Exhibit C

Analysis of Potential Temporary Portland Venues for Broadway Shows

Venue	Seating Capacity (configuration)	Location	Main Users	Notes and Challenges
Arlene ~2,700 (theater) Concert Hall		Downtown	Oregon Symphony, Portland Arts and Lectures, White Bird, Metropolitan Youth Symphony, touring commercial concerts and comedy acts	The Schnitzer is not capable of hosting large theatrical performances as it lacks sufficient line sets (29 vs 40 required), rigging (weight) capacity, and the stage dimensions are too small for nearly all touring Broadway shows. Facility loading is severely constrained, with onstreet loading only (no loading dock). Operators report the building can handle a two to three truck show, but typical Broadway productions have between five and thirty trucks. Back of house facilities also do not meet theatrical standards.
				To modify the Schnitzer to accommodate Broadway's minimum needs would come at great cost and require rebuilding and enlarging the entire stage fly stage structure and closing all or part of SW Salmon Street to accommodate it. The building's historic status would further complicate alterations.
				The typical Schnitzer event schedule does not have the capacity to accommodate Broadway shows. Existing users of the hall would be displaced, with the Symphony losing as many as ~30 performances in a typical year. A typical schedule at the Schnitzer sees as few as one or two dates available per week for the majority of the year.
				The facility is owned by the City and operated by Portland'5 Centers for the Arts (part of Metro).

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Veterans Memorial Coliseum	up to ~10,000 (arena)	Lloyd District (Rose Quarter)	Portland Winterhawks Hockey, concerts, comedy, family shows, graduations, rodeo, amateur sports and tournaments	The VMC is not capable of hosting large theatrical performances as it lacks a stage, fly tower and theatrical rigging capabilities. The venue lacks curtaining systems to isolate a portion of the bowl for a theatrical layout. The height from floor to catwalks at the VMC is 65', this is insufficient to meet Broadway's minimum 70' stage to grid height. To modify the VMC to accommodate Broadway's minimum needs may be technically possible, but staff is unaware of any precedent of Broadway productions in an arena setting. To accommodate these productions, a full theatrical stage with rigging and fly tower would need to be constructed within the arena and would likely require changes to roof system to accommodate the necessary height above the stage. This would need to be a semi-permanent installation, with connections to the roof trusses. It is unclear if the weight restrictions of the roof would allow Broadway-capable rigging requirements. Stage construction and house curtaining would also be required. If feasible, this installation would be extremely costly and not be easily removable to allow for other events. The building's historic status would further complicate alterations.

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				scheduled annually in January-March for the next winter and varies greatly from year to year. Including hockey, the VMC hosts 100+ events per year, many of which would be displaced if the venue were to be used as a temporary home for Broadway.
				The venue is owned by the City and operated by Rip City Management (sister company to the Portland Trailblazers.)
Moda Center Theater of the Clouds	Up to 6,500 (arena/theater)	Lloyd District (Rose Quarter)	Portland Trailblazers Basketball, concerts, family	The Theater of the Clouds configuration uses curtaining to reduce the capacity of the 20,000 seat Moda Center to 3,000-6,500 for smaller concerts.
			shows, comedy, other major sports	Like the VMC, this facility has no theatrical rigging or stage facilities, and while they might theoretically be able to be constructed, the high cost and semi-permanent nature of the installation would be prohibitive.
				As the home court for the National Basketball Association Portland Trailblazers and the premiere large concert venue for the state of Oregon, there is extremely limited availability in the schedule to accommodate any Broadway-type theatrical production without displacing many larger events including NBA basketball.
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Expo Center	Up to 9,000 (folding chairs on flat floor)	North Portland	Trade shows, expositions, consumer shows, amateur sports tournaments, craft markets, tent shows (in parking area)	Expo Center has five main exhibition halls, the largest of which can accommodate up to 9,000 people in a flat floor theater configuration. There are no theatrical accommodations including stage, fly tower, rigging capabilities or back of house facilities on site. The typical ceiling heights at Expo's facilities are 30 feet. The highest point in any of the halls is 60 feet from the floor to the highest point in the roof and 48' to the lowest steel. This is insufficient to accommodate a theatrical stage, fly tower and rigging capabilities. The physical modifications required to introduce these facilities at Expo would be expensive and likely not useful after the new Broadway hall opens due to the flat floor configuration, and are incompatible with Expo's typical business. The sightlines, acoustics, and atmosphere would detract from the audience experience at a theatrical production.
				The Expo Center hosts consumer and trade shows throughout the year but may have the ability to accommodate some Broadway productions between other events. Accommodating a full Broadway season would almost certainly require displacing many regular consumer events. An additional complication to considering the Expo Center as a possible temporary home for Broadway productions is the ongoing Metro-led Expo Futures process which, if it proceeds, would pivot Expo's future redevelopment into a community-centric destination venue that prioritizes amateur, professional, and recreational sports as well as continuing to host much of its existing business. If implemented, this would presumably add considerable additional demands to the

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				Expo event calendar and potentially involve additional physical changes to the space, unrelated to the theatrical needs of Broadway.
				While Expo is likely not a suitable home for a Broadway production, it is worth noting that the facility may be able to assist by providing a home for other displaced shows or rehearsals with less stringent requirements than Broadway. Expo has, in fact worked in the past with OSO, White Bird, Columbia Symphony and other local companies to meet temporary, flexible space needs.
				The venue is owned and operated by Metro.
Oregon Convention Center	Up to 13,000 (folding seating on flat floor)	Lloyd District	Professional meetings, conventions and conferences, trade shows, consumer shows, ballroom events, sports events and	The Oregon Convention Center is the state's premiere convention and conference facility with 255,000 square feet of exhibition space, two ballrooms and 52 meeting rooms. The largest exhibition spaces can seat over 13,000 in a theater format. These spaces are purpose built to accommodate presentation, conferences and exhibitions, not theater.
			tournaments, expositions, craft markets	The exhibition spaces have a uniform ceiling height of 30 feet, making installation of a theatrical stage, fly tower and rigging capabilities impossible without major modifications of the facility. These modifications would be both costly and incompatible with the flexible exhibition space the venue provides. The OCC lacks the extensive backstage infrastructure needed to support a Broadway production. The sightlines, acoustics, and atmosphere

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				The OCC is not available to host multiple runs of Broadway productions in a typical year. The OCC is designed to host a wide variety of events, from conferences and trade shows to exhibitions and corporate meetings. These events are often scheduled months or even years in advance, with tight timelines for setup and teardown. Reserving space for extended periods for Broadway productions would significantly limit the center's ability to accommodate other events, leading to potential revenue loss, customer dissatisfaction and limited economic impact into our region. The venue is owned and operated by Metro.
New Live Nation Venue (proposed)	Up to ~3,500 (standing flat floor, small balcony)	Central Eastside	Live Nation contracted touring artists	This proposed multi-purpose venue would be designed primarily for touring popular music acts under contract with Live Nation. The venue would have a flat floor with limited fixed seating. Stated maximum capacities are for mostly standing crowds. Seated capacity (using folding chairs) is not known but may be below the minimum required for a Broadway production. There is no theatrical stage tower in the design, a basic requirement for Broadway shows. Ceiling heights are likely insufficient for a theatrical stage infrastructure. Back of house facilities are likely insufficient for a Broadway cast. The flat floor design would produce poor sightlines and a marginal audience experience.

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				The facility design could presumably be modified to incorporate the stage, rigging and other technical requirements for a Broadway production, but it would come at great expense and significantly delay the permitting process. As the permitting process is already well underway, and time is of the essence, it is unlikely the owners would consider these modifications. It is also theoretically possible to incorporate a mechanically adjustable floor allowing for a sloped seating bowl, but similar to the issues with stage infrastructure, that feature would add great cost and complexity to the design and require significant delays in design and permitting.
				The venue is anticipated to be fully utilized with touring artists and other events with few blocks of dark nights. It is unlikely the owners/operators would be interested in adjusting schedules and displacing touring artists for eight to ten weeks per year of theatrical productions (not including load-in/out and rehearsal time.)
				The venue, if built, will be privately owned and operated.

New	Up to ~4,250	Lloyd District	AEG contracted	This proposed multi-purpose concert venue would be
AEG/Monqui Venue (proposed)	(standing flat floor, small balcony)		AEG contracted touring artists, Monqui Presents regional productions	designed primarily for touring popular music acts under contract with AEG and regional acts promoted by Moqui Presents. The venue would have a flat floor with limited fixed seating. There is no theatrical stage tower in the design, a basic requirement for Broadway shows. Ceiling heights are likely insufficient for a theatrical stage infrastructure. Back of house facilities are likely insufficient for a Broadway cast. The flat floor design would produce poor sightlines and a marginal audience experience.
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Local High School Auditoriums	All 500-1,000 seats (theater)	Throughout Portland	High school events and productions	Insufficient seating capacity for consideration.
Other Portland'5 Centers for the Arts Theaters	140-878 (theater)	Downtown	Wide range of theatrical and music users	Insufficient seating capacity for consideration.
Crystal Ballroom	1,500 (standing flat floor) 850 (seated)	Downtown	Wide range of commercial music shows	Insufficient seating capacity for consideration.

Sources:

- Tom Kilbane, Managing Director, Urban Renaissance Group
- Liam Thornton, EVP Strategy and Development, ASM Global
- Matthew P. Rotchford, Executive Director, Portland Expo Center
- Cindy Wallace, Executive Director (Interim), Oregon Convention Center
- Brian Wilson, Executive Director (Interim), Portland'5 Centers for the Arts
- Howard Zuckerman, Head of Booking & Entertainment, Rose Quarter/Rip City Management
- Preferred Venue Specifications, Broadway Across America
- Performing Arts Venues Assessment, prepared for the Regional Arts & Culture Council, May 2010 by Webb Management Services, Inc (see Appendix B: Facility Inventories)
- Various web resources