



*PALAIS ROYALE*

*The Morris*

PERFORMING ARTS CENTER ★ SOUTH BEND, IN



*Raclin Murphy*  
— ENCORE CENTER —

Civic Center Board of Managers

# SBVPA Venues & Promotion Division

May 13, 2026

# Morris Performing Arts Center — Fund 602

FY 2026 Financial Report | As of April 23, 2026

**25** Shows Since January

YTD Revenue

**\$379,350**

vs. \$2,158,400 Budget

YTD Expenses

**\$450,067**

vs. \$2,106,503 Budget

Net Deficit

**(\$70,715)**

Jan –Mar 2026

Month	Revenue	Expenses	Net Surplus / (Deficit)
January	\$46,165	\$162,899	<b>(\$116,734)</b>
February	\$196,985	\$135,844	<b>\$61,140</b>
March	\$136,201	\$151,323	<b>(\$15,122)</b>
<b>YTD Total</b>	<b>\$379,350</b>	<b>\$450,067</b>	<b>(\$70,715)</b>

Figures from Fund 602 operating accounts. Amounts in USD.

# Palais Royale — Div 221

FY 2026 Financial Report | As of April 23, 2026

Joint Licensing  
**\$34,552**

YTD Revenue

**\$39,727**

vs. \$169,532 Budget

YTD Expenses

**\$30,651**

vs. \$215,675 Budget

Net Surplus

**\$9,076**

Jan – Mar 2026

Month	Revenue	Expenses	Net Surplus / (Deficit)
January	\$14,771	\$11,753	<b>\$3,018</b>
February	\$13,392	\$9,817	<b>\$3,575</b>
March	\$11,563	\$9,081	<b>\$2,482</b>
<b>YTD Total</b>	<b>\$39,727</b>	<b>\$30,651</b>	<b>\$9,076</b>

Figures from Palais Royale Div 221 operating accounts. Amounts in USD.

## Morris PAC —Fund 416

*No projects currently underway. Raclin Murphy Encore Center Phase 1 completed.*

Capital Fund Cash Balance

**\$66,008.92**

## Century Center —Fund 671

*No projects currently underway for first three months of the year.*

The Reserve (Cash Balance)

**\$1,952,744.40**

# **MPAC TICKET FEES**

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## **STRUCTURE AND PROPOSAL FOR IMPROVEMENT**

**AMBER SCHISLER, DIRECTOR OF TICKETING**

**MORRIS PERFORMING ARTS CENTER**



**2026**

# WHY DO WE NEED FEES?

- Ticketing fees fund core operations.
  - In 2025, \$686,306.61 of \$1,735,598 total revenue (39.5%) came from front-end ticketing fees (not from settlement).
- The cost of selling tickets is covered
  - \$66,000 in ticketing services (hosting, eTix, per ticket cost)
  - \$1,800 in mail, Ticket Printing, Stock, Web Hosting, etc
- Helps Fund Staffing
  - \$52,000 in P.T. Box Office Staff

# **HOW MPAC TICKETING WORKS - SIMPLIFIED**

- Venue provides facility + full ticketing services to Promoters
- Promoter keeps ticket sales; venue retains fees
- Fees cover operations, staffing, and ticketing costs

# WHAT THE CUSTOMER SEES:

- Patrons see an “all-in price” which includes all fees.
  - Online All-in = Base + Historic Fee + Convenience Fee
  - In-Person All-in = Base + Historic Fee (Credit Card fees paid by the promoter)

# CURRENT:

- Sliding Scale/Ranged Fee +
- Historic Fee of \$4.75 +
- Credit Card Fee of 3.95% rounded to the nearest quarter

*Must Change: Mathematically impossible to calculate under new ruling*

# FEES - VENUE COMPARISONS:

Venue	Typical Fee Percentage	Notes
DeBartolo (850 Seats)	0% to 10%	Underwritten by university to drive fee low / Education focus
The Lerner (1600)	15% to 30%	Primarily Rental, Smaller Market, uses Ticketmaster
Clowes Hall (Broadway in Indianapolis) (2200 seats)	15% to 30% (20-35% for Broadway shows)	Ticketmaster Venue
Bluegate (1500)	20%	Many Self-Promoted, so fees can be less and still cover costs if minimums are met.
The Acorn Theater (Three Oaks) (300 seats)	20%	Smaller Market / Venue Size
MORRIS PERFORMING ARTS CENTER (2403)	Appox. 20%	Higher Percentage for less expensive tickets, Lower Percentage for higher priced tickets.
Murat Theatre (Indianapolis) (2675 seats)	20% to 40%	Upper-mid size venue in upper-mid market
Embassy Theatre (Ft. Wayne) (2471 seats)	\$6/ticket historic fee, plus 20% to 40% (\$40-\$70 - 40%, \$80-\$120 =30%, \$150+ =20%)	Very comparable to MPAC, but higher fees and historic fee.
Notre Dame Stadium (80,795 seats)	20-35% on lower price tickets, 10 to 25% on higher priced tickets	Ticketmaster Venue with sliding fee percentage based on ticket price (inversely proportional)
Four Winds (Silver Creek) (1550 seats)	35%	Secondary Income Streams are primary income for venue
The Chicago Theatre (3,600 seats)	35%	Large Market with high demand

# OTHER POSSIBLE STRATEGIES:

- Add a small fee for walk-up
  - Per the promoter contract, they pay 4% for walk-up credit card transactions.
  - A small (for example, 5% - 10% base fee) could be applied without violating our agreements or “double dipping”)
- A larger phone/online fee than 20% (Nationwide Average is 20% to 35%)
- A hybrid model where the base fee is static, with a lesser percentage (for example a flat fee of \$7 plus 10%)
- A flat fee
  - We could select a flat fee per ticket, for example: \$15/ticket. This would impact lower-priced tickets most.

# **CASE STUDY: 20% ONLINE/PHONE, 8% WALK-UP**

## **2025 Actual:**

**\$2,140,187.72 Online**  
**\$791,576.87 Walk-up**

**Fee Collected:**  
**\$422,427.90**

## **With Proposal:**

**PROPOSED Online Collected:**  
**\$428,037**  
**PROPOSED Walk-up Collected:**  
**\$63,326**

**TOTAL: \$491,363.40**

# **CASE STUDY: 25% ON ONLINE ONLY**

## **2025 Actual:**

**\$2,140,187.72 Online**  
**\$791,576.87 Walk-up**

**Fee Collected:**  
**\$422,427.90**

## **With Proposal:**

**TOTAL: \$535,046.75**

# **CASE STUDY: \$5 BASE FEE + 10% ON ONLINE**

## **2025 Actual:**

**\$2,140,187.72 Online  
(52,319 tickets)  
\$791,576.87 Walk-up  
(19,470 tickets)**

**Fee Collected:  
\$422,427.90**

## **With Proposal:**

**Total Tickets Sold Online: 52,319  
\$7/online ticket = \$366,233  
10% = \$214,018**

**TOTAL: \$580,251**

# **CASE STUDY: FLAT FEE PER ONLINE TICKET**

## **2025 Actual:**

**\$2,140,187.72 Online  
(52,319 tickets)  
\$791,576.87 Walk-up  
(19,470 tickets)**

**Fee Collected:  
\$422,427.90**

## **With Proposal:**

***Total Tickets Sold Online: 52,319***

**\$10/online ticket = \$520,419**

**\$12/online ticket = \$672,828**

**\$15/online ticket = \$789,785**

# OBJECTIVE: INCENTIVIZE IN-PERSON

- This is one of the primary objectives of the 2025 system.
- Supports patrons who want to use cash
- Supports patrons who are not comfortable buying online
- Helps lower-income patrons avoid fees.
- Prioritizes South Bend and St. Joseph County residents.
- Creates face-to-face interaction, and reinforces the Morris as a civic space. Increases trust.
- *Paper tickets in-person = no fraud*

# RECCOMMENDATION

## Objective:

- Prioritize positive patron experience, transparency, and public trust with an eye on revenue generation and keeping pace with inflation.

## Recommendation:

- \$7 flat fee plus 10% on Online, Kiosk, and Phone Transactions
  - Easy to calculate
  - Doesn't disproportionately impact VIP patrons
  - Incentivizes In-person
    - Reduces Fraud
    - Favor SB Residents
    - Increases Trust

# 3D Secure Verification of Online Credit Card Transactions

## WHAT IS IT?

3-D Secure (3DS) is a protocol designed to add an extra security layer for online credit and debit card transactions. It connects three domains:

- Merchant / Acquirer Domain
- Issuer Domain (your bank)
- Interoperability Domain

## ADVANTAGES

- Shifts liability to card issuer
- Smooth, mobile-friendly UX
- Strong customer authentication
- Low cost — only \$0.10/transaction
- Reduces fraud via aliases, AI & bots

## HOW IT WORKS

- 1 Patron enters card info on eTix checkout page
- 2 Gateway checks if card is enrolled in 3DS
- 3 Bank silently authenticates via device/browser; may prompt fingerprint, face ID, or OTP

## KEY STATS & FEES

**3%** Current US 3DS adoption

→ **11%** projected by 2030

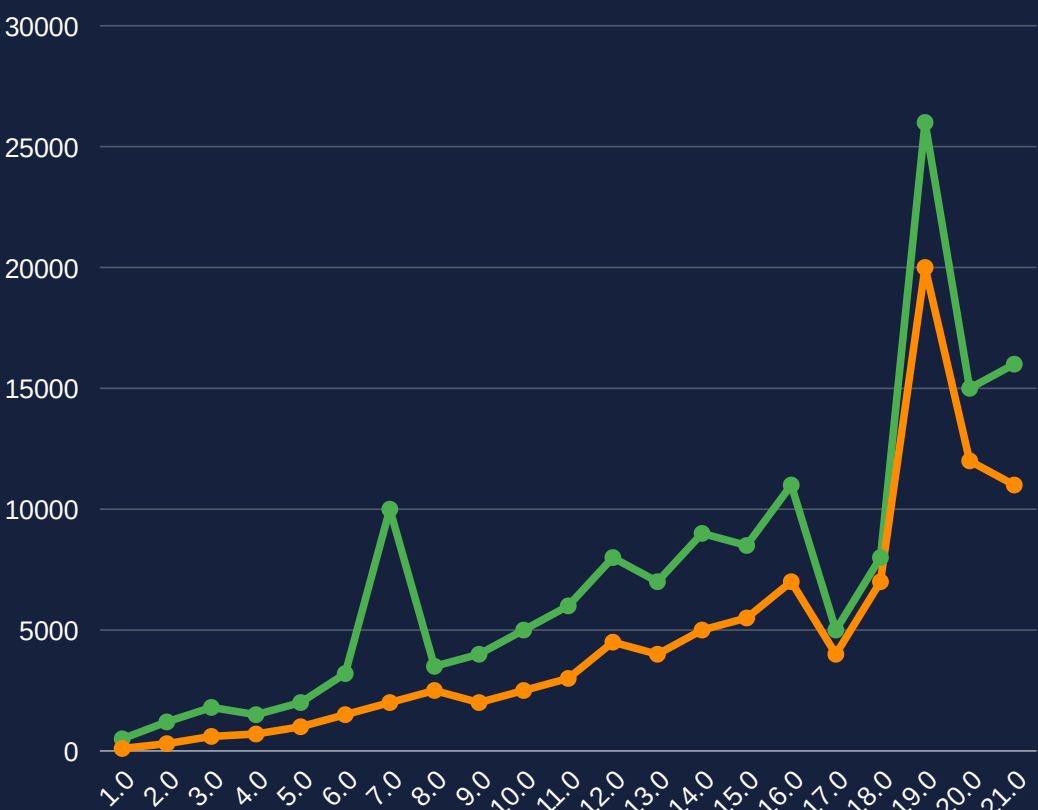
**\$0.10 / transaction**

Fee paid by patron — no cost impact for CoSB/MPAC  
*Current Fees: \$4.75 Historic Preservation Fee per ticket + Convenience Fee (prorated)*

## DISADVANTAGES

- 3DS enrollment is optional for US cardholders
- Increased CS calls for 3DS-rejected transactions
- Inconsistent mobile internet can slow transactions, especially at peak/high-demand on-sales

## CURRENT CHARGEBACKS — Impact on Financials



**Green Line**

Chargeback claims by dollar amount

**Orange Line**

Dollar amount of fraud stopped by staff after the transaction

*3DS will help close the gap by blocking bad transactions before they complete.*

## CASE STUDY

### UK- Mandatory 3DS (Strong Customer Authentication)

\$9.7M in ticketing fraud/year

**\$0.19 per capita**

### US- Optional 3DS Enrollment (only 3% confirmed)

\$1.4 Billion in ticketing fraud/year

**\$4.24 per capita**

22x more fraud per capita than UK

Source: Action Fraud / AudienceView

# Q1 Performance Snapshot

**TICKETS SOLD**  
11,510  
2026 YTD  
*In line with 5-Year Average*

**TICKETS SALES REVENUE**  
\$455,271  
2026 YTD  
*Early-year seasonal pacing*

**TICKET FEE REVENUE**  
\$76,688  
2026 YTD  
*Predictable seasonal timing*

**EVENTS IN Q1**  
25

**ATTENDANCE**  
18,750

**REVENUE**  
\$379,350  
↑ ~45% YOY

**EXPENSES**  
\$450,067  
21% of Bdgt

**CURRENT DEFICIT**  
(\$70,715)

## Quarter 1 MPAC Events

Q1 of Specific Year	# of Theatre Events	# of Encore Center Events	# of Misc. Events (Granada, offsite,etc)	Total Number of Q1 Events	Total Estimated Attendance for Q1 Events
2026	14	9	2	25	18,750
2025	16	0	1	17	13,160
2024	16	0	5	21	16,150

*\*These numbers do not include events booked by Navarre in the Encore Center or Palais Royale*

## Total MPAC Events by the Year

Years	# of Theatre Events	# of Encore Center Events	# of Misc. Events (Granada, offsite,etc)	Total # Revenue Events	Total # of Non-Revenue Events (Mostly EIA)	Total Number of Events
2026 (Projected)	90	50	15	92	58	150
2025	87	0	15	81	21	102
2024	80	0	21	77	24	101
2023	80	0	23	83	20	103

*\*These numbers do not include events booked by Navarre in the Encore Center or Palais Royale*



# Show Deep Dive - Joe Bonamassa

*Renowned blues rock guitarist who has performed at the Morris Performing Arts Center four times since 2010, most recently on February 21, 2026.*

## TIMELINE

### **Booking & Sales Team**

- Date held 8–10 months in advance with the promoter
- Announced: July 22, 2025
- On sale: July 25, 2025 (with presales)
- Sales window: ~7 months
- Strongest demand at launch and final 2 weeks

## ATTENDANCE METRICS

- Tickets Sold: 1,635
- Comps: 194
- Drop Count: 1,685

## MARKETING & PREP

### **Marketing Approach**

- Promoter-led campaign with Morris support

Total Morris marketing support: \$1,300

*\*Email, social, radio, billboard, on-site*

### **Day-of-Show Execution**

- One month out- Advance planning begins
- VIP & soundcheck experience offered
- Full production day



# Show Deep Dive - Financial Breakdown

## SHOW ECONOMICS

- Gross Ticket Revenue: \$163,503
- Show Expenses: (\$23,325)
- Adjusted Settlement Value: \$140,178  
*\*Goes to Promoter*

## MORRIS REVENUE

### What We Earned

- Settlement Revenue: \$6,505
- Merch Commission Buyout: \$1,000
- Concessions/Bar: \$3,607  
*\*30% concession commission*  
*\*35% Lounge concession commission*

### Ticket Fees (Patron-Paid):

- Historic Fee: \$7,766
- ETix Fees: \$1,936
- Client Fees: \$19,264
- Order Fees: \$505

**TOTAL MORRIS REVENUE: \$40,438.68**

# The Rock Orchestra

May 6



# Dueling Pianos - Howl2Go

May 23



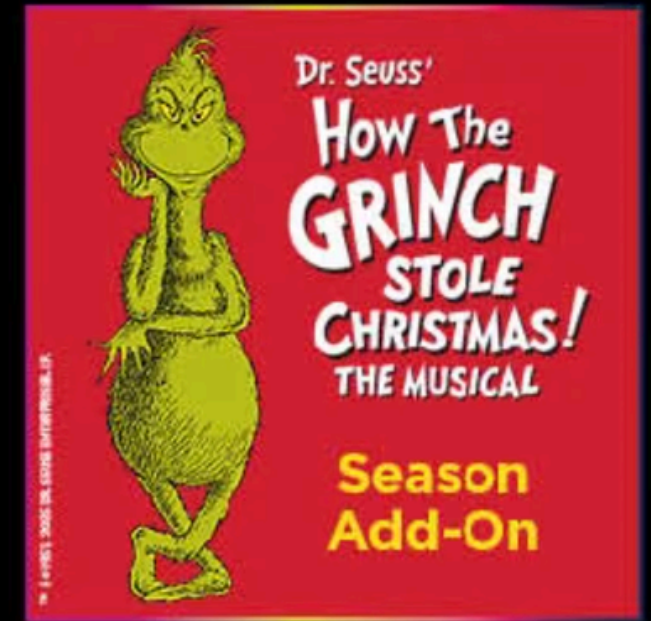
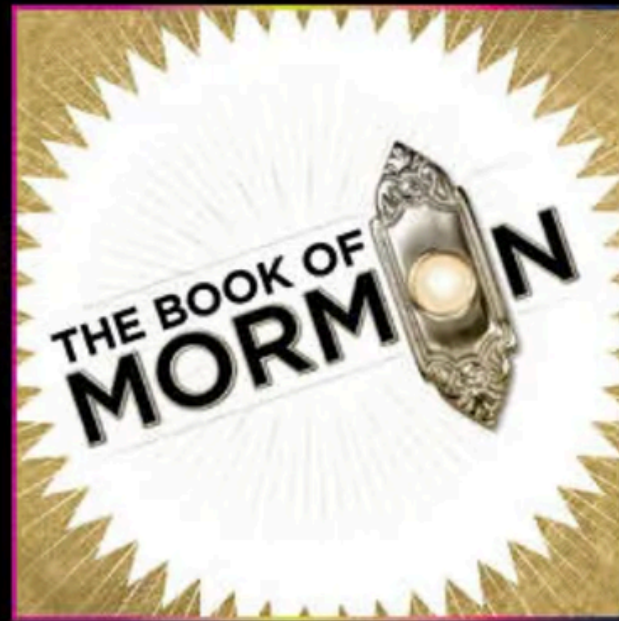
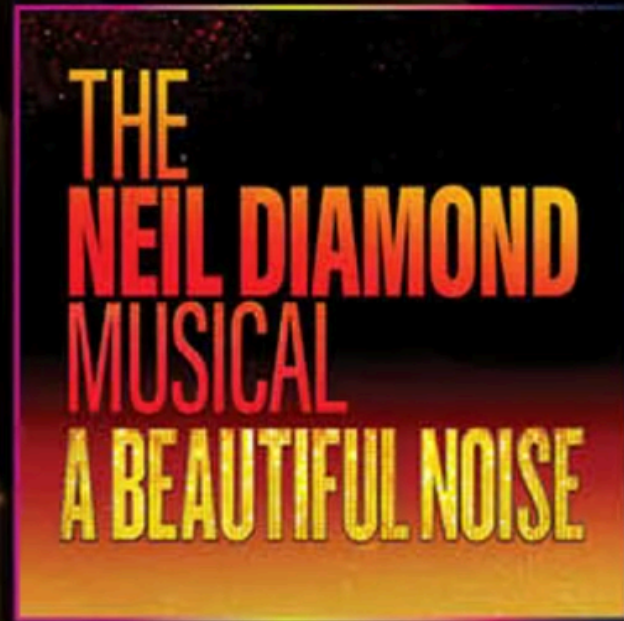
# Clue LIVE ON STAGE

May 29



BROADWAY *in* SOUTH BEND

# 2026-27 SEASON ANNOUNCEMENT





EQUITY  
IN THE  
ARTS



## South Bend Highschool Music Festival



## Willie Hinton Dance Workshop



## Robert Naylor Speaking Series



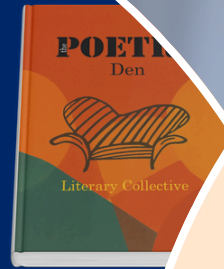
# Manuscripts in May

May 21

Authors will talk about their process and careers, read from their books, and sign copies of their works.



Pamela Denney



James Zapp



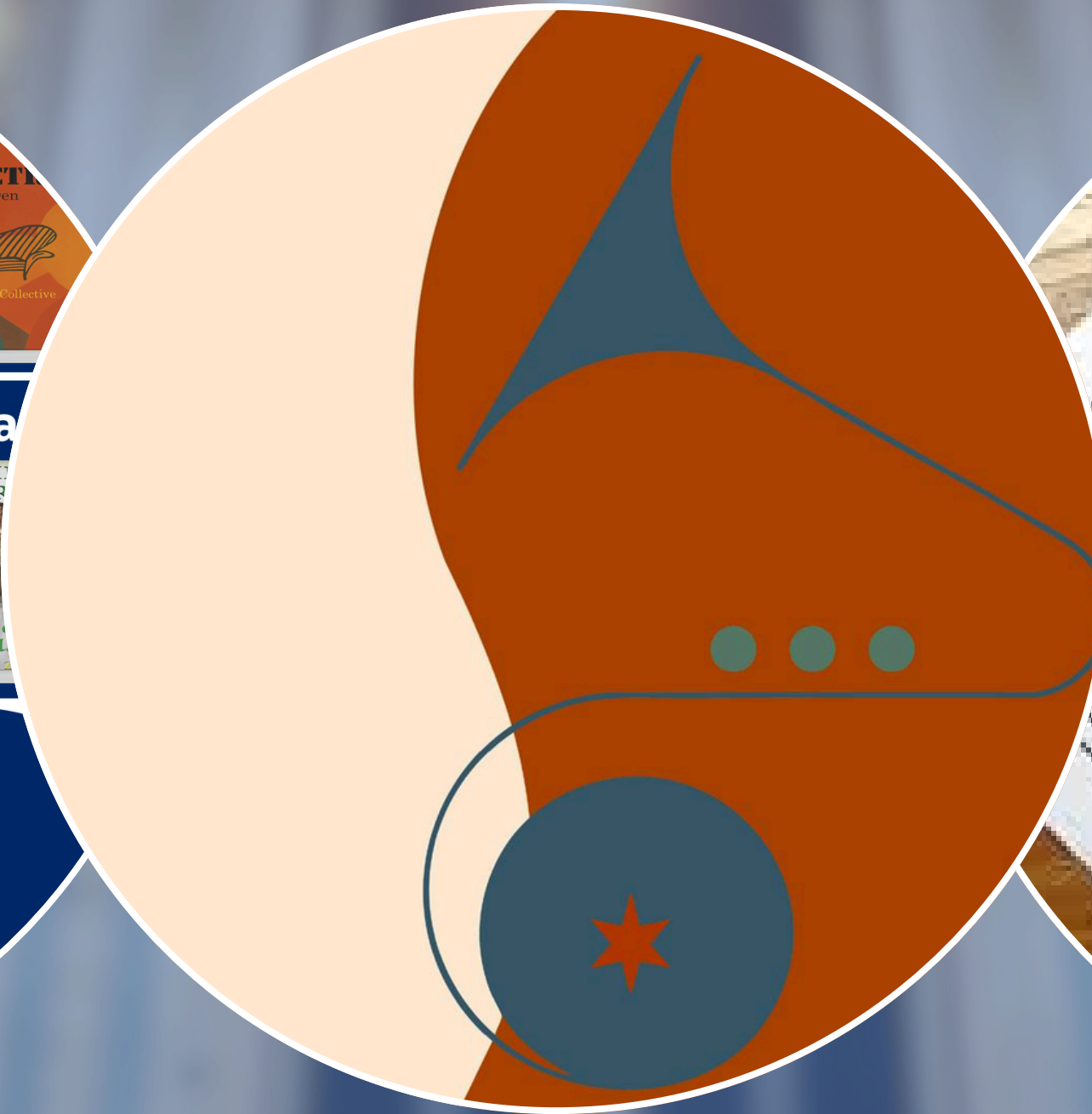
## Manuscripts in May



6 PM to 7:30 p.m. | Equity in the Arts Gallery  
1000 South Street South Bend, IN 46601

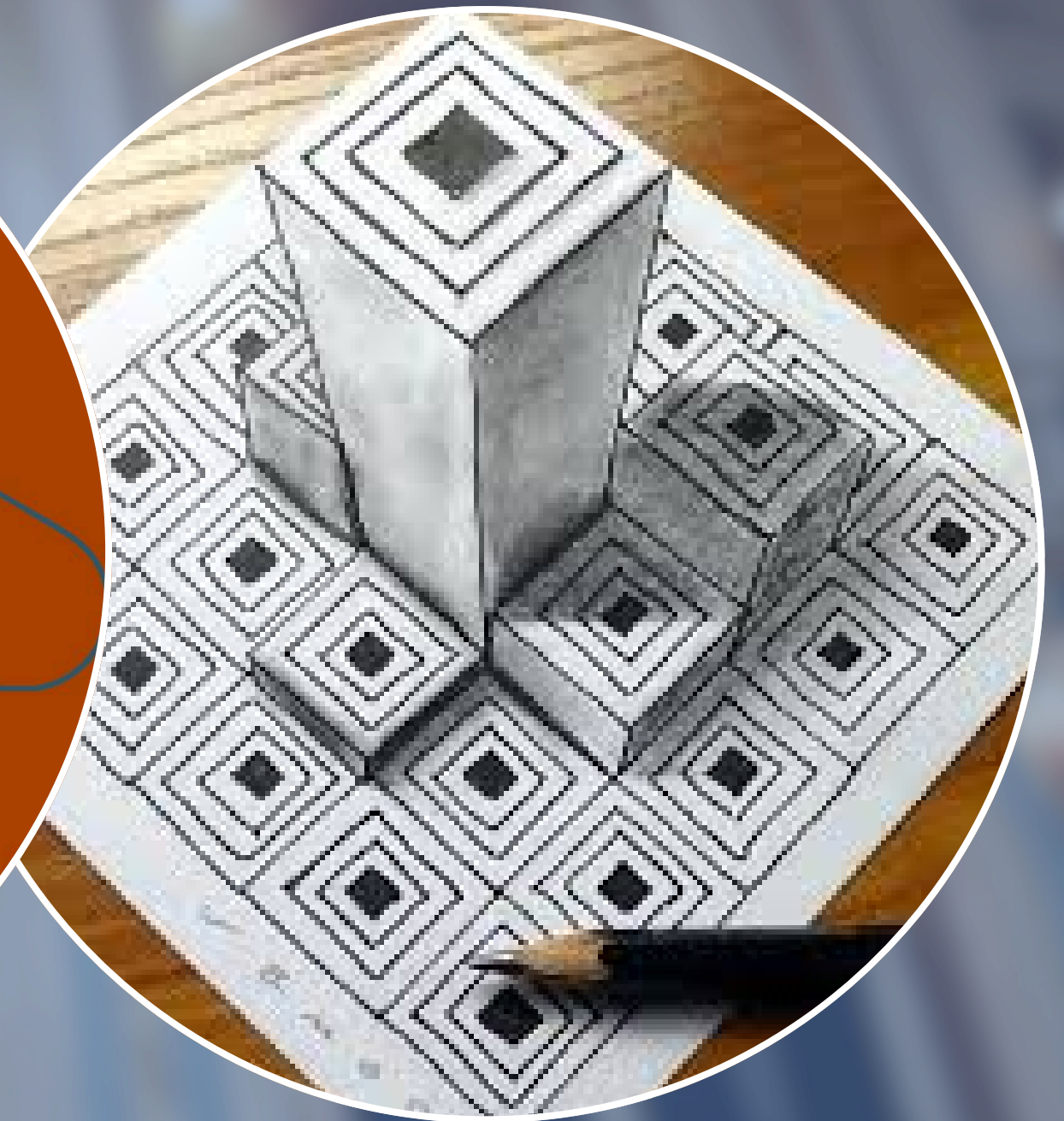
# EIA Open Mic Nights

May 28



# Riley & Washington HS Art Exhibit

Month of May



# Palais Royale

# 6 Proms/Formals

April/May

# 4 Luncheons

April/May/June

# 14 Weddings/Receptions

April/May/June





# Raclin Murphy Encore Center

# URC Prayer Breakfast

April/May



# SB Youth Council Graduation Event

April/May/June



# 2 Graduation Parties

May/June





# Welcome New Staff!



**Fernando Briones**  
MPAC- Operations Manager



**Noah Laramore**  
VPA - Marketing Manager (Venues Liaison)



**Lathanial Heisey**  
MPAC- Assistant Director of Ticket Sales & Strategy



**Darius Garner**  
MPAC - Administrative Assistant I

**THANK  
YOU!**