

Gerry Frank | Salem Rotary Amphitheater  
Riverfront City Park  
200 Water St NE.  
Salem, OR 97301  
[www.cityofsalem.net/rotaryamphitheater](http://www.cityofsalem.net/rotaryamphitheater)



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# Gerry Frank | Salem Rotary Amphitheater

Information and Strategic Planning

DRAFT: Latest Update 2/1/2024

# 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.

*Goal: 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

## Areas of Focus

To guide our path forward:

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

(6) Entire Facility Rentals | (15) Hourly rentals | (10) City Hosted Events | (4) Community Events  
Of Which: (6) Included Multiple Facility Rentals | (4) Required Load In/Out Days



# Gerry Frank | Salem Rotary Amphitheater



## YEAR TWO: LEARNING AND GROWING

Between the months of April-October 2023, the Gerry Frank | Salem Rotary Amphitheater welcomed 40 events!

Continuing to host a wide variety of activities, from art, pride, cultural and music festivals to concerts, dance recitals, private events and community gatherings. Visitorship, enjoyment and impact continues to grow.

### 2023 PERFORMANCE SEASON QUICK STATISTICS

Venue for 44 Different Events, including:

(10) Entire Facility Rentals | (22) Hourly rentals | (11) City Hosted Events | (1) Community Events  
Of Which: (7) Included Multiple Facility Rentals | (8) Required Load In/Out Days



# Gerry Frank | Salem Rotary Amphitheater



## 5+ YEAR STRATEGIC PLAN: LOOKING AHEAD

There is a desire for the addition of 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.

*We look forward to hearing Council’s feedback on direction and areas of prioritization .*



### 2030 PERFORMANCE SEASON GOALS

Venue for 58 Events

(20) Entire Facility Rentals | (25) Hourly rentals | (12) City Hosted Events | (1) Community Event  
Of Which: (10) Multiple Facility Rentals | (3) Multiple Day Rentals | (15) Load in/out



# Revenue Projections

## 2022-2029: 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**

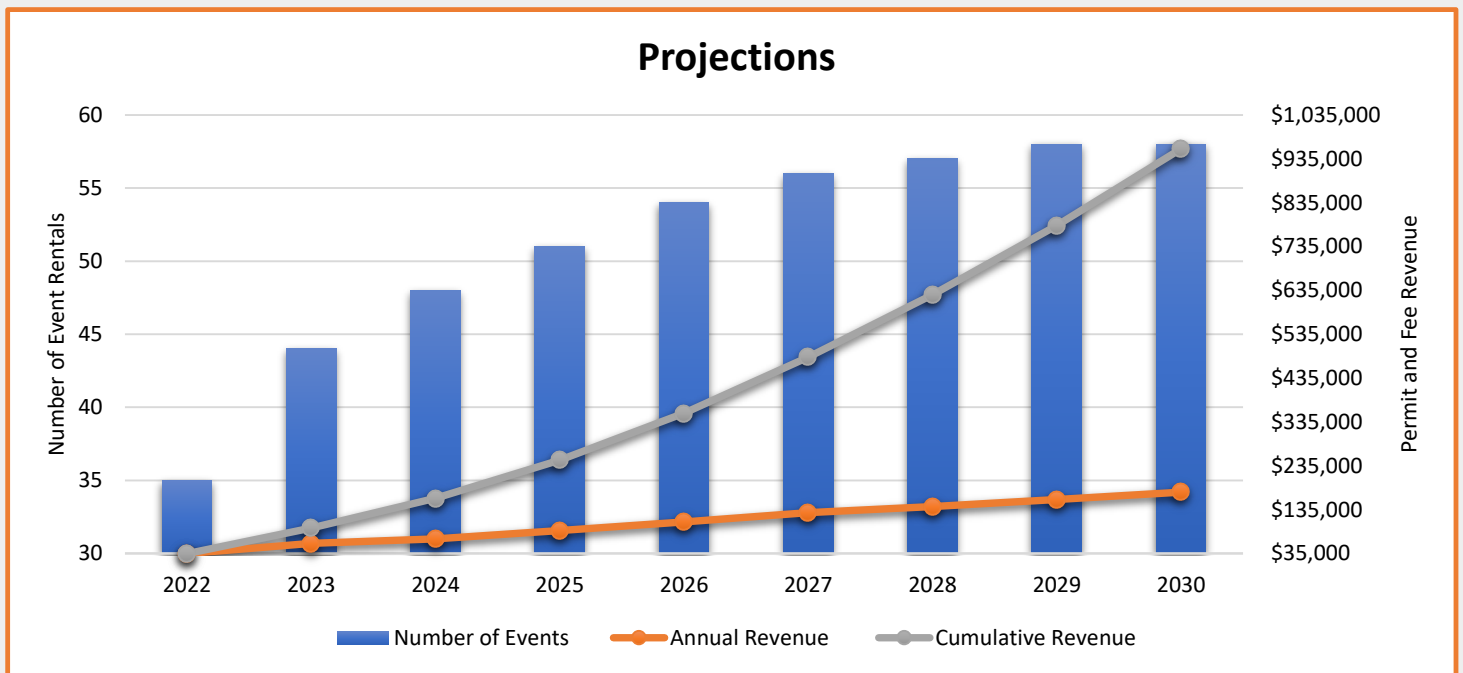
(1) South Meadow/Riverfront Amphitheater Facility Use Fee

**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="background-color: #d9e1f2;" type="text" value="3000"/></p> <p>Price per Ticket: <input style="background-color: #d9e1f2;" type="text" value="\$ 30.00"/></p> <p>Direct Ticket Spending: <input style="background-color: #d9e1f2;" type="text" value="\$ 90,000.00"/></p> <p>Number of Attendees: <input style="background-color: #d9e1f2;" type="text" value="3000"/></p> <p>Percent from outside community: <input style="background-color: #d9e1f2;" type="text" value="15%"/></p> <p>Total Outside Attendees: <input type="text" value="450"/></p> <p>Average Number of Days Attended: <input style="background-color: #d9e1f2;" type="text" value="1"/></p> <p>Average Number of Nights in Market: <input style="background-color: #d9e1f2;" type="text" value="1"/></p> <p>Percent of Attendees Staying at Commercial Lodging: <input style="background-color: #d9e1f2;" type="text" value="10%"/></p> <p>Average Nightly Lodging Cost: <input style="background-color: #d9e1f2;" type="text" value="\$ 150.00"/></p> <p>Total Lodging Nights: <input type="text" value="300"/></p> <p>Direct Lodging Spend: <input style="background-color: #d9e1f2;" type="text" value="\$ 45,000.00"/></p>	<p>Average Daily Spend on Food and Beverage: <input style="background-color: #d9e1f2;" type="text" value="\$ 90.00"/></p> <p>Total Food and Beverage Spending: <input style="background-color: #d9e1f2;" type="text" value="\$ 270,000.00"/></p> <p>Total Outside Food and Beverage: <input style="background-color: #d9e1f2;" type="text" value="\$ 40,500.00"/></p> <p>Average Daily Spending on Other: <input style="background-color: #d9e1f2;" type="text" value="\$ 50.00"/></p> <p>Total Other Spending: <input style="background-color: #d9e1f2;" type="text" value="\$ 150,000.00"/></p> <p>Total Outside Other Spending: <input style="background-color: #d9e1f2;" type="text" value="\$ 22,500.00"/></p> <p>Ticket Sales, Outside: <input style="background-color: #d9e1f2;" type="text" value="\$ 13,500.00"/></p>	<p><b>Total Direct Economic Impact:</b> <input style="background-color: #d9e1f2;" type="text" value="\$ 555,000.00"/></p> <p><b>Total Outside Economic Impact:</b> <input style="background-color: #d9e1f2;" type="text" value="\$ 121,500.00"/></p> <p><b>Total Direct Economic Impact, Less Tickets:</b> <input style="background-color: #d9e1f2;" type="text" value="\$ 465,000.00"/></p> <p><b>Total Direct Outside Economic Impact, Less Tickets:</b> <input style="background-color: #d9e1f2;" 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 to keep information and messaging accurate, relevant, and accessible.

*New in 2023: Website with information and calendar of public events.*  
[www.cityofsalem.net/amp](http://www.cityofsalem.net/amp)

### 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 an opportunity worth exploring. 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.

*New in 2023: Vendor program was developed. Grew from one vendor, one day a week to a rotation of six vendors, five days a week*

### 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 allow for a thoughtful integration with other City-owned and operated property. A strategic approach to projects and investments will lead to exponential improvements in the years to come.

*2023 Learning: Increased efficiency by allowing customers easy access to amenities with user friendly fixtures.*

### THE VISION

Great Customer Service | Efficient Processes | Forward Thinking Projects

## ADMINISTRATION

Reservations, Permitting and Accounting



Much of the day-to-day work of renting the facility to event organizers 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.

*2023 Learning(s): Continuation of updating processes for increased efficiency. Exploring options for receiving a deposit on rentals.*

### 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  
Economic Impact

## PROGRAMMING

### Professionally Managed Concerts

The City of Salem is aware of our community's desire for national and international touring acts to play at the Gerry Frank | Salem Rotary Amphitheater. This type of event can be produced on various scales and are managed by professional promotion and production companies. No matter the expected attendance or notoriety of the act, these events are multifaceted investments, that require long term strategy and planning. In the very least, talent negotiations, event and logistics planning, A/V production, security, ticketing, staffing, food and beverage, and extensive marketing is required.

Growing this type of programming will require time and a steady investment of City resources, not only to operate and maintain this facility, but to foster relationships and recruit the professionals who can execute events at this scale. Reducing barriers and systematically making investments to make our venue attractive will be a continual effort.



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## Questions?