



CENTENNIAL PARK WEST STRATEGIC PLAN  
PERFORMING ARTS CENTER FEASIBILITY STUDY  
SCOPE OF SERVICES REVIEW

# STUDIES OVERVIEW

## PROPOSALS FOR TWO INITIATIVES:

- CENTENNIAL PARK WEST (CPW) STRATEGIC OPERATING PLAN
- PERFORMING ARTS CENTER FEASIBILITY STUDY
  - ESTABLISH CLEAR, DATA-DRIVEN GUIDANCE
  - COMMUNITY & STAKEHOLDER ENGAGEMENT KEY ELEMENT OF BOTH

# CPW STRATEGIC OPERATING PLAN

## PURPOSE & GOALS

- Balance Community Access And Neighborhood Compatibility With High Quality Events.
- Define Appropriate Event Types, Artist Scale, Production Levels, Ticket Pricing, And Frequency For A Residential-adjacent Outdoor Venue.
- Establish Sustainable Revenue And Cost-recovery Strategies, Including Sponsorships, Ticket Sales, Alcohol Sales, And Other Revenue-generating Opportunities.
- Provides Clear Guidance For Determining When Free Programming Versus Ticketed Events Is Appropriate.
- Minimize And Manage Impact Related To Noise, Traffic, Parking, Public Safety, And Resident Quality Of Life.
- Establishes Best Practices, Policies, And Decision-making Tools For Managing A Multi-use Municipal Event Venue.

# CPW STRATEGIC OPERATING PLAN

## PURPOSE & GOALS

- Evaluate Opportunities To Expand Centennial Park West Beyond Seasonal Outdoor Use
  - Year-round Programming, Rentals, And Community Access.
- Assess Potential Facility Enhancements To Improve Guest Comfort
  - Accessibility, Operational Efficiency, Including Permanent Restrooms, Climate-controlled Space
- Explore Revenue-generating Opportunities
  - Offset Capital Investment And Reduce Long-term Operating Subsidies

# SCOPE OF SERVICES

- Assess Existing Conditions
- Market And Benchmark Analysis
- Programming, Use And Revenue Strategy
- Neighborhood Compatibility and Community Impact
- Operating And Staffing Model
- Financial Strategy And Modeling
- Sponsorships and Partnerships
- Marketing And Audience Development
- Implementation, Governance and Decision-Making Tools

# COMMUNITY ENGAGEMENT

## Key stakeholder groups:

- Residents living near Centennial Park West
  - Residents as a whole
  - Related Village advisory boards and commissions
  - Cultural, nonprofit, and business partners
  - Key Village personnel
  - Chamber of Commerce
  - Village Board
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- Facilitation to maximize participation and inclusivity including public meetings, focus groups, workshops, surveys, listening sessions, round tables and/or virtual engagement platforms
  - Collection and analysis of qualitative and quantitative input regarding: Desired amenities and facility improvements (e.g., restrooms, climate-controlled space, concessions and conservatory)
  - Programming priorities (concerts, free events, signature events, year-round rentals)
  - Pricing sensitivity for ticketed and rental events

# DELIVERABLES

**Project Work Plan And Schedule** outlining tasks, milestones, engagement activities, and deliverables

**Community Engagement** strategy, including Identification of stakeholder groups, engagement tools, participation targets, Engagement timeline aligned

## **Community Engagement Summary Report Documentation**

Clear documentation showing how community input informed:

- Programming recommendations
- Event thresholds and limits
- Facility enhancement feasibility
- Policy and operational guidance

# DELIVERABLES

## Existing Conditions & Assessment Deliverables

- Assessment summary of historical programming, attendance, event mix, and seasonal use
- Review of current operational practices, staffing, costs, and policies
- Assessment of physical infrastructure, capacity constraints, and site limitations
- Evaluation of neighborhood adjacency considerations, including noise, traffic, parking, curfews, and resident communication
  
- Identification of operational limitations related to:
  - Temporary restrooms
  - Lack of climate-controlled space
  - Concessions
  - Seasonal-only use
  
- High-level assessment of vacant land suitability for permanent or semi-permanent facilities

# DELIVERABLES

## Market & Benchmark Analysis Deliverables

- Regional market analysis of comparable outdoor concert and park-based venues
- Benchmarking of municipal amphitheaters with mixed free and ticketed programming
- Competitive positioning and realistic booking potential for a 6,000-capacity venue
- Summary of:
  - Artist tiers and genres
  - Attendance and pricing norms
  - Sponsorship and revenue practices
  - Programming frequency and scale

# DELIVERABLES

## Programming, Use & Revenue Strategy Deliverables

- Recommendation of event mix with clear guidance on types and scale, including:
  - Free community concerts
  - Ticketed national and regional acts
  - Signature events
  - Movies and recurring programming
- Defined limits per season: Number of ticketed concerts, consecutive days and spacing.
- Recommended artist profiles, genres, production guidelines and attendance expectations
- Production scale and technical requirements aligned with neighborhood compatibility
- Ticket pricing & revenue framework including ticket price ranges by event type
- Cost recovery and revenue targets

## Alcoholic Beverage Sales

- Allowing outside alcohol; Venue only alcoholic beverage sales; Mix of both

# DELIVERABLES

## **Evaluation of Year-Round Use & Facility Enhancements**

- Permanent or semi-permanent conservatory/orangery options
- Climate-controlled event space
- Permanent restroom facilities
- Concessions
- Analysis of operational implications, neighborhood compatibility, and scheduling impacts

## **Capital Enhancement Concept Scenarios (High-Level)**

- Conceptual options for facility enhancements (non-design)
- Identification of potential locations near existing parking
- Summary of anticipated benefits, constraints, and risks
- Evaluation of public access opportunities versus secured event operations

## **Acoustic & Infrastructure Enhancement Assessment**

- Evaluation of potential permanent sound or glass sound structure
- Discussion of acoustics, sound control, and neighborhood mitigation benefits



# DELIVERABLES

## **Neighborhood Compatibility & Community Impact Deliverables**

Recommended policies and thresholds for:

- Noise management, monitoring, curfews, events times, traffic, parking, pedestrian flow
- Artist, vendor, sponsor, etc. load-in/load-out operations
- Resident communication and notification protocols
- Measurable criteria for evaluating neighborhood impacts
- Assessment of impacts related to year-round facilities and mitigation strategies

## **Operating & Staffing Deliverables**

- Evaluation of current staffing and interdepartmental coordination
- Recommended operating model(s): Village-operated, third-party or hybrid
- Staffing requirements by event type and season
- Impacts of year-round facilities on staffing, utilities, security, and maintenance

# DELIVERABLES

## Financial Strategy & Modeling Deliverables

- Historical financial performance summary
- Pro formas for: Free events, ticketed concerts, signature community events, rentals and partnerships
- Allowing outside alcohol vs. venue only sales
- Seasonal and annual operating expense projections
- Cost recovery benchmarks

## Capital Investment Financial Scenarios

High-level financial scenarios evaluating:

- Capital cost assumptions
- Operating and lifecycle costs
- Sensitivity analyses addressing attendance, pricing, sponsorships, production costs, outside alcohol, venue only alcohol sales and concessions

# DELIVERABLES

## **Sponsorship, Marketing & Partnerships Deliverables**

- Sponsorship inventory and pricing guidance
- Naming rights opportunities
- Partner identification and activation strategies
- Sponsor fulfillment best practices

## **Marketing & Audience Development Strategy**

- Branding and positioning recommendations
- Audience growth and diversification strategies
- Communication strategies for residents, patrons, and stakeholders

## **Event Approval Decision Matrix**

- Tool to evaluate proposed events incorporating: Artist scale, attendance, financial performance, neighborhood impacts, staffing and public safety requirements

# DELIVERABLES

## Implementation Roadmap

- Phased implementation plan: Short-term (1–2 years), Long-term (3–5 years)
- Action steps, timelines, and responsibilities
- Key performance indicators (KPIs)

## Final Deliverables

- Final strategic operating plan
- Integrated, comprehensive document consolidating all findings and recommendations
- Executive summary
- Concise, decision-focused summary suitable for elected officials and public communication
- Final presentation(s)
- Presentation to Village staff
- Presentation to Village Board and/or advisory bodies

# CPW STRATEGIC OPERATING PLAN

RECREATION PROGRAMMING BOARD INPUT INCORPORATED (FEB. 5, 2026 Mtg.)

# DISCUSSION/INPUT

# PERFORMING ARTS CENTER FEASIBILITY STUDY OVERVIEW

## OBJECTIVES

- Determine the financial, operational, and market feasibility of a Performing Arts Center
- Define appropriate facility scale, programming, and amenities
- Evaluate integration of performing arts, visual arts, education, maker spaces, and exhibition functions
- Identify and evaluate potential site locations
- Assess partnership opportunities that enhance utilization and reduce costs
- Recommend sustainable funding, governance, and management strategies
- Provide a clear decision framework for Village Board consideration
- Evaluate and benchmark the competitive landscape of performing arts and cultural venues in the region

# ***SCOPE OF SERVICES***

## **Phase 1 – Market Demand**

- Analysis of demographic, psychographic, and participation trends
- Assessment of regional arts and cultural supply and competition
- Validation of demand for theater, music, dance, visual arts, education, and exhibitions
- Identification of unmet needs for performance, rehearsal, studio, shop, and gallery space
- Identification and comparative analysis of similar and peer performing arts venues, including facility scale, seating capacity, programming mix, utilization, pricing, operating models, and market positioning

## **Qualitative and quantitative data collection and analysis**

- Demand for different types of spaces (performance, rehearsal, studio, gallery, education, maker, and flexible community use)
- Preferred facility scale and seating capacity ranges
- Programming priorities (ticketed performances, community events, arts education, exhibitions, rentals, and daily-use activities)
- Pricing sensitivity for ticketed events, classes, and rentals
- Accessibility and accommodation needs
- Operational expectations, scheduling preferences and potential neighborhood considerations

Deliverable: Phase 1 Summary Report – Market Demand and Comparable Venue Analysis

# ***SCOPE OF SERVICES***

## **Phase 2 –Community Need & Engagement**

Design and facilitate community and stakeholder engagement including:

- Public meetings
- Focus groups
- Workshops
- Surveys
- Listening sessions
- Round tables
- Virtual engagement platforms to maximize participation, accessibility, and inclusivity

Deliverable: Detailed Summary Report of Engagement Activities, Findings and Key Themes, Survey Results and Response Metrics

# ***SCOPE OF SERVICES***

## **Phase 3 – Facility Program Development & Scenarios**

Translate market demand and community engagement findings into a right-sized facility program

- Will include evaluating alternative development scenarios.

### **A. Program Components**

Analyze and recommend appropriate size, quantity, and configuration of the following spaces:

- **Performance & Presentation Spaces** • Seating capacity and performance configuration(s) • Stage size, depth, width, height, and technical capabilities • Secondary or flexible performance spaces, if appropriate
- **Back-of-House, Production & Maker Spaces** • Dressing rooms, green rooms, and performer support • Scene and set construction shops • Maker and shop-class instructional spaces • Prop, scenery, and equipment storage
- **Rehearsal, Dance & Education Spaces** • Dance studios and rehearsal halls • Classrooms and instructional spaces
- **Visual Arts & Studio Spaces** • Painting, drawing, and mixed-media studios • Pottery and ceramics studios • Digital or flexible creative studios • Creative arts studios designed to accommodate painting, drawing, digital art, and mixed-media work.

# ***SCOPE OF SERVICES***

## **Phase 3 – Facility Program Development & Scenarios**

### **A. Program Components (continued)**

- **Music, Media & Creative Production Spaces** • Music practice rooms (individual and small ensemble) • Recording studio with a recommended planning target of approximately 1,600 square feet and minimum 16-foot ceiling height, including control room, live room, isolation booth(s), and technical support spaces • Multipurpose creative media studio space suitable for photography, videography, podcasting, digital content creation, and mixed-use creative production • Flexible studio rooms capable of supporting instruction, workshops, and emerging creative technologies
- **Gallery, Exhibition & Museum-Style Spaces** • Dedicated art gallery and exhibition areas • Community or rotating exhibition space • Art preparation and storage areas
- **Front-of-House & Public Spaces** • Lobby, reception, and gathering spaces • Spaces suitable for art openings, receptions, and events • Patron amenities and concessions
- **Administrative & Support Spaces** • Facility management and partner offices • Meeting rooms and volunteer support areas

# ***SCOPE OF SERVICES***

## **Phase 3 – Facility Program Development & Scenarios**

### **B. Illustrative Space Ranges**

Evaluate and refine space ranges:

- **Studios & Arts Education** • General art studios: 800–1,500 SF each • Ceramics/pottery studio: 1,200–2,500 SF • Dance/rehearsal studios: 1,000–2,000 SF each • Music practice rooms: 150–300 SF each (for individual and small ensemble use) • Creative arts studio (multi-discipline): 1,000–2,000 SF
- **Music, Media & Recording** • **Recording studio (planning target):** approximately 1,600 SF total with minimum 16' clear ceiling height • Control room: 300–400 SF • Live recording room: 600–800 SF • Isolation booth(s): 100–200 SF each • Media / podcast / photography studio: 800–1,500 SF
- **Production & Maker Spaces** • Scene/set shop: 2,000–4,000 SF • Maker/shop classroom: 1,000–2,000 SF • Prop/scenery storage: 800–1,500 SF
- **Gallery & Exhibition** • Primary gallery: 1,500–3,000 SF • Secondary/community gallery: 800–1,500 SF
  - Exhibit prep/storage: 400–800 SF

# ***SCOPE OF SERVICES***

## **Phase 3 – Facility Program Development & Scenarios**

### **C. Program Scenarios**

Develop and compare at least two (2) program scenarios:

- **Scenario A – Performing Arts–Focused Center** • Emphasis on ticketed performances • Limited ancillary arts and education spaces • Approximate total building size: 35,000–55,000 SF
- **Scenario B – Multidisciplinary Arts Hub** Integrated performing arts, visual arts, education, maker spaces, and exhibitions • Strong daily utilization and partnership model • Approximate total building size: 60,000–90,000 SF
- May include a hybrid or phased approach.

Deliverable: Phase 3 Summary – Facility program and scenario comparison

# ***SCOPE OF SERVICES***

## **Phase 4 – Site Identification & Evaluation**

Identify and evaluate potential Village-owned and private sites including:

- Site screening and shortlisting
- Evaluation of infrastructure, parking, access, and visibility
- Assessment of loading, back-of-house separation, and public circulation
- Evaluation of adaptive reuse versus new construction
- Preliminary economic impact considerations, including visitor spending, support for local businesses, and placemaking effects

Deliverable: Phase 4 Summary – Site evaluation matrix and recommended options

# ***SCOPE OF SERVICES***

## **Phase 4A – Economic & Community Impact Analysis**

Evaluation of potential economic and community impacts associated with development and operation of a Performing Arts Center under each program scenario.

Tasks include:

- Estimation of direct, indirect, and induced economic impacts
- Analysis of visitor spending related to performances, exhibitions, classes, and events
- Assessment of impacts on local restaurants, retail, hospitality, and service businesses
- Evaluation of job creation (construction and ongoing operations)
- Assessment of tax revenue implications, where applicable
- Evaluation of broader community benefits, including cultural vitality, downtown activity, and quality-of-life enhancements
- Comparison of economic impacts between the Performing Arts Focused Center and the Multidisciplinary Arts Hub scenarios

Deliverable: Phase 4A Summary – Economic and Community Impact Analysis (included in final report)

# ***SCOPE OF SERVICES***

## **Phase 5 – Financial Feasibility, Partnerships & Governance**

Financial and operational analyses for each program scenario including:

- Order-of-magnitude capital cost estimates
- Annual operating budgets and staffing implications
- Ten-year financial projections and subsidy analysis
- Evaluation of earned revenue potential
- Identification of partnership opportunities (education, nonprofit, cultural, public/private)
- Evaluation of governance and management models
- Lifecycle cost considerations and phased development options

## **Funding & Grant Alignment**

Evaluation of how each scenario aligns with:

- Municipal funding mechanisms
- Philanthropic and foundation support
- State and federal grants, workforce development, and community development funding
  
- Deliverable: Phase 5 Summary – Financial models, funding analysis, and governance options

# ***SCOPE OF SERVICES***

## **Phase 6 – Recommendations & Decision Framework**

Synthesizing findings and providing recommendations including

- Side-by-side scenario comparisons
- Identification of risks, trade-offs and benefits
- Recommended path forward or decision framework
- Phased or expandable development options

Deliverable: Phase 6 Summary – Final Comprehensive Report and Presentation

# ***DELIVERABLES***

## **IV. Final Deliverables**

- Comprehensive feasibility study report
- Executive summary for Village elected officials
- Program scenarios and comparison tables, including peer and comparable venue benchmarking
- Staffing recommendations based on program scenario and operating model
- Financial models and assumptions
- Site evaluation matrices
- Community and stakeholder engagement documentation
- Public presentation(s) to Village Board

# PERFORMING ARTS CENTER FEASIBILITY STUDY

PRESENTED TO CULTURAL ARTS ADVISORY BOARD FEBRUARY 3, 2026

# DISCUSSION/INPUT