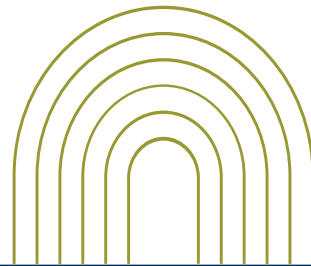
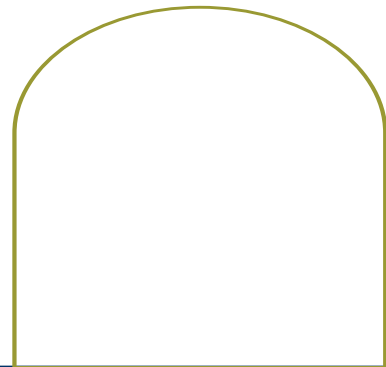


City of Roanoke

ENTERTAINMENT DISTRICT

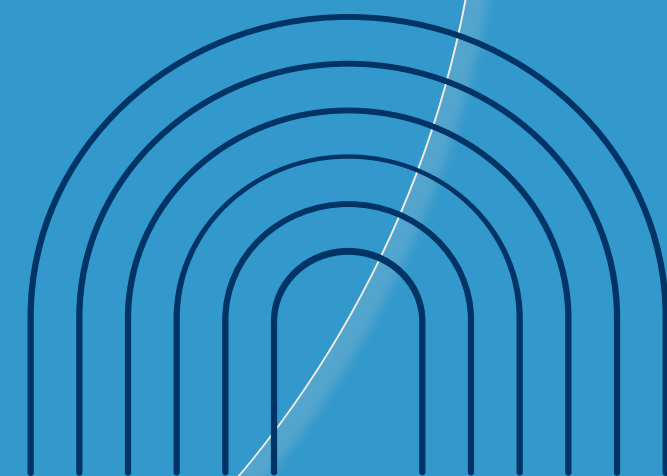
FOCUS GROUP

January 27, 2026





Welcome and Purpose of Group





Virtual Meeting Reminders



- Please mute when not speaking.
- Turn camera on.
- Be concise and on-topic.
- Use platform tools respectfully, i.e., Raise your hand or reaction icons, use chat for clarifying questions, no side conversations
- Listen actively: Avoid multitasking
- Respect speaking order and time limits

Safe and collaborative environment:

- Be respectful
- Agree to Disagree
- Avoid talking over on another



Introductions

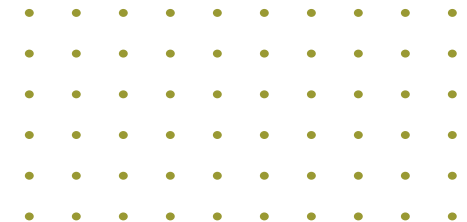


Share the following:

- Your name
- Name of your organization
- Reason for participating in the focus group

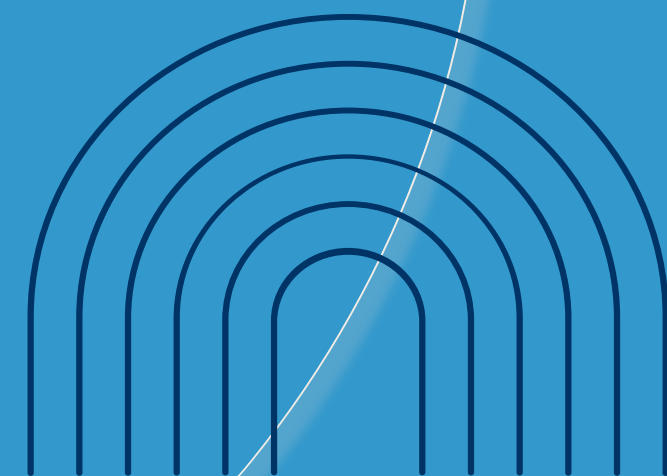
AGENDA

- 01.** Goals, Timeline, and Scope of Focus Group
- 02.** Project Charter
- 03.** History of Roanoke Civic Center/Berglund Center
- 04.** BC Financial Positions and Operational Challenges
- 05.** Event Booking and Co-Promoting
- 06.** Closing Remarks



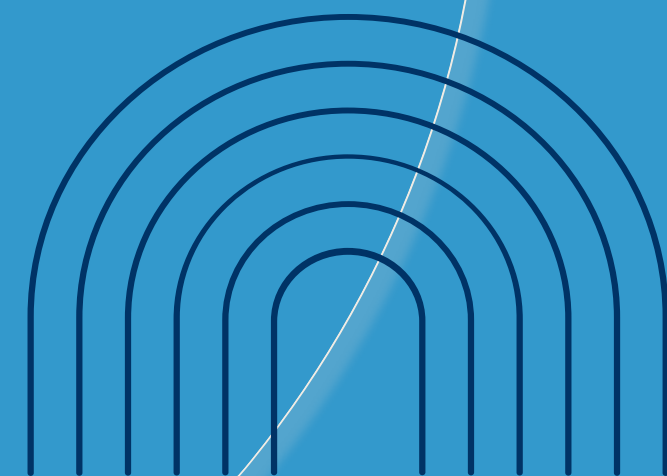


Goals, Timeline, and Scope of the Focus Group





Project Charter



Entertainment District Focus Group Charter

Purpose

This charter establishes shared expectations for behavior, communication, and participation among members of the **Entertainment District Focus Group**. This charter is designed to facilitate a respectful, inclusive, and productive environment where diverse perspectives can be heard and considered in service to the City of Roanoke.

Guiding Principles

1. Public Service Mindset

We recognize that this focus group exists to inform public decision-making. Our participation is grounded in service to the community, not personal agendas.

2. Respect Without Requirement of Agreement

We will treat one another with dignity and courtesy at all times. Respect does not require agreement; it requires listening and civility.

3. Equitable Voice

Every participant has the right to be heard. No single voice will dominate, and space will be made for all perspectives.

4. Constructive Dialogue

We commit to sharing ideas, concerns, and experiences in ways that are solution-oriented and focused on improvement.

5. Community-Centered Focus

We will consider how our input impacts the broader community, including individuals and groups not represented in the room.

Behavioral Expectations

Focus group members agree to:

- Listen actively and attentively without interrupting.
- Speak from personal experience and perspective, using "I" statements when possible.
- Disagree thoughtfully and challenge ideas, not individuals.
- Avoid personal attacks, sarcasm, dismissive language, or side conversations.
- Remain open to learning from viewpoints different from our own.
- Respect the role of the Moderator and follow agreed-upon discussion processes.
- Stay engaged and present for the duration of the session.

Open Meetings, Public Information, and Trust

- All focus group meetings are open to the public in accordance with applicable open meetings and public records laws.
- Members should be aware that comments, statements, documents, and information shared during meetings may become public information and part of the public record.
- Participants are encouraged to share perspectives thoughtfully and avoid disclosing confidential, sensitive, or personal information they would not want made public.
- While respectful dialogue and discretion are expected among participants, confidentiality of statements made during meetings cannot be guaranteed.
- Trust within the group is fostered through transparency, professionalism, and mindful communication.

Accountability

- Members are encouraged to self-monitor their behavior and support others in upholding this charter.
- The City Council representative, Public Safety personnel or Moderator may pause discussion or redirect behavior that does not align with these expectations.
- Repeated or significant breaches of this charter may result in removal from the focus group.

Commitment

By participating in this focus group and signing this charter, members acknowledge and agree to uphold the expectations outlined in this charter in the spirit of collaboration, respect, and public service.

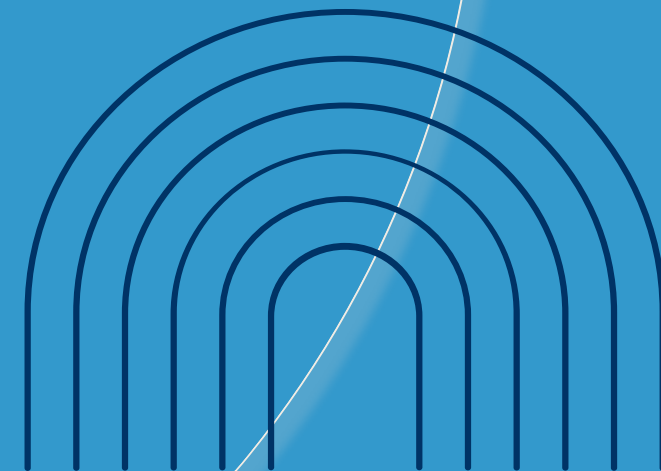


Questions or Comments





History of Roanoke Civic Center/Berglund Center



Roanoke Auditorium

1950s



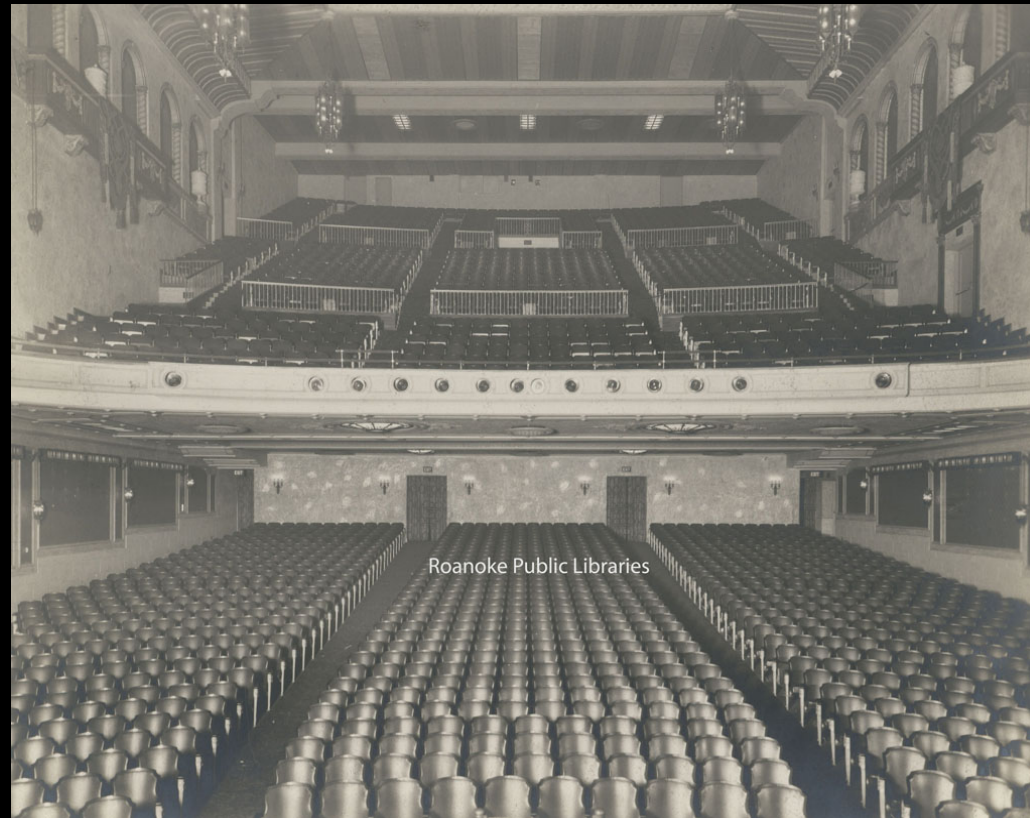
Roanoke Auditorium

1950s



American Theater

1950s



Roanoke Auditorium burned in 1957

Regional effort to construct a Roanoke Valley civic center complex

Salem

Roanoke City

Construction of I-581 through the Commonwealth Redevelopment Project (NE Roanoke)

Regional Approach falls apart due to disagreement on location and intergovernmental funding formula

1960s

Roanoke County and Salem decide to build a civic center in Salem

Roanoke City decides to build civic center in present location as part of “urban renewal” of Northeast Roanoke

1960s

3 Goals for the Roanoke Civic Center:

1. Indoor athletic venue
2. Convention center
3. Entertainment/concert venue

1960s

Roanoke Civic Center becomes a reality

\$15 million facility

1971



Social cost of Civic Center

1960s-70s



Questions?



Berglund Center Financial Positions & Operational Challenges

Berglund Center - Budget

- FY 2025 – 2026 Budget - \$14.9 million
- Budget developed based on anticipated:
 - Number of events (live performance events, rentals, etc.)
 - Food and beverage sales
 - Catering sales
 - Advertising/Sponsorship sales
 - Other/Miscellaneous revenue
 - Personnel expenses
 - Maintenance expenses
 - Other/Miscellaneous expenses

General Fund Support – Berglund Center

- Most municipal operated civic facilities require financial support (subsidy).
- Operation of Berglund Center requires a subsidy from the City of Roanoke General Fund.
- FY 2025 – 2026 Budgeted Subsidy - \$2.517 million
 - Operating Subsidy – \$.973 million
 - Debt Subsidy - \$1.544 million

Berglund Center – Roanoke Market

- Roanoke is a tertiary (third-tier) market for live entertainment.
 - *Impacts the type/size of events held.*
 - *Requires Berglund Center to co-promote or buy events*
- Co-promoting events has upside and downside financial risks.

Berglund Center – Actual Performance Impacts

- Financial performance can be impacted by a variety of factors.
 - Actual number of events compared to budgeted events
 - Actual event attendance compared to budgeted event attendance
 - Actual food and beverage sales compared to budget
 - Actual advertising/sponsorship sales compared to budget
 - Other/miscellaneous revenue compared to budget
 - Actual expenses exceeding budget

Berglund Center – Current and Future

- Facing financial headwinds.
 - Current year subsidy is expected to significantly exceed budget.
 - Future year required subsidy is expected to increase.
 - Competitive pressure from other venues.

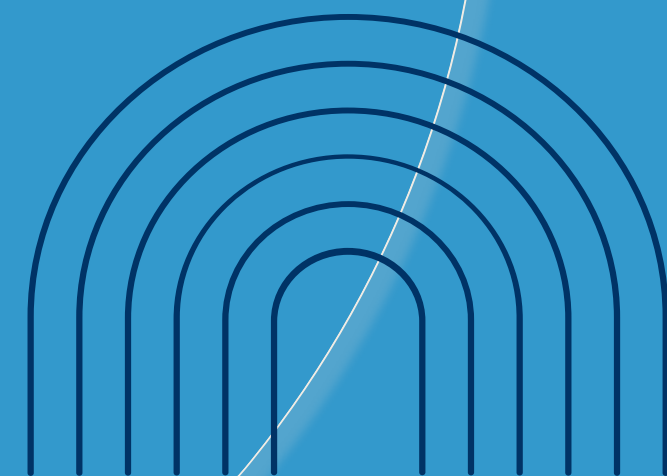


Questions





Event Booking & Co-promoting



Berglund Center

- Full-service entertainment facility
 - Production, Catering, Marketing, Ticketing, and Operations
 - Largest entertainment & sports facility in SW Virginia
- Provide live entertainment experience and other events
 - Concert performances
 - Cultural performances
 - Sporting events
 - Trade shows
 - Consumer shows
 - Conventions
 - Banquets

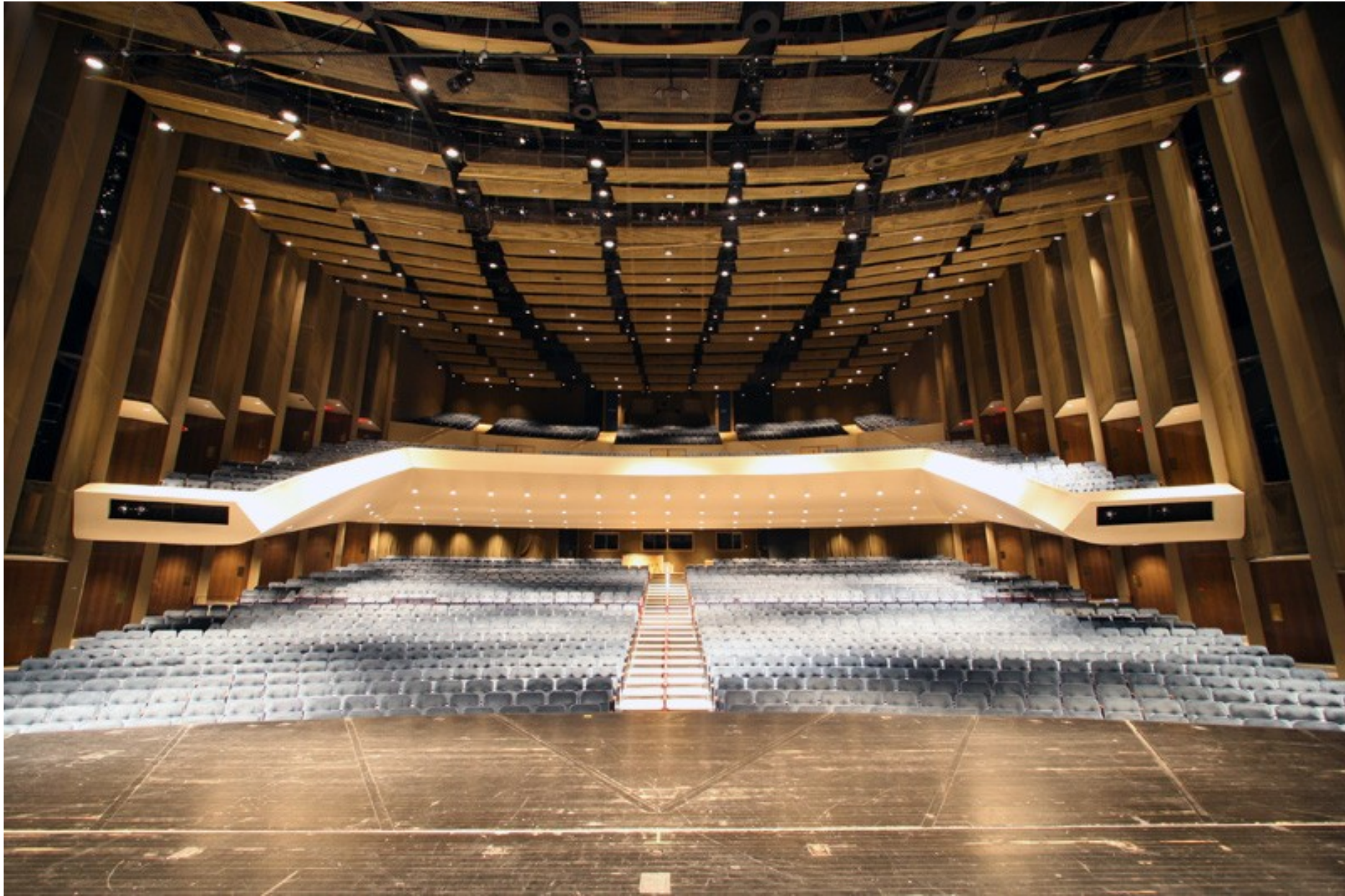


Berglund Center - Venues

- Berglund Coliseum (10,500 seats)
- Berglund Performing Arts Theatre (2,130 seats)
- Berglund Hall (11,000sf)
- Berglund Special Events Center (46,000sf)
- Bella Vista Room (180 cap)













Berglund Center – Market for Live Events

- Primary geographic areas that Berglund Center draws from for live events:
 - Roanoke Valley
 - New River Valley
 - Lynchburg
 - Martinsville/Danville



Berglund Center – Types of Live Performance and Sporting Events

- Rail Yard Dawgs (Hockey)
- Music (All Genres)
- Theatrical (Broadway in Roanoke and Other)
- Comedy
- Spectacle Shows



How Events Are Booked:

- We take the call
- We make the call
- Repeat business



How We Program the Venues

- Rental Deals
- Buy Talent
- Co-Promotion



Challenges

- Competing venues - Regional
 - Caesars - Virginia
 - John Paul Jones Arena – Charlottesville
 - Richmond
 - Freedom Hall – Johnson City, TN
 - Knoxville, TN
 - N. Charleston CC – SC
 - Charleston, WV
- Competing venues - Local
 - Salem Civic Center, Jefferson Center, (occasionally Elmwood Park), Sidewinders,
 - The Exchange, The Harvester, The Coves @ SML
- State of the Industry



Questions





Closing

