

**CITY COUNCIL
SPECIAL CALLED MEETING**

**Performing Arts Center, Meeting Space
and Master Development Programing
Update**

July 23, 2014

Agenda

- Introduction: John McDonough
- Performing Art Center: George Bushey
- Meeting Space: George Bushey
- Master Development Programming: John Jokerst
- Funding Options for Site Development:
John McDonough
- Critical Decision Points Summary:
John McDonough

Programming of Performing Arts Center and Meeting Space

George Bushey, Rosser International

C.H. Johnson Consulting: Market Study Recommendations

Performing Arts Center of 750 to 1000 seats, preferably with a stage house having side wing and fly loft capability

Meeting Facility with 30,000 SF of meeting and banquet spaces



Performing Arts Center:

- Present three PAC options of differing stage size and seating capacity
- Review size and component diagram for each option
- Show photographic examples of each PAC option
- Discuss the capabilities of each PAC option
- Review cost of the PAC options

Meeting Facility:

- Review C. H. Johnson Market recommendation and best size for Sandy Springs
- Overview of suggested program
- Configuration diagram
- Show photographic examples of each PAC option
- Review cost information

Sandy Springs Performing Arts Center

Entertainment Venue
Playhouse
Broadway Theater



Stage and Fly Loft
Seating Capacity

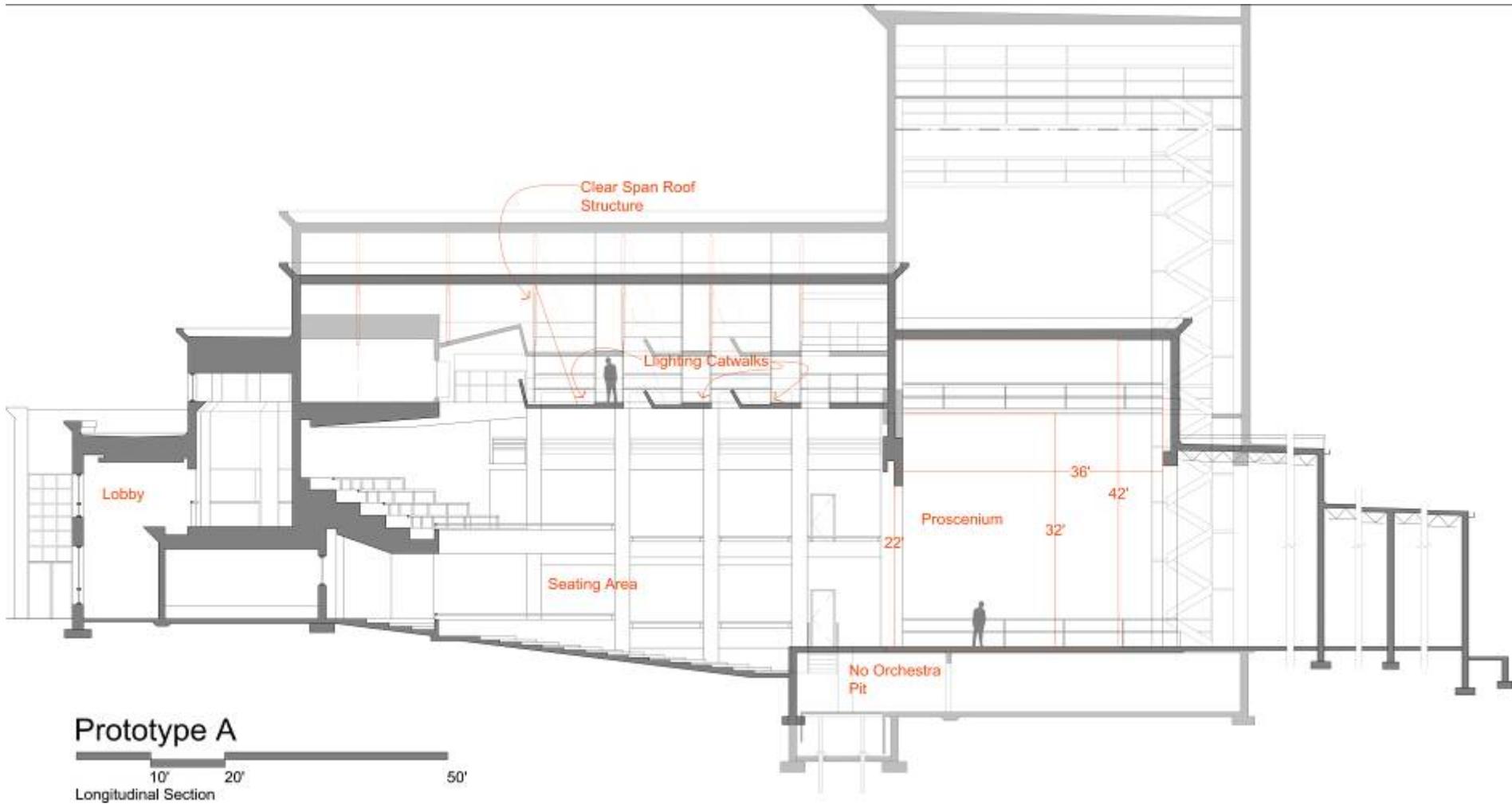


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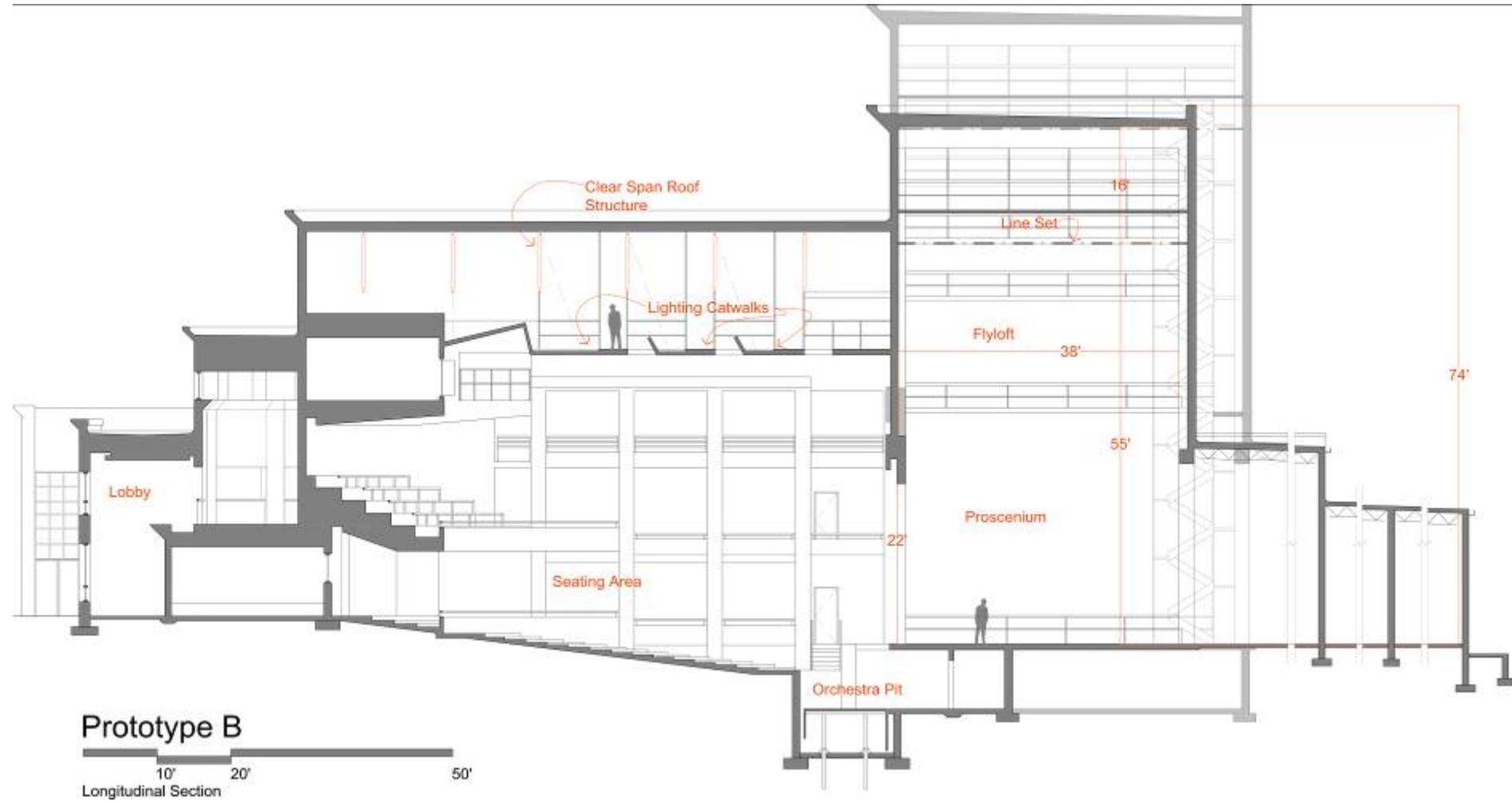
Performing Arts Center Comparison

	Type A	Type B	Type C
Description	Entertainment Facility: 1. Small Stage - 2,450 SF (35'x70') 2. Proscenium - 20'x36' 3. No Fly Loft 4. Small Back of House	Medium Performing Arts Facility: 1. Medium Stage - 3,000 SF (40'x75') 2. Proscenium - 22'x38' 3. Small Fly Loft - 55' 4. Orchestra Pit 5. Medium Back of House 6. Cinema/Concert Seating 7. Soft Acoustic House	Full Performing Arts Facility: 1. Large Stage - 4,370 SF (47'x93') 2. Proscenium - 28'x48' 3. Large Fly Loft - 70' 4. Orchestra Pit 5. Large Back of House 6. Theater Seating 7. Flexible Acoustic House
1000 Seats	39,326 GSF	48,618 GSF	61,465 GSF
800 Seats	35,261 GSF	44,552 GSF	55,965 GSF
600 Seats	31,195 GSF	40,486 GSF	50,465 GSF

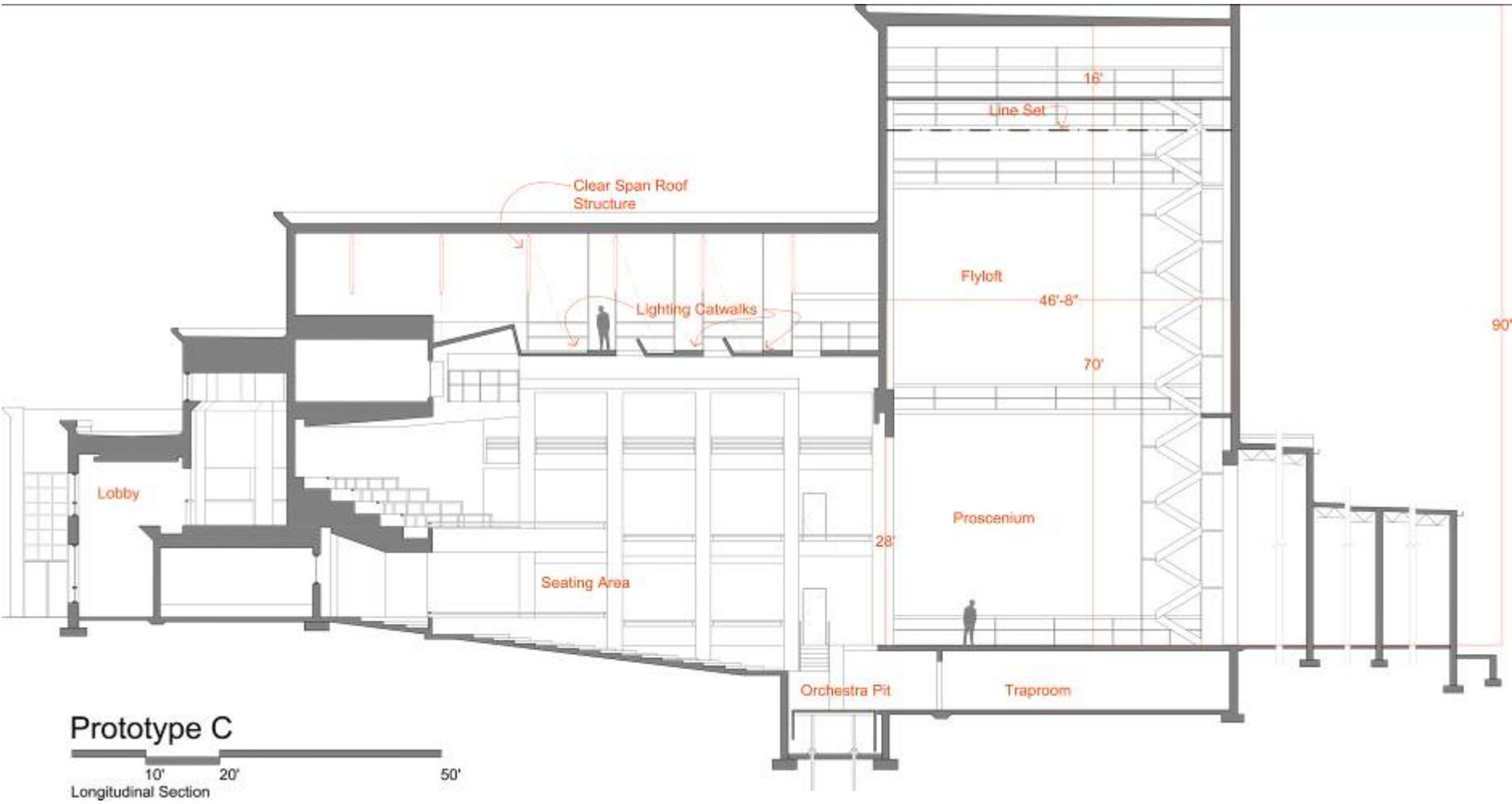
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Prototype C

10' 20' 50'
Longitudinal Section

Theater Prototype Comparison:

What can you do in C that you can't in B

<p><u>Prototype C</u> 1000 seats Stage: 93' wide by 47' deep Proscenium: 29' tall by 45' wide Orchestra pit: 12' stage to arc, 71' wide, 12' deep Deck to rigging grid: 70' Line sets: 77 (similar to Gwinnett Center)</p>	<p><u>Prototype B</u> 1000 seats Stage: 75' wide by 40' deep Proscenium: 22' tall by 38' wide Orchestra pit: 12' 3" depth to center line, 26'2" wide, 12'3" deep Deck to rigging grid: 55' Line sets: 42 (similar to Gunter Theater)</p>
<p>*Large-scale productions(ex: CATS, Phantom)</p> <p>Concerts-pop artists Concerts-ensembles Concerts-choirs Dance recitals The ballet Celebrity talks Stand-up comedy The symphony 30-40 musicians Youth orchestras 30-40 musicians Annual gala Movies/film festivals Lectures Puppet shows Corporate/annual Meetings Graduations</p>	<p>Theatrical productions Concerts-pop artists Concerts-ensembles Concerts-choirs Dance recitals Children's plays Educational theater camp Celebrity talks Stand-up comedy The symphony 20-30 musicians Youth orchestras 20-30 musicians Annual gala Movies/film festivals Lectures Puppet shows Corporate/annual meetings Graduations</p>

*Minimum 2000 seat requirement; direct competition from Fox and Cobb theaters

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Buckhead Theater, Atlanta, GA

Prototype A

800 seats

46' 10" by 26' 11"

stage

No fly loft

No orchestra pit



SANDY SPRINGS CITY CENTER

Buckhead Theater, Atlanta, GA

Prototype A



SANDY SPRINGS CITY CENTER

Variety Playhouse, Atlanta, GA

Prototype A

750 seats

36' by 27' stage

33' Rigging grid

No orchestra pit



SANDY SPRINGS CITY CENTER

Variety Playhouse, Atlanta, GA



Prototype A



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Capitol Theater, Clearwater, FL

Prototype A

750 seats

22' by 50' 9" by 35' high stage

No fly loft

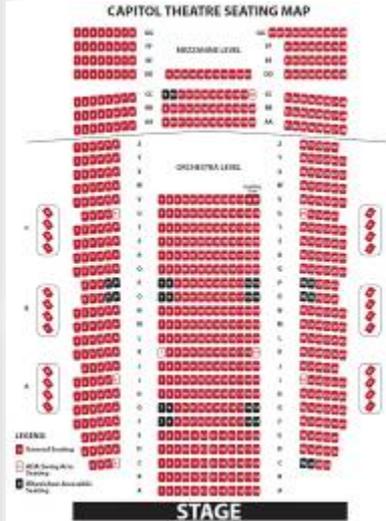
No orchestra pit



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Capitol Theater, Clearwater, FL

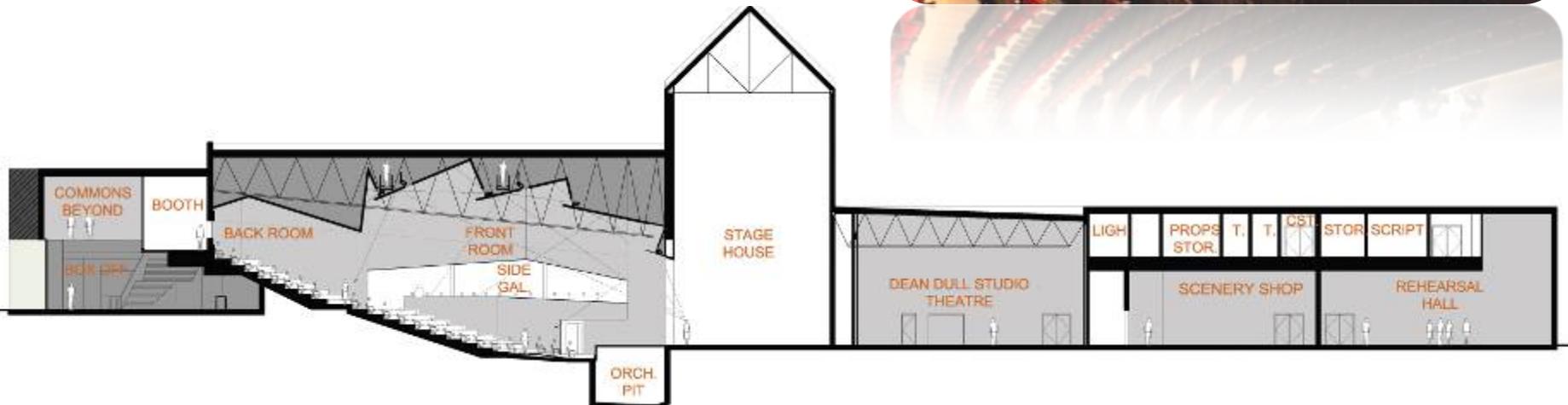
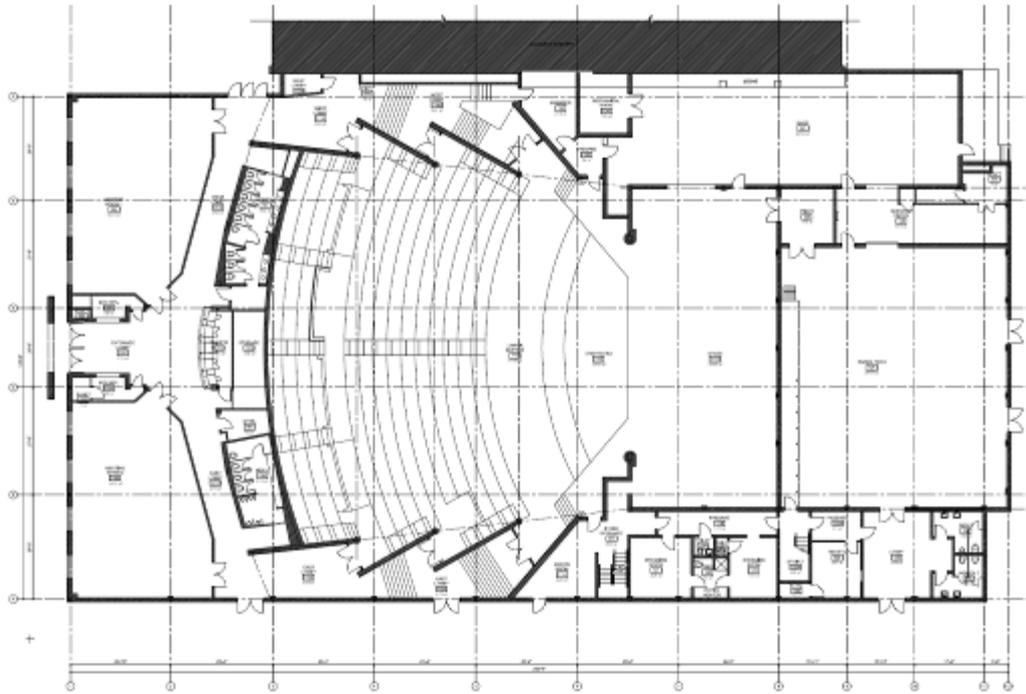
Prototype A



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Ferst Center, Atlanta, GA

Prototype B



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Gunter Theater, Greenville, SC

Prototype B

400 seats

86' by 32' 4" stage

62' fly loft

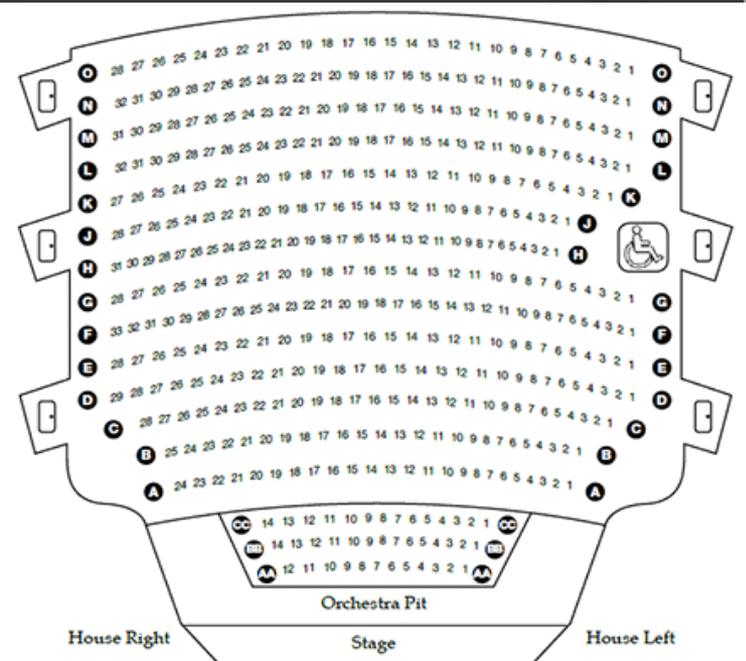
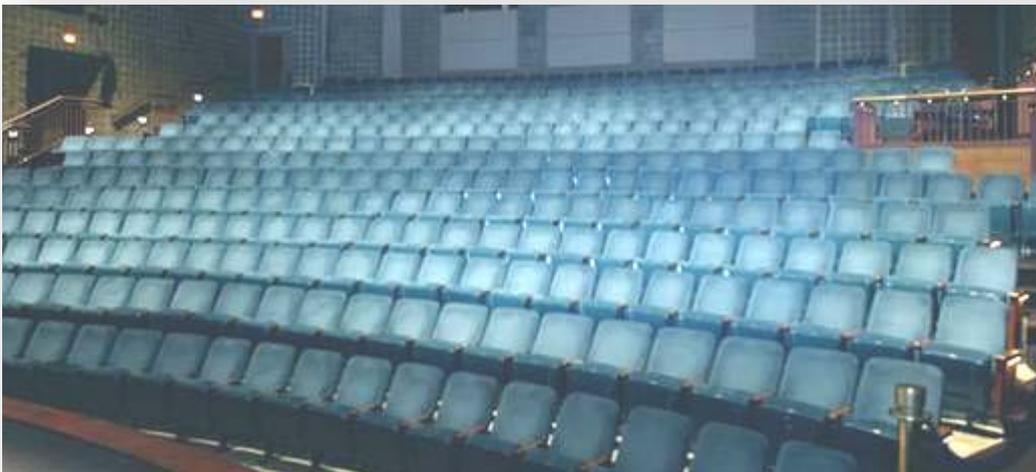
Orchestra pit



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Gunter Theater, Greenville, SC

Prototype B



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The Peace Center, Greenville, SC

Prototype C

2000 seats

106' by 43' 6" stage

92' fly loft

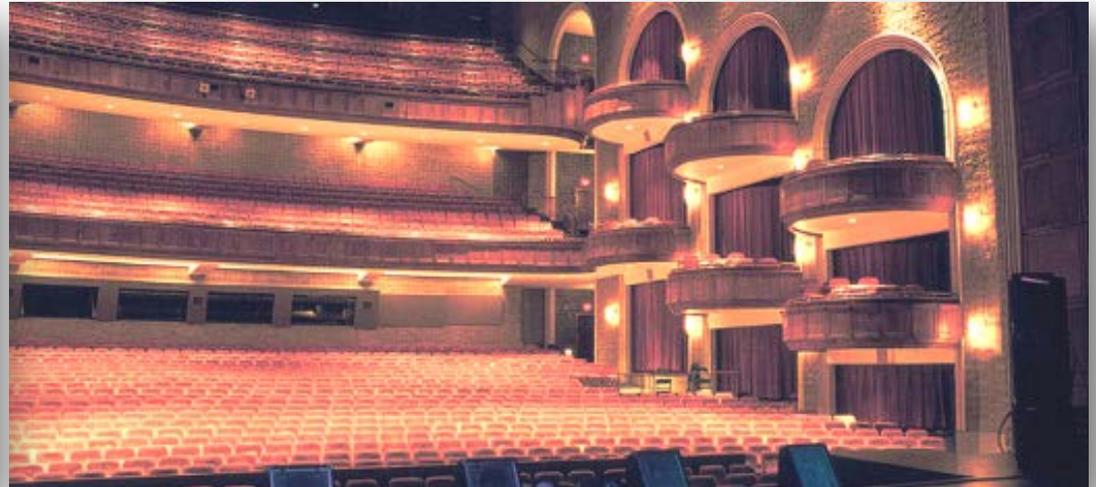
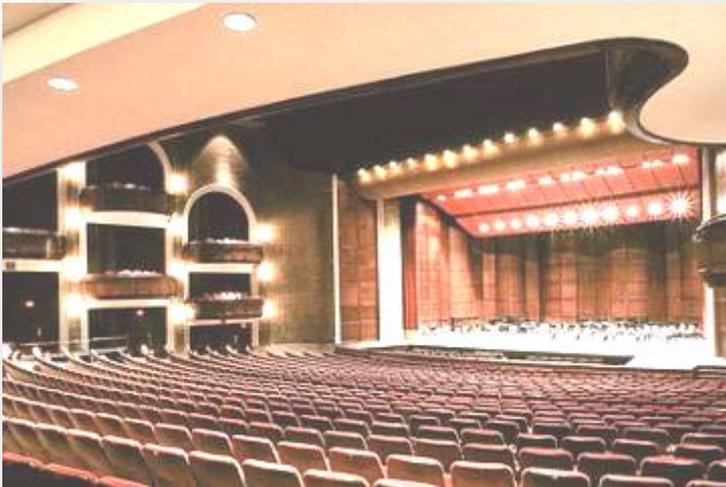
Orchestra pit



SANDY SPRINGS CITY CENTER

The Peace Center, Greenville, SC

Prototype C



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Gwinnett Performing Arts Center, Duluth, GA

Prototype C

700 seats

93' by 47' stage

70' fly loft

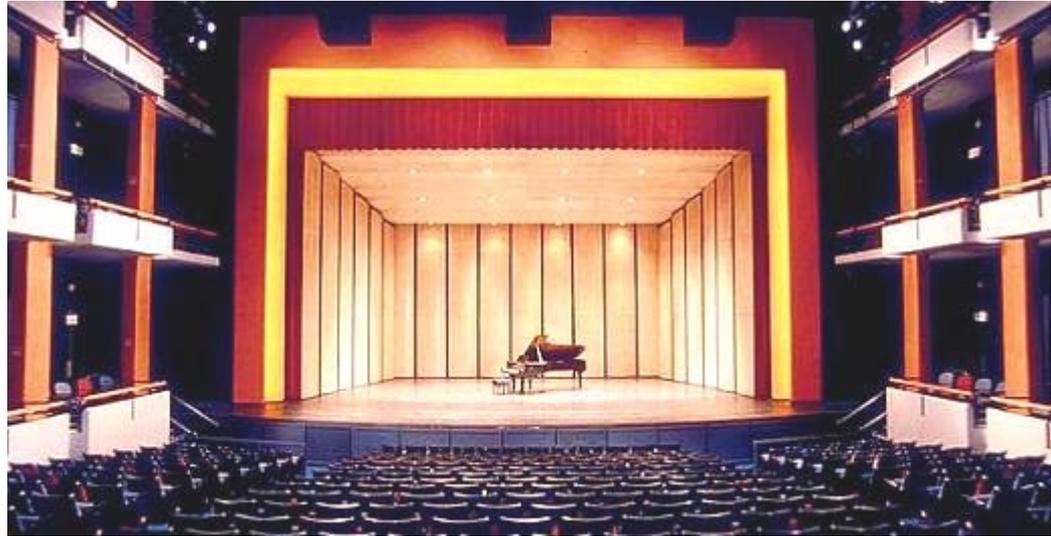
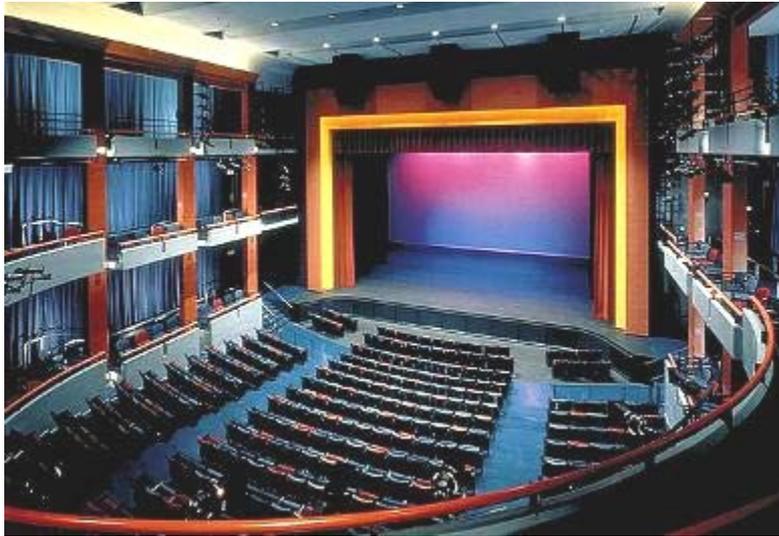
Orchestra pit



SANDY SPRINGS CITY CENTER

Gwinnett Performing Arts Center, Duluth, GA

Prototype C



PAC PARAMETERS

- Number and Seats
- House Configuration and Side Boxes
- Event Mix
- Fly Loft and Stage Configuration
- Orchestra Pit
- Flexibility
- Quality of Finish
- Acoustics



“ Option B will rule out touring Broadway Shows & Operas. HOWEVER, with 1000 seats you could never justify any touring Broadway musicals to come. Your potential gross is totally unacceptable.

Solution: go with option B, whether 800 or 1000 seats is strictly a question of final budget decisions. There is a strong and growing market for the near 1000 seat capacity.

I just finished a major renovation of a 93-year theatre. It is 750 seats, and we are averaging booking 2-3 ticketed shows a week year around + numerous non profit school events and movie series.”

--Zev Buffman, President and CEO
Ruth Eckerd Hall/ The Capitol Theatre

Gwinnett Center PAC

“We have a full blown Broadway stage, but not enough seats for Broadway.”

Gwinnett PAC has 77 line sets. Community theater benefited from a stage house with all the bells and whistles...It's expensive and complicated to operate and has too much overhead for touring shows to cover with the small seat count. Gwinnett CVB has considered whether they could book Broadway with a 2000 seat venue given their distance from the Cobb and Fox theaters.

Questions for Gwinnett:

- "If you had a stage that was smaller (22 x38), lower fly and 40 line sets, would you lose any current acts or events?" ***Center management felt they could operate with half the line sets.***
- "What are you lacking besides the 2000 seats?" ***Prop room and loading are too small. We have done a lot of dance recitals, comedy shows and symphony; we lack a ballet room for warm up. We don't have a trap room under the stage.***

Alternate PAC Approach

1000 seat Option B+

A modified 1000 seat version of Option B, incorporating theater style seating house with side boxes in lieu of cinema style seating.

The stage house accommodates plays and drama, as well symphony and dance. Option B+ includes upscale finishes and architecture as well as adjustable acoustical treatments.

This option provides a flexible facility offering a wide array of event and performance type.



SANDY SPRINGS CITY CENTER

Performing Arts Center Comparison

	Type A	Type B	Type B+	Type C
Description	Entertainment Facility: 1. Small Stage - 2,450 SF (35'x70') 2. Proscenium - 20'x36' 3. No Fly Loft 4. Small Back of House	Medium Performing Arts Facility: 1. Medium Stage - 3,000 SF (40'x75') 2. Proscenium - 22'x38' 3. Small Fly Loft - 55' 4. Orchestra Pit 5. Medium Back of House 6. Cinema/Concert Seating 7. Soft Acoustic House	Medium Performing Arts Facility: 1. Med./Dance Stage - 3,744 SF (48'x78') 2. Proscenium - 24'x38' 3. Small Fly Loft - 55' 4. Orchestra Pit 5. Large Back of House 6. Theater Seating 7. Flexible Acoustic House	Full Performing Arts Facility: 1. Large Stage - 4,370 SF (47'x93') 2. Proscenium - 28'x48' 3. Large Fly Loft - 70' 4. Orchestra Pit 5. Large Back of House 6. Theater Seating 7. Flexible Acoustic House
1000 Seats	39,326 GSF	48,618 GSF	58,741 GSF	61,465 GSF
800 Seats	35,261 GSF	44,552 GSF	53,439 GSF	55,965 GSF
600 Seats	31,195 GSF	40,486 GSF	48,136 GSF	50,465 GSF

Meeting Space

The Market Study indicated that the Sandy Springs marketplace could support a facility offering 30,000 SF of meeting space broken down as follows:

15,000 SF Ballroom banquet space for 750 patrons

7,500 SF Jr. Ballroom banquet space for 375 patrons

7,500 SF break-out meeting space

Various Sandy Springs stakeholder groups indicated a community need for banquet space for 350 patrons, along with ancillary meeting and support space. The larger 30,000 SF meeting space will be too big for the City Center site; therefore, a smaller, flexible and capable meeting facility is offered as a better fit for City Center. This proposed 11,250 SF meeting space program breaks down as follows:

7,500 SF Ballroom banquet space for 375 patrons

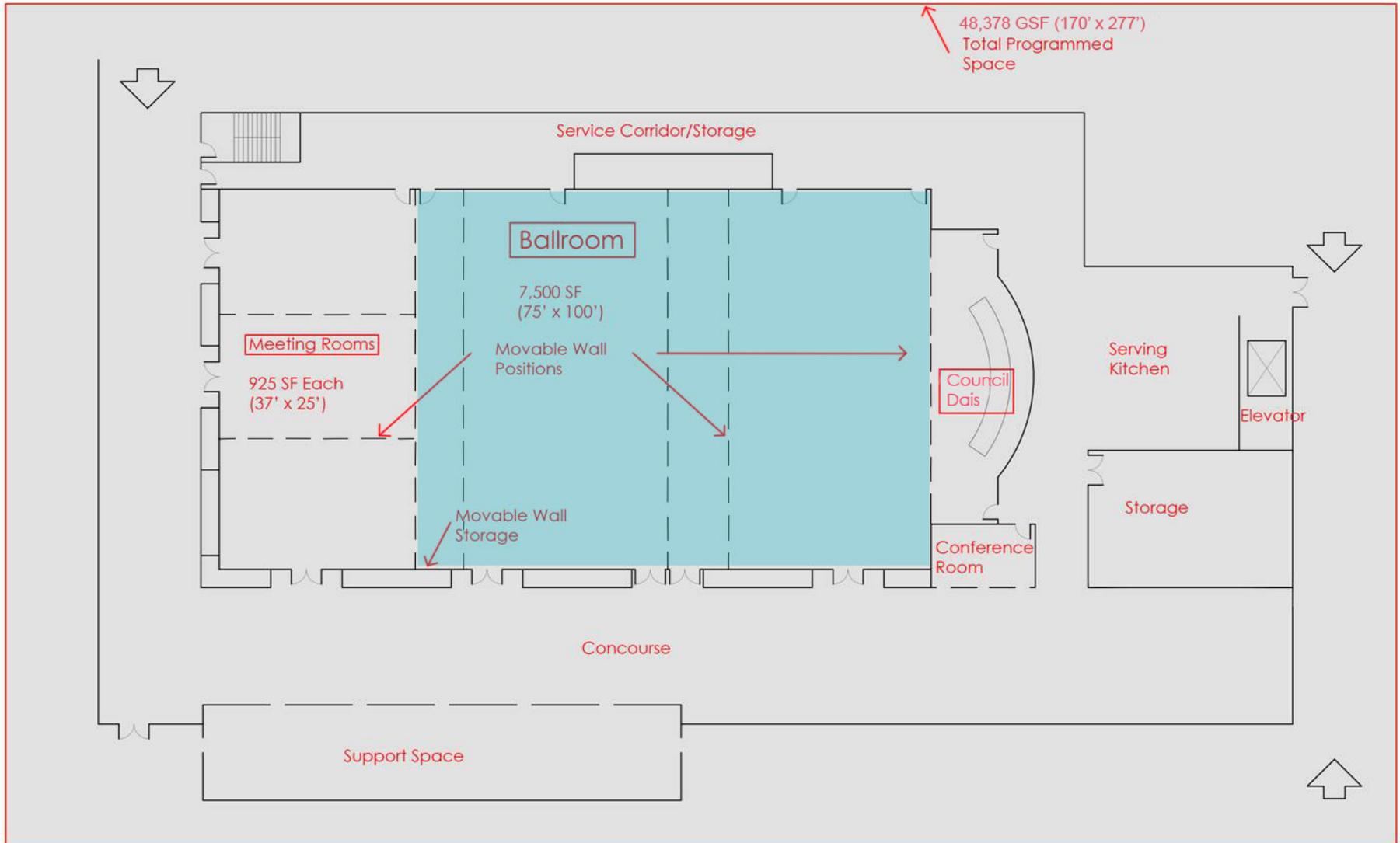
3,750 SF Break-out meeting space

SANDY SPRINGS CITY CENTER

20.0 Meeting Center

Space	Current Projection			Future Projection			Total NSF	Other Remarks	
	No. of Staff Spaces	Std. NSF	Subtotal NSF	No. of Staff Spaces	Std. NSF	Subtotal NSF			
Meeting Center									
20.1.1 Ballroom	375	@ 20	= 7,500	0	0 @ 0	= 0	7,500		
20.1.2 Jr Ballroom	0	@ 20	= 0	0	0 @ 0	= 0	0		
20.1.3 Meeting Rooms	188	@ 20	= 3,750	0	0 @ 0	= 0	3,750		
20.1.4 Pre-Function Space	563	@ 13.0	= 7,300	0	0 @ 0	= 0	7,300		
20.1.5 Council Chamber /Stage		1 @ 1200	= 1,200	0	0 @ 0	= 0	1,200	Exec breakout. in adj meeting room	
20.1.6 Food Service suite		1 @ 4500	= 4,500	0	0 @ 0	= 0	4,500		
20.1.7 Storage		1 @ 1500	= 1,500	0	0 @ 0	= 0	1,500		
20.1.8 Meeting Loading Dock		1 @ 2550	= 2,550	0	0 @ 0	= 0	2,550		
20.1.9 Service/ staging		@ 35%	= 3,938	0	0 @ 0	= 0	3,938		
20.1.10 Executive Breakout Meeting		1 @ 400	= 400	0	0 @ 0	= 0	400	Design to be flexible when not in use	
Subtotal NSF			32,638			0	32,638		
Efficiency	95%		1,718			0	1,718		
Subtotal Departmental Square Feet (DGSF)			34,355				0	34,355	
Meeting Center Support									
Public Toilets									
occupant load 11,250sf/7sf=1608p									
20.2.1 Men	804	6 @ 50	= 321	0	0 @ 0	= 0	321	1 fixture/125	
20.2.2 Women	804	12 @ 50	= 618	0	0 @ 0	= 0	618	1 fixture/65	
Administrative Suite									
20.3.1 Manager		1 @ 225	= 225	0	0 @ 0	= 0	225		
20.3.2 Operations. Manager		1 @ 150	= 150	0	0 @ 0	= 0	150		
20.3.3 Offices		3 @ 120	= 360	0	0 @ 0	= 0	360	Booking, Accounting, Marketing	
20.3.4 Staff assistants		2 @ 48	= 96	0	0 @ 0	= 0	96		
20.3.5 Conference Room		1 @ 240	= 240	0	0 @ 0	= 0	240		
Common Function Areas									
20.4.1 Security/first aid		1 @ 150	= 150	0	0 @ 0	= 0	150		
20.4.2 Maintenance/Engineering		1 @ 300	= 300	0	0 @ 0	= 0	300		
20.4.3 Conference Room for 16		2 @ 400	= 800	0	0 @ 0	= 0	800	For public community meetings	
Subtotal NSF			3,261				0	3,261	
Efficiency	75%		1,087				0	1,087	
Subtotal Departmental Square Feet (DGSF)			4,347				0	4,347	
Total Departmental Square Feet (DGSF)			38,703				0	38,703	
Building Efficiency Factor			Includes Envelope, Bldg Systems, Vert. Circulation etc				9,675		
Total Gross Square Feet (GSF)							48,378 GSF		

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Fox Theatre Egyptian Ballroom

6,840 sq. ft. (90' x 76')

Seats 500 banquet-style

Standing reception up to 800 guests



SANDY SPRINGS CITY CENTER

The Grand Overlook, Atlanta History Center

Seats 500 banquet-style

Standing Reception up to 750 guests



**Master Development Programming
and
Cost Estimates**

John Jokerst, Program Manager – Carter, Inc.

Conceptual Budgeting

- Architectural Programming
 - Formulaic Space Planning
 - Efficiencies Based on Best Practices
- Range of Cost
 - Hard and Soft Costs
 - Facility Type
 - Market Conditions
 - 3rd Party Cost Estimating
 - RSMeans Cost Data
 - Local Data
 - Practical Experience

Typical Project Costs

- **Hard Cost (“Bricks and Mortar”)**
 - Sitework
 - Building Shell
 - Structural/Mech/Elect/Plumbing
 - Interior Fit-up
- **Variables**
 - Site and Subsurface
 - Parking
 - Complexity of Improvements
 - Phasing
 - Level of Design and Finish
 - LEED
 - FFE
 - Escalation
 - Contingency
- **Soft Costs**
 - Architect/Engineer Fees
 - Landscape Architect
 - Civil Engineering
 - Specialty Consultants
 - Sustainability (LEED)
 - Materials Testing
 - NPDES Monitoring
 - Surveys and Geotech
 - Environmental
 - Record Drawings
 - Furniture Fixtures Equipment (FFE)
 - Security Equipment
 - AV/Technology Equip
 - Relocation/Moving
 - Insurance
 - Legal
 - Contingency

SANDY SPRINGS CITY CENTER

Performing Arts Center Comparison

	Type B	Type B+	Type C
Description	Medium Performing Arts Facility: 1. Medium Stage - 3,000 SF (40'x75') 2. Proscenium - 22'x38' 3. Small Fly Loft - 55' 4. Orchestra Pit 5. Medium Back of House 6. Cinema/Concert Seating 7. Soft Acoustic House	Medium Performing Arts Facility: 1. Med./Dance Stage - 3,744 SF (48'x78') 2. Proscenium - 24'x38' 3. Small Fly Loft - 55' 4. Orchestra Pit 5. Large Back of House 6. Theater Seating	Full Performing Arts Facility: 1. Large Stage - 4,370 SF (47'x93') 2. Proscenium - 28'x48' 3. Large Fly Loft - 70' 4. Orchestra Pit 5. Large Back of House 6. Theater Seating 7. Flexible Acoustic House
1000 Seats Project Cost	\$26,300,000 - \$29,500,000	\$37,700,000 - \$41,700,000	\$41,500,000 - \$47,700,000
800 Seats Project Cost	\$25,300,000 - \$28,300,000	\$35,000,000 - \$38,600,000	\$39,700,000 - \$45,300,000
600 Seats Project Cost	\$24,000,000 - \$26,800,000	\$32,500,000 - \$35,700,000	\$37,500,000 - \$42,600,000

Variables:

- Amount of sloped vs. flat floor
- Configuration of upper level seats
- Finishes
- Lighting
- Combined vs. separate service areas
- Phasing and escalation
- Acoustics

Overall Conceptual Estimate

Sandy Springs City Center Program Summary

Project	Function	Estimated Budget
PAC	Performing Arts Center ("B+")	\$37.7MM - \$41.7MM
Public Meeting	Flexible Ballroom/Meeting Space	\$18.9MM - \$25.2MM
Office Building	City and Private Offices	\$26MM - \$32MM
Parking	Subgrade / Surface	\$39MM - \$45MM
Park and Infrastructure	Green, Roads, Util (CC blk)	\$18MM - \$23MM
Artwork	Various sculptures / features within City Center	Est \$500K
Mt Vernon Rd Improvement Project	Road Widening, Pkg, Mt V/SS Cir Intersection, Bluestone	\$3.8MM (not incl util or ROW)
Sandy Springs Circle Streetscape Improvements	SS Cir (Mt V inter. to JFR) Typ Streetscape Section including Multi-use	\$1.5MM (not incl util or ROW)
Johnson Ferry Road Streetscape Improvements	JFR (Roswell to SS Cir) Typ Streetscape Section	\$1.5MM (not incl util or ROW)
Utility Program	Utilities for Streetscape / Rd improvement, Elec relocation	Est \$22.4MM
Total Estimated Program		Approx. \$169.3MM - \$196.6MM

Based on conceptual cost estimates

Overview of Potential Project Funding Options

John McDonough, City Manager

Funding Options - Definitions

Pay As You Go:	Represents the funding set aside each year for 3 years to help reduce long term debt obligations.
Lease Pledge for Debt Service:	Represents the annual amount the City currently pays to lease the City Hall premises at Morgan Falls that would be available to use towards future Debt Service payments. It does not include Court or Police office space.
Land Sale:	Represents what the City conservatively would receive for the land it owns to be purchased by private entities for development purposes.
Private Placement Bonds:	Represents the annual amount available to service the debt on the issuance of private placement bonds. Seven million dollars is approximately 28% of the three year average of funds available for annual Capital Projects. Based on a three year average, using \$7M per year would leave approximately \$17M annually for the City's other Capital Projects.
Use of Fund Balance:	Represents a one-time use of a portion of the City's existing fund balance reserve to assist in funding the City Center Redevelopment Project.
Available City Center Funding:	Represents funding already earmarked and approved for use in the City Center Phase I Implementation Plan.
Fund Raising:	Capital campaign for specific fund raising purpose.

Funding Options

	Annual Amount	OPTION 1		OPTION 2		OPTION 3	
		Term (yrs)	Total Raised	Term (yrs)	Total Raised	Term (yrs)	Total Raised
Pay As You Go	\$12,500,000	3	\$37,500,000	3	\$37,500,000	3	\$37,500,000
Lease Pledge for Debt Service	\$780,784	15	\$9,000,000	20	\$11,000,000	30	\$14,000,000
Land Sale	\$7,500,000	1	\$7,500,000	1	\$7,500,000	1	\$7,500,000
Private Placement Bonds**	\$7,000,000	15	\$80,000,000	20	\$98,500,000	30	\$125,000,000
Use of Fund Balance	\$10,000,000	1	\$10,000,000	1	\$10,000,000	1	\$10,000,000
Available City Center Funding	\$17,265,511	1	\$17,265,511	1	\$17,265,511	1	\$17,265,511
			\$161,265,511		\$181,765,511		\$211,265,511
Fund Raising	\$10,000,000	1	\$10,000,000	1	\$10,000,000	1	\$10,000,000
			\$10,000,000		\$10,000,000		\$10,000,000
			\$171,265,511		\$191,765,511		\$221,265,511

* Interest rate assumption: 3.75%

** The Private Placement Bond payment of \$7M will not begin until Year 4, after Pay As You Go is complete.

Critical Decision Summary

Overall Development

- Master Plan Approval
 - Including Public Engagement
- Form Based Zoning
- Master Development Agreement
- Overall Program Budget
 - Public Project Funding Strategy
 - Hotel / Motel Tax Legislation

Public Project Specific

- PAC Program
- Mtg Fac/Office/Park/Pkg Program
- PAC/Mtg Fac/Office/Park/Pkg Design
- PAC/Mtg Fac/Office/Park/Pkg Budgets

Administrative

- Contracts
 - Architect
 - Landscape Architect
 - Civil Engineer
 - Program Manager
 - City Advisor
 - Contractor(s)
- Delivery Method

Questions

Next Steps

- Post PAC and Meeting Space Update on website for public review
- Host Public Information Open House: July 24, 2014
6pm - 8pm at City Hall, Council Chambers
- City Council to provide direction on the PAC and Meeting Space to City development team August 2014