



TODAY'S MODERN ENTERTAINMENT FACILITIES



The revenue generated from entertainers is critical to the overall financial success of a sports facility. Designed to enhance the sporting experience, the suitability of these facilities to musicians and other entertainers sometimes receives less attention.

To evaluate the needs of entertainers and their fans, we conducted industry interviews with a facility owner and four leaders responsible for selecting entertainment venues.

DESIGN FOR SOUND:
Sports teams want loud, reverberating sound to excite the crowd
_____ VS. _____
Musicians don't want sound to reverberate in the arena

SUMMARY OF FINDINGS



MOST IMPORTANT FACTORS

that can help sports facility owners maximize the attractiveness of their venue to artists when designing and managing their facility:

1. MATCH SEATING TO THE ARTIST
 - ▶ No artist wants to perform to a half-filled arena; nor do they want to turn fans away. Seating flexibility — including number of seats and the types of seating options — is key to attract a broad array of entertainers.
2. DELIVER A STRONG FAN EXPERIENCE
 - ▶ Strong acoustics are critical. The acoustical needs of an entertainer (clarity of sound) are often dramatically different from those of a sports team (maximized cheering and noise). Careful planning is needed to meet these differing needs.
 - ▶ Entertainment fans desire accessibility — both in getting to and from a venue and while in the facility. Venues in popular, vibrant parts of town are valued. Facilities need to promote their location while maximizing accessibility.
 - ▶ Other elements needed to ensure a strong fan experience include: unobstructed sight lines; fast Wi-Fi and cell service; appropriate security.
3. PROVIDE FLEXIBLE & NUMEROUS PRODUCTION CAPABILITIES
 - ▶ Shows need to be produced on-time and on-budget. Loading areas need to be as accessible as possible. Ease in and out of a facility is key, including easy access to the staging area.
 - ▶ Numerous rigging points throughout the facility are needed to support the increasing theatrical needs of today's performers. Large and numerous video displays are in demand.
4. ENSURE ARTIST HOSPITALITY
 - ▶ The life of a performer is demanding. Facilities need to have comfortable, attractive spaces for the talent and their production teams, including sleeping/lounging areas, kitchens and showers.

1 MATCH SEATING TO THE ARTIST

The number of fans a facility can hold is one of the top factors when choosing an entertainment venue. The ability to offer a variety of seating capacities and configurations means a venue can tailor its offering to specific artists.

FLEXIBLE

“The venue needs to be able to accommodate what the act is. They need to be able to handle a modern-day artist one day, and then the next day accommodate an artist with an older following needing extra ADA compliant seating.”

CONVERTIBLE

“Can all the seats come in and out?
Can all the lights come in and out?”

Maximize ticket sales & revenue; avoid distracting blocks of empty seats

SCALABLE

“Expandability of the size of the venue is important. Can the facility scale from one size to another? Or is it just a venue that can handle (say) 10 thousand people?”





2 DELIVER A STRONG FAN EXPERIENCE

From acoustics and sight lines to refreshments and ambiance, the fan experience is critical.

ENTERTAINERS SEEK OUT ROBUST VENUES

“Probably the greatest thing newer stadiums can bring is an enhanced experience and ensuring the fan experience is optimized. That means seating, that means no obstructive views, that means large accessibility, enough bathrooms.”

SIGHT LINES

“You are always thinking of where the stage placement should be. Will there be any seats that won't be able to see the stage?”

OPTIMAL ACOUSTICS

“Acoustics are always a big issue. I think that acoustics are probably something that most venues don't take into consideration.”

“Artists are saying, ‘That person in the cheapest seats should not have a diminished sound. I want my voice and my band to sound the best even in the \$35 section.’”

FLEXIBLE VIP SUITES

“VIP suites shouldn't be monolithic, single premium seats. You want a variety of different kinds of products with different views, different number of seats, different stuff inside of them. You want to be

Provide variety
in VIP & other
seating options

able to change the suite or
break down the suite into
smaller parts.”

“From the guests' experience, you need to start at the top and look at what you can offer the corporations and VIP guests. It should be as special as possible.”

PLENTY OF BATHROOMS

“You can never have enough bathrooms... you don't want people waiting in line to go to the bathroom. You want them waiting in line to buy a beer.”

“Make particularly sure there's plenty of women's toilets. When it comes to women's toilets, there often are never enough.”

AMBIANCE

“Ambiance is also very important for an artist. They love to look out onto a big audience. And if you can show them a mountain or an ocean or a boardwalk or a symbol of the city, that's very important for them. That's all a part of their experience when they're out there feeling larger than life.”

“The facility's 'brand credo' needs to be true to the city. That means a lot of different things to a lot of different people, but the building and its surroundings need to represent the city.”

Intentional design to
MAXIMIZE AESTHETIC:
Northwell Health at Jones
Beach Theater (Wantagh, NY)
and Red Rock Amphitheater
(Denver, CO) offer unbelievable
event experiences in venues
that highlight spectacular
natural settings

BETTER FOOD & BEVERAGE CHOICES

“You want to be able to have that variety of food and beverage choices. You generally want anywhere from a ratio of one point of sale for every 50-100 people.”

FOOD TRENDS:
locally sourced
from local vendors



VIDEO SCREENS IN THE ARENA AND CONCESSION AREAS

“The video boards are huge. For example, American Airlines Arena in Miami. You go out into the corridors, and they have just screens, and screens, and screens.”

Show producers look
for venues offering giant
video screens

POPULAR & ACCESSIBLE LOCATION

“Everyone wants to be centrally located. It varies from market to market, but you want a location that offers other things.”

“Having restaurants close by is a factor.”

“You could have the best facility in the world with the best staff in the world, and if your venue is out in the middle of nowhere, nobody's going to buy tickets.”

“Parking is huge. The more, the better. You can almost never have enough if you are looking to provide easy in and out. For your special VIP guests, you need to make sure they have special parking and either a separate entrance right onto the freeway or a separate lane.”

“If there are multiple venues that meet the necessary requirements, a deciding component is road access and public transportation to ensure accessibility. Knowing there will be traffic issues can be a deterrent from choosing a particular venue.”



TREND: LARGER & HEAVIER SHOWS
 need high rigging capacity
 and accessible & safe
 grid for crews

3 PROVIDE FLEXIBLE AND NUMEROUS PRODUCTION CAPABILITIES

EASE OF ACCESS FOR SHOW PRODUCERS

“It’s critical that I can get in and out of a venue, especially if I have a music tour, because I’m going in on Friday afternoon, I do my sound check at 3:00 and I do my concert at 8:00, I leave at 1:00 in the morning to be someplace else Saturday morning.”

“It’s all about access for me, how accessible it is, how easy it is for me. If it’s indoors, how easy it is for me to get trucks in, if it’s outdoors, how easy is it for me to get cranes and trucks in.”

AMPLE EMPTY SPACES & STORAGE AREAS

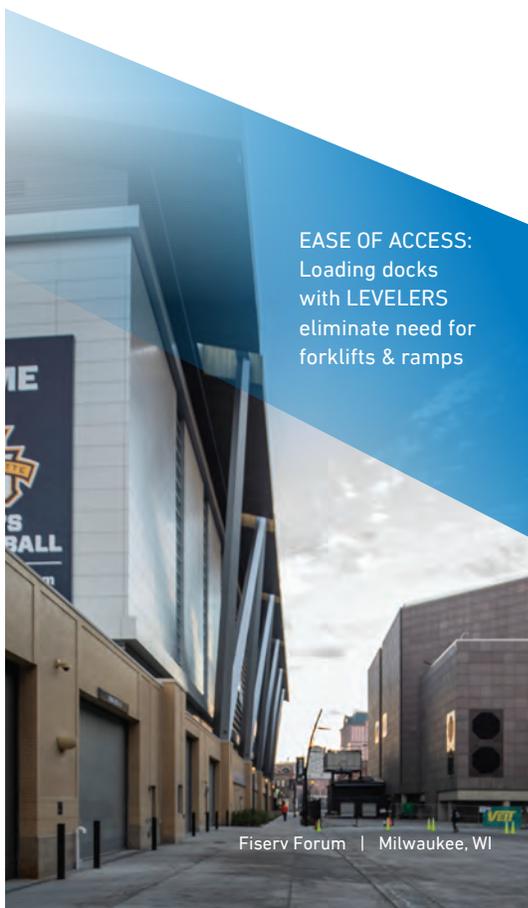
“Most shows that I do, I bring primarily everything, I’m coming in with the set, I’m coming in with all the lights, all the sound. I’m coming in with the stage. I walk into a building expecting it to be empty with plenty of room and nothing in my way.”

“I need to have enough space to store all the carts and boxes and crates and all that kind of stuff. That’s really important. If you’re able to store at least five or six trucks worth of carts inside the building, that’s fantastic.”

NUMEROUS LOADING DOCKS

“From a loading perspective, we would like a minimum of six loading docks. We want to make sure that the loading docks have the shortest walk to the stage. I can’t tell you how many times the loading dock is on the wrong side of the venue. We’re unloading all of our trucks, but we have to walk 180 degrees around inside the stadium to get to where the stage is going to be.”

“Some facilities now have 90-degree capabilities where the buses and the trucks can actually drive under and around the venue so there’s no turnaround time. There’s no backing up. I can’t tell you how much time and money that saves.”



EASE OF ACCESS:
 Loading docks
 with LEVELERS
 eliminate need for
 forklifts & ramps

4 ENSURE ARTIST HOSPITALITY

MULTIPLE RIGGING POINTS

“The next biggest thing is the rigging. How tall is the steel from the floor? How far off is the bottom of the floor is its bottom? In terms of the main steel that you’re hanging from, a lot of shows need 120, 130, 140, 150 rigging points. Each point is holding something up, be it light, sound, set, video, whatever.”

“There’s always going to be that band who wants to rig some place you never thought. Put as many points in the area as you can.”

PROVIDE PLENTY OF POWER

“I have to look at power supply. Does the venue have its own power supply? How is it positioned in the power grid? Do I have to bring in my own generators? Do I have to bring in my own support people to run my generators?”

TREND: BIGGER SHOWS
mean arenas must support
increasing power needs

“Have enough power for a small city because even when you think you have enough, you don’t have enough.”

FULL WI-FI, BLUETOOTH, SATELLITE & CELL SERVICE CAPABILITIES

“Wi-Fi of course needs to be available everywhere. Cell service too of course. We’re all constantly in touch as we build the set. That needs to be a part of your infrastructure”

REQUIRED CAPABILITIES:
100% Wi-Fi
100% Bluetooth
100% Satellite

LARGE, DURABLE, HIGH-QUALITY STAGES

“To get a stage that can support the 200,000 pounds of production to hang the speakers, to hang the video screens, to hang the lighting rig, all of that stuff. You need a very expensive stage that can do that safely, that can hang all of that over the artist.”

COMFORTABLE LIVING SPACES

“At the end of the day, the artist is going to be the one who decides whether or not to come back. Offer them hotel-like accommodations. They want to get off the bus, take a long shower, and relax in a nice environment. If your facility can offer great amenities to an artist and their crew, the experience will be remembered, and you will get their recurring business.”

Many artists have achieved a level of status in their industry & EXPECT A HIGH-END ENVIRONMENT

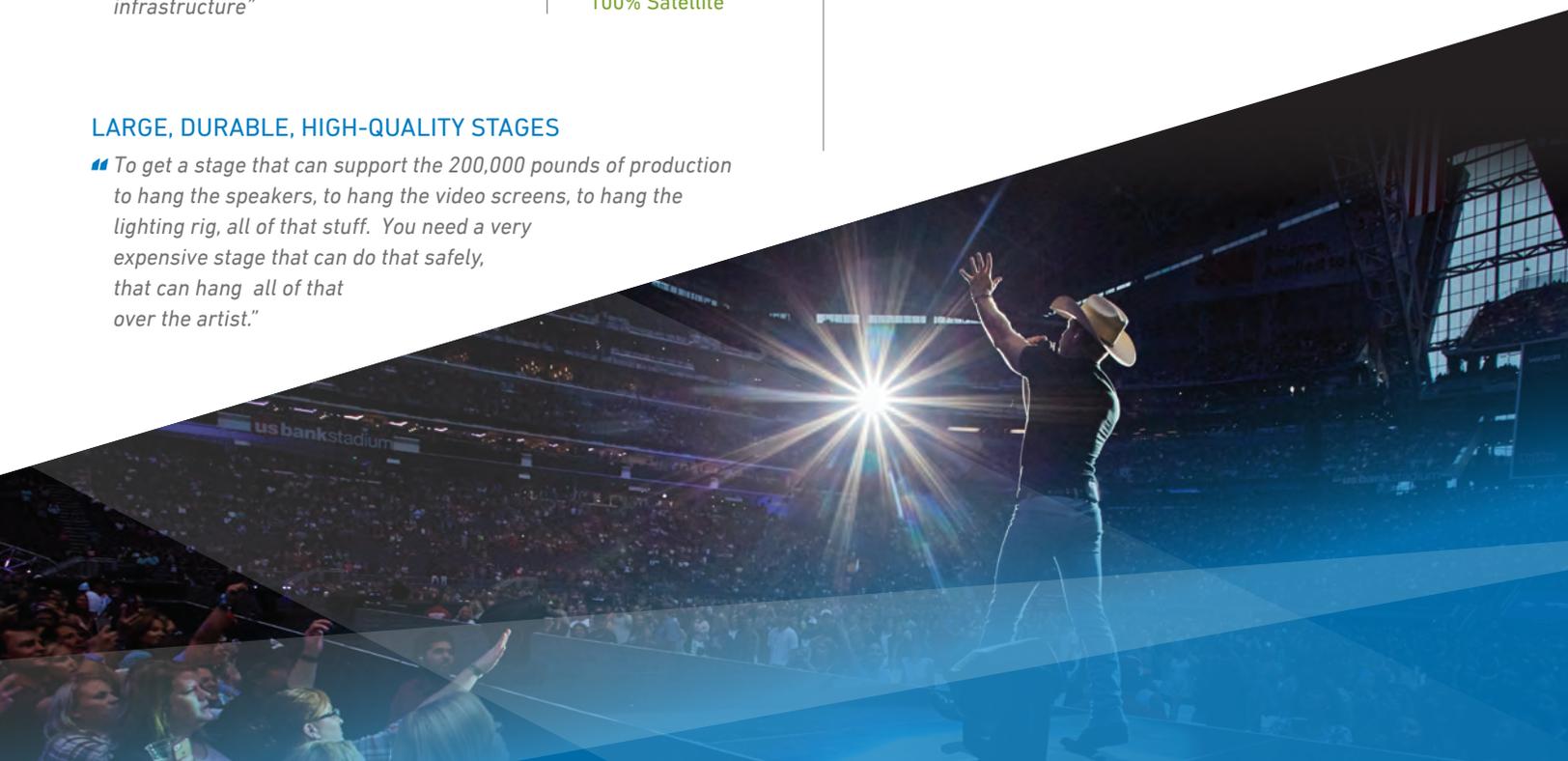
“In a big venue, the greenrooms have to be cool. They have to be exciting. They have to have full access to a kitchen area and top-notch kitchen equipment. Full access to audio visual equipment.”

“Dressing rooms. That’s very important. Dressing room space, production office space, all of that. Unfortunately, it’s locker rooms that you’re using most of the time. You’re using locker rooms for dressing rooms and for offices. You may even be forced to use arena suites.”

CONVENIENT

Having the artist room close to the stage as well as having an artist entrance that isn’t accessible to attendees is important.

“Wherever your artist compound is, a direct line to the stage is ideal.”



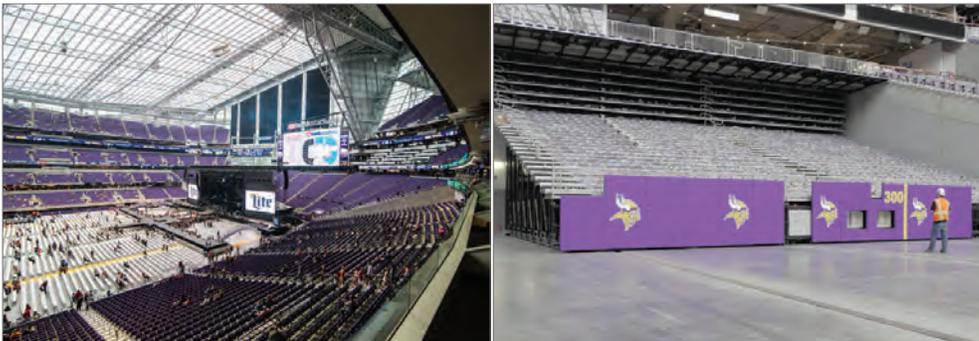
Building for
Entertainment

PROVEN SUCCESSSES

Mortenson understands elements that can significantly impact the owners' ROI and construction and operating costs of next generation stadiums: seating, rigging, acoustics, and more. When evaluating the desired programming mix for a venue, we apply those insights to ensure the infrastructure will support the vision.



Allegiant Stadium will feature a retractable field tray, making it one of the most versatile stadiums in the country.



U.S. Bank Stadium covers large expanses of glass to increase acoustic control during concerts. It takes eight minutes to fold or unfold each section of retractable seating, enabling quick configuration changes.



SPORTS + ENTERTAINMENT

With 30 years in the sports industry, we are proud to associate our name with many of the facilities that make up the nation's sports and entertainment landscape. As a top three sports builder for the past 10 years, our proven track record speaks to our ability. We safely and consistently complete our sports projects on time and on budget.

MORTENSON A Leading Sports + Entertainment Builder

200+ projects

\$14B value

30 years
experience