



Jacobs Pavilion Amphitheater at Nautica Entertainment Analysis

Cleveland, Ohio

The Nautica Pavilion, formerly the Plain Dealer and Scene Pavilion, is a 5,000-seat, open-air amphitheater in the Flats section of downtown Cleveland that hosts national touring concerts and other special events. The privately-owned facility is part of a larger mixed-use entertainment complex in the Flats called the Nautica Entertainment Complex, and its owner determined to invest in a complex improvement project in 2003. The \$5 million stage renovation included an expansion of the seating capacity to 5,000 from 4,100, the addition of private suites, and other amenities for attendees and performers. The hopes for improvement in financial results and attendance for the facility were not materializing, and as a result, the owner's lender required an analysis of the value of the facility. Mr. Hunden worked with Integra Realty Resources to perform an independent market and financial assessment and valuation of the project post-renovation.

Mr. Hunden performed an analysis of the performance of the facility since renovation, reviewed the income and expenses associated with the events as well as the facility itself, and analyzed the performance of the facility's management company. To provide an understanding of the present context and inform future projections, an analysis of the amphitheater industry was conducted, including historical trends, demand patterns, and other factors. Various pertinent stakeholders were interviewed, including House of Blues Concerts, the stage's manager. The competitive environment was studied and implications proposed, such as the direct competition across the Flats of a similar outdoor stage. Finally, projections of future demand and financials were made.

Client: Private Client

Time Period: 2003