concerts at this venue with local, regional, and some national talent. Admission to these shows is free with Zoo admission.

Two venues serve the Portland market but are located outside of the Portland metropolitan area. These venues are:

4. The Champoeg State Park Amphitheater, located near St. Paul about 30 miles south of Portland, has a capacity of 3,000. It has a summer concert series this year with nine shows featuring national performers such as Joan Baez, Ziggy Marley, and the Allman Brothers.

5. L.B. Day Amphitheater on the Oregon State Fair grounds in Salem, has seating for 9,000. This venue hosts concerts by larger national performers such as the Moody Blues, James Taylor, and Boys II Men. Concerts at this venue are promoted exclusively by MCA Concerts Northwest, which rents the venue for $1,300 or 10% of gross ticket sales, to a maximum of $5,000.

There are several other areas in Portland where concerts are occasionally staged, such as the Willamette riverfront near downtown and the Edgefield Winery in Troutdale. Concerts at these sites are generally infrequent and typically larger than those that might use a facility at Blue Lake Park. In addition, there is a wide variety of indoor concert venues in the Portland area. These venues, however, lack the ambiance and opportunities for eating, drinking, and social interaction that make outdoor venues popular in summer months.

Discussions with participants in the focus group revealed that competing facilities have constraints on their use related to the frequency of events that can be held, restrictions on alcohol sales, and neighborhood complaints about noise and other impacts. Participants said a small venue at Blue Lake Park might be successful if the venue were high-quality and not constrained by the restrictions faced at other venues. To be successful, a small venue at Blue Lake Park would probably have to take market share away from other facilities in the market, one of which is owned by Metro.

Participants in the focus group also said there was demand for a 5,000-8,000 capacity amphitheater in the Portland area. There is not an existing facility of this size in metropolitan Portland. Some performers play at the L.B. Day Amphitheater because they can attract crowds that are too large for existing amphitheaters in metropolitan Portland. An internal survey at L.B. Day shows 65% of their audience comes from the Portland area. A large amphitheater at Blue Lake Park could accommodate performers that would otherwise go to L.B. Day or skip the Portland market altogether.

AMPHITHEATER LOCATION

Based on our initial discussions with Metro staff, we focused on siting a facility at the west end of Blue Lake Park, where the master plan envisioned the facility. This site has several constraints: the flat site would need substantial berming and filling to create a sloped site with the necessary sightlines; an amphitheater at this location could interfere with or preclude some other uses of the Park; and getting vehicles to and from this part of the park from the current park entrance would be expensive (for a paved access road) and inconvenient (traffic congestion).

Siting the amphitheater on the undeveloped property east of Blue Lake Road would alleviate some of the constraints of the west site. The natural slope could provide the necessary sightlines without substantial berming and filling; the site would be separate from and interfere less with other uses of the Park; parking and access would probably work better because the

amphitheater would be closer to Blue Lake Road. The disadvantage of the east location is that the amphitheater would be closer to new residential development to the south.

STAGE ORIENTATION

The amphitheater stage must be oriented to avoid the worst of (1) sound projecting directly on surrounding residences, (2) sun in the eyes of spectators or performers, and (3) the noise and aesthetic impacts of event setup and breakdown on residences and other park activities. To achieve the first objective, a north-facing bandshell is optimal (because sound is projected away from the park's main activity areas and from residences). To achieve the second objective, a north-northeast-facing bandshell is optimal (because the summer sun sets in the northwest). To achieve the third objective, a south-facing bandshell is optimal (because all the activity behind the stage occurs near Marine Drive.

Obviously the first two considerations of performance noise and sun overwhelm the third consideration. But orientations that swing the back of the stage away from the lake might be optimal. Our schematic designs show an axis that is generally east-west, with the back of the stage cocked to the south so that the stage faces northeast. Since precise orientation would have an insignificant effect on our revenue projections or order-of-magnitude cost estimates, we did not spend additional time trying to determine the optimum orientation.

AMPHITHEATER FACILITIES

Regardless of the size of the amphitheater, there are many ways it could be configured with regard to the stage, equipment, and other permanent facilities. The facilities at the amphitheater will influence its construction cost and the rent Metro can charge for its use. We have included two small amphitheater alternatives, one with limited amenities and one with full amenities, to show the cost and revenue associated with providing different facilities. The market analysis by Rich Scheeland indicates a large amphitheater with a temporary stage and rented backstage facilities would not attract the regional and national performers that could attract a near-capacity audience. Therefore, we have not included a large amphitheater alternative with limited amenities in this report.

The facilities for all alternatives would include parking on unimproved grassy fields, and lighting for parking and pedestrian paths. Sitework would create a sloped area for seating. None of the alternatives would provide lighting or sound equipment—this equipment would need to be rented by the promoter using the amphitheater.

The small-facility with limited amenities would have a concrete pad with utilities for a temporary stage, and a sloping grassy area for festival (lawn) seating only. Metro would need to rent temporary toilets and modular backstage space for the concert season.

The two permanent amphitheater alternatives would have a stage with a shell, some seating (with backs), permanent restroom facilities, pads with utilities for portable concessions stands, and lighting for the stage and pedestrian access (but not for all parking). Backstage areas for artists would be provided by rented modular units.

CONSTRUCTION COSTS

Construction cost estimates by McDonnell and Associates are summarized in Table 1. These costs should be considered approximate: there are many ways that the facility could change in size, configuration, location, and quality that would substantially change the costs. The purpose in this preliminary planning stage is to have a rough idea of costs.

Table 1: Construction Cost Estimates for Amphitheater Alternatives (in rounded dollars)

Alternative	Construction Cost
Small Amphitheater, Limited Amenity	$650,000[5]
Small Amphitheater, Full Amenity	$1,765,000
Large Amphitheater, Full Amenity	$2,330,000

Source: McDonnell & Associates, Architects.

These estimates are based on providing the facilities we describe above. We reprint the detailed cost estimates and schematic seating plan from Gerald McDonnell as an appendix to this report.

If a facility were financed at about 7.75% over 20 years, the annual debt service would be about 10% of the construction cost. We show the annual debt service in our analysis of costs and revenues in this report.

Because of the reduced costs of earthwork and access costs, total construction costs for alternatives on the eastern site could be reduced by about $100,000–150,000.

[5]We have rounded up the construction cost for the small amphitheater, limited amenity alternative from McDonnell's estimate of $578,430 to cover the cost of scaffolding above the stage to support modest lighting and a canopy.

OPERATIONAL COSTS AND REVENUES

ASSUMPTIONS

The critical question affecting the feasibility analysis is, *Who promotes the events: Metro or a contractor?* Based on our discussions with Metro staff and comments by participants in the focus group, the tentative answer is that Metro would build and maintain the amphitheater, and rent it to private promoters who would schedule and manage concert events.[6] This arrangement is common among performing arts facilities in the nation.

This assumption has a big effect on what Metro has to do to make the facility operate and on the bottom line for Metro. Having a contractor promote events pushes most of the operating costs (such as artist fees and catering) and much of the risk onto the promoter—Metro simply has to provide the facility and collect the rent. Promoters are willing to accept these costs and the risk for the potential to make substantial profit on their investment.

There are a variety of ways a rental agreement can assign responsibilities for various aspects of facility operation. The assumptions we used for our estimates of revenue and costs for each alternative are summarized by component below. The heading for each component corresponds with the headings we used on our summary of assumptions and financial analysis estimates for each alternative, which we present after this discussion.

1. *Ticket Sale Revenue.* While Metro would not directly receive ticket sale revenue, we had to make assumptions about the number of events, average paid attendance, and average ticket price in order to estimate each component of revenue to Metro (rent, concessions, patron user fee, and park admission—see below). For each alternative we made these assumptions for three types of events: concerts with national performers, concerts with regional and local performers, and theater and family shows. We show the number of events per season and average paid attendance for Years 1 and 5 to simulate an increase in the number of events and average paid attendance as the amphitheater becomes more well-known.

2. *Rental Revenue.* The rental rates for concert events at the three alternative amphitheaters are based on typical rates at similar facilities in the Northwest. The rates are stated in terms of a percent of gross ticket sales, with a minimum and maximum rate. We assumed Metro would offer the facility for free to performance groups staging theater and family events. Most theater and family events would not attract attendance or command ticket prices high enough to generate revenue sufficient to rent the amphitheater. By not charging rent for theater and family events, Metro could encourage

[6]Metro could still promote events at the amphitheater within any limits imposed by its agreements with private promoters.

these events to occur in the amphitheater and utilize the facility when it is not being used for concerts. Metro would still receive revenue from theater and family events through concession, park admission, and patron user fee revenue.

3. *Concession Revenue.* We assumed that contractors, not Metro, will sell beverages (including beer and wine), food, and merchandise, and that Metro will charge a commission fee of 15% of gross sales to allow these sales in the amphitheater. We estimated the amount of Metro's commission fee based on concession sales per person for concerts at the Cuthbert Amphitheater in Eugene. We assumed concession sales per person for theater and family show events will be half that of concert events.

4. *Park Admission/Parking Revenue.* Park admission is currently $3 per car during the peak season (mid-May through September). We assumed that these fees will be charged to cars entering the Park. This revenue is included as a component of revenue stream for the alternatives.[7] The promoters would to provide parking control.

5. *Patron User Fee Revenue.* There is a patron user fee of 7.5% per ticket for events at Metro facilities. This portion of the ticket price is returned to Metro's general fund, not to the facility. Even so, we have included this fee into the revenue stream for the amphitheater alternatives at the request of Metro staff.

6. *Administration Costs.* Administration for each alternative would require a manager and an on-site liaison for events. Both of these positions would be roughly .25 FTE at $60,000 per year for an administrator and $24,000 per year for the on-site liaison, plus benefits. We do not think administration costs would vary significantly among the three alternatives in our analysis.

7. *Maintenance Costs.* A rule-of-thumb from Gerald McDonnell is that annual facility maintenance costs about 3% of construction costs. We use this rule-of-thumb, rounded to the nearest $1,000. Obviously, maintenance costs would be lower in early years and higher later, but this estimate gives a rough approximation of average cost.

8. *Marketing Costs.* We assumed Metro will fund advertising to increase awareness of the amphitheater itself, rather than specific concerts or events. The level of marketing increases with construction cost—we assumed the bigger and better the facility, the more Metro will want to promote it.

[7]This arrangement is similar to that at Champoeg State Park, which also charges admission for cars entering the Park for events at their amphitheater.

9. *Seasonal Rentals.* This includes rental of portable toilet facilities and temporary perimeter fencing for the small limited amenity alternative.

10. *Seasonal Startup and Shutdown Costs.* These costs include labor for setting up and taking down the temporary stage for the limited amenity alternative, winterization of permanent restrooms for the full amenity alternative, and a major site cleanup for all alternatives.

11. *Debt Service.* To show the annual payments needed to finance the construction cost estimates from Gerald McDonnell, we made assumptions about the annual interest rate and number of years the cost would be financed.

12. *Annual Inflation.* We inflate revenues and costs by an annual inflation rate to report future revenues and costs in future dollars. Debt service payments would not increase with inflation.

RESULTS OF FINANCIAL ANALYSIS

Our preliminary financial analysis for the three alternatives is shown in Figures 1-4. Figure 1 is our summary of assumptions; Figures 2–4 show our estimates for revenues and expenses over five years for each amphitheater alternative.

The figures are *not* a prediction of how the facility is likely to perform. Their chief purpose is to show the kinds of revenues and expenses that should be considered in evaluating the feasibility of the amphitheater, and to provide a rough estimate of their magnitudes. With that caveat, the spreadsheets show our best estimate of the revenue and costs Metro should expect given what we consider to be a set of reasonable assumptions. Metro may choose to change many of these assumptions to evaluate more optimistic or pessimistic cases.

We subtract costs from revenues to calculate net operating revenue in each year. We also show the annual debt payment required to finance the construction costs to see if any alternative would generate net revenue sufficient to cover construction costs. Table 2 summarizes the net revenue for Year 1 and 5, and the debt service for each alternative.

Table 2: Net Revenue and Debt Service for Each Alternative

	Net Revenue		
Alternative	Year 1	Year 5	Debt Service
Small Amphitheater, Limited Amenity	($21,054)	$20,739	$59,979
Small Amphitheater, Full Amenity	($45,036)	$17,390	$176,441
Large Amphitheater, Full Amenity	($21,294)	$127,374	$233,145

Source: ECONorthwest.

The results of our estimate of revenues and costs for each alternatives show that under our base assumptions:

- None of the alternatives would generate positive net operating revenue in the first two years, but all generate positive net operating revenue by Year 5.
- The large amphitheater alternative would generate the largest amount of annual net operating revenue in Year 5 (about $127,000), and the small amphitheater with full amenities would generate the least (about $17,000).
- Only the large amphitheater alternative would generate positive net operating revenue over the five-year period as a whole (that is, adding up the net revenue for each year), about $210,000. The small amphitheater with limited amenities would lose about $21,000 and the small amphitheater with full amenities would lose about $97,000 over the five-year period.
- None of the alternatives would generate positive net operating revenue sufficient to cover the annual debt service. In Year 5, the small amphitheater with limited amenities would have the smallest debt service shortfall (about $39,000), and the small amphitheater with full amenities would have the largest (about $159,000). The large amphitheater would have a debt service shortfall of about $106,000 in Year 5.
- Comparing the small amphitheaters (one with limited amenities and one with full amenities), adding full amenities increases operating and construction costs more than operating revenue, so net operating revenue in Year 5 decreases by about $3,000 and the debt service shortfall increases by about $120,000. Increased operating costs are primarily due to increased maintenance associated with permanent facilities, plus increased annual marketing costs of $10,000. If marketing costs were the same for the two alternatives (i.e., no $10,000 increase), then the full amenity alternative would produce about $7,000 more net operating revenue, but the debt service shortfall would still be much greater than that for the limited amenity alternative.
- Comparing the small amphitheater with full amenities to the large amphitheater with full amenities, increasing the size increases operating revenue more than operating or construction cost, increasing the level of net operating revenue in Year 5 by about $110,000, and reducing the debt service shortfall in Year 5 by about $53,000.
- Comparing the small amphitheater with limited amenities to the large amphitheater with full amenities, the large amphitheater would generate about $107,000 more net operating revenue in Year 5, but the large amphitheater would have a $67,000 larger debt service shortfall.

Figure 1: Summary of Assumptions for Blue Lake Amphitheater Financial Analysis

	Amphitheater Alternative		
	Small		Large
	Limited Amenity	Full Amenity	Full Amenity
Facility Size	3,000	3,000	6,000
Rental Revenue			
% of Gross Ticket Sales	10%	10%	10%
Minimum Rate	$1,000	$1,500	$3,500
Maximum Rate	$7,500	$7,500	$10,000
Concession Sales (Gross/Person)			
Beverage	$2.69	$2.69	$2.69
Food	$1.72	$1.72	$1.72
Merchandising	$0.77	$0.77	$0.77
Concession Fee Revenue (% Gross Sales)			
Beverage Commission	15%	15%	15%
Food Commission	15%	15%	15%
Merchandising Commission	15%	15%	15%
Metro Patron User Fee	7.5%	7.5%	7.5%
Park Admission/Parking Revenue			
Park Admission (weekend $/car)	$3.00	$3.00	$3.00
Persons per car	2.5	2.5	2.5
Facility Overhead Costs (per year)			
Administration	$25,000	$25,000	$25,000
Maintenance[a]	$18,000	$53,000	$70,000
Marketing	$10,000	$20,000	$30,000
Seasonal Rentals[b]	$6,000	$0	$0
Seasonal Startup & Shutdown	$5,000	$10,000	$15,000
Debt Service			
Construction Cost	$600,000	$1,765,030	$2,332,270
Interest (%/year)	7.75%	7.75%	7.75%
Term (years)	20	20	20
Annual Payment	$59,979	$176,441	$233,145
Annual Inflation Rate	3%	3%	3%

Ticket Sale Revenue

Small Amphitheater with Limited Amenities

	Events/Season		Average Paid Attendance		Average
Type of Event	Year 1	Year 5	Year 1	Year 5	Ticket Price
3rd Tier National Performers	4	6	1,200	1,800	$15
Regional & Local Performers	6	6	800	1,200	$10
Theater & Family Shows	3	5	300	600	$5

Small Amphitheater with Full Amenities

	Events/Season		Average Paid Attendance		Average
Type of Event	Year 1	Year 5	Year 1	Year 5	Ticket Price
3rd Tier National Performers	5	8	1,500	2,200	$18
Regional & Local Performers	5	4	1,000	1,500	$12
Theater & Family Shows	3	5	400	800	$8

Large Amphitheater with Full Amenities

	Events/Season		Average Paid Attendance		Average
Type of Event	Year 1	Year 5	Year 1	Year 5	Ticket Price
2nd & 3rd Tier National Performers	6	10	2,500	4,000	$20
Regional & Local Performers	4	2	1,500	2,250	$15
Theater & Family Shows	3	5	600	1,200	$8

Notes:
(a) Maintenance costs based on a rule-of-thumb of 3% of construction cost; maintenance costs for each alternative would increase as facility ages beyond the 5-year horizon of this pro forma analysis.
(b) Includes renting portable toilets and temporary fencing for the limited amenity alternative.
(c)Includes stage set-up and take-down for the limited amenity alternative, winterizing the permanent restroom facilities for the full amenity alternatives, and a major cleanup of the site for all alternatives.

Figure 2: Financial Analysis for Blue Lake Amphitheater
Small Amphitheater, Limited Amentiy
(inflated dollars)

	Year 1	Year 2	Year 3	Year 4	Year 5
REVENUE	**$42,946**	**$48,440**	**$62,794**	**$71,706**	**$92,772**
Rental Revenue	**$13,200**	**$14,387**	**$18,062**	**$20,433**	**$26,337**
3rd Tier National Performers	$7,200	$8,207	$11,696	$13,326	$18,233
Regional & Local Performers	$6,000	$6,180	$6,365	$7,107	$8,104
Theater & Family Shows	$0	$0	$0	$0	$0
Concession Revenue	**$7,809**	**$8,929**	**$11,605**	**$13,283**	**$17,053**
Beverage Commission	$4,055	$4,637	$6,026	$6,898	$8,856
Food Commission	$2,593	$2,965	$3,853	$4,410	$5,662
Merchandising Commission	$1,161	$1,327	$1,725	$1,974	$2,535
Patron User Fee	**$9,338**	**$10,671**	**$14,126**	**$16,152**	**$21,019**
Park Admission	**$12,600**	**$14,453**	**$19,002**	**$21,838**	**$28,363**
COSTS	**$64,000**	**$65,920**	**$67,898**	**$69,935**	**$72,033**
Administration	$25,000	$25,750	$26,523	$27,318	$28,138
Maintenance	$18,000	$18,540	$19,096	$19,669	$20,259
Marketing	$10,000	$10,300	$10,609	$10,927	$11,255
Seasonal Rentals	$6,000	$6,180	$6,365	$6,556	$6,753
Seasonal Startup & Shutdown	$5,000	$5,150	$5,305	$5,464	$5,628
NET REVENUE	**($21,054)**	**($17,480)**	**($5,103)**	**$1,771**	**$20,739**
DEBT SERVICE	**$59,979**	**$59,979**	**$59,979**	**$59,979**	**$59,979**

Net Operating Revenue (Sensitivity Analysis)	**Change from Year 5**	**Year 1**	**Year 5**
Base Case	$0	($21,054)	$20,739
Positive Changes			
Increase Average Paid Concert Attendance by 1,000	$56,246	$18,516	$76,985
Negative Changes			
Decrease Average Paid Concert Attendance by 500	($26,097)	($38,439)	($5,358)
Decrease Average Ticket Price to $12, $8, and $4	($9,201)	($24,361)	$11,538
Decrease Concession Sales per Person by 10%	($1,705)	($21,835)	$19,034
Increase Facility Overhead by 20%	($7,879)	($28,054)	$12,861
All Negative Changes Above	($40,728)	($46,999)	($19,988)

Figure 3: Financial Analysis for Blue Lake Amphitheater
Small Amphitheater, Full Amentiy
(inflated dollars)

	Year 1	Year 2	Year 3	Year 4	Year 5
REVENUE	**$62,964**	**$79,658**	**$85,876**	**$108,979**	**$138,945**
Rental Revenue	**$21,000**	**$26,091**	**$27,184**	**$34,630**	**$43,760**
3rd Tier National Performers	$13,500	$18,366	$20,819	$27,523	$35,656
Regional & Local Performers	$7,500	$7,725	$6,365	$7,107	$8,104
Theater & Family Shows	$0	$0	$0	$0	$0
Concession Revenue	**$10,179**	**$12,929**	**$13,959**	**$17,625**	**$22,388**
Beverage Commission	$5,286	$6,714	$7,249	$9,153	$11,626
Food Commission	$3,380	$4,293	$4,635	$5,852	$7,434
Merchandising Commission	$1,513	$1,922	$2,075	$2,620	$3,328
Patron User Fee	**$15,345**	**$19,788**	**$21,734**	**$27,738**	**$35,521**
Park Admission	**$16,440**	**$20,850**	**$22,999**	**$28,986**	**$37,277**
COSTS	**$108,000**	**$111,240**	**$114,577**	**$118,015**	**$121,555**
Administration	$25,000	$25,750	$26,523	$27,318	$28,138
Maintenance	$53,000	$54,590	$56,228	$57,915	$59,652
Marketing	$20,000	$20,600	$21,218	$21,855	$22,510
Seasonal Startup & Shutdown	$10,000	$10,300	$10,609	$10,927	$11,255
NET REVENUE	**($45,036)**	**($31,582)**	**($28,701)**	**($9,036)**	**$17,390**
DEBT SERVICE	**$176,441**	**$176,441**	**$176,441**	**$176,441**	**$176,441**

Net Operating Revenue (Sensitivity Analysis)	**Change from Year 5**	**Year 1**	**Year 5**
Base Case	$0	($45,036)	$17,390
Positive Changes			
Increase Average Paid Concert Attendance by 1,000	$64,519	($516)	$81,909
Negative Changes			
Decrease Average Paid Concert Attendance by 500	($30,909)	($65,046)	($13,518)
Decrease Average Ticket Price to $15, $10, and $5	($13,776)	($49,994)	$3,614
Decrease Concession Sales per Person by 10%	($2,239)	($46,054)	$15,152
Increase Facility Overhead by 20%	($12,381)	($56,036)	$5,010
All Negative Changes Above	($54,728)	($79,946)	($37,337)

Figure 4: Financial Analysis for Blue Lake Amphitheater
Large Amphitheater, Full Amentiy
(inflated dollars)

	Year 1	Year 2	Year 3	Year 4	Year 5
REVENUE	**$118,706**	**$142,598**	**$184,144**	**$222,677**	**$284,945**
Rental Revenue	**$44,000**	**$51,364**	**$64,813**	**$77,612**	**$97,919**
3rd Tier National Performers	$30,000	$40,549	$53,673	$69,963	$90,041
Regional & Local Performers	$14,000	$10,815	$11,139	$7,649	$7,879
Theater & Family Shows	$0	$0	$0	$0	$0
Concession Revenue	**$17,016**	**$20,596**	**$26,794**	**$32,346**	**$41,540**
Beverage Commission	$8,837	$10,696	$13,915	$16,798	$21,572
Food Commission	$5,650	$6,839	$8,897	$10,740	$13,793
Merchandising Commission	$2,529	$3,062	$3,983	$4,808	$6,175
Patron User Fee	**$30,330**	**$37,506**	**$48,994**	**$60,117**	**$77,280**
Park Admission	**$27,360**	**$33,132**	**$43,543**	**$52,602**	**$68,206**
COSTS	**$140,000**	**$144,200**	**$148,526**	**$152,982**	**$157,571**
Administration	$25,000	$25,750	$26,523	$27,318	$28,138
Maintenance	$70,000	$72,100	$74,263	$76,491	$78,786
Marketing	$30,000	$30,900	$31,827	$32,782	$33,765
Seasonal Startup & Shutdown	$15,000	$15,450	$15,914	$16,391	$16,883
NET REVENUE	**($21,294)**	**($1,602)**	**$35,618**	**$69,695**	**$127,374**
DEBT SERVICE	**$233,145**	**$233,145**	**$233,145**	**$233,145**	**$233,145**

Net Operating Revenue (Sensitivity Analysis)	**Change from Year 5**	**Year 1**	**Year 5**
Base Case	**$0**	**($21,294)**	**$127,374**
Positive Changes			
Increase Average Paid Concert Attendance by 1,000	$71,722	$24,976	$199,096
Negative Changes			
Decrease Average Paid Concert Attendance by 500	($34,313)	($43,929)	$93,060
Decrease Average Ticket Price to $18, $12, and $5	($18,416)	($28,299)	$108,958
Decrease Concession Sales per Person by 10%	($4,154)	($22,995)	$123,220
Increase Facility Overhead by 20%	($15,757)	($35,294)	$111,617
All Negative Changes Above	($69,893)	($64,747)	$57,481

These results are based on assumptions that we consider reasonable. Actual conditions, however, could be better or worse than our expectations. We made positive and negative changes to the assumptions in our model to show the sensitivity of our estimates to these changes. The results are shown at the bottom of Figures 2–4. The positive change in our sensitivity analysis is that average paid concert attendance could be closer to capacity.[8] The negative changes in our sensitivity analysis are decreased average paid attendance, decreased average ticket price, decreased concession sales, increased facility overhead costs, and all of these combined. The greater number of negative changes reflects our pessimistic view that bad things are more likely to happen than good ones.

Increasing average paid attendance at concert events by 1,000 would increase net revenue for all alternatives, with the small amphitheater with full amenities almost breaking even and the other two generating positive net operating revenue in Year 1. By Year 5, the small limited amenities alternative would generate net operating revenue sufficient to cover the debt service. We think this large of an increase is unlikely for this alternative, however. The small full-amenities alternative would still have the largest debt service shortfall in Year 5.

Of the negative changes in isolation, decreasing paid concert attendance by 500 has the largest effect on net operating revenue, followed by decreasing average ticket prices and increasing facility overhead. With all of the negative changes combined, only the large amphitheater would generate positive net operating revenue in Year 5. This is because the large size makes the negative changes relatively smaller, and the higher minimum rent insulates revenue from changes in attendance and ticket prices.

Revenue for each alternative also depends on the number of events at the amphitheater, but we did not change the number of events as part of our sensitivity analysis in Figures 2–4. Decreasing the number of concert events from 12 to 9 in Year 5 for each alternative would reduce net operating revenue to $1,000 for the small amphitheater with limited amenities, $14,000 for the small amphitheater with full amenities, and $53,000 for the large amphitheater. Since Metro would rent the facility to private promoters, Metro's costs are not dependent on the number of events that happen at the facility. This suggests that Metro could increase net operating revenue by increasing the number of events at the amphitheater. The number of concert events, which generate most of the revenue, are limited by the number of suitable days for concerts in the season (weekends and holidays when other large events are not happening). We don't think there is an opportunity to significantly increase the number of concert events beyond our assumptions for Year 5.

Our analysis of revenues and costs for each alternative is based on average paid attendance that is well below the capacity of that alternative.

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[8]Average paid attendance could never be as much as capacity, because a number of seats would be taken for complimentary and promotional tickets. We did not change average paid attendance for theater and family shows because we don't think large changes are likely and these events make only minor contribution to revenue for any alternative.

The capacity of the amphitheater, however, does limit the potential of the facility to generate more revenue by having more shows that attract near-capacity crowds. The capacities for the alternatives in this report were chosen as representative of the types of facilities that could be constructed at Blue Lake Park. Larger capacity amphitheaters could be built, for example a 4,000 or 7,000 capacity amphitheater.

For the small amphitheater alternative, to attract events with audiences larger than 3,000 the amphitheater would probably need to have a permanent stage and some amenities to compete with other outdoor venues in Portland. A small amphitheater with full amenities, however, appears to be the least attractive option of the alternatives in this report, because of the low level of net revenue and the large debt service shortfall.

For the large amphitheater, increasing the size beyond 6,000 would require much more extensive and costly berming to create a taller slope, and the back of the lawn area would be further from the stage, increasing the need for sound amplification. The resulting amphitheater would cost more and have a much larger impact on the Park and neighboring residences. For these reasons, we think a 6,000 capacity amphitheater is about the largest that could reasonable be sited in Blue Lake Park. If Metro wants to build a larger amphitheater, it may want to consider siting it on the property east of Blue Lake Road or elsewhere in metropolitan Portland.

CONCLUSIONS

Given our assumptions about costs, events, attendance, and revenue sources, the small amphitheater with full amenities appears to be the least attractive option financially for Metro. When compared to the limited amenity option, which has the same capacity, adding full amenities increases operating and construction costs more than operating revenue. The small amphitheater with full amenities would generate the least amount of positive net operating revenue and has the largest debt service shortfall of the three alternatives.

The large amphitheater with full amenities should generate a large amount of positive net revenue but it will still be significantly short of covering the debt service. The small amphitheater with limited amenities should generate a much smaller amount of positive net revenue but come much closer to covering the debt service. The critical issues to consider for choosing between these alternatives appears to be 1) the degree to which Metro wants the amphitheater to cover its construction cost, and 2) the type of amphitheater Metro wants to provide at Blue Lake Park.

Our market analysis and participants in the focus group indicate demand in the Portland market for a large (5,000–8,000) capacity venue. If Metro decides to build a large amphitheater facility, Blue Lake Park may not be the best site for it. A large venue would change the nature of the Park to that of a major concert venue, and might displace some existing Park uses. Complaints from neighboring residences about noise and traffic congestion would probably increase.

Appendix

Cost Estimates for Blue Lake Amphitheater Alternatives

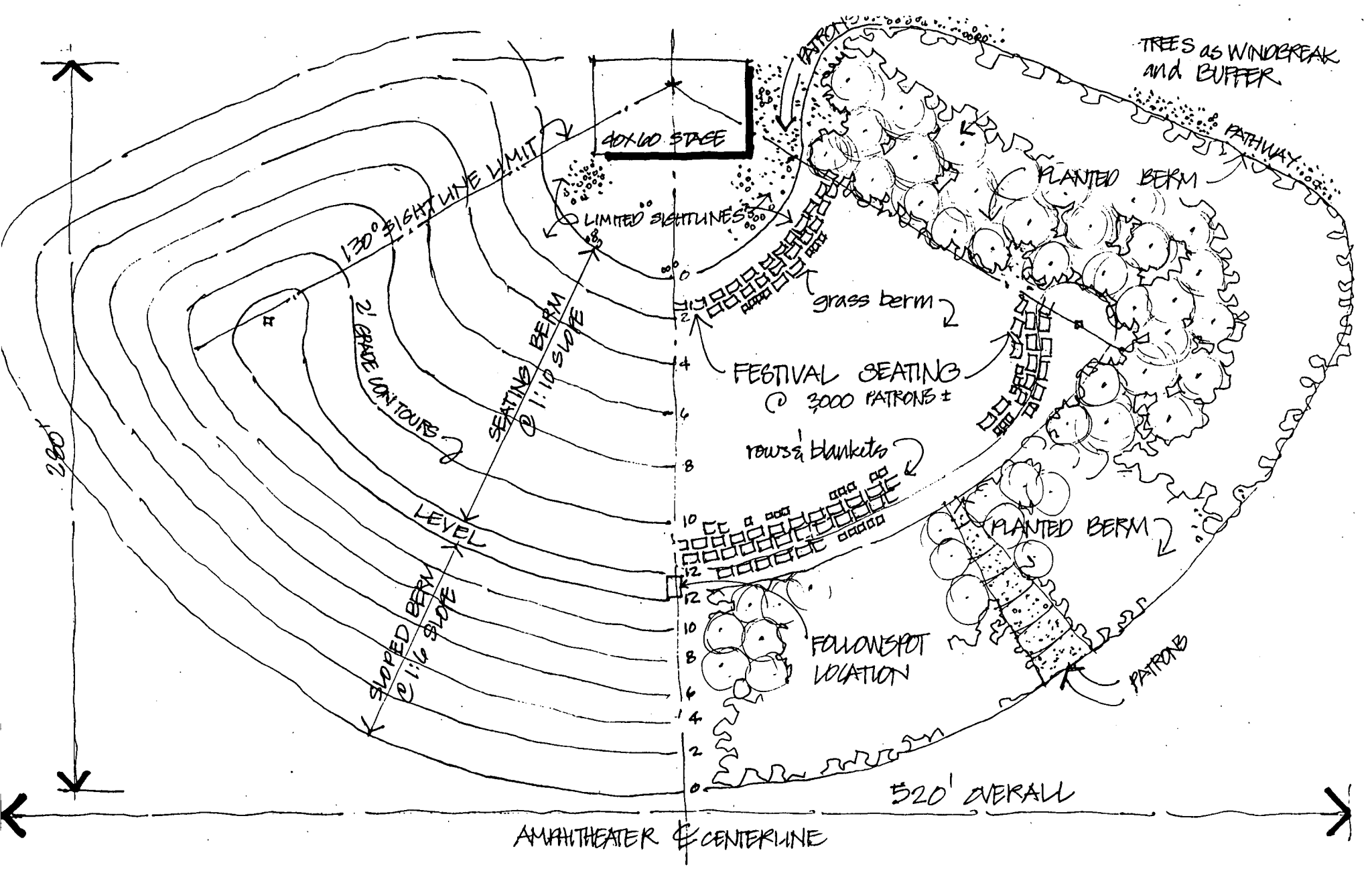
This appendix reprints the cost estimates from Gerald McDonnell for the three amphitheater alternatives. Diagrams that show the seating, stage, and sloped area for a small and large amphitheater are also included.

BLUE LAKE PARK AMPHITHEATRE

Minimal Scheme - limited amenities

SITEWORK	Unit	Cost per	Units	Extension	
Compacted gravel roadway x 24' width	lf	$36.00	2,450	$88,200	
Earthwork/seating berm	cy	12.00	16,272	195,264	
Landscaping Improvements					
Hydro seed, fertilizer, & wood fiber mulched lawn areas	acre	650	1.7	1,093	
Planting, shrubs & trees	allow	25,000	0	0	
				Subtotal	$284,557
CONCRETE - site	Unit	Cost per	Units	Extension	
Seating risers edge	cy	175.00	0	0	
Seating aisles	cy	175.00	0	0	
Row concrete/below seating benches	sf	4.00	0	0	
Slab on grade -stage pad @ 40 x 60	sf	4.00	2,400	9,600	
Stage Service pavement	sf	4.00	0	0	
				Subtotal	$9,600
PLUMBING - Site					
Stormwater service - connect to ex 12"	Unit	Cost per	Units	Extension	
excavation & backfill	cy	23.00	0	0	
6" pvc, SDR 35	lf	4.75	0	0	
Sanitary Service - connect to ex 8"					
excavation & backfill	cy	23.00	0	0	
6" pvc, SDR 35	lf	4.75	0	0	
Potable water/sinks, drinking fountains					
excavation & backfill	cy	23.00	0	0	
2 " pvc, class 160	lf	5.00	0	0	
Meter, service connections, devices,	allow	2,500	0	0	
				Subtotal	$0
ELECTRICAL					
Power - on site, existing distribution	Unit	Cost per	Units	Extension	
trenching	cy	17.50	296	5,185	
bed compaction	cy	3.50	296	1,037	
1200 amp service/conductors	clf	1,080	10	10,800	
Distribution Panel	ea	3,500	1	3,500	
New Meter	ea	2,500	1	2,500	
Concessions Power					
Sub-Panel Distribution	ea	2,500	0	0	
Lighting					
Vehicular					
30' aluminum pole w/ 400w HPS @ 100'oc	ea	2,280	12	27,360	
Concrete & reinfg for above poles	cy	125	42	5,250	
Pedestrian					
10' aluminum pole w/ 70w HPS @ 50'oc	ea	800	0	0	
Concrete & reinfg for above poles	cy	125	0	0	

Theatre					
Seating area lighting/hi mast poles	ea	2,500	0	0	
Concrete & reinfg for above poles	cy	125	0	0	
				Subtotal	$55,632
STRUCTURES	*Costs for structures are independent of site estimations*				
Performance Area	Unit	Cost per	Units	Extension	
Stage Roof/Shell	ea	$250,000	0	$0	
Support Spaces					
Performer Dressing Rooms	sf	110	0	0	
Staff Offices	sf	100	0	0	
Stagehand Work Spaces	sf	90	0	0	
Security Office	sf	90	0	0	
Backstage Toilet Facilities	sf	120	0	0	
Circulation/corridors, etc @ 15% of total	sf	80	0	0	
Storage	sf	75	0	0	
Pad Site - Concessions					
Grade preparation - excavation, backfill	cy	20	0	0	
Concrete slab on grade - 8 locations x 400 sf ea	sf	4.00	0	0	
Power and Utilities' connections	allow	1,500	0	0	
				Subtotal	$0
FURNISHINGS	Unit	Cost per	Units	Extension	
Aluminum pedestal w/backs x 8' long- 4 peo. each	ea	300	0	0	
Portable,, aluminum pedestals, no backs x 8' long	ea	250	0	0	
Permanent Show Fencing - vinyl covered 9 gauge x	lf	9.55	0	0	
Gates - 6'h x 8'w (pair)	ea	456	0	0	
Pedestrian park benches x 4' long x fiberglass	ea	12	0	0	
Signage/graphics	allow	5,000	0	0	
Portable Stage - 40' x 60' - aluminum plank	allow	48,000	1	48,000	
Subtotals Recap				Subtotal	$48,000
Sitework & Landscape Improvements		$284,557			
Site Concrete		9,600			
Site Plumbing		0			
Site Electrical		55,632			
Structures		0			
Furnishings		48,000			
	Subtotal	$397,789			
BURDEN					
Contractor Ovhd/Profit @ 8%		31,823			
Permits @ 2%		8,592			
Professional Fees @ 10%		43,820			
Contingency @ 20%		96,405			
Summary Total		**$578,430**			



MINIMAL SCHEME

DIAGRAMMATIC SEATING PLAN

RANGE of CAPACITY - 2,900 to 3,100 PATRONS 1"=50'

McDONNELL & ASSOCIATES PC
ARCHITECTS
ONE EAST BROADWAY
SUITE 300
EUGENE, OREGON 97401

BLUE LAKE PARK AMPHITHEATRE

Bench Seating for 1,500 & Festival Seating for 1,500 patrons

SITEWORK	Unit	Cost per	Units	Extension	
Asphaltic concrete roadway x 24' width	lf	$84.00	2,450	$205,800	
Earthwork/seating berm	cy	12.00	9,751	117,013	
Landscaping Improvements					
Hydro seed, fertilizer, & wood fiber mulched lawn areas	acre	650	0.8	491	
Planting, shrubs & trees	allow	25,000	1	25,000	
				Subtotal	$348,304

CONCRETE - site	Unit	Cost per	Units	Extension	
Row concrete/below seating for 1,500	cy	175.00	189	33,104	
Aisles concrete	sf	4.00	924	3,696	
Slab on grade - downstage +stage pad	sf	4.00	7,194	28,776	
Stage Service pavement	sf	4.00	2,400	9,600	
				Subtotal	$75,176

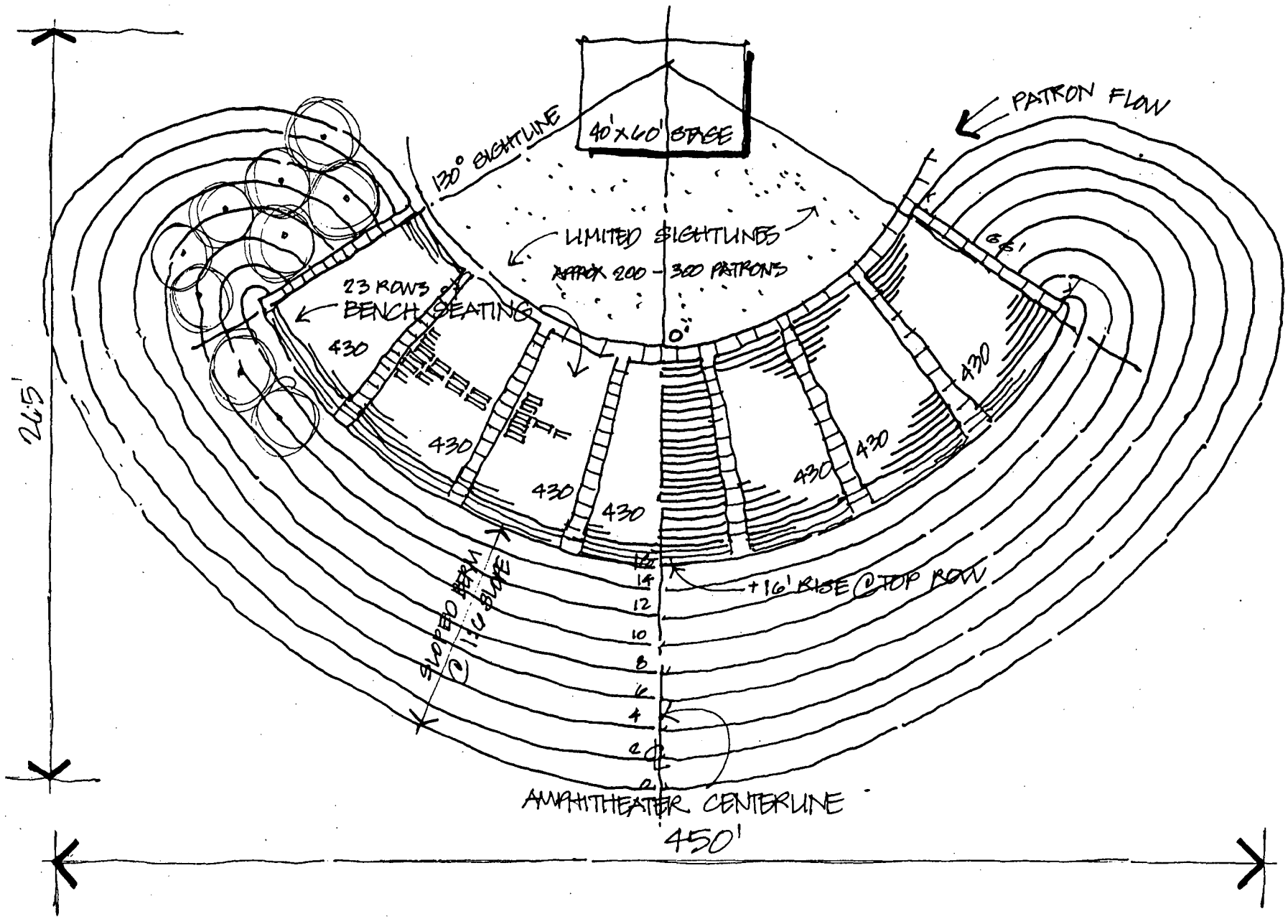
PLUMBING - Site *Services accommodating stage roof, concessions facilities and restrooms*

	Unit	Cost per	Units	Extension	
Stormwater service - connect to ex 12"					
excavation & backfill	cy	23.00	62	1,431	
6" pvc, SDR 35	lf	4.75	420	1,995	
Sanitary Service - connect to ex 8"					
excavation & backfill	cy	23.00	133	3,067	
6" pvc, SDR 35	lf	4.75	900	4,275	
Potable water/sinks, drinking fountains					
excavation & backfill	cy	23.00	163	3,748	
2 " pvc, class 160	lf	5.00	1100	5,500	
Meter, service connections, devices,	allow	2,500	1	2,500	
				Subtotal	$22,516

ELECTRICAL	Unit	Cost per	Units	Extension
Power - on site, existing distribution				
trenching	cy	17.50	296	5,185
bed compaction	cy	3.50	296	1,037
1200 amp service/conductors	clf	1,080	10	10,800
Distribution Panel	ea	3,500	1	3,500
New Meter	ea	2,500	1	2,500
Concessions Power				
Sub-Panel Distribution	ea	2,500	1	2,500
Lighting				
Vehicular				
30' aluminum pole w/ 400w HPS @ 100'oc	ea	2,280	12	27,360
Concrete & reinfg for above poles	cy	125	42	5,250
Pedestrian				
10' aluminum pole w/ 70w HPS @ 50'oc	ea	800	12	9,600
Concrete & reinfg for above poles	cy	125	24	3,000

Theatre					
Seating area lighting/hi mast poles	ea	2,500	4	10,000	
Concrete & reinfg for above poles	cy	125	20	2,500	
				Subtotal	$83,232
STRUCTURES	*Costs for structures are independent of site estimations*				
Performance Area	Unit	Cost per	Units	Extension	
Stage Roof/Shell	ea	$250,000	1	$250,000	
Support Spaces					
Performer Dressing Rooms	sf	110	1,000	110,000	
Staff Offices	sf	100	500	50,000	
Stagehand Work Spaces	sf	90	500	45,000	
Security Office	sf	90	120	10,800	
Backstage Toilet Facilities	sf	120	240	28,800	
Circulation/corridors, etc @ 15% of total	sf	80	392	31,320	
Storage	sf	75	250	18,750	
Public Restrooms					
Single Building	sf	140	1,248	174,720	
Pad Site - Concessions					
Grade preparation - excavation, backfill	cy	20	237	4,741	
Concrete slab on grade - 8 locations x 400 sf ea	sf	4.00	3,200	12,800	
Power and Utilities' connections	allow	1,500	8	12,000	
				Subtotal	$498,931
FURNISHINGS	Unit	Cost per	Units	Extension	
Aluminum pedestal w/backs x 8' long- 4 peo. each	ea	300	375	112,500	
Permanent Show Fencing - vinyl covered 9 gauge	lf	9.55	1,728	16,501	
Gates - 6'h x 8'w (pair)	ea	456	6	2,736	
Pedestrian park benches x 4' long x fiberglass	ea	12	385	4,620	
Signage/graphics	allow	5,000	1	5,000	
Portable Stage - 40' x 60' - aluminum plank	allow	48,000	1	48,000	
				Subtotal	$189,357

Subtotals Recap		
Sitework & Landscape Improvements	$348,304	
Site Concrete	71,480	
Site Plumbing	22,516	
Site Electrical	83,232	
Structures	498,931	
Furnishings	189,357	
Subtotal	$1,213,820	
Burden		
Contractor Ovhd/Profit @ 8%	97,106	
Permits @ 2%	26,219	
Professional Fees @ 10%	133,714	
Contingency @ 20%	294,172	
Summary Total	**$1,765,030**	



DIAGRAMMATIC SEATING PLAN

1" = 50'

RANGE OF CAPACITY - 3010 BENCH + LIMITED SIGHTLINE OVERFLOW
VARIATION - 1500 BENCH w/ FESTIVAL (BLANKET & CHAIR) @ REAR

McDONNELL & ASSOCIATES PC
ARCHITECTS
ONE EAST BROADWAY
SUITE 309
EUGENE, OREGON 97401-3111

BLUE LAKE PARK AMPHITHEATER

Bench Seating for 3,000 & Festival Seating for 3,000 patrons

SITEWORK	Unit	Cost per	Units	Extension	
Asphaltic concrete roadway x 24' width	lf	$84.00	2,450	$205,800	
Earthwork/seating berm	cy	12.00	14,711	176,533	
Landscaping Improvements					
Hydro seed, fertilizer, & wood fiber mulched lawn areas	acre	650	1.1	741	
Planting, shrubs & trees	allow	35,000	1	35,000	
				Subtotal	$418,074

CONCRETE - site	Unit	Cost per	Units	Extension	
Row concrete/below seating for 3,000	cy	175.00	378	66,207	
Aisles concrete	sf	4.00	1,848	7,392	
Slab on grade - downstage +stage pad	sf	4.00	7,194	28,776	
Stage Service pavement	sf	4.00	2,400	9,600	
				Subtotal	$111,975

PLUMBING - Site *Services accommodating stage roof, concessions facilities and restrooms*

Stormwater service - connect to ex 12"	Unit	Cost per	Units	Extension	
excavation & backfill	cy	23.00	62	1,431	
6" pvc, SDR 35	lf	4.75	420	1,995	
Sanitary Service - connect to ex 8"					
excavation & backfill	cy	23.00	133	3,067	
6" pvc, SDR 35	lf	4.75	900	4,275	
Potable water/sinks, drinking fountains					
excavation & backfill	cy	23.00	163	3,748	
2 " pvc, class 160	lf	5.00	1100	5,500	
Meter, service connections, devices,	allow	2,500	1	2,500	
				Subtotal	$22,516

ELECTRICAL

Power - on site, existing distribution	Unit	Cost per	Units	Extension
trenching	cy	17.50	296	5,185
bed compaction	cy	3.50	296	1,037
1200 amp service/conductors	clf	1,080	10	10,800
Distribution Panel	ea	3,500	1	3,500
New Meter	ea	2,500	1	2,500
Concessions Power				
Sub-Panel Distribution	ea	2,500	1	2,500
Lighting				
Vehicular				
30' aluminum pole w/ 400w HPS @ 100'oc	ea	2,280	12	27,360
Concrete & reinfg for above poles	cy	125	42	5,250
Pedestrian				
10' aluminum pole w/ 70w HPS @ 50'oc	ea	800	12	9,600
Concrete & reinfg for above poles	cy	125	24	3,000

Theatre					
Seating area lighting/hi mast poles	ea	2,500	4	10,000	
Concrete & reinfg for above poles	cy	125	20	2,500	
				Subtotal	$83,232
STRUCTURES	*Costs for structures are independent of site estimations*				
Performance Area	Unit	Cost per	Units	Extension	
Stage Roof/Shell	ea	$250,000	1	$250,000	
Support Spaces					
Performer Dressing Rooms	sf	110	1,000	110,000	
Staff Offices	sf	100	500	50,000	
Stagehand Work Spaces	sf	90	500	45,000	
Security Office	sf	90	120	10,800	
Backstage Toilet Facilities	sf	120	240	28,800	
Circulation/corridors, etc @ 15% of total	sf	80	392	31,320	
Storage	sf	75	250	18,750	
Public Restrooms					
Two Buildings	sf	140	2,496	349,440	
Pad Site - Concessions					
Grade preparation - excavation, backfill	cy	20	237	4,741	
Concrete slab on grade - 8 locations x 400 sf ea	sf	4.00	3,200	12,800	
Power and Utilities' connections	allow	1,500	8	12,000	
				Subtotal	$673,651
FURNISHINGS	Unit	Cost per	Units	Extension	
Aluminum pedestal w/backs x 8' long- 4 peo. each	ea	300	750	225,000	
Permanent Show Fencing - vinyl covered 9 gauge x 6'	lf	9.55	1,728	16,501	
Gates - 6'h x 8'w (pair)	ea	456	6	2,736	
Pedestrian park benches x 4' long x fiberglass	ea	12	385	4,620	
Signage/graphics	allow	5,000	1	5,000	
Portable Stage - 40' x 60' - aluminum plank	allow	48,000	1	48,000	
				Subtotal	$301,857

Subtotals Recap	
Sitework & Landscape Improvements	$418,074
Site Concrete	104,583
Site Plumbing	22,516
Site Electrical	83,232
Structures	673,651
Furnishings	301,857
Subtotal	**$1,603,914**
Burden	
Contractor Ovhd/Profit @ 8%	128,313
Permits @ 2%	34,645
Professional Fees @ 10%	176,687
Contingency @ 20%	388,712
Summary Total	**$2,332,270**