

**CITY OF SEATTLE
REQUEST FOR PROPOSAL (RFP)**

**THE FUTURE OF BUMBERSHOOT
2022 AND BEYOND**

proposer
ELEVATION FESTIVALS
10/21/2022





October 21, 2021

Seattle Center Executive Office
305 Harrison Street, Suite 215
Seattle, WA 98109
Attn: Marc Jones

Dear Mr. Jones,

Thank you for the opportunity for **Elevation Festivals** to submit this proposal in response to the RFP entitled Future of Bumbershoot, 2022 and Beyond.

Elevation Festivals is a part of the **Elevation Group**, a company comprised of seven different companies operating in the United States, Canada, Australia, The United Kingdom and Ireland. Elevation is a recognized leader in music and sports event production, talent management, content development, experiential marketing tours and sponsorship activation.

We hope our response answers and addresses all of the great questions and inquiries contained in the RFP. We will be available to respond to any additional questions.

Elevation Festivals is incorporated in the State of Delaware and is a Limited Liability Corporation.

Thank you for your consideration.

Kind Regards,

A handwritten signature in blue ink, appearing to read "Steve Lindecke", with a flourish at the end.

Steve Lindecke
COO
Elevation Festivals
23400 Mercantile Road, Suite 10
Beachwood, OH 44122
slindecke@elevationgroup.com
(216) 363-1650

Elevation Festivals

Elevation Festivals (EF) was formed in 2015 as an independent LLC under the Elevation Group of Companies www.elevationgroup.com. Today, EF is a partnership between **Steve Lindecke**, **Denny Young**, **Michelle Wesley** and **Cliff Chenfeld** with the sole purpose of owning, developing and staging music festivals throughout the United States.



- *Lindecke/Young*: Steve Lindecke and Denny Young met while working together at IMG, the world's largest event production and sports marketing firm. During their combined 27 years at IMG, Lindecke and Young rose to senior management positions with oversight of global events and divisions at the multi-billion dollar company. These experts in event production and promotion have staged events throughout the world including North America, Australia, South America, Europe and The United Kingdom with budgets ranging from \$1 million to \$25 million. They have won numerous awards, been honored and recognized for their work from prestigious organizations including: The Academy of Television Arts & Sciences, *Billboard* Magazine, *Sports Business Journal*, NASCAR, *Pollstar*, The Recording Academy Grammy Museum, *Ad Age* and more.
- *Wesley*: Michelle Wesley is a businesswoman and philanthropist. In addition to her partnership in Elevation Festivals, she is a partner/investor in several companies and real estate ventures. Wesley and her family owned Tradesman International prior to its sale. During her tenure at Tradesman, Wesley was responsible for developing offices across the United States including the state of Washington with locations in Seattle, Tacoma, Spokane and Tri-Cities. Wesley has oversight for the Wesley Family Foundation which includes support for major medical institutions including University Hospitals of Cleveland and the Ohio State University Wexner Medical Center.
- *Chenfeld*: Cliff Chenfeld was the co-founder and co-owner of Razor & Tie, one of the largest independent recording and publishing companies in the United States. The label and publishing companies were responsible for 25 Platinum and Gold records and numerous Grammy Awards. Additionally, Chenfeld was the co-creator and co-owner of Kidz Bop, a series of audio releases of kids singing pop hits that are appropriate for children. The franchise has sold more than 16 million albums and has become the leading kids' audio brand in the country. Kidz Bop has expanded significantly to include a national tour, merchandise, music videos and a channel on Sirius XM. In 2018, Chenfeld sold all recording and publishing assets to the Concord Music Group. Today, Chenfeld is a partner in Elevation Festivals, the recording company RT Industries and an active investor in music related entities and start-up companies.

Experienced Festival Operators

Elevation Festivals currently owns and operates *WonderStruck in Cleveland* and the *WonderBus Music & Arts Festival* in Columbus, Ohio. EF is expanding in 2022 and will feature additional festivals in Pittsburgh, Indianapolis and Boone, NC. Elevation Festivals’ marketing and support partnerships include The Ohio State University, Appalachian State University, Lakeland Community College, The Allegheny County (PA) Parks Commission, The Rock & Roll Hall of Fame & Museum and other blue chip brands and organizations.

Elevation Festivals was one of a select few entities to successfully stage music festivals in 2021. Elevation worked closely with state, county and local authorities, medical experts, featured musical artists and the Germ-X consumer health and sanitization brand to develop and execute a safe reopening plan. EF’s work in this regard combined with their ensuing success in the area of health and safety was covered extensively in print, online, radio and television press, including national segments on FOX-TV, FOX Business News, *The Wall Street Journal*, *The Hollywood Reporter* and *Pollstar*.

“The Wonderbus Festival in Columbus, Ohio began as not only a grand celebration of the reemergence of live music, but as a shining example of how the future of music will look post-pandemic.”



What Are the Top Music Festivals Coming Up?
For those ready to attend, we've rounded up everything you need to know about upcoming major music festivals in the U.S. and the latest updates on entry requirements. As COVID-19 guidelines vary by state, city and country, it's best to check for updates on each festival's website as well as the local's restrictions and advisories. We'll be updating this music festival guide as regulations change and details on safety rules.
If you purchase an independently reviewed product or service through a link on our website, we may receive an affiliate commission.

2021 Fall Music Festival Schedule

WonderBus Music & Arts Festival (Columbus)
When: Aug. 28-29, 2021
Where: The Lawn at CAS, 2440 Clearingway Row Rd., Columbus, OH 43202
Headliners: Keshha, AJR, Wilson, Grangone
COVID Policy: Face masks and social distancing are recommended, and attendees that are experiencing COVID-19 symptoms are "discouraged" from entering WonderBus and CAS property's more details here.
Tickets: \$15+ for children ages 3 to 10, \$10+ for adults buy WonderBus tickets online at [WonderBus](#), for tickets, tickets at [Vivid Seats](#).

Summerfest (Milwaukee)
When: Sept. 2-4, 9-11, and 16-18, 2021
Where: Assorted Family Income Amphitheaters, 10021 Harbor Dr., Milwaukee, WI 53202
Headlines: Sept. 1: Måneskin, Tinashe, Ozzy Osbourne, Day 2: Outkast, Yeezus, Sept. 3-4: Luke Bryan and Chance the Rapper; Sept. 8-11: Jonas Brothers, Chris Stapleton, Zac Brown Band, Dave Clapton; Sept. 15-18: Dierks Bentley, Brandi Carlile, The Lumineers, Lil' Yachty, Ozzy Osbourne
COVID Policy: All guests are to provide proof of COVID-19 vaccination or a negative test within 72 hours of attending the festival, masks are recommended for outdoor spaces and required for children 12 and under; more details here.
Tickets: \$15+, buy Summerfest tickets online at [LiveNation](#), [Ticketmaster](#), [StubHub](#) or [Vivid Seats](#).

Bumbershoot Music & Arts Festival (Manchester, Tenn.)
When: Sept. 2-6, 2021
Website: [bumbershoot.com](#)



Bumbershoot Overview

It is our understanding that Bumbershoot was under the guidance of AEG for the past five years (2015-2019). Prior to AEG, Bumbershoot was curated and produced by One Reel, a Seattle-based non-profit.

According to a press report: *“Following financial and operational challenges related to the 2014 festival, the City worked with the festival’s appointed producer, One Reel, to create a new business model to sustain Bumbershoot. AEG Presents stepped forward as a producing partner and provided a major financial infusion, saving the 2015 festival and sustaining the annual event for five years.”* Additionally, *“A few industry experts, speaking on background, said it was likely that AEG lost upwards of a million dollars each year it promoted Bumbershoot.”*

We have spoken with several industry professionals within Seattle and across the country who have had involvement with Bumbershoot. They corroborate what the press report states above. We believe, based on what we know and through our experience of running profitable music festivals, that the traditional Bumbershoot model does not work.

According to those same press reports, *“Bumbershoot’s struggle is not an isolated situation as several music festivals in the PNW have been cancelled in recent years. Washington’s Sasquatch! Music Festival, and Upstream Music Festival, British Columbia’s Pemberton Music Festival, and Portland’s MusicFestNW have all been cancelled.”*

The stated objectives of the City of Seattle: Culturally Diverse, Highlight Seattle Center Culture Organizations, Family-Oriented, Community Accessibility, Northwest Artists Feature, etc. are all important. But without a sustainable event, these important civic priorities will not work in the framework of an annual event.

The #1 objective moving forward, must be festival sustainability. Elevation Festivals is a for-profit business that is interested in investing its own money in Bumbershoot, not some money of a large corporation, but *its own money*. But that investment must be made to support a model that works long-term. Bumbershoot can no longer lose money.

Moving forward, we (Seattle in partnership with EF) must run a different economic model, or future Bumbershoots will continue to struggle.

Elevation Plan Moving Forward

Elevation Festivals’ plan moving forward will center on stability, scalability, profitability and sustainability. As a part of the plan, Elevation is committed to investing in Seattle, Bumbershoot and the area surrounding Seattle Center.

Elevation will commit to spending up to \$2 million on a yearly basis to stage the festival in the Seattle Center area. In addition, Elevation will support – through festival grants – the cultural, non-profit organizations in the area. Elevation is able to make this kind of commitment because we have created and perfected a sustainable, working festival model that, by proof of concept, should yield a profitable Bumbershoot by Elevation Festival Year 3.

We have seen many organizations spend in excess of \$6-\$10 million on a first-year festival and lose millions of dollars resulting in a “one and done!” Elevation is not interested in that failed model, Elevation is not



interested in “one year only” and in fact Elevation will be seeking a minimum five-year license from Bumbershoot with additional five year renewals based on festival financial performance.

As long as the City of Seattle can guarantee our team enough space and room to execute the Elevation plan and for a minimum period of five years, we are ready to go.

As a part of the Elevation proposal, we will ask to continue the gating of Seattle Center during festival weekend and with nearly 100% of the activities taking place inside the gated area. Unless there are substantial subsidies from the City of Seattle, King County, the State of Washington or other third parties that we are not aware of, the risk will fall entirely on our shoulders. Elevation must be positioned to control all festival revenue streams (ticketing, concessions, VIP experiences, sponsorship, parking, etc.). We do not see a viable way to include Climate Pledge Arena. The Arena’s control on ticketing in their venue and a reluctance to share in revenue streams inside the arena, make that venue cost prohibitive. This is truly the only way a multi-million-dollar investment will work for Elevation or any other capable and responsible company.

In our efforts to produce a family-friendly environment together with a positive economic impact for Seattle entertainment and cultural establishments, we will commit to running the festival from noon each day and ending at 10 p.m each night. Opening up to the area outside the gates and extending across other areas of Seattle for Bumbershoot-marketed “After Hours” events surrounding music, comedy and spoken word will be a part of our plan. Additionally, we are committed to including a wide variety of city arts organizations each day at the festival and during our hours of operation.

In return, we know that Elevation has the ability to deliver something very special and world-class to the City of Seattle, for the citizens and for years to come.





Overview of Organization

Company Description: Created in 2002, the Elevation Group is comprised of seven different companies operating in the United States, Canada, Australia, the United Kingdom and Ireland. Elevation is a recognized leader in event production, sponsorship, experiential marketing, content development and artist management.

Number of Full Time Employees: 25

Service Areas: Events, Sponsorship, Music Festivals, Experiential Marketing, Artist Management, Recording and Publishing.

Awards: Elevation is a five-time winner of Event Marketer magazine’s “Top Event Agencies” and has been recognized as a “Top Event Marketing Shop” by Promo Magazine. Elevation is also a recipient of an Emmy Award as the executive producer for the PBS documentary Music of Ireland, featuring U2, Sinéad O’Connor, The Chieftains, The Cranberries and many others. Additionally, Elevation has shared several awards with its brand clients including: Ad Age’s “10 Big Ideas In Marketing,” the NASCAR Marketing Achievement Award, an Effie Award, a Diamond PR Award and multiple Addy Awards. The Sports Business Journal recognized Elevation for its work executing “Top Motorsport Sponsorship Activation Programs” across multiple years as Elevation directed sponsor platforms surrounding three NASCAR Cup Series championships (2014, 2015, 2019) and an Indianapolis 500 victory (2011).



TEAM ELEVATION IN ACTION



Elevation's Emmy Award-winning night
New York City



Elevation's Denny Young & Steve Lindecke in
Frankfurt (above left). Steve Lindecke with
Dorothy Hamill (above right)



Elevation with U2 and Grammy winner Moya
Brennan



Elevation at Opera in the
Outfield (top), with Sheryl
Crow at WonderStruck in
Cleveland (middle) and with
2019 NASCAR Champion
Kyle Busch (left)



Elevation's Denny Young at a press conference
announcing the Ohio State music festival with
OSU president Michael Drake +
Ohio Governor Mike DeWine



We Are Experts In The Business Of Sports, Music & Events

Created in 2002 by former IMG senior executives Denny Young and Steve Lindecke, the **Elevation Group** is comprised of seven different companies operating in the United States, Canada, Australia, The United Kingdom and Ireland. Elevation is a recognized leader in music & sports event production, talent management, content development, experiential marketing tours and sponsorship activation.

Elevation comprises experts in event planning, booking, sponsorship sales and activation. The firm is recognized as one of the top event-booking and production entities in the United States. Elevation has built its reputation on talent management, content development, innovative partnerships, large-scale event execution, unique hospitality opportunities, VIP experiences and boundary-pushing activation platforms.

Elevation's work has been recognized and covered by The National Academy of Television Arts & Sciences, The Grammy Museum, The Rock & Roll Hall of Fame and Museum, NASCAR, *Ad Age*, *USA Today*, *The New York Times*, *The Los Angeles Times*, *The Wall Street Journal*, CNN, *Newsday*, *People* magazine, the *New York Post*, *Sports Business Journal*, the *Irish Independent*, *Taiwan News*, *Autoweek*, *Billboard*, the World Records Academy, *Pollstar* magazine, *Event Marketer* magazine, *The Christian Science Monitor*, *Rolling Stone*, *The Times of India*, *Exhibitor* magazine and others.

- **Elevation Management**

Elevation Management features experts in sponsorship sales and activation, event planning and sports marketing. The company is comprised of executives previously employed and trained at world-leading organizations including IMG, Octagon, Dentsu International, Live Nation and others. Elevation has won several marketing awards and other prestigious accolades with its clients. Among these notable accomplishments, **Elevation is a five-time winner of Event Marketer magazine's "Top Event Agencies"** and has been recognized as a **"Top Event Marketing Shop" by Promo Magazine**. Additionally, Elevation has shared several awards with its brand clients including: *Ad Age's* **"10 Big Ideas In Marketing,"** the **NASCAR Marketing Achievement Award**, an **Effie Award**, a **Diamond PR Award** and multiple **Addy Awards**. *The Sports Business Journal* recognized Elevation for its work executing **"Top Motorsport Sponsorship Activation Programs"** across multiple years as Elevation directed sponsor



platforms surrounding three NASCAR Cup Series championships (2014, 2015, 2019) and an Indianapolis 500 victory (2011).

- **Elevation Festivals**

Elevation Festivals owns two of Ohio’s largest music festivals – WonderStruck in Cleveland and WonderBus (Columbus). In a few short years, the company’s music events have been recognized by The Cleveland Plain Dealer, Ohio’s largest newspaper, as “the Midwest’s top music festivals.” Both festivals are family-friendly, feature a wide variety of upscale culinary options, include robust artisan villages and showcase the very best Alternative, Indie-Pop, Funk and Jam bands. Featured artists have included: Grammy Award-honorees Sheryl Crow, Brandi Carlile, Gary Clark Jr., Stephen Marley and Trombone Shorty, as well as chart-toppers including: Lewis Capaldi, Foster The People, Hozier, AJR, Daya, Fitz & The Tantrums, Elle King and more.

- **Elevation Transportation**

Elevation Transportation is a full-service, experiential marketing organization focused on developing, manufacturing and executing mobile displays, product marketing tours and luxury VIP hospitality activations. Elevation Transportation’s assets have appeared at the Daytona 500, The NBA All-Star Game, The Kentucky Derby, Major League Baseball and National Hockey League games, IndyCar races, equestrian events and mall, trade show, retail locations and more including: CES, WalMart, SEMA, The Forum Shops at Caesars, Hermosa Beach, Navy Pier, South Coast Plaza, The Home Depot, Mall of America, PetSmart, Target Stores, Whole Foods, Macy’s and others.

- **Elevation Music**

Elevation Music is the flagship music company of the Elevation Group. Founded in 2005, Elevation Music promotes specialty and corporate-branded music events, develops, produces and distributes music content and manages musical artists. In 2011, the company was the recipient of an **Emmy Award** as the executive producer for the PBS documentary Music of Ireland, featuring U2, Sinéad O’Connor, The Chieftains, The Cranberries and many others. Elevation Music works closely, on a daily basis, with all major booking agencies, the world’s largest concert promoters and major record companies in the development of its management clients and programming.

- **Elevation Recording Group**

Formed in 2020, Elevation Recording Group (ERG) is an audio and video recording production entity created to develop emerging pop music acts. As an artist incubation company, ERG’s role is to discover, fund, record, market and ultimately transition young recording artists to major global recording companies. ERG operates in territories including: North America, Australia, the United Kingdom and the Republic of Ireland.



- **Elevation Artists**

Elevation Artists is a sister company to Elevation Recording Group (ERG). Elevation Artists is a stand-alone artist management company specifically charged with guiding the overall development of each artist signed to ERG. This includes A&R, touring, branding, social media marketing, public relations, DSP playlisting and synch placements.

- **Elevation Music Publishing**

Elevation Music Publishing is a sister company and support entity to Elevation Recording Group (ERG). Elevation Music Publishing owns, represents the rights of, administers, issues licenses and collects fees on compositions written or co-written by certain artists signed to ERG.

The Elevation Group confirms that its team of associates is uniquely and completely qualified to execute, produce and deliver, to the City of Seattle and Seattle Center, a revamped Bumbershoot. In addition to our ongoing work at stadiums, arenas, theaters, equestrian centers and auto racing facilities, Elevation’s leadership team is known throughout the world for creating and staging events at temporary venues. Examples include: converting a functioning airport into an IndyCar race circuit, staging a 26.2 mile marathon spanning two different countries in the same event, turning a private independent girls school’s outdoor athletic center into a venue hosting Ohio’s largest music festival, staging beach volleyball events in parking lots fully-filled with sand in the center of major American cities and more. Elevation’s team experience staging and operating events spans more than 30 years and is spread across the following:

Stadium/Arena Concerts	Family Shows	Equestrian Events
Cultural/Food Festivals	Music Festivals	NASCAR
IndyCar	USTA Tennis	Action Sports/eSports
NFL	WTA Tennis	USA Track & Field
USA Surfing	F1 Racing	Corporate Conferences
Comedy Shows	Speaker’s Series	Dance Competitions
MLB	Celebrity Roasts	ATP Tennis
USA Youth Sports	PGA Golf	USA Figure Skating Events
Women’s Sports Foundation	LPGA Golf	USA Volleyball (indoor/beach)
Arena Football	NTRA	Art/Artifact Exhibits
Triple Crown	AMA SuperCross	Moto GP
X-Games	And many others	

Our leadership team and associates come from major global event companies including IMG, Live Nation, Octagon, the Universal Music Group and others. We have worked for, alongside and in collaboration with executives from all major sports leagues and federations, networks (CBS, NBC, FOX, ABC) entertainment content providers (Feld Entertainment, AEG, Live Nation) and global booking agencies (WME, CAA, UTA, Paradigm, ICM Partners). We know what is happening, when it’s taking place, how much it costs, where savings are hidden, how to purchase assets and who the best individual service providers are in the United States and abroad.





BUMBERSHOOT®

Detailed Plan

Bumbershoot has been a Seattle staple for decades. Through the hard work of many fine people in and throughout the Seattle area, this music & arts festival has come to mean so much to so many. Outside Seattle and throughout the music industry, the Bumbershoot name and brand mean something special. When you hear the word “Bumbershoot” one immediately thinks of music, Seattle and a rich legacy surrounding the arts.

Whatever has happened up until this point, has not worked from a business standpoint. Pundits can debate the creative journey the festival has taken from One Reel through AEG, but no one can argue that the financials have not worked. We are told that One Reel could not continue due to financial concerns. AEG, a very successful music event promoter as you know, elected not to renew their deal with Bumbershoot. There is no question, if AEG found the venture lucrative, they would have stayed involved and not relinquished their rights.

It is our opinion that Bumbershoot needs to be stripped down and rebuilt. And built to last.

Elevation brings experienced stewardship with fresh eyes, “proof in concept,” a manageable budget and sustainable plan and the financial, creative, relationship and reputational resources to make Bumbershoot work long-term.

Elevation Festivals Has The Ability To Deliver

Elevation will build its plan through its *Ability* to Deliver.

- **StAbility** – Elevation has been in business for 20 years. Elevation’s principals – Denny Young and Steve Lindecke – have worked side-by-side for nearly 30 years. Elevation is a model of stability and Elevation is prepared to commit to Seattle for five years with automatic five year renewals based on financials thresholds.
- **ScalAbility** – Seattle Center is not a very large footprint for a festival. The arena is unusable in a reasonable festival “at risk” model due to their inability to share revenue. And the adjacent stadium may be under construction in another year or two and unusable. Therefore, we must build a music festival that can take place in the current location, scale it to meet the confines of the footprint and then be in a position as things change to either scale up or down to meet site demands.
- **ProfitAbility** – Bumbershoot must be profitable. If the event loses money year over year, Seattle will find itself in the same position five years from now. At Elevation, we are not going to bite off more than we (or anyone) can chew. Starting – and yes, we are all (re)starting Bumbershoot – a new festival and becoming profitable and sustainable takes time, money and community support. In today’s economic environment and with where the festival landscape resides, anyone that spends \$4 million or more at the beginning is on a sure path to financial distress. Time and time again, that plan has resulted in failure. From Denver to Dallas, from Phoenix to Cleveland and elsewhere all across the country. Your partner needs to responsibly spend, creatively design, and efficiently execute a festival plan that can and will be profitable.
- **SustainAbility** – The stability of Elevation, its leadership and team, combined with its understanding of how to properly scale a festival for a responsible amount of money will absolutely insure the sustainability of the festival. And effective sustainability is the only thing that will keep Bumbershoot healthy and happening.



Proof of Concept – Cleveland, OH



AEG



Elevation Festivals

The **Elevation** festival on the right will enter its seventh year of operation in Cleveland this July 2022. The **AEG** festival on the left started and ended in 2018. “One and done!” Elevation’s *WonderStruck in Cleveland* operates on a budget of \$2 million or less each year and is profitable. AEG’s *InCuya Music Festival* ran through nearly \$4 million in 2018 and after experiencing catastrophic losses, pulled the plug on running again, ever!

It’s not just how much you spend, but it’s how you spend it. It is our opinion that big corporations do not know how to run festivals efficiently. We know, because we worked at IMG for a combined 27 years and IMG was the best of the big firms at event management, but still struggled to be creative and efficient. We are smart talent buyers who get the most for our money. We are shrewd marketers that know how to create a market buzz on large-scale events. We are using our own money, so you know we are going to account for and spend wisely on each and every last penny.

With Elevation, your points of contact are the company leaders and owners. No big firm can provide that level of executive support.



The Elevation Plan

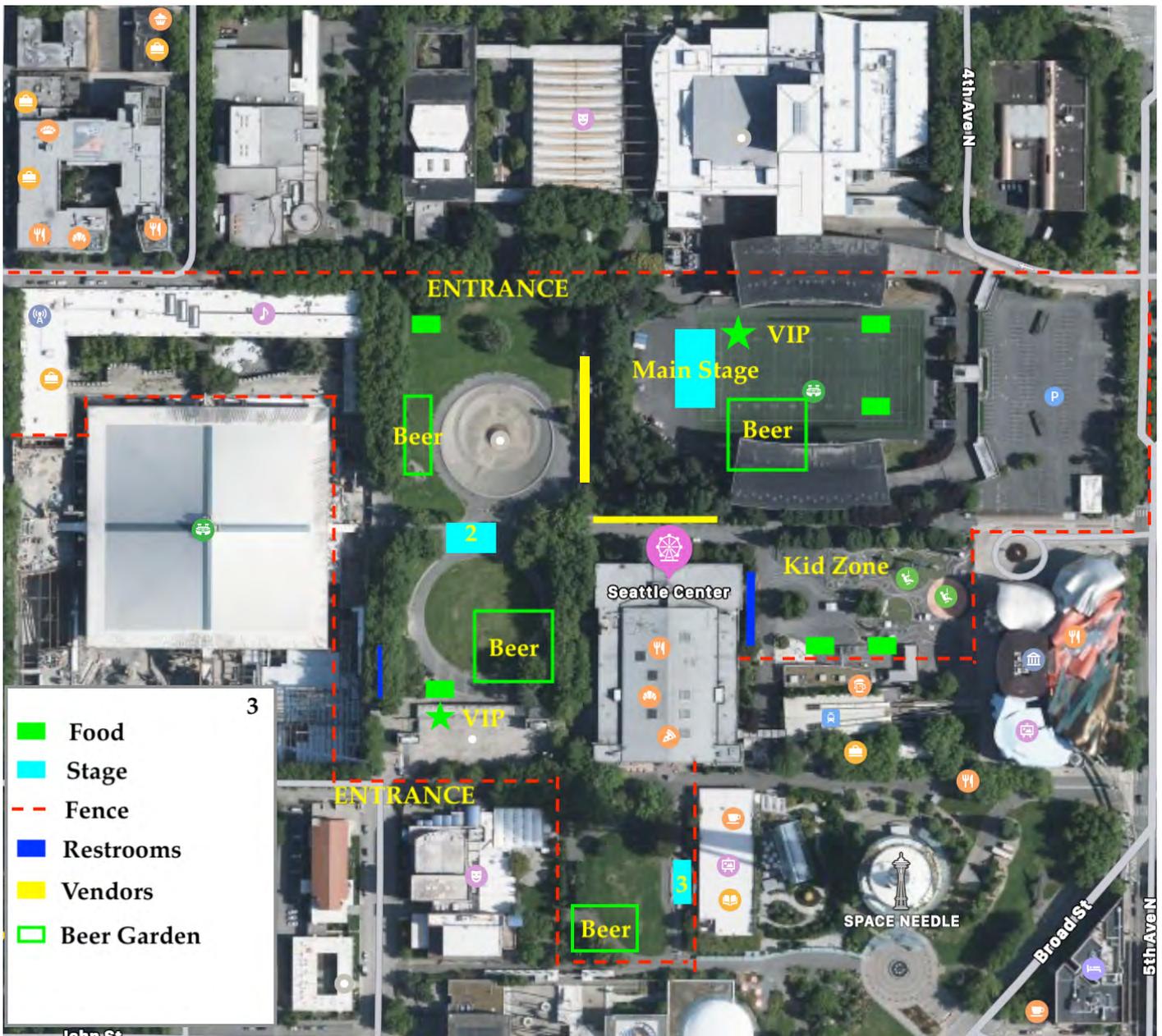
- **Timeframe:** You are committed to Labor Day weekend, therefore we are committed to Labor Day weekend. However, we will want the ability to pursue new dates starting in 2023. Labor Day is tricky as people travel, the Gorge has a big annual concert, there is a competing music festival in the Seattle area the week prior and weather is not as good historically.
- **Number of Days:** Our plan includes a two-day festival, Saturday & Sunday.
- **Location:** Seattle Center of course. However, we need to learn more information from city and school board officials related to the proposed demolition of the stadium and whether or not that property is usable past 2022. If that property is not usable, we will need the ability to move to a new location within the city limits. We have researched several locations and can discuss should you select our bid.
- **Number of Stages:** Our plan includes two Main Stages for national acts and a third stage for local and regional acts.
- **Target Attendance:** It is our expert opinion, that in the area surrounding Seattle Center and in the places where we would build stages, the maximum capacity is 12,000-15,000. And we feel that this might be an aggressive number. Our “proof of concept” model plans for 7,000-10,000 per day in Year 1, 8,500-12,000 in Year 2 and at capacity by Year 3. The audience will come from a mixture of general admission weekend passes, single day tickets, student tickets, VIP tickets, promotional tickets and an allotment of tickets to Seattle Center neighbors and underserved communities.
- **Style of Music:** As this is a family-friendly event, our plan includes the following genres: Pop, Indie, Alt, Rock, Crossover Country, World, Jazz Blues and R&B. For illustrative purposes: OneRepublic, Glass Animals, H.E.R., Vampire Weekend, John Legend, Modest Mouse, Girl In Red, Brandi Carlile, AJR, Ladysmith Black Mambazo, Trombone Shorty, Band of Horses. We will pay careful attention to the great history of music in Seattle and dedicate a significant number of stage slots to Seattle area and regional bands. While all of these artists perform shows with near clean content, it is important to note that we cannot control what is said on stage and there will be an occasional profane word uttered.
- **Food:** The culinary experience at Bumbershoot must be one of the stars of the show. We will work closely with your contacts in Seattle to deliver a culinary smorgasbord of options that include high profile Seattle chefs, food from around the world with a focus on Asia and regular festival fare. We understand that we can serve beer and wine only, no hard liquor. We assume that the city, county, state will help facilitate our liquor license for the event.
- **Ancillary Activities:** We will focus all of our attention related to ancillary activities in two areas: 1) family-friendly activities such as bounce house, agility course, beach volleyball, parachute people and 2) development of a full, thematic presence of the diverse cultural and arts aspects of Seattle. We plan to fully-embrace all things that truly define Seattle and the Seattle experience.
- **Sponsorship:** As sponsorship is an important revenue category, we plan to sell sponsorships in categories including: Soft Drinks, Financial Institutions, Car, Ride Share, Airline, Hotel, Electronics, etc.; we practice a policy of “no signage clutter.” Most sponsorship activations are on site and organic or are off site and online. We will endeavor to sell stage sponsorships.
- **Merchandise:** This is another important category for revenue. We plan to develop creative lines of merchandise that leverage Seattle, the location of the event (Space Needle), the artists, etc.



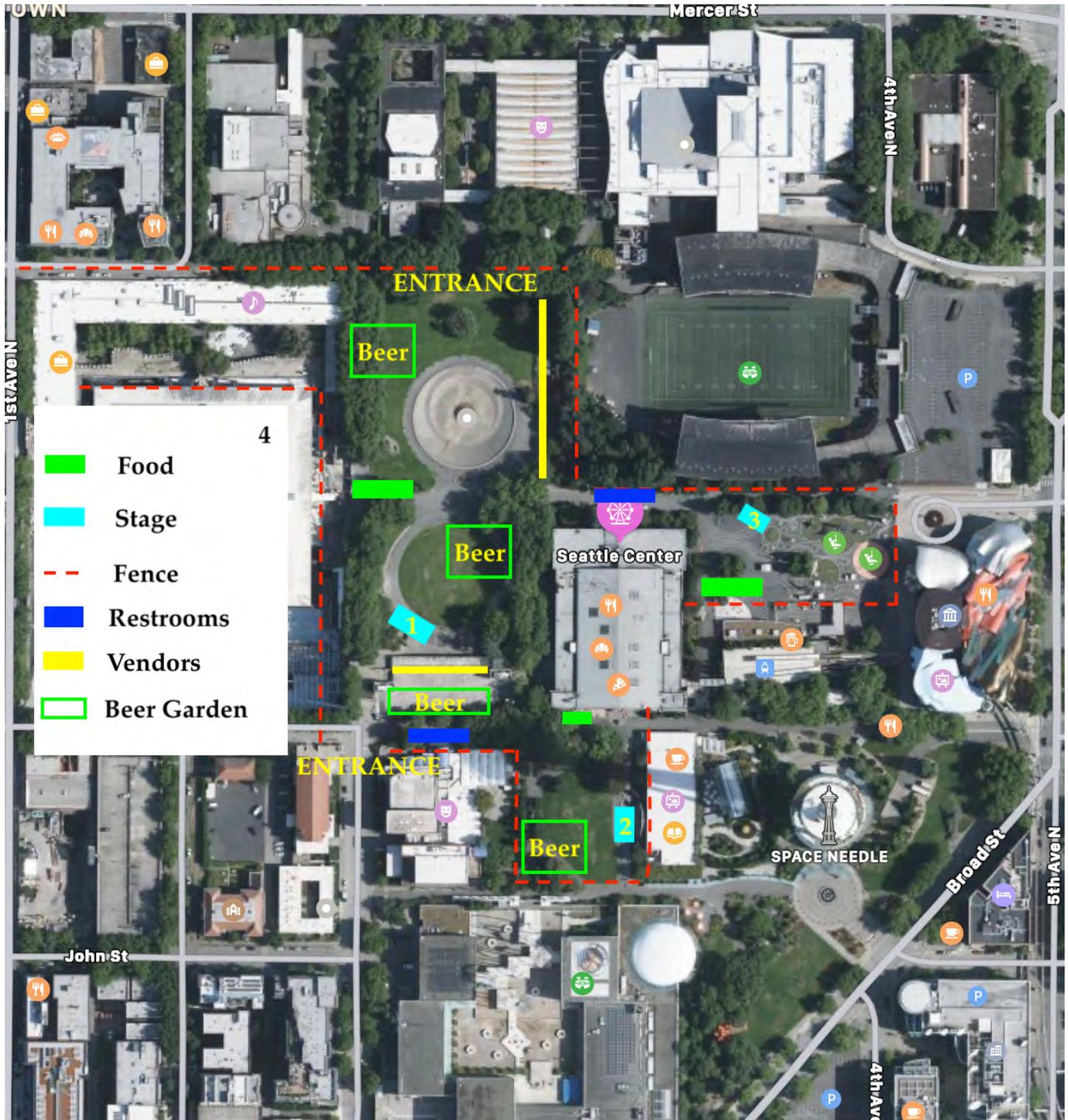
- **Load-in:** 7-8 days before the event, we will begin setting up all assets.
- **Load-out:** We will clear out all assets and return a fully-cleaned site to Seattle Center within 3 business days following the event.
- **Waste Removal:** We work with Zero Waste on our festival waste removal and target zero waste at the end of each event.
- **Budget:** \$2 million

From The Planning Stages

Site Option 1



Site Option 2



To Reality



Term of Agreement

Elevation Proposal

- Elevation Will Provide:
 - Annual investment up to a maximum of \$2 million.
 - Consulting, management and production services in the following areas:
 - Overall event logistics
 - Vendor & Community Engagement
 - Talent booking
 - Talent relations
 - Artist travel and accommodation arrangements
 - Event staffing and oversight
 - Site layout and coordination
 - Budgeting
 - Contracting
 - Contracting with vendors and service providers in the following areas of responsibility
 - Clean-up
 - Staging
 - Catering (Food and Bar)
 - Lights and sound
 - Ground transportation
 - Security, Police, Fire, EMS
 - Permitting



- Elevation Will Require:
 - Minimum 5-year license of the Bumbershoot name and exclusive right to stage Bumbershoot.
 - 5-year automatic renewal options based on financial performance, event stability and sustainability.
 - Ability to transfer contractual rights to a third party as long as one of the Elevation principals: Young and Lindecke are still in charge of the event.
 - Exclusive right to stage a music, arts and cultural festival at Seattle Center and the surrounding areas.
 - Exclusive relationship with the City of Seattle, meaning the City of Seattle will not partner with any other competing event.
 - The guarantee of the site for Labor Day weekend in 2022 and mutually-agreed-upon dates in the future. This includes Memorial Stadium availability.
 - The exclusive right to all festival revenue streams.
 - The exclusive and non-restrictive right to sell and market sponsorships for the festival. We agree to no tobacco, hard liquor, pornography or any other blatantly unreasonable category.
 - The right to move the event to a mutually-agreed-upon future date taking into consideration weather and competing events.
 - The right to move the event to a new location should the adjacent stadium no longer be available.

Scope of Work

Seattle History

The City of Seattle, Seattle Center, Seattle culture and the history of Bumbershoot will be at the forefront of all of our planning and execution. We accept that responsibility with open arms, clear minds, creative thinking and with the long-term objective of festival event sustainability.

Elevation Festival partners, Steve Lindecke, Denny Young and Michelle Wesley have experience operating sporting events, concerts, businesses and offices in the Seattle/Tacoma area. From capacity-filled Olympic figuring skating shows at the old Key Arena, to concerts at the Rialto Theater, a construction staffing business, multiple offices of operation and media relationships, we are “Seattle Primed and Ready.”

To further bolster our ability to deliver on the objective, we have hired a very experienced event and music consultant on the ground in Seattle that is on our team now and ready to help guide the process should Elevation be selected. Further contract workers and specialists in Seattle will be hired as a part of our event execution.

Seattle Center

We are well aware of the grounds on which Seattle Center exists. The spirit and energy of the Duwamish tribe combined with the real need across our country (and specifically the northwest region) for the promotion of inclusivity, tolerance, diversity and acceptance of ideas far and wide will be feverishly embraced in our creative planning and execution.



Elevation Festivals takes very seriously our responsibility to help Seattle Center promote and support all arts, cultural and educational activities happening year-round in the area. Similar to our roots in Cleveland, based on the education and inclusivity of women in leadership positions and our platform in Columbus (in partnership with the Ohio State University) – Mental Health Resilience, we plan to formally onboard with Seattle Center to insure that their goals are our goals.

Bumbershoot

It appears to us, that Bumbershoot and One Reel worked hard to accept and embrace all that Seattle Center represents historically and today. However, in an attempt to put forth a number of platforms with the idea of being many things to many people, it’s clear to us that this is also a failed model.

Bumbershoot moving forward can be many of the things the city of Seattle desires and that Seattle Center requires, but it must be produced responsibly. Through creative and efficient planning Elevation will produce a scalable event with a manageable budget, that embraces important Seattle attributes, presenting high-profile talent balanced with local fare (food and entertainment) and is ultimately profitable and sustainable. We believe we will achieve that result. And in the end, we are prepared to take some of those monies and help the city re-invest into the non-profit organizations in and around Seattle Center.

Branding & Marketing

The best example of how we plan to work with Seattle Center on marketing and branding can be seen in our relationship with the Ohio State University Wexner Medical Center and their Behavioral Health department.

WonderBus in Columbus, OH is our event. We own it, we produce it. OSUWexMed is our strategic partner. We use the Ohio festival as a large-scale, high profile platform to bring greater awareness to the challenges that mental health issues create and the readily available solutions to these issues. The focus is on “resilience” and our best asset in this pursuit are the many success stories and healing that exist through the power of music and the arts.

Michael Drake on why Ohio State is teaming up with a new Columbus music festival

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Michael Drake
 Education
 President
 Ohio State University

Deloitte
 Building an effective private company board

By Emily Berch - Staff reporter, Columbus Business First
 Apr 5, 2019, 11:47am EDT Updated Apr 5, 2019, 1:48pm EDT

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Ohio State University President Michael Drake has a thing for music - particularly soul and jazz music.

The president of the largest university in Ohio is also a member of the Rock and Roll Hall of Fame and Museum board, plays guitar and teaches an undergraduate course on the music of the civil rights movement.

"I had the opportunity to listen to many types of music back in the day," Drake said in a recent interview with Columbus Business First. "I was a Miles Davis fan and still am a big fan. I listened to him from the time I was in college all the way up to to this week."



Seattle Center Resident Organizations and Neighbors

Similar to all of our other music and sporting events, whether they are staged in Ohio, California, Maryland, North Carolina, Florida or elsewhere, our neighbors are always some of our most important constituents.

We spend a lot of time on inclusivity. This is achieved through personal outreach, the offer of inclusion on all programming and the distribution of tickets to the event. Based on our experience, we go into each event understanding that we will not make everyone happy. By its very nature, an event that draws tens of thousands of people and features loud music, is a nuisance.

Our community relations team goes to great lengths to educate all impacted organizations and people about the event, the plan and impact. Often softened by our offer to include all affected.

In the end, we stand by our commitment to include Seattle Center organizations and to financially support many of those organizations through pre-determined festival grants.

Financials

Elevation Festivals is a privately held company and does not disclose financial information. The company is self-funded by the company partners. We do not require any outside funding to implement our plan. The Elevation Group and Elevation Festivals maintains a long-term business banking relationship with First Horizon Bank in Nashville, TN <https://www.firsthorizon.com/> Upon request, First Horizon will supply a letter verifying our financial stability and viability.

References

Reference: **Amanda Lucas**
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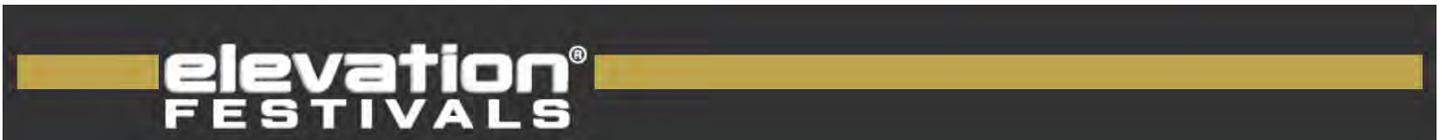
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Elevation Festival Partners pictured with AJR – July 25, 2021

Thank You Very Much For The Opportunity

