



**Sacramento
Housing &
Redevelopment
Agency**

REPORT TO THE REDEVELOPMENT AGENCY of the City of Sacramento

915 I Street, Sacramento, CA 95814-2671

Staff Report
February 7, 2006

Honorable Chair and Members of the Board:

Subject: 10th/K Streets Performing Arts Facility Analysis

Location/Council District: Southeast corner of 10th/K streets, Central Business District (District 1)

Recommendation:

Adopt the attached Redevelopment Agency (Agency) Resolution which directs staff to continue negotiations with K Street Central for redevelopment of the Agency Site located at 10th/K streets, prepare a revised project proposal that incorporates a studio theater or other live performance options, if feasible, and report back to the Agency in late February/early March 2006.

Contact: Traci Michel, AICP, Senior Project Manager, 808-8645
Leslie Fritzsche, Downtown Development Director, 808-5450

Presenters: Traci Michel, Senior Project Manager

Department: Economic Development

Division: Downtown Development Group

Organization No: 4451

Summary:

On September 13, 2005, the Agency authorized an Exclusive Right to Negotiate (ERN) for a 240-day period with the K Street Central Development Team (K Street Central) regarding the terms of an agreement for redevelopment of the Agency-owned properties (Agency Site) located at the southeast corner of 10th/K streets. At that time, the Agency provided additional direction for analysis and consideration, including the feasibility of a performing arts facility on the Agency Site. This report is a follow-up to the September 13, 2005 Agency actions and includes an overview of the 10th/K Streets Performing Arts Facility Analysis (Attachment 1) and staff recommendations related to the analysis.

Committee/Commission Action:

An Ad Hoc committee of the Agency's board (Ad Hoc) met on several occasions to discuss the K Street Central development proposal for the Agency Site. The decision was unanimous to support approval of the ERN with K Street Central for redevelopment of the Agency Site, with additional direction for further performing arts analysis and consideration.

Background Information:

On September 13, 2005, the Agency authorized the City Manager to execute an ERN with K Street Central for a 240-day period regarding the development of the Agency Site, with the following considerations:

- Based on community input, continue pursuing live theater/performing arts options for the Agency Site; and
- Continue to refine project concepts on adjacent K Street Central properties for Agency consideration as part of the ERN process.

This staff report presents the results of the analysis of live theater/performing arts options for the Agency Site as asked for by the Agency in September. A more detailed description of refined project concepts from K Street Central will be presented later this month.

Live Theater/Performing Arts Analysis

Staff hired LMN Architects (LMN), with AMS Planning & Research (AMS) and Davis Langdon, to analyze live theater/performing arts options for the Agency Site, including:

- Defining potential users and programs, including review of existing relevant studies;
- Preparing preliminary design concepts based on alternative theater configurations, site constraints/opportunities, and analysis of comparable projects;
- Conducting a market analysis of the Sacramento metropolitan area, including surveying existing organizations to determine utilization, financial information and rental rates, preparing a representative operating budget based on identified potential users, and recommending alternative operation approaches; and
- Developing an optimal design concept, including capital and operating cost estimates.

LMN conducted a site analysis to assess zoning code parameters, development capacity, site access and service issues, test preliminary program scenarios, and determine the most appropriate location for a performing arts facility within the overall development footprint. The K Street Central development proposal was reviewed and

preliminary design concept drawings were prepared to illustrate compatible ways a theater could be incorporated into the K Street Central proposal.

AMS conducted a survey of potential theater users and arts groups to determine the market interest in a theater and programmatic needs such as size and type of facility that would be appropriate.

LMN and AMS made a presentation of preliminary findings and theater design concepts to representatives of Sacramento arts organizations with the assistance of the League of Sacramento Theaters, receiving observations, suggestions and additional information. The size of theater that best corresponds to local needs and site parameters was determined to be approximately 400 seats. It was also considered to be desirable to include a second, smaller studio theater space in the 200-seat range in the development if possible. Both options included on-site support space such as rehearsal space, office, dressing rooms and storage. The following summarizes the design concept and costs for each of the two options. It should be noted that the operational gap is an estimate only and is dependent on a number of factors, including the management structure (City vs. non-profit vs. resident theater company) as well as staffing levels. For the analysis, a nonprofit management structure similar to those in several other comparable facilities was used. A City-managed facility could result in overall lower operational costs, taking advantage of some shared services with the Convention Center Complex, but may limit the opportunity to raise private funds/grants to help fund operational deficits. Additionally, a City-managed facility could result in higher rental costs for users due to higher stage hand labor rates.

Option 1: 400-Seat Modified Proscenium Theater	
Building Footprint	90' x 160'
No. Seats	400, on three levels
Support Space (dressing rooms/rehearsal/storage)	Yes
Estimated No. of Annual Performances	212
Estimated Annual Attendance	64,860
Estimated Construction Cost	\$32.7 million
Estimated Annual Operational Gap	Up to \$420,000

Option 2: 400-Seat Modified Proscenium Theater + Studio Theater	
Building Footprint	134' x 160'
No. Seats for Main Theater	400, on three levels
No. Seats for Studio Theater	100, flexible layout
Support Space (dressing rooms/rehearsal/storage)	Yes
Estimated No. of Annual Performances	212 each, 224 total
Estimated Annual Attendance	79,260
Estimated Construction Cost	\$40 million
Estimated Annual Operational Gap	Up to \$500,000

Due to the high costs associated with constructing a 400-seat facility and strong interest for a smaller flexible studio theater, LMN also prepared a design concept for a stand-alone studio theater at the Agency Site. The following summarizes the design concept and costs for the studio theater option:

Option 3: 200-Seat Studio Theater	
Building Footprint	50' x 160'
No. Seats	200, flexible layout
Support Space (dressing rooms/rehearsal/storage)	Yes
Estimated No. of Annual Performances	207
Estimated Annual Attendance	28,100
Estimated Construction Cost	\$10 million
Estimated Annual Operational Gap	Up to \$153,000

Additional Performance Space Analysis

In addition to the theater options described above, LMN also looked at a larger, 1,000-seat facility for the Agency Site, as well as potential improvements to the Memorial Auditorium Jean Runyan Little Theater (Little Theater) that would make it a more viable venue. Based on data received, there does not appear to be ample justification for the larger (1,000 seats or more) theater at this time. Through the surveying process, only four potential users for a facility of that size were identified and they indicated potential annual use of between 18 and 28 performances. Additionally, although a 1,000-seat facility could be located at the Agency Site, it would not provide all the support space needed for the users of the facility. Also, it would not be consistent with the City's Urban Design Plan due to limitations in being able to provide workable, pedestrian-oriented retail space for two thirds of the southern portion of the block.

LMN studied the Little Theater for potential improvements to make it a more accessible and usable venue for the community. Currently, the Little Theater suffers from a small stage, lack of support space, and noise penetration from events in the large auditorium. Noise penetration issues and potential solutions are still being evaluated; however any type of stage house addition would be in direct conflict with the symmetry of the main façade, which is historically significant. A design approach that could address such a conflict needs to be studied further and was beyond the scope of this analysis.

Rehearsal Space Complex

At the time of this study, California Musical Theater (CMT), which includes Music Circus and the Broadway Series, the Sacramento Ballet (Ballet), Sacramento Opera (Opera), and Sacramento Philharmonic (Orchestra) were exploring plans to build a potential rehearsal/office/school complex at the former Midtown Athletic Club building located at 14th and H streets. In order to maximize resources and planning efforts, staff coordinated with CMT, on behalf of the Ballet, Opera and Orchestra to explore opportunities to locate the facility at the Agency Site. After a brief analysis, the 14th and H streets location was preferred for the new facility for the following reasons:

- The close proximity to an existing performing arts complex on property already owned by the City;
- The long-term opportunities for creating arts offices/rehearsal/school studios adjacent to a performing arts complex;
- Better accessibility/visibility and parking for the users of the building; and
- The general office nature of the building does not meet the redevelopment objectives for K Street.

Refined K Street Central Project Concepts

K Street Central has been involved in the 10th/K Performing Arts Facility Analysis process, and has been working to modify their initial development proposal, based on the findings in the analysis. Although still in the design stages, the new proposal for the Agency Site includes a "Restaurant Row" concept which would involve renovation of the existing buildings for multiple dynamic, destination-oriented restaurants that could draw upwards of 500,000 people annually to the Agency Site. Additionally, K Street Central is building on that theme for other properties controlled at the 10th/K intersection, providing a unique opportunity to transform the intersection in a short amount of time, with fewer Agency resources.

Staff Recommendation

Due to the high costs of constructing a performing arts facility of any size, the ongoing operational subsidies required, and the limited amount of foot traffic generated from the use which is critical for redevelopment of K Street, staff recommends moving forward with K Street Central to refine their "Restaurant Row" concept with the intent to incorporate a studio theater or other type of live performance option, if feasible. A revised project description and schedule is planned to be presented to the Agency later this month.

Financial Considerations:

There are no financial considerations with the actions recommended in this report. A project description and budget for the development of the Agency Site will be presented at a later date.

Environmental Considerations:

The proposed action directing staff to continue with the ERN negotiations with the K Street Central team to refine the project scope and budget for the Agency Site and to commence environmental review is authorized under CEQA Guidelines Section 15262, planning for possible future action.

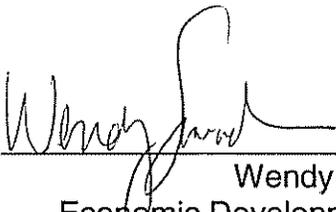
Policy Considerations:

The continued ERN negotiation period will result in a proposed project consistent the Amended Merged Downtown Redevelopment Plan and Five-Year Strategy. Additionally,

the proposed project is consistent with the development objectives outlined in the recent JKL Community Workshop process.

M/WBE Considerations:

There are no M/WBE considerations contemplated with the requested action.

Respectfully submitted by: 
Wendy S. Saunders
Economic Development Director
on behalf of the Redevelopment Agency
of the City of Sacramento

Recommendation Approved:


RAY KERRIDGE
Interim City Manager

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RESOLUTION NO.

Adopted by the Redevelopment Agency of the City of Sacramento

Date _____

10TH/K STREETS PERFORMING ARTS FACILITY ANALYSIS

BACKGROUND

- A. On September 13, 2005, the Redevelopment Agency (Agency) authorized an Exclusive Right to Negotiate (ERN) for a 240-day period with the K Street Central Development Team (K Street Central) regarding the terms of an agreement for redevelopment of the Agency-owned properties (Agency Site) located at the southeast corner of 10th/K streets, with the following considerations:
- Based on community input, continue pursuing live theater/performing arts options for the Agency Site; and
 - Continue to refine project concepts on adjacent K Street Central properties for Agency consideration as part of the ERN process.
- B. LMN Architects, along with AMS Planning & Research and Davis Langdon prepared the 10th/K Streets Performing Arts Facility Analysis to define live theater development opportunities for the Agency Site.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO RESOLVES AS FOLLOWS:

Section 1. Staff is directed to continue negotiations with K Street Central for redevelopment of the Agency Site, prepare a revised project proposal that incorporates a studio theater or other live performance options, if feasible, and report back to the Agency in late February/early March 2006.

LMNARCHITECTS
AMSPLANNING & RESEARCH

10TH/K PERFORMING ARTS FACILITY ANALYSIS
City of Sacramento Economic Development Department

CONTRIBUTORS

City Representatives

- Wendy Saunders, Economic Development Department
- Traci Michel, Economic Development Department
- Judy Goldbar, Sacramento Convention Center General Manager

Theater Users

League of Sacramento Theatres

- Actors Theater of Sacramento
- Adrienne Sher freelance
- Alliance Francaise de Sacramento
- American River College Theatre
- Arts & Business Council of Sacramento
- Beyond the Proscenium Productions
- Black Rabbit Productions
- California Lawyers for the Arts
- California Musical Theatre
- Capital Stage
- Chautauqua Playhouse
- City Theatre/Sacramento Shakespeare Festival, Synergy Stage
- CSUS School of the Arts
- Mexican Cultural Center of Northern California

- Garbeau's Dinner Theatre
- Magic Circle Theatre
- Garbeau's Acorn & Oak Theatre
- Mosaic Acting Theatre Ensemble
- Runaway Stage Productions, Inc.
- Sacramento Choral Society & Orchestra
- Sacramento French Film Festival
- Sacramento Opera Company
- Sacramento Philharmonic Orchestra
- Sacramento Theatre Company
- Sacramento Theatre Project
- Sacramento Valley Chorus of Sweet Adelines Int.
- The Sacramento Ballet

Development Team

K Street Central

- David Taylor Interests
- CIM Group

Consultants

- LMN Architects
- AMS Planning & Research Corporation
- Davis Langdon

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PROJECT BACKGROUND

In February 2005 the City of Sacramento's Economic Development Department, on behalf of the Redevelopment Agency (Agency), invited proposals from developers for the development of three properties owned by the Agency at the southeast corner of 10th and K streets in downtown Sacramento. The overall proposal by the K Street Central development team including David Taylor Interests, CIM Group, St. Anton Partners, the Cordano Company, and Paragary's Restaurant Group was accepted by the City. In response to the desire by community members for the creation of a venue for live performances at this location, LMN Architects was asked to conduct the 10th/K Performing Arts Facility Analysis to determine the feasibility of including a performance venue as part of the development of the Agency owned site.

The key questions are:

- What type and size theater would best meet the needs of the local theater community?
- What are examples of similar theaters in other cities?
- Should it be City-owned and operated or operated by a resident arts organization?
- Is it feasible to include a theater of this type on this site as well as residential and retail space?
- Can the development be pedestrian-friendly and add to the liveliness of the district?
- What are the capital and operational costs?
- How long would it take to design and construct the project?

PROCESS

At the outset of the study, the LMN team met with City officials and members of the David Taylor / CIM team to exchange ideas and information.

A site analysis was conducted to assess zoning code parameters, development capacity, site access and service issues, test preliminary program scenarios, and determine the most appropriate location for a performing arts facility within the overall development footprint. The development proposals received by the City were reviewed and preliminary design concept drawings were prepared to illustrate how to incorporate a theater in a manner that would be compatible with the development direction established by the David Taylor / CIM team.

AMS Planning & Research conducted a survey to determine the market interest and the programmatic needs such as size and type of facility that would be appropriate.

LMN & AMS made a presentation of preliminary market findings and theater design concepts to representatives of Sacramento arts organizations with the assistance of the League of Sacramento Theaters and received observations, suggestions and additional information. The size of theater that best corresponds to local needs was determined to be approximately 400 seats. It was also considered to be desirable to include a second, smaller studio theater space in the development if possible. Both options – a 400 seat theater as Option 1 and a 400 seat theater with a studio theater as Option 2 – were carried forward for further study.

Subsequent design work incorporated the insights gained in the process and Davis Langdon prepared an estimate of construction cost for the two theater options.

AMS prepared an estimate of operating costs for the two designs and compared the Sacramento findings with similar theater facilities in comparable cities.

To provide other options for creating a downtown live theater, the study team prepared an analysis of a potential 200 seat flexible format studio theater and also a larger, 1,000 seat theater on the proposed site that could be incorporated into the development by the David Taylor / CIM team. Finally, the team commenced a conceptual analysis of retrofitting and upgrading the Jean Runyon Little Theatre within Memorial Auditorium.

SUMMARY

After consideration of the urban context and capacity of the 10th and K site, four options for a performing arts facility were developed. Three of the options position the facility mid-block on the K Street Pedestrian Mall. The fourth, large-theater option (Option 4) would occupy the entire portion of the block owned by the Agency. Except for the fourth option, the largest portion of the site was preserved for co-development of street front retail with residential or office space above. This strategy concentrates retail space and associated pedestrian activity at the intersection of 10th and K streets and orients the performing arts facility lobby to the K Street Pedestrian Mall.

The approach has been to consider the theater as an independent structure adjacent to the co-development so as to minimize structure borne vibration from migrating into the performance spaces. Noise control and sound isolation are major considerations in theater design and this approach allows for straight forward, cost-effective solutions to achieve the appropriate acoustical environment.

Options 1, 2 and 4 would be new construction. Option 3 would utilize the existing space within the former RiteAid building.

Option 1: 400 Seat Theater. This design concept is configured on a site that has 90 feet of street frontage on the K Street Pedestrian Mall. The site is 160 feet deep and has alley access. In addition to the 400 seat theater, basic support space including a rehearsal hall is included in the program. The greater portion of the site (150 feet wide x 160 feet deep) is available for co-development and can accommodate street level retail and high density residential or office space above.

Option 2: 400 Seat Theater with Studio Theater. The second design concept has programmatic elements that are similar to Option 1, but also includes a flexible studio theater space with its necessary dressing rooms and support space. Given the additional performance space, a larger site area is required. The site has 134 feet of street frontage on the K Street Pedestrian Mall and is 160 feet deep. While the remaining portion of the site is smaller than in Option 1 (106 feet wide x 160 feet deep), there is still the potential to develop street level retail and less dense residential or office space above.

Option 3: 200 Seat Flexible Studio Theater. The third design concept is a small flexible theater that would seat up to 200 people. The requirements for this type of theater can be accommodated in the former RiteAid Building which has a clear space of 54 feet or could be party of new development.

Option 4: 1,000 Seat Multi-Purpose Theater. The fourth design concept includes a 1,000 seat multi-purpose theater that would serve large drama production, local musical productions, music concerts, opera, dance and other events that attract a large audience. This option would leave little space for the development of retail space on the street level.

Option 5: Memorial Auditorium Little Theatre Renovation & Expansion. The fifth option examined the possibility of renovating and upgrading the Little Theatre in Memorial Auditorium to make it a viable theater for local arts groups.

Options 1, 2 and 4 incorporate a modified proscenium style theater. This theater form is generally considered the most flexible type of theater for multiple users with diverse programming that may include musical theater, drama, dance, music and lectures. This theater form can employ upper level balconies to maintain a relatively compact ground level footprint. If, in the future, a different theater form is contemplated for this site, the site requirements established in this analysis would need to be reevaluated.

It is the opinion of LMN Architects that the full site is large enough to accommodate both a performing arts facility and co-development that includes street level retail and residential/office uses. Synergy between the two street level uses, retail and performing arts facility lobby, would enliven the pedestrian environment and the K Street Pedestrian Mall experience.

Capital and operational costs are set out in the final section and are calculated to include potential increased costs between the present time and the mid-point of construction assuming a construction duration of July 2007 through February 2009.

SITE CONDITIONS

The 240 foot wide by 160 foot deep site consists of three Agency-owned parcels occupied by low-rise commercial properties. The site is located in downtown Sacramento with frontages on 10th Street and the K Street Pedestrian Mall and is in close proximity to many of Sacramento's cultural and open space resources, including the State Capitol, Capitol Mall and Park, the Convention Center and the Community Center Theater. Nearby 11th Street is a Capitol View Corridor which protects the view to the Capitol. The K Street Pedestrian Mall is an integral component of the central business district and an active pedestrian environment that supports a high degree of nightlife activity. Planned mixed-use projects that include residential uses are located throughout downtown and will be an important aspect of the current and future vitality of Sacramento. The central location of this site provides an opportunity for a prominent performing arts facility at the heart of the pedestrian, cultural and residential districts of the City.

The site's frontages on 10th and K provide the necessary exposure for retail and public spaces associated with a performing arts facility. An Agency-owned parking garage at 10th and L streets offers easily accessible parking to support the use of the theater. The site is ideal for high rise development as there are unimpeded views of the State Capitol and Capitol Mall above the parking garage. The site backs onto an alley providing excellent access for loading and other back of house theater functions.



URBAN CONTEXT



Above
Site Map



Left
The alley at the back of the site provides a great opportunity for loading and other back of house functions.

Below
The K Street Mall provides great exposure for retail and performing arts.



URBAN CONTEXT

Right
The two existing buildings on the proposed site for the performing arts facility.



ZONING NOTES

The site is located in the CBD-SPD (C-3) zone, which is a special planning district within the CBD. Buildings are subject to height restrictions, setback requirements and parking regulations that are intended to protect the unique cultural and open space resources of the Capitol Park and State Capitol.

The goals of development in the CBD are:

- A. Accelerate the economic revitalization process by creating a marketplace attractive to private investment;
- B. Achieve a plan for long-term economic growth through private sector incentive measures;
- C. Enhance the character of Sacramento's downtown and ensure the development of well-designed new projects by adopting the architectural design guidelines;
- D. Provide for a pleasant, rich and diverse pedestrian experience by implementing the streetscape design guidelines;
- E. Provide for the humanization of the downtown through promotion of the arts, program of special events and activities, and overall excellence of design.

(Ord. 2004-005 § 2; Ord. 99-015 § 5-1.1-A)

The design guidelines require pedestrian friendly retail space on the ground level of building. Theater lobbies satisfy this criteria.

VIEW CORRIDOR

The site is located near but outside the Capitol View Corridor.

PARKING

Parking is required for residential and office only. The minimum requirement is one space per dwelling unit plus one visitor space / 15 dwellings.

MARKET DEMAND

How does Sacramento compare to similar-sized cities with respect to the supply of professional-quality repertory theater? Using US Census data, AMS selected the 18 US Metropolitan Statistical Areas with the closest population to Sacramento. Figure 1 indicates that Sacramento is close to average in most key indicators that relate to live performing arts attendance. Education and Income levels, the key demographic indicators, are only slightly below the average of the eighteen cities. A more in-depth analysis that applies consumer data and research suggests that Sacramento residents are slightly above average with regard to their likelihood of attending a live theater, music or dance performance. The index numbers in the table below indicate that Sacramento residents are 18% more likely than average to attend a live theater performance (index of 100 is average) and 14% above average to attend a performance of music or dance.

Figure 1: Comparably Sized Cities – Population Data

	2004 Population	Growth 2004-09	College Educated	Median Hhld Income	Live Theater Index	Music & Dance Index
Pittsburgh	2,341,251	-0.84%	24.0%	\$41,388	99	97
Cleveland	2,248,299	-0.17%	23.4%	\$45,876	112	107
Denver	2,246,411	6.74%	34.5%	\$59,288	122	118
Newark	2,080,677	2.74%	31.4%	\$63,861	133	119
Portland	2,052,406	8.07%	28.8%	\$52,353	116	114
Fort Worth	1,866,904	10.91%	25.5%	\$50,764	103	106
Kansas City	1,864,448	5.86%	29.1%	\$51,036	107	106
Orlando	1,851,675	14.06%	24.8%	\$45,698	103	105
Las Vegas	1,833,439	18.25%	17.2%	\$46,544	111	108
Sacramento	1,803,915	12.02%	26.0%	\$52,193	118	114
New Haven	1,750,364	3.15%	33.8%	\$61,975	125	117
Fort Lauderdale	1,738,282	8.36%	25.1%	\$46,022	117	111
San Francisco	1,720,132	-0.93%	43.3%	\$73,864	154	136
San Antonio	1,701,951	7.96%	23.4%	\$43,456	103	104
San Jose	1,699,098	1.07%	40.1%	\$85,096	161	142
Indianapolis	1,690,564	6.11%	26.4%	\$49,993	105	106
Cincinnati	1,682,959	2.73%	25.4%	\$49,001	106	105
Charlotte	1,640,153	10.57%	26.9%	\$50,836	97	100
Norfolk	1,621,980	4.05%	24.0%	\$47,031	103	105
AVERAGE		6.35%	28.1%	\$53,488	116	112

MARKET ANALYSIS

AMS analyzed data provided from Theatre Communications Group (TCG), the national association of not-for-profit theaters and GuideStar (www.guidestar.org), a national database of non-profit organizations. We recognize that our data sources may not have revealed each and every non profit producing theater organization in each city, but, assuming the data are comparable, the data functions as a “barometer” of theater activity and a relative measure of inventory.

Figure 2: Comparably Sized Cities – Theater Activity

MSA / City	MSA Pop	TCG	Guidestar
Pittsburgh	2.3m	3	21
Cleveland	2.2m	4	10
Denver	2.2m	3	21
Newark	2.0m	0	3
Portland	2.1m	9	37
Kansas City	1.8m	3	17
Fort Worth	1.8m	0	5
Orlando	1.8m	1	12
San Francisco	1.8m	10	54
Las Vegas	1.8m	1	12
Sacramento	1.75m	2	8
New Haven	1.75m	6	14
San Jose	1.75m	2	13
Fort Lauderdale	1.7m	0	3
San Antonio	1.7m	0	7
Cincinnati	1.7m	3	15
Indianapolis	1.65m	3	18
Norfolk	1.6m	1	8
Charlotte	1.6m	1	12
Columbus	1.6m	2	21
	Average	2.7	15.6
	Median	2.0	12.5

This research reveals that **Sacramento’s live theater scene is somewhat underdeveloped compared to comparable markets**. Sacramento, according to TCG has 2 professional producing theater member organizations (see Figure 2). The average for the cities compared is 2.7. There are 10 in San Francisco and 9 in Portland. AMS’s analysis of GuideStar data indicates that the average number of registered non-profit theater organization in the cities we compared is 15.6; Sacramento appears to have 8, about one half the average. San Francisco and Portland are home to 54 and 37 respectively.

POTENTIAL USER INTEREST

A survey of Sacramento area performing arts organizations was conducted to gather data concerning their potential interest in using a theater at 10th and K. The survey documented current audiences and programs, venues utilized, and organizational data and solicited potential interest in use of a new theater. A total of 102 organizations throughout the area were sent surveys by mail and email. Twenty-seven organizations responded. The following summarizes the results of the research.

Figure 1: Survey Respondents

- | | |
|--|--|
| Actors Theater of Sacramento | Garbeau's Dinner Theatre |
| Adrienne Sher freelance | Magic Circle Theatre |
| Alliance Francaise de Sacramento | Garbeau's Acorn & Oak Theatre |
| American River College Theatre | Mosaic Acting Theatre Ensemble |
| Arts & Business Council of Sacramento | Runaway Stage Productions, Inc. |
| Beyond the Proscenium Productions | Sacramento Choral Society & Orchestra |
| Black Rabbit Productions | Sacramento French Film Festival |
| California Lawyers for the Arts | Sacramento Opera Company |
| California Musical Theatre | Sacramento Philharmonic Orchestra |
| Capital Stage | Sacramento Theatre Company |
| Chautauqua Playhouse | Sacramento Theatre Project |
| City Theatre/Sacramento Shakespeare Festival,
Synergy Stage | Sacramento Valley Chorus of Sweet
Adelines Int. |
| CSUS School of the Arts | The Sacramento Ballet |
| Mexican Cultural Center of Northern California | |

Current Operations

Total attendance over the past year at public performances by the twenty-seven organizations responding as reported by the respondents was estimated to be 793,191 at 2,671 public performances. In addition to public performances, respondents to the survey indicated they conduct scores of classes, workshops, rehearsals, and educational outreach activities that serve thousands more residents.

Total annual expenditures were reported to be \$24,054,000 (excluding the Sacramento Opera and Sacramento Philharmonic Orchestra).

Figure 2: Survey Respondents – Current Activities

Organization Name	No. Perform.	Annual Attendance	Venues Used	Avg. Attce.	# Seats
Sacramento Opera Company	9	15,750	Community Center	1,750	2,300
Beyond the Proscenium Productions	4	80	California Stage	20	40
Black Rabbit Productions	18	900	Broadway Playhouse	50	85
CSUS School of the Arts	200	80,000	CSUS Recital Hall	400	500
Sacramento Philharmonic Orchestra	6	16,600	Community Center, Mondavi Center	1,800	2,300
California Lawyers for the Arts	Not Provided	50	CSUS Theatre	150	500
Alliance Francaise de Sacramento	23	690	Not Provided	Not Provided	
Mosaic Acting Theatre Ensemble	2	50	Mosaic Acting Studio, Rancho Cordova, California Stage	25	28
Sacramento Theatre Project	Not Provided	Not Provided	New Organization	Not Provided	
Runaway Stage Productions, Inc.	118	19,940	24th Street Theatre, Sacramento	250	280
Garbeau's Dinner Theatre	224	33,600	12401 Folsom Blvd., Rancho Cordova	150	235
Garbeau's Acorn & Oak Theatre	150	18,750	Garbeau's Acorn & Oak Theatre	125	220
Sacramento Choral Society & Orchestra	5	8,000	Community Center	1,600	2,300
Magic Circle Theatre	285	67,977	Roseville Theatre, Tower Theatre	275	560
City Theatre / Sacramento Shakespeare Festival, Synergy Stage	552	Not Provided	Sacramento City College – Art Court Theatre	Not Provided	
American River College Theatre	104	11,200	Am River College Theater	120	400
California Musical Theatre	184	379,278	Community Center, Music Circus	2,100	2,300
Capital Stage	185	9,250	Delta King Theatre	50	120
Adrienne Sher Freelance	49	4,330	Delta King Theatre	85	120
Chautauqua Playhouse	90	7,200	Chautauqua Playhouse	80	95
Arts & Business Council of Sacramento	1	Not Provided	Not Provided	Not Provided	
Sacramento Theatre Company	194	41,596	STC Mainstage	235	300
The Sacramento Ballet	55	68,200	Community Center Theater, CSUS Theater	1,800	2,300
Mexican Cultural Center of Northern California	1	1,500	Sacramento City College Auditorium	1,500	1,500
Actors Theater of Sacramento	209	6,450	Actors Theater	30	70
Sacramento Valley Chorus of Sweet Adelines	3	1,800	Crest Theater	600	600

Interest in 10th & K Theater

Twenty-five respondents identified an interest in and potential use for performances at a new theater at 10th and K. Respondents were asked to specify the desired seating capacity for their performances. Each was asked the minimum number of seats that would enable them to earn enough revenue from ticket sales, the maximum number of seats that would be appropriate for the scale and type of their productions, and finally, the optimum number of seats that would meet their needs. The survey revealed that there are two ranges of capacity that would meet the majority of respondents' interest: a theater seating between 300 and 500; and a theater seating between 50 and 150.

Figure 3: Survey Respondents – Potential Interest in Large Theater

	Seating Capacity			Use	
	Minimum	Optimum	Maximum	Low	High
Sacramento Opera Company*	500	1,200	1,200	4	10
Black Rabbit Productions*	50	150	400	10	40
CSUS School of the Arts*	400	500	500	10	15
Mosaic Acting Theatre Ensemble*	50	200	500	12	48
Sacramento Theatre Project*	100	300	500	25	100
Runaway Stage Productions, Inc.*	250	325	350	108	144
Garbeau's Dinner Theatre*	150	250	400	10	30
Garbeau's Acorn & Oak Theatre*	200	250	400	10	40
City Theatre / Sacramento Shakespeare*	100	200	300	15	100
American River College Theatre*	150	250	450	4	20
Adrienne Sher Freelance*	99	175	300	24	100
Chautauqua Playhouse*	200	250	300	14	20
Sacramento Theatre Company*	500	900	1,500	150	300
The Sacramento Ballet*	200	300	500	10	30
Sweet Adelines	500	750	1,000	1	4

* Indicates interest in fly tower

As can be seen in, Figure 3 there were 15 respondents who reported interest in using a theater seating in the range of 300 to 500 persons— this range fits within either their reported minimum, optimum, or maximum desired capacity.

These fifteen respondents indicated a total annual number of public performances in a theater of this size of a minimum of 408 and a maximum of 1,401.

MARKET ANALYSIS

Figure 4: Survey Respondents – Potential Interest in Small Theater

	Seating Capacity			Use	
	Minimum	Optimum	Maximum	Low	High
Beyond the Proscenium Productions	50	80	100	10	16
Black Rabbit Productions	50	150	400	10	40
Alliance Francaise de Sacramento	100	150	150	1	10
Mosaic Acting Theatre Ensemble	50	200	500	12	48
Sacramento Theatre Project	100	300	500	25	100
Garbeau's Dinner Theatre	150	250	400	10	30
City Theatre / Sacramento Shakespeare	100	300	300	15	100
American River College Theatre	150	250	450	4	20
Capital Stage	90	150	200	25	200
Adrienne Sher Freelance	99	175	300	24	100

As shown in Figure 4, a total of 10 organizations indicated interest in using a smaller theater seating in the range of 80 to 150 persons. Between the projected interest in the small or large theater, there is a great deal of overlap in the organizations — some indicated interest in either size theater. This arises because they would use a smaller theater if the larger venue were unavailable and they would scale their productions (and revenue projections) appropriately.

For those organizations reporting interest in the smaller theater, the total number of indicated performances was a minimum of 311 and a maximum of 1,018.

Figure 5: Seating Capacity and Potential Use

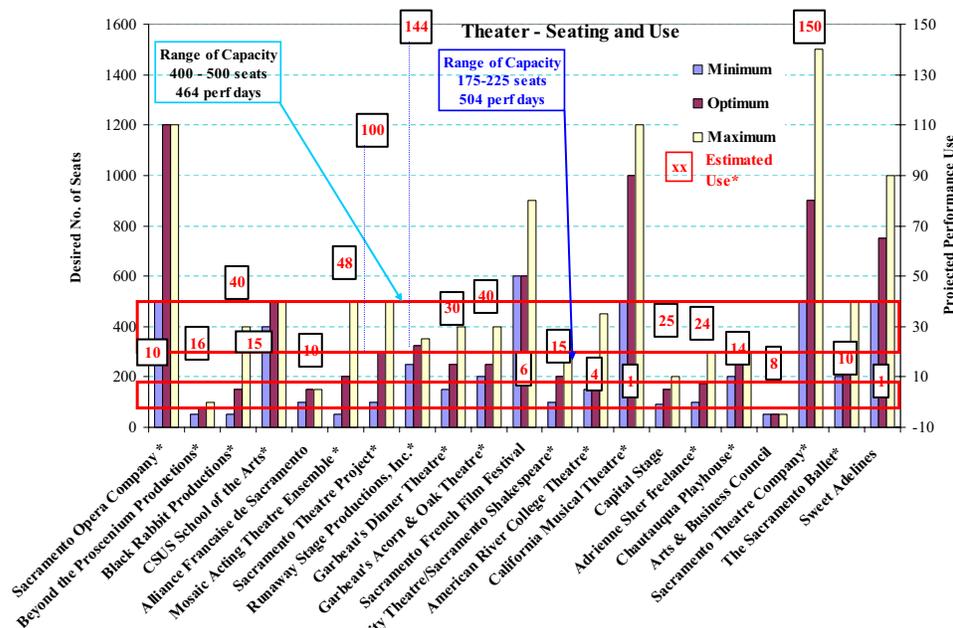


Figure 5 illustrates the data graphically. The two large boxes outline the seating capacity ranges. The report potential use is the figure within each small box.

Observations

Based on the indicated interest, there appears to be adequate interest to support two theaters — one seating between 300 and 500 and one able to accommodate 80 to 150. Based on the data there does not appear to be ample justification for a large (1,000-seat or more) theater at this time. Only four potential users were identified and they indicated potential annual use of between 18 and 28 performances.

Typically performing arts facilities are also used for special events and meetings and these have not been estimated in this survey. Since the Convention Center is nearby, there may be potential for use of the venue for assemblies and presentations.

Respondents were asked the range of rental fee they would be willing to pay for performance space. There was a wide range in the responses and the median indicated rent was about \$0.75 per seat. This calculates to about \$375 per performance for the larger theaters and about \$100 per performance for the small theater, plus costs for technical and house management staff. These rates are somewhat lower than those charged at similar higher quality venues in the region (and nationally).

Rehearsal Space

A total of 16 organizations indicated interest in rehearsal space. The space requirement ranged from 200 to 3,400 square feet. Organizations indicated they would use the space from one week to as much as year-round. Indicated rent was from \$25 to \$600 per day.

Figure 6: Rehearsal Space Interest in Square Feet

Respondent	Room 1	Room 2	Room 3	Room 4
Organization 1	3,400	3,400	2,300	600
Organization 2	3,000	2,000		
Organization 3	3,000			
Organization 4	2,500			
Organization 5	2,500			
Organization 6	2,500			
Organization 7	2,000	1,000	1,000	
Organization 8	1,200			
Organization 9	600	400		
Organization 10	600			
Organization 11	500			
Organization 12	500			
Organization 13	400			
Organization 14	400			
Organization 15	400	600	800	
Organization 16	200			

Summary

It would appear that there is ample interest in a performance venue of about 400 seats; the survey identified 15 potential user organizations who indicated annual use for 400 up to 1,400 performances. Considering a small flexible theater of 100 seats, the indicated interest of ten organizations was for 300 to over 1,000 performances. Typical annual use for theaters of this size is in the range of 250 to 300 performance days, allowing for rehearsals, load-in and load-out, maintenance and undesirable days. If two theaters are to be built some of the potential use for the smaller theater can be assumed to transfer to the larger venue as some users indicated they would use a larger venue for some productions. As planning progresses, more discussion with local users should ensue to determine exact use requirements.

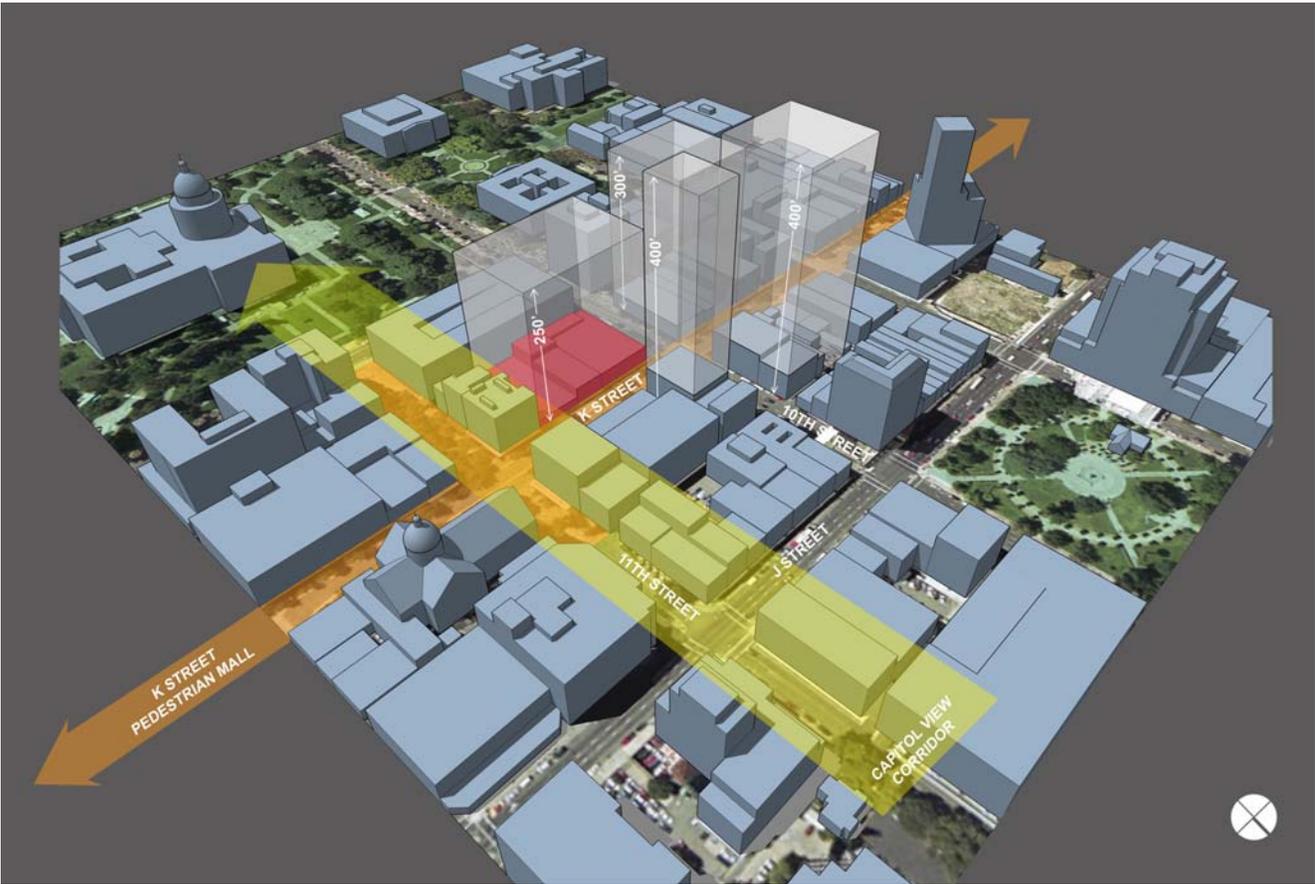
Organizations Surveyed

Actors Theatre of Sacramento	Cosumnes River College Communication,
African Diaspora Film Society	Visual & Performing Arts
Alumni Theatre Project	Community Asian Theatre of the Sierra
Amador Children's Chorus	Crockett-Deane Ballet
American River College Theatre Arts Department	CSUS Department of Music
American River College Vocal Jazz Ensemble	CSUS School of The Arts
Arts & Business Council of Sacramento	CSUS Opera Theatre
Asian Cultural Exchange/InterACT	CSUS Theatre & Dance Department
B Street Theatre	Dale Scholl Dance/Art
Beyond The Proscenium Productions	Davis Musical Theatre Company
Big Idea Theatre	Fairytale Town
Blueprint Dance Company	Filipino Cultural Dance Association of Sacramento
Bravo! Sacramento Opera	Folklorico Latino De Woodland
Broadway Playhouse & Dance Theatre West	Friends of the Sacramento Public Library
California Lawyers for the Arts	Garbeau's Dinner Theater
California Musical Theatre	Gold Country Chamber Orchestra
California Stage	Gold Country Choruses
California State University, Sacramento, Dept. of Theatre & Dance	Harlequin Stage Company
California Wind Orchestra	La Raza Galeria Posada
Camellia Symphony Orchestra	Lambda Players
Capital Jazz Project	Light Opera Theatre of Sacramento
Capital Stage aboard the Delta King	Magic Circle Theatre
Capitol Ballet Company	Mexican Cultural Center
Capitol Chamber Players	Modern Theatre Ensemble
Capitol Opera Sacramento	Mosaic Acting Theatre Ensemble
Celebration Arts	Murphys Creek Theatre
Chamber Music Alive!	Northern California Experimental Music Festival
Chamber Music Society	Pamela Hayes Classical Ballet Theatre
Chautauqua Playhouse	Pamela Trokanski Dance Theatre
City Theatre at Sacramento City College	River City Theater Company

River Stage
 Royal Scottish Country Dance
 Runaway Stage Productions
 Ruth Rosenberg Dance Ensemble
 Sacramento Area Regional Theatre Alliance (SARTA)
 Sacramento Ballet Association
 Sacramento Capitolaies
 Sacramento Choral Society
 Sacramento City College (City Theatre and Sacramento Shakespeare Festival)
 Sacramento Community Concert Association
 Sacramento French Film Festival
 Sacramento International Folk Dance & Arts Festival
 Sacramento Master Singers
 Sacramento Men's Chorus
 Sacramento Metropolitan Arts Commission
 Sacramento Opera Association
 Sacramento Philharmonic Orchestra
 Sacramento Poetry Center
 Sacramento Repertory Theatre
 Sacramento Storyteller's Guild
 Sacramento Symphony League
 Sacramento Theatre Company
 Sacramento Valley Chorus of Sweet Adelines International
 Sacramento Valley Symphonic Band Association
 Sacramento Youth Ballet
 Sacramento Youth Symphony
 Sacramento Black Cultural Center
 Short Center Repertory
 Sierra College Department of Theatre Arts
 Stagewright Presentations
 T Street Players
 The Guild Theater
 The Little Bus Players
 The Short Center Repertory
 The Studio Theater
 The Studio Theatre
 Theatre El Dorado
 Very Special Arts/Process Theatre
 West Sacramento Community Orchestra
 Woodcreek High School
 Woodland Opera House

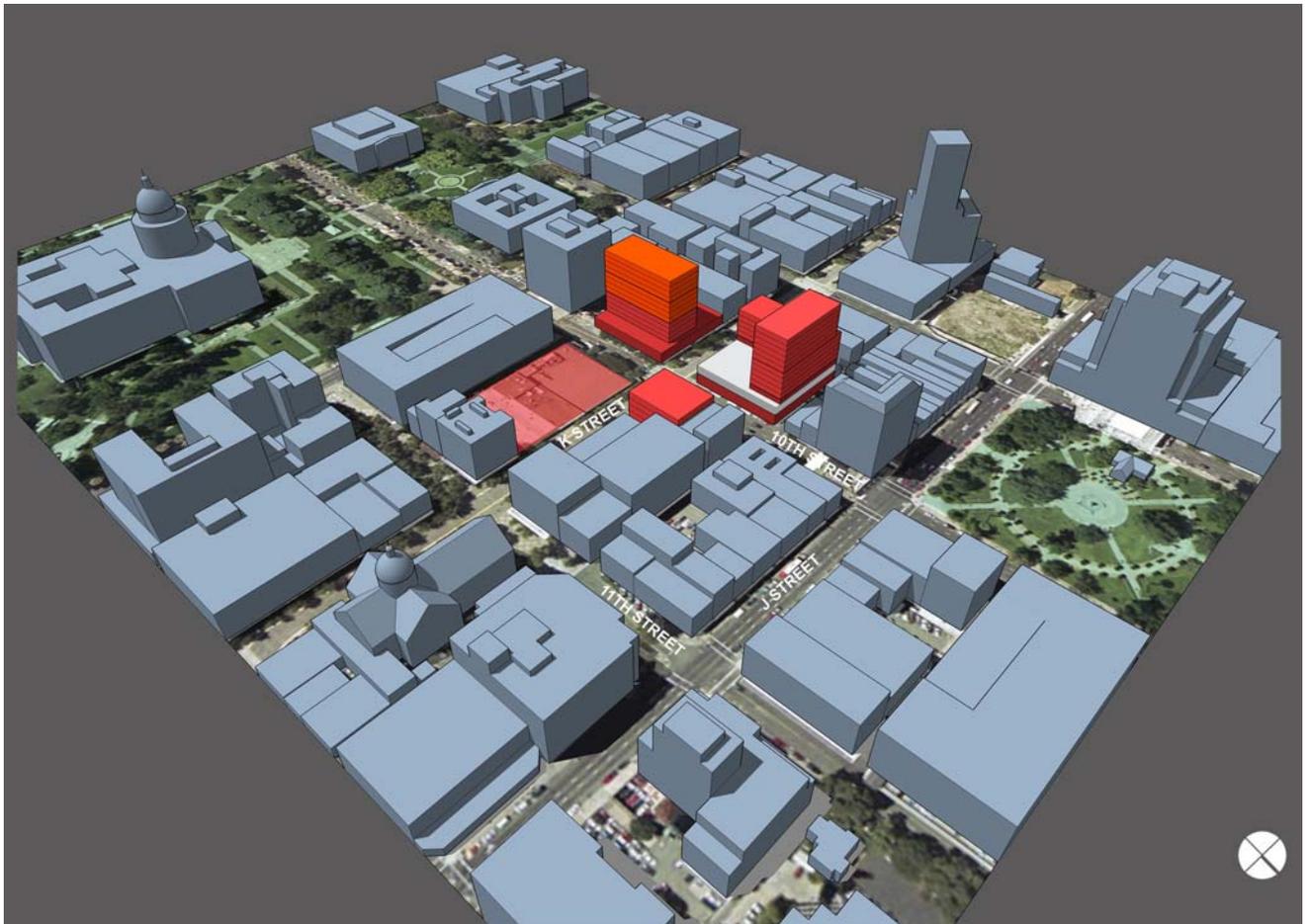
CAPACITY ANALYSIS

The site is located in the central business district, C-3-Special Planning District zone. While sites within the C-3 zone are not subject to height limits, sites in the C-3-Special Planning District are subject to height restrictions, setback requirements and parking regulations that are intended to protect the unique cultural and open space resources of the Capitol Park and State Capitol.



Above
Zoning envelope of four sites at the intersection of 10th and K.

CAPACITY ANALYSIS



Top Left
Option 1: 400 seat theater with 20 story residential tower

Above
10th and K site with proposed development on remaining three sites

Top Right
Option 2: 400 seat theater and studio theater with renovation of Woolworth Building

Option 1: 400 Seat Theater

This design concept accommodates a 400 seat modified proscenium style theater on a 90 foot wide by 160 foot deep building footprint. Seating is distributed on a main orchestra level floor and two balconies. The glass enclosed lobby space fronts onto K Street Pedestrian Mall and occurs at every seating level.

The stage house has a full fly-tower and a counterweight rigging system. There is a theatrical dimming and lighting system with catwalks located above the audience seating to provide lighting positions for the downstage area in addition to lighting overhead in the stagehouse. The theater is equipped with a sound system for both performance and back-of-house production needs. For music performances, there is an orchestra shell and acoustical draperies that make it possible to adjust the acoustics for natural acoustic music, amplified sound or the spoken word.

In addition to the normal backstage compliment of dressing rooms, green room and wardrobe, the theater facilities include a rehearsal hall that will make it possible to maximize the amount of time that the theater is available for performances.

The theater is sited to maximize the amount of area available for other development such as a residential tower and to provide 250 feet of frontage on K and 10th for potential street level retail use. Avoiding sound intrusion into theaters is a major design consideration and in this scheme there would be no construction above the theater which could be the source of structure born sound intrusion. It is feasible to build above theaters, however it is very costly to do it properly.

Although in this scheme the theater is structurally isolated from the adjoining development, it could be constructed in conjunction with the adjoining commercial development.

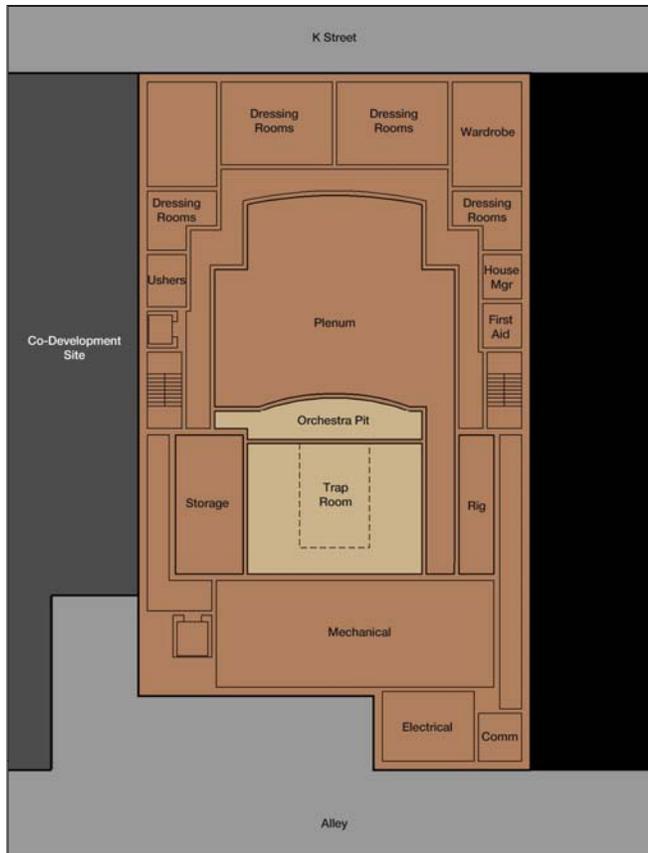
CAPACITY ANALYSIS: 400 SEAT THEATER



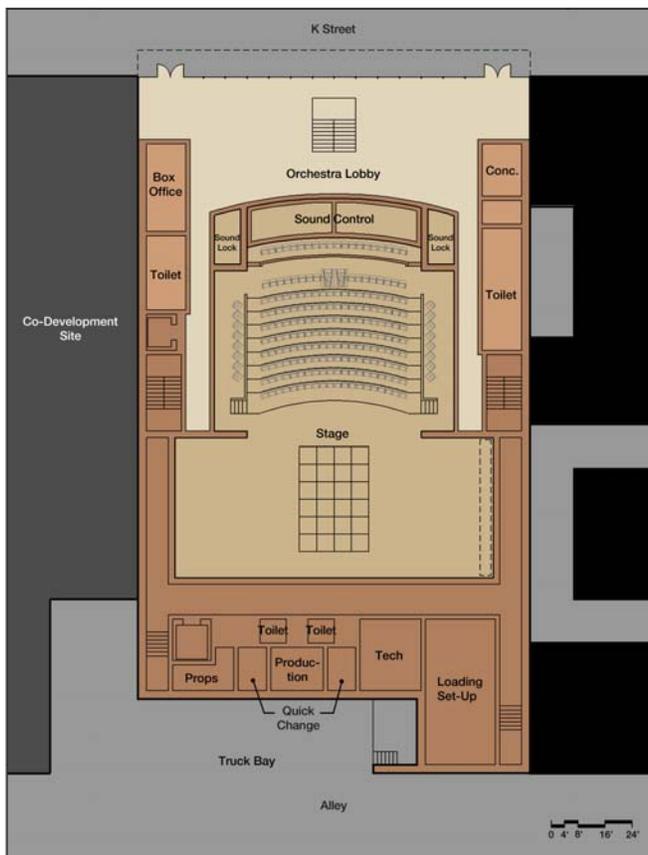
Left
Four Corners Development for
proposed 10th & K

- Proposed Theater
- Potential Co-Development
- Parking

CAPACITY ANALYSIS: 400 SEAT THEATER

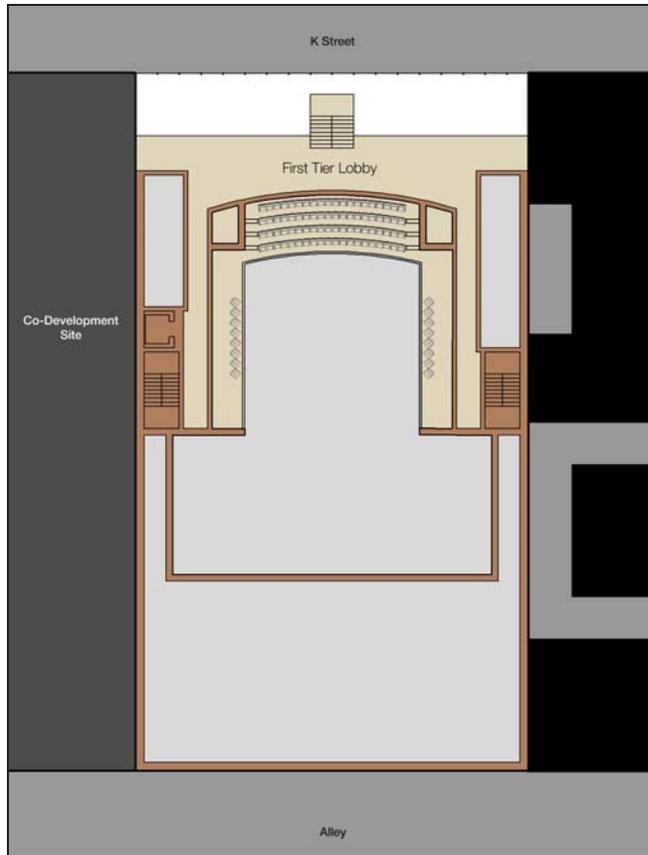


Left
Basement Floor Plan

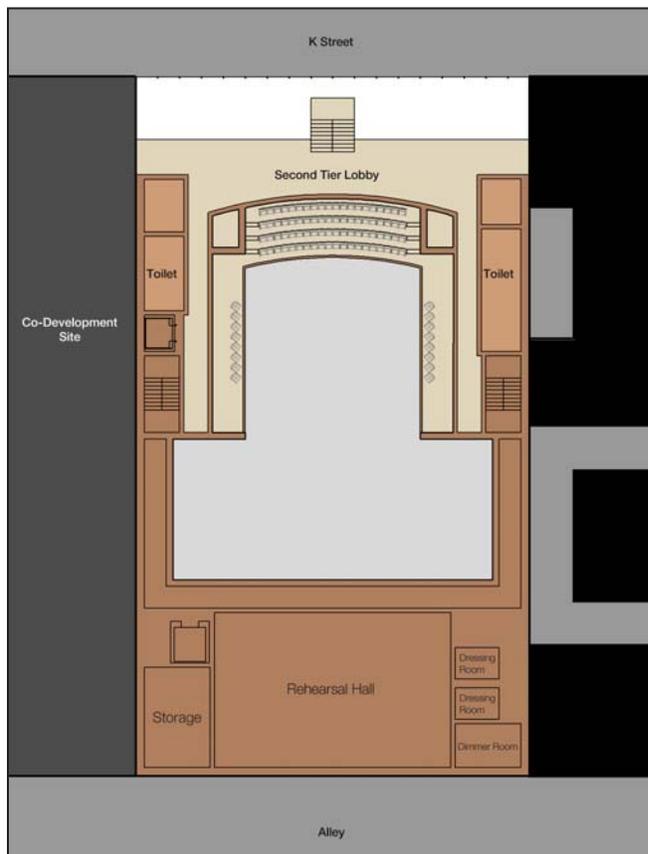


Left
K Street Level, Orchestra Floor Plan

CAPACITY ANALYSIS: 400 SEAT THEATER



Left
First Balcony Floor Plan



Left
Second Balcony Floor Plan

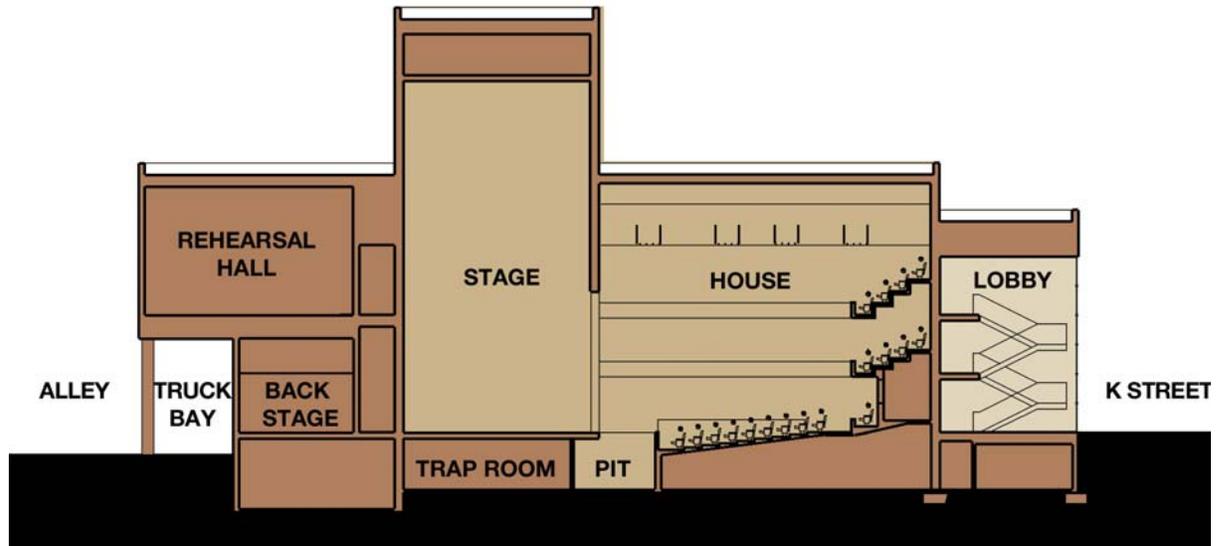
CAPACITY ANALYSIS: 400 SEAT THEATER

Preliminary Building Program

The building program has been prepared based upon experience with similar projects. The physical constraints of the site and the objective of mixed-use development were both major factors in developing the program. Upon commencement of this project, it will be important to develop the program further with the participation of potential operators and users of the theater facilities. This program represents one possible option for allocating space within the overall area available.

		Basement	Orchestra Level	First Tier Level	Second Tier Level	
PROSCENIUM THEATER						
Seating	406 seats		2,060	1,250	1,250	
Stage	32 X 73		2,336			
Stage Apron			345			
Orchestra Pit		345				
Trap Room	30 X 40	1,200				
Couterweight Pit		260				
Lighting Control Booth			160			
Sound Control Booth			160			
Loading / Set-Up			540			
Subtotal		1,805	5,601	1,250	1,250	9,606 Total Theater
PERFORMER SUPPORT SPACE						
Rehearsal Hall	36 X 54					
Principal/Double Dressing Rooms	2 @ 180	360				
Chorus Dressing Rooms	2 @ 500	1,000				
Quick Change Rooms	2 @ 65		130			
Green Room		400				
Wardrobe		400				
Prop Storage			250			
Tech Offices			250			
Production Offices	1 @ 150		120			
Toilets			130		130	
Storage		1,000	200		400	
Subtotal		3,160	1,080		2,474	6,714 Total Performer Support Space
FRONT OF HOUSE						
Lobby			1,600	800	800	
Foyers			240			
Sound Locks	5 @ 60		120	120	120	
Coat Check			60			
Concessions			100			
Toilets (female)	12		250		250	
Toilets (male)	6		150		150	
House Manager		120				
First Aid		100				
Box Office			200			
Ushers		120				
Subtotal		340	2,720	920	1,320	5,300 Total Front of House
LOADING						
Loading Dock	15 X 10		150			
Covered Truck Bay	17 X 54		918			
Subtotal			1,068			
Program Area		5,305	9,401	2,170	5,044	21,920 Total Program Area
Gross Area Subtotals		13,480	13,340	4,400	8,600	39,820 Total Gross Building Area

CAPACITY ANALYSIS: 400 SEAT THEATER



Above
Building Section



Above
The McIntyre Hall Performing Arts & Conference Center in Mt. Vernon, Washington includes balcony level seating that wraps the side walls and engages the proscenium



Above
Adams State College Theatre Building, in Alamosa, Colorado, is a 230 seat modified proscenium with orchestra level side boxes

Option 2: 400 Seat Theater with Studio Theater

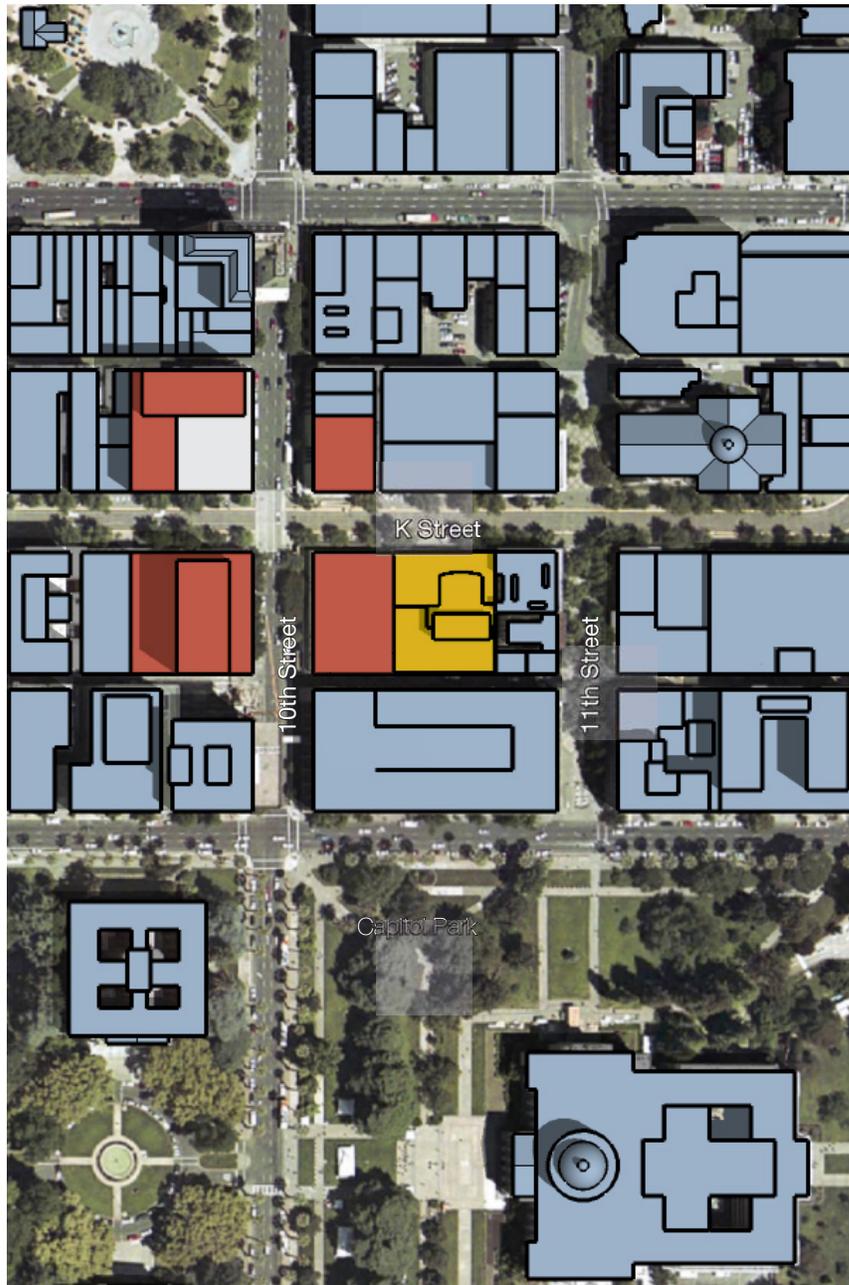
This design concept is very similar to Option 1. Seating in the 400 seat theater is distributed on a main orchestra level floor and two balconies. Lobby space occurs on all three levels and a glass enclosed lobby space fronts onto K Street Pedestrian Mall. Like Option 1, the stage house has a full fly-tower and a counterweight rigging system. There is a theatrical dimming and lighting system with catwalks located above the audience seating to provide lighting positions for the downstage area in addition to lighting overhead in the stagehouse. The theater is equipped with a sound system for both performance and back-of-house production needs. For music performances, there is an orchestra shell and acoustical draperies that make it possible to adjust the acoustics to suit either music or the spoken word.

The main difference in Option 2 is that it includes two performance spaces, a 400 seat modified proscenium style theater, like Option 1, and a 100 seat flexible studio theater. Located on the street front, in addition to performances, the space can be used for a variety of other functions. The studio theater will have a flat floor and a flexible system of seating utilizing demountable platforms and loose chairs that can be ganged together in a number of configurations. Overhead will be a tension grid that will provide the means for arranging theatrical lighting in whatever locations are needed for whatever functions and configurations are utilized. Dressing rooms and support space are incorporated for the use of the studio theater.

Option 2 has a 134 foot wide footprint. In this scheme, the space in the basement under the studio theater is included in the overall project and would be available for a variety of production purposes.

The wider footprint of Option 2 reduces the amount of space available for co-development of residential and retail components.

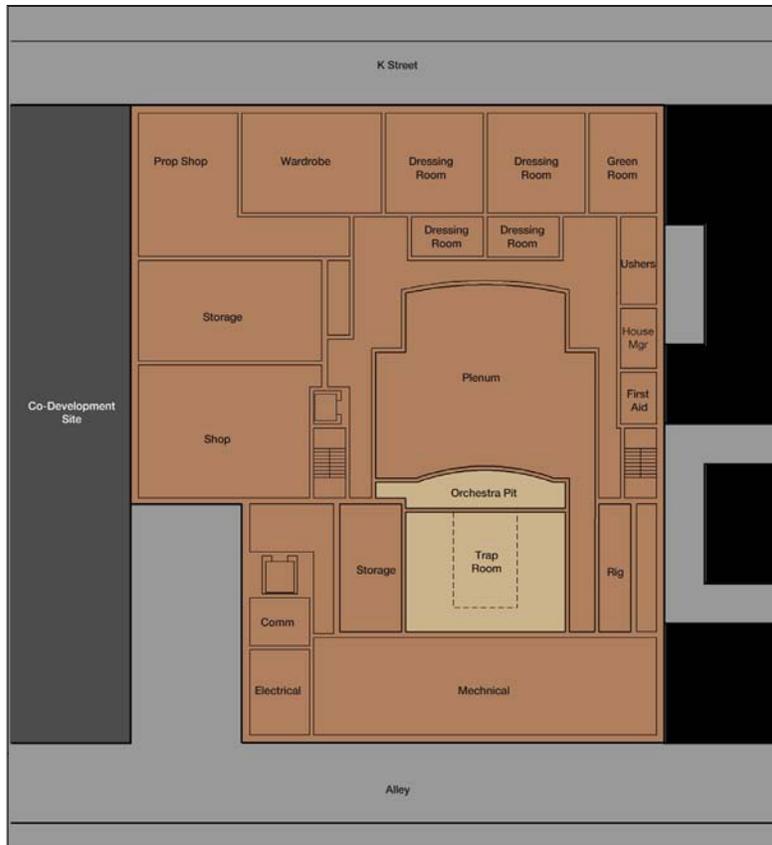
CAPACITY ANALYSIS: 400 SEAT THEATER WITH STUDIO THEATER



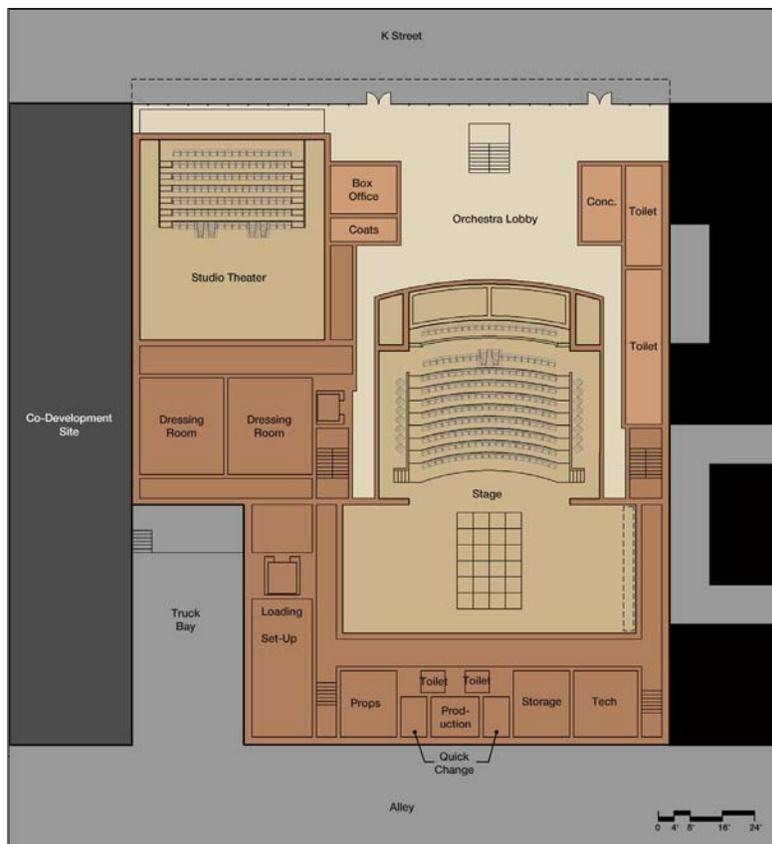
Left
Four Corners Development for
proposed 10th & K

- Proposed Theater
- Potential Co-Development
- Parking

CAPACITY ANALYSIS: 400 SEAT THEATER WITH STUDIO THEATER

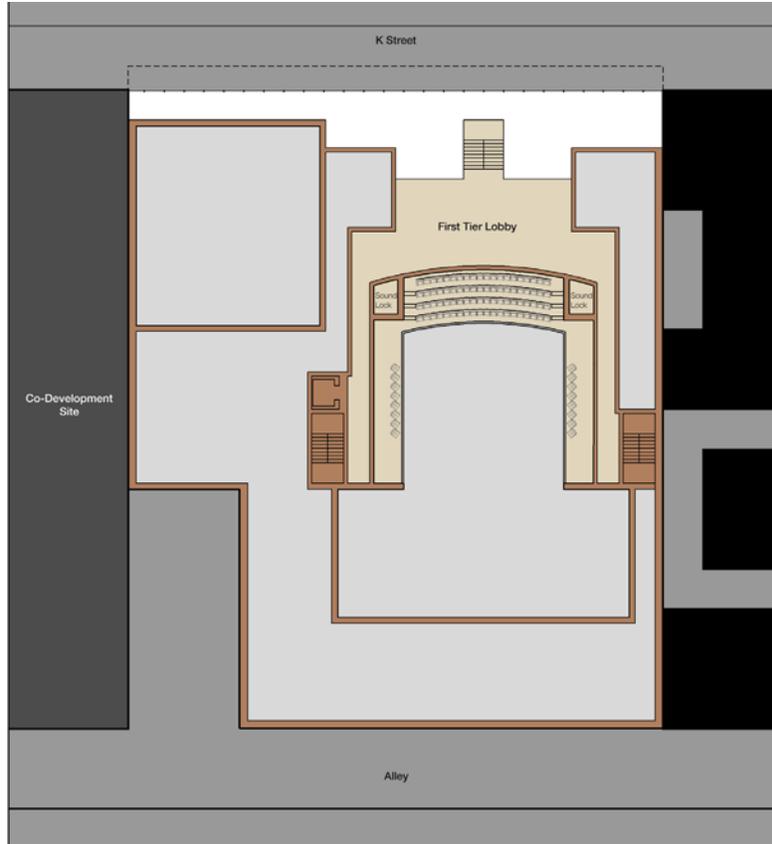


Left
Basement Floor Plan

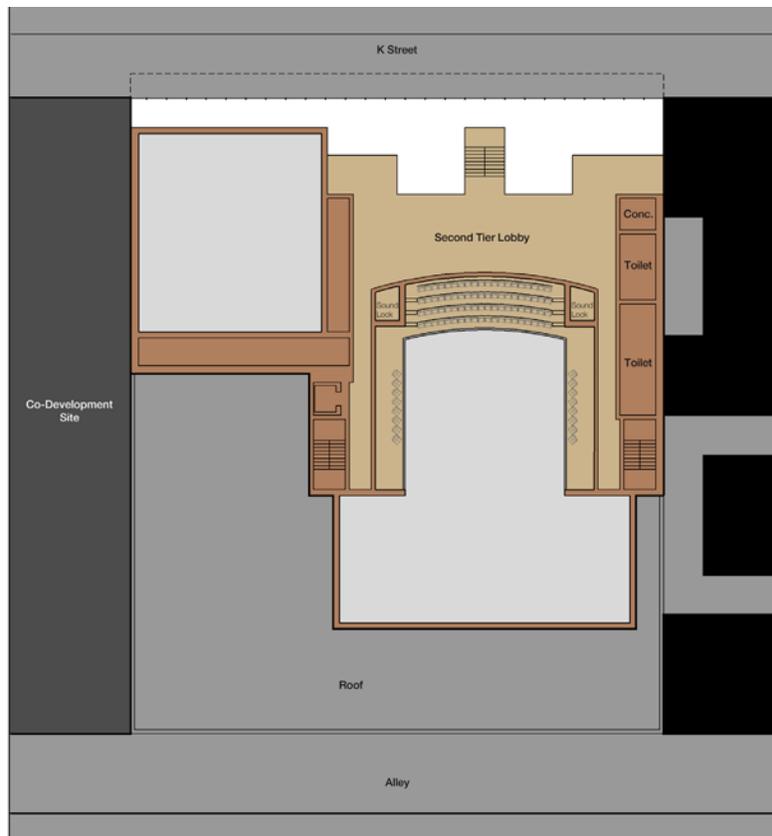


Left
K Street Level, Orchestra Floor Plan

CAPACITY ANALYSIS: 400 SEAT THEATER WITH STUDIO THEATER



Left
First Balcony Floor Plan



Left
Second Balcony Floor Plan

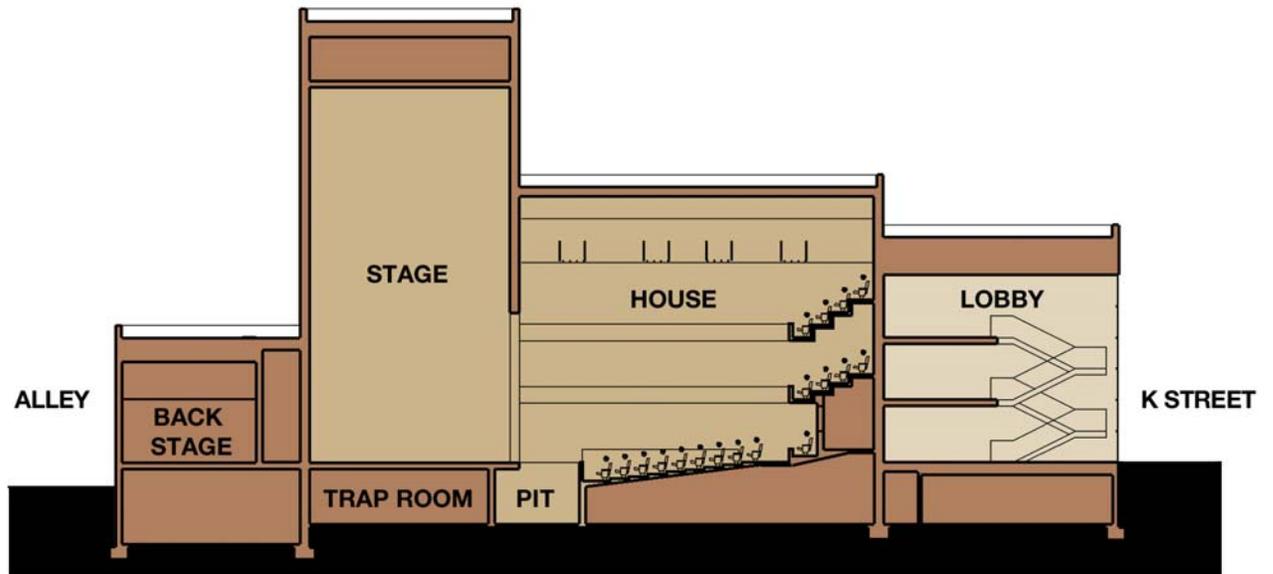
CAPACITY ANALYSIS: 400 SEAT THEATER WITH STUDIO THEATER

Preliminary Building Program

The building program has been prepared based upon experience with similar projects. The physical constraints of the site and the objective of mixed-use development were both major factors in developing the program. Upon commencement of this project, it will be important to develop the program further with the participation of potential operators and users of the theater facilities. This program represents one possible option for allocating space within the overall area available.

		Basement	Orchestra Level	First Tier Level	Second Tier Level	
PROSCENIUM THEATER						
Seating	406 seats		2,060	1,250	1,250	
Stage	32 X 73		2,336			
Stage Apron			345			
Orchestra Pit		345				
Trap Room	30 X 40	1,200				
Couterweight Pit		260				
Lighting Control Booth			160			
Sound Control Booth			160			
Loading / Set-Up			1,060			
Subtotal		1,805	6,121	1,250	1,250	10,426 Total Proscenium Theater
STUDIO THEATER						
Performance Space	110 seats		2,300			
Sound Lock			275			
Dressing Rooms	2 @ 400		800			
Toilets (included below)						
Subtotal			3,375			3,375 Total Studio Theater
PERFORMER SUPPORT SPACE						
Principal/Double Dressing Rooms	2 @ 180	360				
Chorus Dressing Rooms	2 @ 625	1,250				
Quick Change Rooms	2 @ 65		130			
Green Room		425				
Wardrobe		900				
Prop Shop		1,200				
Prop Storage			250			
Tech Offices			300			
Production Office	1 @ 150		150			
Toilets			100			
Shop		1,500				
Storage		1,600				
Subtotal		7,235	9300			8,165 Total Performer Support Space
FRONT OF HOUSE						
Lobby			2,400	1,200	1,200	
Foyers			300			
Sound Locks	6 @ 60		120	120	120	
Coat Check			100			
Concessions			200		100	
Toilets (female)	15		375		250	
Toilets (male)	8		225		150	
House Manager		150				
First Aid		120				
Box Office			200			
Ushers		200				
Subtotal		470	3,920	1,320	1,820	7,530 Total Front of House
LOADING						
Loading Dock	28 X 12		336			
Covered Truck Bay	128 X 48		6,144			
Subtotal			6,480			
Program Area		9,510	14,346	2,570	3,070	29,496 Total Program Area
Gross Area Subtotals		20,096	19,760	5,400	6,310	51,566 Total Gross Building Area

CAPACITY ANALYSIS: 400 SEAT THEATER WITH STUDIO THEATER



Above
Building Section



Above
Bank of America Performing Arts Center in Wenatchee, Washington is a 500 seat multi-use auditorium with balcony seating that wraps the side walls



Above
Lee Center for the Arts at Seattle University is a flexible studio theater that allows for multiple uses and will seat up to 140 people

Option 3: Flexible Studio Theater – 200 Seats

Strong interest has been expressed by local arts groups in the possibility of a small, flexible theater in the downtown area. This type of theater is often called a “black box” to denote its flexible nature. It is a type of theater that can be created in “found space” because of its size and simplicity. This type of theater would have a flat floor and seating would be on demountable, adjustable risers that could be configured in a variety of ways. The seats would be loose chairs that can be ganged together. Comfortable chairs with upholstered seats and backs and with arm rests are readily available for this type of use. Ideally the chairs should be self-rising to facilitate audience access and exiting and if this type of chair is utilized, the seating platforms can be three feet in depth.

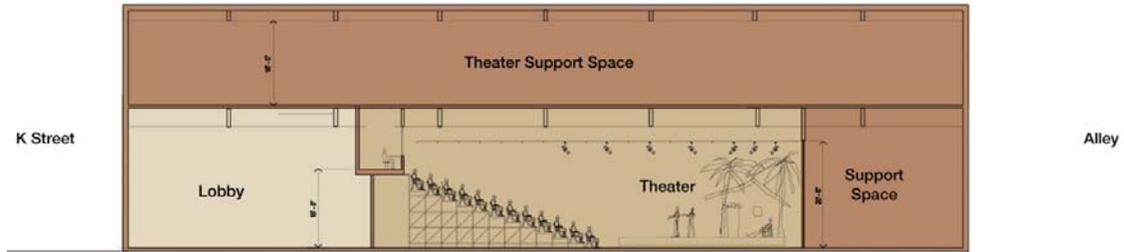
Above the entire house that includes audience seating and the performance stage, there should be a pipe grid and if floor to ceiling height is sufficient there should be a series of catwalks to allow for hanging and focusing theatrical lighting fixtures from above.

Coupled with the interest in the theater there is a strong and persistent need for more spaces for rehearsal in the city. The program that has been outlined for the flexible studio theater, in addition to normal support space such as dressing rooms, green room and wardrobe, includes a rehearsal hall. The provision of a rehearsal hall reduces the amount of time that the flexible theater needs to be used for this purpose and increases its availability for performances.

The program areas set out below show an ideal space program that includes rehearsal space as well as a reduced program that would be the minimum workable area for a theater of this type. The smaller theater would be less highly utilized for performances because of the need to use it for rehearsals as well as performances. This would have a negative impact on the operating pro forma as well.

It is not easy to find existing buildings that have large enough clear span structures to house a theater, however the former RiteAid building does have such a structure – a clear span of fifty-four feet. The plans that follow illustrate how a small flexible theater of this type and program might be accommodated in that building. This particular building also has the amount of space necessary to house the “ideal” program. These guidelines however, could apply to a variety of buildings and there could be other opportunities as well to implement a project of this type.

CAPACITY ANALYSIS: FLEXIBLE STUDIO THEATER – 200 SEATS



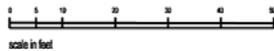
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Building Section



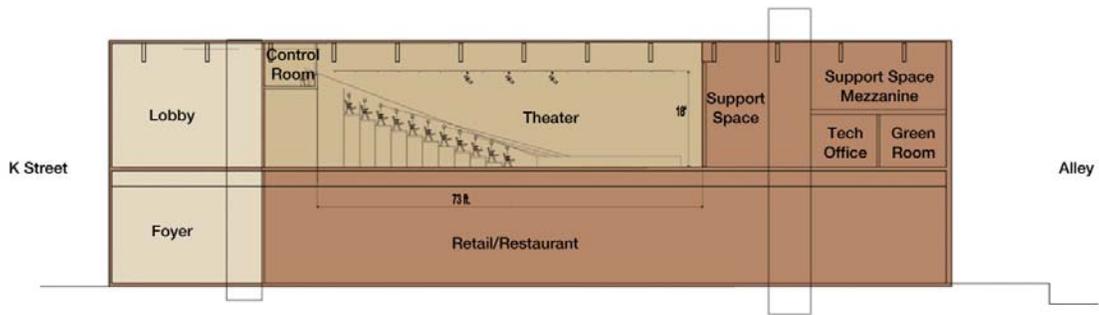
Above
First Floor Plan



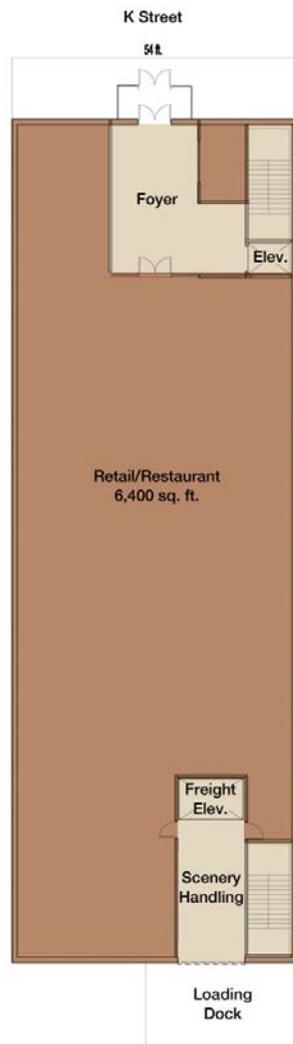
Above
Second Floor Plan



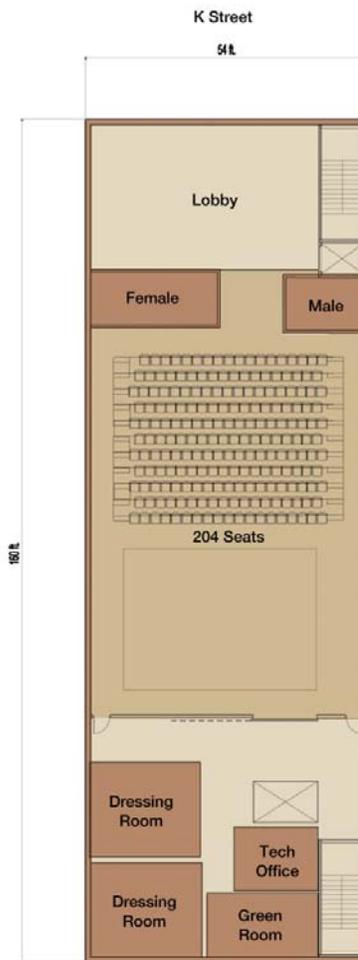
CAPACITY ANALYSIS: FLEXIBLE STUDIO THEATER – 200 SEATS



Above
Building Section



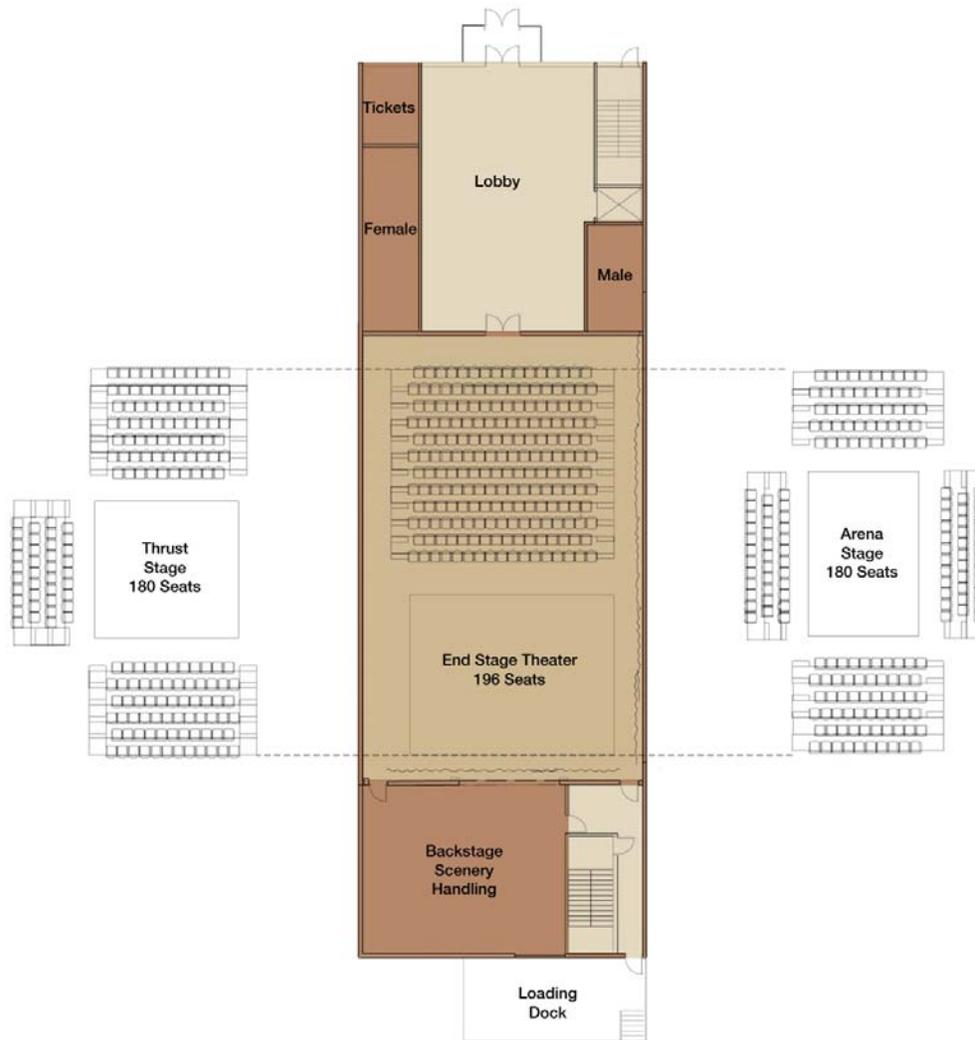
Above
First Floor Plan



Above
Second Floor Plan



CAPACITY ANALYSIS: FLEXIBLE STUDIO THEATER – 200 SEATS



Above

Optional performance configurations possible for this option

CAPACITY ANALYSIS: FLEXIBLE STUDIO THEATER – 200 SEATS

Preliminary Building Program

The building program has been prepared based upon experience with similar projects. The physical constraints of the site and the objective of mixed-use development were both major factors in developing the program. Upon commencement of this project, it will be important to develop the program further with the participation of potential operators and users of the theater facilities. This program represents one possible option for allocating space within the overall area available.

	MINIMUM AREA (sq. ft.)	IDEAL AREA (sq. ft.)
Lobby	1,400	1,400
Toilets (female)	300	300
Toilets (male)	150	150
Box Office	150	150
House Manager	100	100
House including Stage	3,800	3,800
Control Booth	180	180
Backstage Crossover		350
Dressing Rooms		
Principal or Two Actors		176
Principal or Two Actors		176
Female (6 actors)	380	380
Male (6 actors)	380	380
Green Room	200	200
Wardrobe		200
Technical Office	180	180
Production Office		180
Rehearsal		1,200
Backstage Toilet(s)		100
Storage	200	500
Concessions Storage		150
Receiving/Scenery Handling	600	600
Loading Dock		300
Total Net Area	8,020	11,152
Gross Building Area	12,431	17,286
RiteAid Building 8,640 sq. ft. / floor plus mezzanine	17,280	

Option 4: 1,000 Seat Multi-Purpose Theater

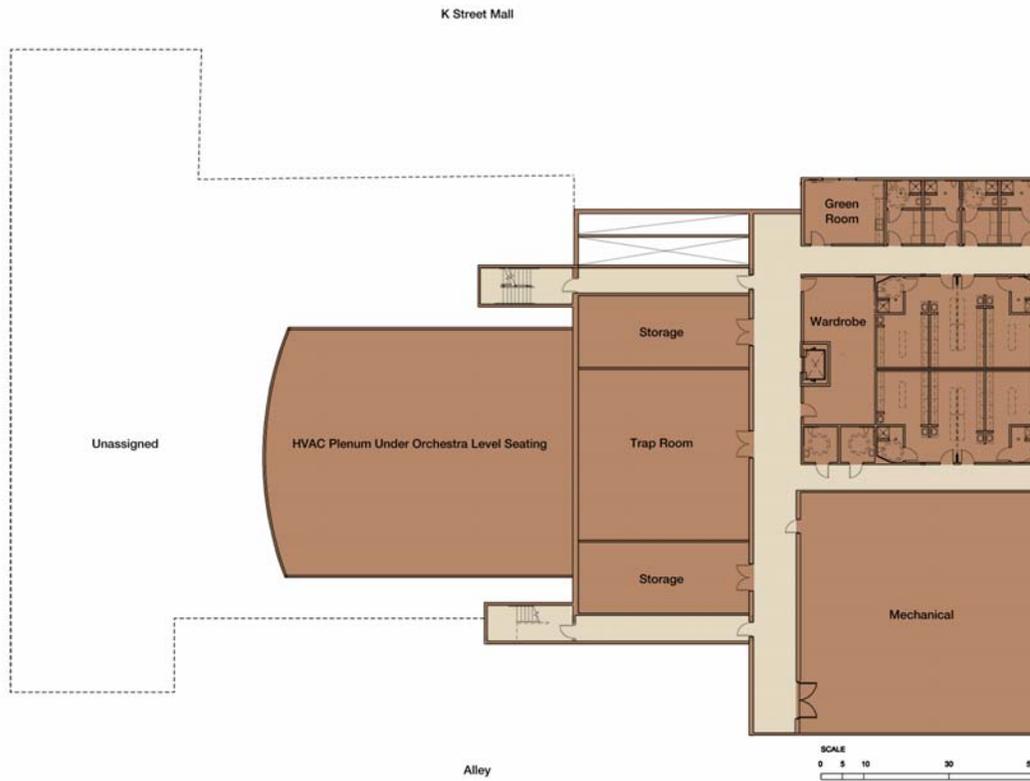
The project team also addressed the feasibility of locating a proscenium theater of one thousand seats on the site at 10th and K. This would be a theater that could serve large drama productions, local musical productions, music concerts, opera, dance and other events that attract an audience of this size.

The theater would have a fly tower above the stage and would be equipped with a counterweight rigging system. It would have an orchestra pit large enough for 24-28 musicians that would be equipped with a three stop mechanical lift. The stage floor would have traps. There would be the normal compliment of dressing rooms, green room, wardrobe space, production offices and other back of house support areas. The lobby would be a size that would accommodate audience members and provide for comfortable circulation and access to restrooms and concessions. There would be adequate numbers of restroom facilities to avoid long lines of patrons waiting to get in. The facilities would include a rehearsal hall to maximize the availability of the theater for performances.

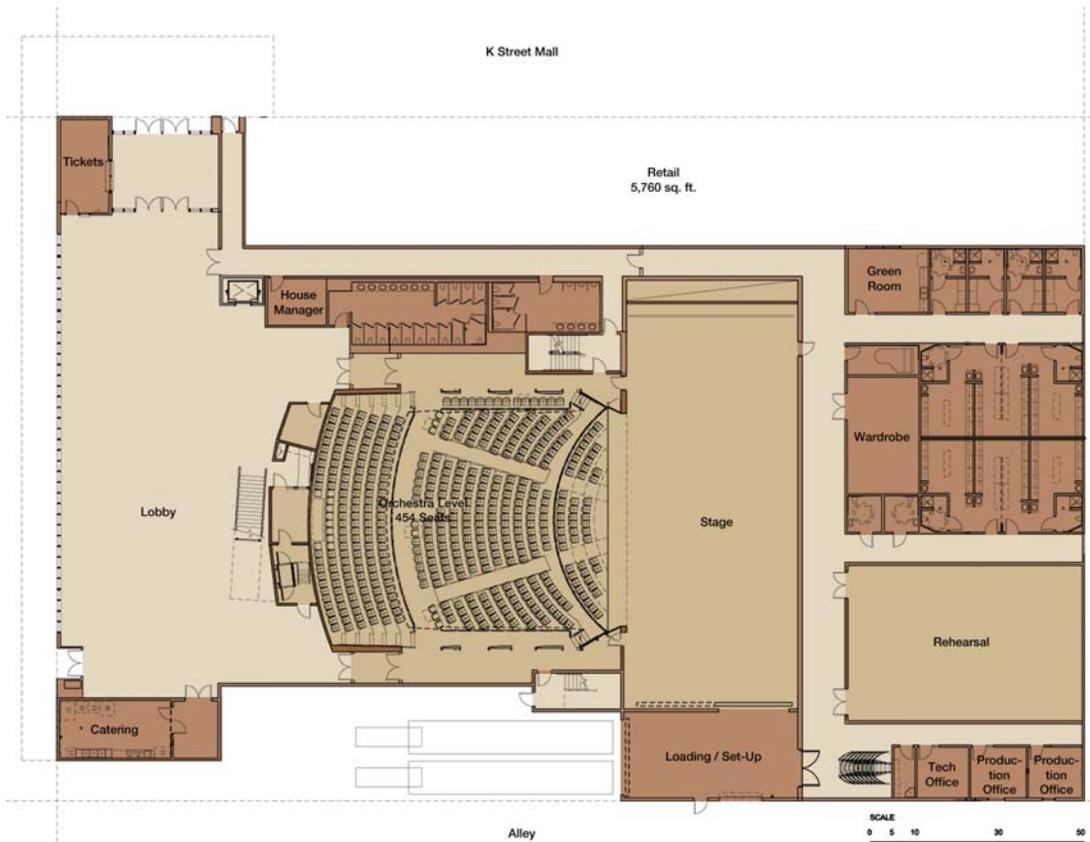
Two options were studied for the site, one of which utilized space in the basement level which also provided for a scenery construction shop. However this scheme was very inefficient due to the amount of unassigned space there would be in the basement and would only make sense if additional program area was needed.

It appears to be feasible to build a theater of this size on the site if one develops a plan that includes an orchestra level of seating and two balcony levels. The biggest shortcoming in developing this site for a theater of this size is the very limited amount of retail space that could be accommodated on the street level. This would be in conflict with the City's zoning and urban design guidelines which emphasize pedestrian-friendly retail street frontage in the district.

CAPACITY ANALYSIS: 1,000 SEAT THEATER

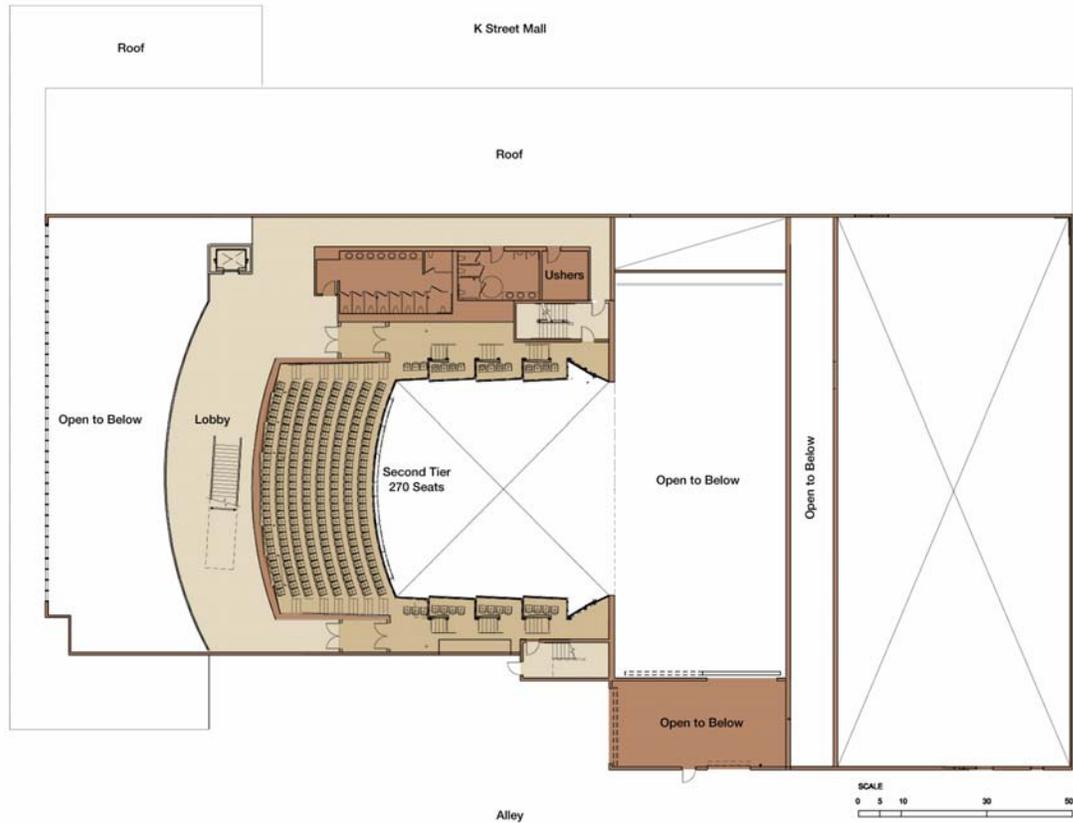


Above
Basement Level

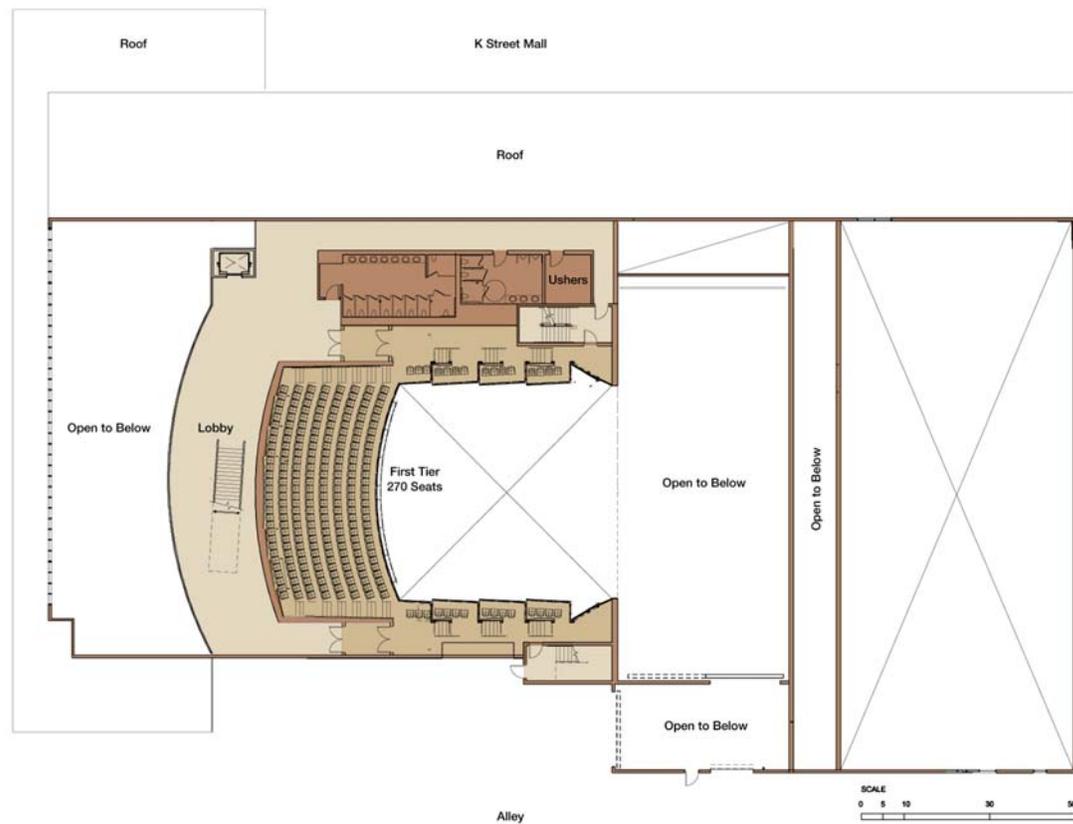


Above
First Level

CAPACITY ANALYSIS: 1,000 SEAT THEATER



Above
Third Level



Above
Second Level

CAPACITY ANALYSIS: 1,000 SEAT THEATER

Preliminary Building Program

The building program has been prepared based upon experience with similar projects. The physical constraints of the site and the objective of mixed-use development were both major factors in developing the program. Upon commencement of this project, it will be important to develop the program further with the participation of potential operators and users of the theater facilities. This program represents one possible option for allocating space within the overall area available.

	OPTION A			OPTION B			
	First Level	Second Level	Third Level	First Level	Second Level	Third Level	Basement
THEATER							
Seating (orchestra: 454, first tier: 270; second tier: 270)	4,572	1,915	1,915	4,572	1,915	1,915	
Stage	2,192			2,192			
Stage Apron	450			450			
Wings	1,812			1,812			
Crossover	1,472			1,472			
Loading/Set-Up	816			816			
Loading Dock							
Truck Bay							
Orchestra Pit (28 musicians)	450			450			
Lighting Control Booth	160			160			
Follow Spot Booth							
Sound Control Booth	160			160			
Stage Manager Booth	84			84			
General Storage							1,279
Trap Room							1,654
PERFORMER SUPPORT SPACE							
Dressing Rooms							
Principal or Two Actors	4 @ 121	484					484
Chorus (22 Actors)	2 @ 811	1,622					1,622
Green Room		280					280
Wardrobe		457					457
Rehearsal Hall		1,975		1,975			
Tech Office & Crew		144		144			
Production Office	2 @ 154	308		308			
Shop				3,763			
FRONT OF HOUSE							
Lobby	5,480	1,918	1,918	5,480	1,918	1,918	
Foyer	436			436			
Sound Locks	2 @ 63	126	126	126	126	126	
Coat Check							
Concessions							
Toilets (female)	14	460	442	460	442	442	
Toilets (male)	6	285	285	285	285	285	
House Manager		154		154			
First Aid							
Box Office		248		248			
Catering Pantry		353		353			
Ushers			125		125		
Unassigned							11,043
Net Area	24,980	4,811	4,686	25,900	4,811	4,686	16,819
Gross Building Area	38,400	7,592	7,592	38,400	7,592	7,592	38,400
Total Gross Building Area	53,584			91,984			
Retail	5,773			5,773			

Option 5: Memorial Auditorium Little Theater Renovation & Expansion

The team was asked to study the possibility of renovating and upgrading the Little Theatre in Memorial Auditorium to make it a viable theater for local arts groups. Major drawbacks to its utilization at the present time include performance sound disruptions in the Little Theater from concerts in the main auditorium, a stage that is much too small, inadequate support space for performers, hard wood seats that are uncomfortable and very poor provisions for accessibility. The design team recommended the following measures to make the theater viable.

Scope of Work

Noise Control measures:

- Evaluation underway

Main Entrance

- Retrofit inner doors with sound insulation gaskets

Entry Foyer

- Change Foyer doors and doors into theater to STC 53 rated custom doors
- Retrofit Box Office and House Manager Office

House

- Replace seats with new theater seats
- Replace aisle carpet
- ADA improvements

Stage addition: approximately 2,000 sq. ft.

- Stage expansion
- Backstage crossover
- Production office

Support Space: Basement level addition: approximately 2,000 sq. ft.

- Dressing Rooms
- Green Room
- Wardrobe
- Convert existing dressing rooms to trap room space

Mechanical system renovation

- New mechanical for stage
- New elevator (s)

Electrical

- Power for upgrade for production systems & new mechanical equipment

This study is underway and will be completed following sound measurements being taken during the next scheduled rock and roll concert.

CAPACITY ANALYSIS: MEMORIAL AUDITORIUM LITTLE THEATER

Preliminary Building Program

The building program has been prepared based upon experience with similar projects. The physical constraints of the site and the historic preservation objectives were both major factors in developing the program. Upon commencement of this project, it will be important to develop the program further with the participation of potential operators and users of the theater facilities. This program represents one possible option for allocating space within the overall area available.

	EXISTING	RETROFIT (sq. ft.)	ADDITION 1st Floor (sq. ft.)	ADDITION Basement (sq. ft.)
Lobby	No Change			
Foyer	No Change			
Restrooms	No Change			
Box Office		120		
House Manager		100		
House Seating	272 seats			
Stage			720	
Trap Room			288	
Dressing Rooms		648		
Support Space				
Dressing Rooms Female (6 actors)				360
Male (6 actors)				360
Green Room				300
Wardrobe				200
Toilet			50	
Production Office			180	
Total Net Area		868	1,238	1,220
Gross Factor 1.55				
Gross Building Area		1,345	1,919	1,891

MANAGEMENT & OPERATIONS: OPTIONS 1 AND 2

Following is a description of a management and operating plan for two optional theater developments as set forth in this report. This includes projections of utilization, staffing requirements, operating expenses and revenue projections. The following is a list of general assumptions that accompany the projections:

- The facility will be owned and operated by an independent non-profit organization.
- The facility will be debt free upon opening and tax exempt
- All estimates are made assuming a “base-stable” year of operations, assumed to be the third year after opening. The third year of operations tends to be the first year that “normal” levels of utilization, attendance, staffing, etc. are reached. The initial two years of operation vary due to factors such as special opening year programming, success of capital fundraising efforts, health of key user organizations and fluctuations with rental rates and policies, staffing levels and occupancy costs.
- In this estimate, no allowance has been made for pre-opening costs that will be required during the planning and development. Such costs may include personnel, legal council and fundraising expenses.
- All estimates are in 2005 dollars

It should be noted that the projections represent a forecast of the most likely results of operation and are based on current conditions and forecasts of use. It must be recognized that the program of events presented is not an exact schedule of activity, given that the building will not be operational for several years.

Operations

The proposed theaters will operate as rental facilities accommodating a wide range of organizations and events. The projections assume that certain “anchor tenants” will use the facility as their primary performance venue, perhaps offering a series of productions running for one or more weeks on a scheduled basis throughout the year. The theater will also host short term rentals of theater, music and dance performances. The theaters will be coordinated by a professional staff of six persons to maximize utilization and cost recovery and maintain a high level of service to the community.

Utilization

Two options are analyzed: Option 1 assumes there will be one 400 seat theater; Option 2 assumes there will be two theaters of 400 and 100 seats.

The theaters will host performing arts, cultural and community activities such as adult and family theater performances, dance recitals, music concerts, film festivals, lectures and community events. In addition, the theater’s lobby will be used for social events, fundraising activities, art exhibits and other functions.

Data collected from arts organizations and prospective users have been used to project utilization of the facility. Rental rates have been applied based on the survey and rates charged at comparable facilities.

PRELIMINARY OPERATION ESTIMATE

Theater Utilization

AMS has estimated that in the base stable year of operations a total of 212 performances will take place in the 400 seat theater and a similar number in the 100 seat theater. This use comprises 150 performances by Anchor Tenants and 50 by other non-profit organizations. An additional 12 commercial events have been forecast for each space. This level of activity is very high for a facility of this nature and reflects the responses from the survey of theater organizations in the area. In general, the consultants have used conservative judgment in this forecast and it is possible for more performances to occur and attendance to be higher.

These activities will generate an estimated \$182,875 in rental revenue and over 79,260 attendances. For the single theater option the rental income is estimated at \$145,650. Rental rates range for performances from \$500 in the large theater and \$125 in the small theater for an Anchor Tenant. Rents for other non-profits and commercial organizations are higher.

A summary of forecast utilization for both options can be found in Figure 1 and Figure 2.

Figure 1: Estimated Utilization – Option 1

Estimated Use									
Proscenium Theater	# of Perform.	Event Days ¹	Prep Days	Use Days	% Sold	Attendance	Avg. Ticket Price	Gross Ticket Sales	Rental Income
Anchor Tenant Companies	150	120	105	225	70%	42,000	18	\$756,000	\$85,500
Non-Profit Organizations	50	50	10	60	60%	12,000	15	\$180,000	\$38,500
Commercial / Meetings	12	12	0	12	70%	3,360	n/a	n/a	\$14,400
Subtotal	212	182	115	297				\$936,000	\$138,400
Lobby Rentals									
Anchor Tenants / Non-Profits		10	0	10	100%	3,750	n/a	n/a	\$1,250
Commercial		15	0	15	100%	3,750	n/a	n/a	\$6,000
Subtotal		15		15		7,500			\$7,250
TOTALS	227			312		64,860			\$145,650

Note: 1. An Event Day may comprise more than one performance

Anchor Tenant Companies Utilization Calculations – Proscenium Theater	
Production per year	15
Performances per production	10
Technical days per production	7
Miscellaneous other uses per year	0
Calendar days for performances per production	8
TOTAL Performances per year	150
TOTAL Technical days per year	105
TOTAL Performance use days	120

PRELIMINARY OPERATION ESTIMATE

Figure 2: Estimated Utilization – Option 2

Estimated Use									
Proscenium Theater	# of Perform.	Event Days ¹	Prep Days	Use Days	% Sold	Attendance	Avg. Ticket Price	Gross Ticket Sales	Rental Income
Anchor Tenant Companies	150	120	105	225	70%	42,000	\$18	\$756,000	\$85,500
Non-Profit Organizations	50	50	10	60	60%	12,000	\$15	\$180,000	\$38,500
Commercial / Meetings	12	12	0	12	70%	3,360	n/a	n/a	\$14,400
Subtotal	212	182	115	297				\$936,000	\$138,400
Black Box Theater									
Black Box Theater	# of Perform.	Event Days ¹	Prep Days	Use Days	% Sold	Attendance	Avg. Ticket Price	Gross Ticket Sales	Rental Income
Anchor Tenant Companies	150	120	105	225	70%	10,500	\$15	\$157,500	\$24,000
Non-Profit Organizations	50	50	10	60	60%	3,000	\$12	\$36,000	\$9,625
Commercial / Meetings	12	12	0	12	75%	900	n/a	n/a	\$3,600
Subtotal	212	182	115	297		14,400		\$193,500	\$37,225
Lobby Rentals									
Anchor Tenants / Non-Profits		10	0	10	100%	3,750	n/a	n/a	\$1,250
Commercial		15	0	15	100%	3,750	n/a	n/a	\$6,000
Subtotal		15		15		7,500			\$7,250
TOTALS	439			609		79,260			\$182,875

Note: 1. An Event Day may comprise more than one performance

Anchor Tenant Companies Utilization Calculations			
Proscenium Theater		Black Box Theater	
Production per year	15	Production per year	15
Performances per production	10	Performances per production	10
Technical days per production	7	Technical days per production	7
Miscellaneous other uses per year	0	Miscellaneous other uses per year	0
Calendar days for performances per production	8	Calendar days for performances per production	8
TOTAL Performances per year	150	TOTAL Performances per year	150
TOTAL Technical days per year	105	TOTAL Technical days per year	105
TOTAL Performance use days	120	TOTAL Performance use days	120

PRELIMINARY OPERATION ESTIMATE

REVENUE PROJECTIONS

Earned Revenue

In addition to rental revenue, the theaters will charge fees to users for event staffing, cleaning, box office and other services. Revenue will also be earned from concessions during public events and assessing a \$2.00 per ticket surcharge on all tickets. These revenues are projected to be approximately \$370,000 for the large theater and \$235,000 for the 100 seat venue. Total earned revenue estimate is approximately \$553,000 for the two theater options and \$381,000 for the single large theater in the base stable year of operations. Revenue figures are summarized on the next page.

Figure 3: Earned Revenue Estimate – Option 1

Estimated Revenues					
Theater Rental Income					\$145,650
Food and Beverage	# of Attendees	Avg. Transaction	Capture Rate	Contribution Margin	
<i>(Net after cost of goods and wages)</i>	57,360	\$5	33%	20%	\$18,900
Box Office		Tickets Sold	Revenue/ Ticket Sold	Frequency	
<i>(Charged to renter)</i>		57,360	\$0.50	75%	\$21,500
Technical Crew Charge		Use Days	Avg. Charge/ Use Day	Frequency	
<i>(Gross revenue)</i>		312	\$360	80%	\$89,900
Misc. Fees		Use Days	Charge/Perf.	Frequency	
<i>(Charged to renter; security, equip., etc.)</i>		312	\$100	60%	\$18,700
Facility Surcharge		Tickets Sold	Fee	Frequency	
<i>(Paid by patrons)</i>		57,360	\$2	75%	\$86,000
TOTAL REVENUE					\$380,650

Figure 4: Earned Revenue Estimate – Option 2

Estimated Revenues					
Theater Rental Income					\$182,875
Food and Beverage	# of Attendees	Avg. Transaction	Capture Rate	Contribution Margin	
<i>(Net after cost of goods and wages)</i>	71,760	\$5	33%	20%	\$23,700
Box Office		Tickets Sold	Revenue/ Ticket Sold	Frequency	
<i>(Charged to renter)</i>		71,760	\$0.50	75%	\$26,900
Technical Crew Charge		Use Days	Avg. Charge/ Use Day	Frequency	
<i>(Gross revenue)</i>		609	\$360	80%	\$175,400
Misc. Fees		Use Days	Charge/Perf.	Frequency	
<i>(Charged to renter; security, equip., etc.)</i>		609	\$100	60%	\$36,500
Facility Surcharge		Tickets Sold	Fee	Frequency	
<i>(Paid by patrons)</i>		71,760	\$2	75%	\$107,600
TOTAL REVENUE					\$552,975

EXPENSES

The expense forecast includes costs for administering the theaters and provision of necessary support staff for rentals. The estimates do not account for costs associated with user's productions or administrative costs.

Staffing

AMS estimates that six full-time employees will be needed to operate the theater as follows:

- Director/General Manager
- Development Director
- Technical Director/Event Service Manager
- Business Manager
- Assistant Technical Director
- Box Office Manager

Part-time employees (such as stage hands, box office staff and the house manager) will be hired as needed and be reimbursed by facility users and/or box office fees.

Box Office

It is assumed that a box office will be open during regular operating hours and before all ticketed events. Costs include ticket stock, supplies and part-time staff to assist with operation before ticketed events. Selling tickets on-site will increase visitation to the facility, provide a consistent outlet for ticketed events at the theater (and perhaps other venues) and a valuable service to renters.

Occupancy Costs

Occupancy costs, including utilities, security, insurance, maintenance and custodial, have been estimated based on review of comparable facilities. We have figured these costs at \$7.00 per square foot.

Administration

Administrative overhead costs are based on a review of data for comparable venues. Administrative costs include allowances for marketing activities, supplies, postage and telephone fees. Since the theater is forecast to operate at a deficit, fundraising costs have been included.

Summary Operating Estimate

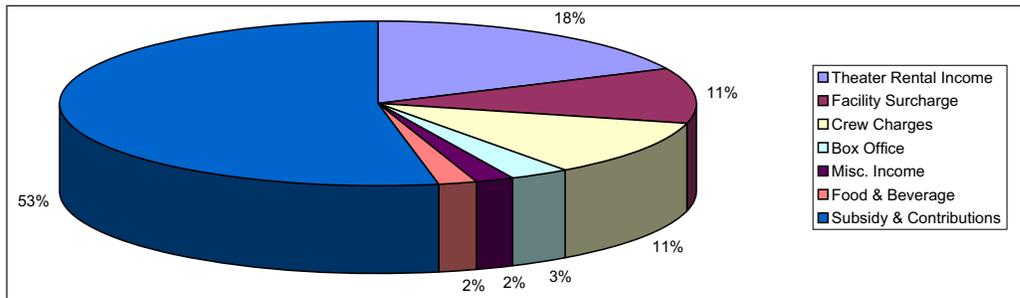
An operating forecast for the first base stable year of operations, assumed to be the third year after opening, for the two options is summarized in Figure 5 and Figure 6. The total annual operating budget for Option 1, without the small theater, is forecast at \$802,000 and an annual shortfall of is \$420,900, or 53% of the total. The annual operating budget for Option 2 is estimated to be \$1,116,000 with an annual deficit of \$563,400, 51% of the budget. These percentages fall within the range of comparable professional quality theaters in other cities.

PRELIMINARY OPERATION ESTIMATE

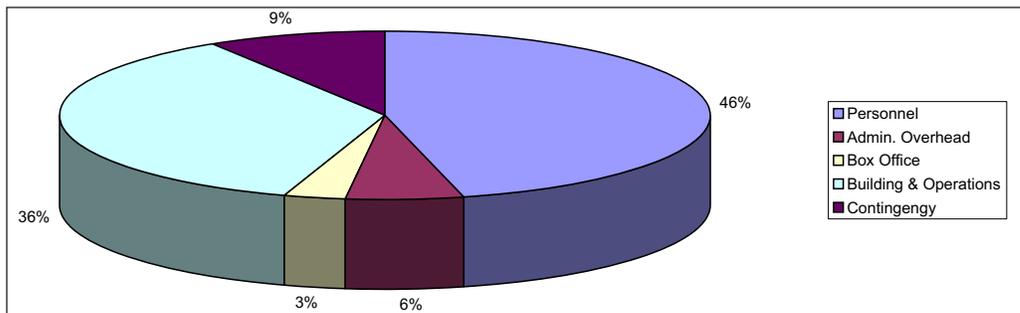
Figure 5: Proforma Operating Forecast - Option 1

Summary of Revenues & Expenses (base stable year)			
Revenues		Expenses	
Theater Rental Income	\$145,000	Personnel	\$367,220
Facility Surcharge	\$86,000	Admin. Overhead	\$51,500
Crew Charges	\$89,900	Box Office	\$22,460
Box Office	\$21,500	Building & Operations	\$287,500
Misc. Income	\$18,700	Contingency	\$72,900
Food & Beverage	\$18,900	Total Expenses	\$801,580
Subsidy & Contributions	\$420,900		
Total Revenue	\$801,580		

Revenues



Expenses



PRELIMINARY OPERATION ESTIMATE

Detailed Estimated Expenses	
Personnel	
Director/General Manager	\$55,000
Development Director	\$45,000
Technical Director/Event Service Manager	\$40,000
Business Manger	\$30,000
Box Office Manager	\$30,000
Benefits/Payroll Costs/Taxes (33%)	\$56,100
Stage/Event Crew (PT)	\$71,920
House Management (PT)	\$17,000
PT Benefits/Payroll Costs/Taxes (25%)	\$22,200
<i>Total Theater Personnel</i>	<i>\$367,220</i>
Administrative Overhead	
Supplies/Services	\$9,000
Development Expense	\$25,000
Travel/Entertainment/Memberships	\$2,500
Telephone	\$6,000
Postage	\$3,000
Equipment	\$6,000
<i>Total Administrative Overhead</i>	<i>\$51,500</i>
Box Office	
Box Office Staff (PT)	\$16,960
Ticket Printing	\$2,000
Supplies	\$3,500
<i>Total Box Office</i>	<i>\$22,460</i>
Building & Operations	
Occupancy Cost	\$279,000
Theater Equipment R&M	\$8,500
<i>Total Operations</i>	<i>\$287,500</i>
10% Contingency	\$72,900
TOTAL EXPENSES	\$801,580
TOTAL REVENUE	\$380,700
OPERATIVE RESULT	\$(420,900)

PRELIMINARY OPERATION ESTIMATE

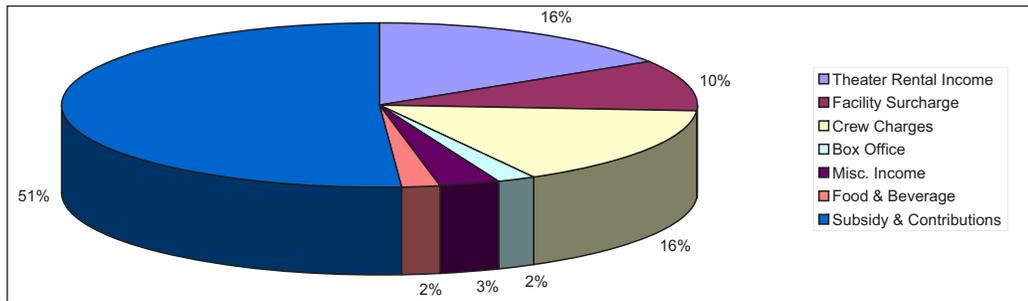
Assumptions			
Facility Rental Rates			
Proscenium Theater			
Rates per seat	Anchor Tenant Companies	\$1.25	
	Non-Profit Organizations	\$1.75	
	Commercial/Meetings	\$3.00	
Theater Events	Anchor Tenant Companies	Preparation	Performance
	Proscenium Theater	\$100	\$500
	Non-Profit Organizations	Preparation	Performance
	Proscenium Theater	\$350	\$700
	Commercial/Meetings	Preparation	Performance
	Proscenium Theater	\$400	\$1,200
Lobby			
Social Events		Lobby	
	Non-Profit/ Anchor Tenant Companies	\$125	
	Commercial	\$400	
Operating Assumptions			
Managed by a non-profit organization			
Proscenium Theater Seating Capacity			400
Lobby Capacity (social events)			250
Building Gross Floor Area			39,820 sf
Average Fringe Benefits Rate for FTEs			33%
Fringe Benefits Rate for PTEs			25%
Contingency % of Operating Expenses			10%
Facility Fee (per ticket)			\$2.00
Average Concession Transaction			\$5.00
Concession Capture Rate			33%
Concession Contribution Margin			20%
Maintenance & Operations			
Occupancy Cost* (excl. capital reserve)	per gsf		\$7.00
Landscape Maintenance	% of Replacement		3%

*Utilities, Security, Insurance, Custodial, Custodial Supplies, Information Technology etc.

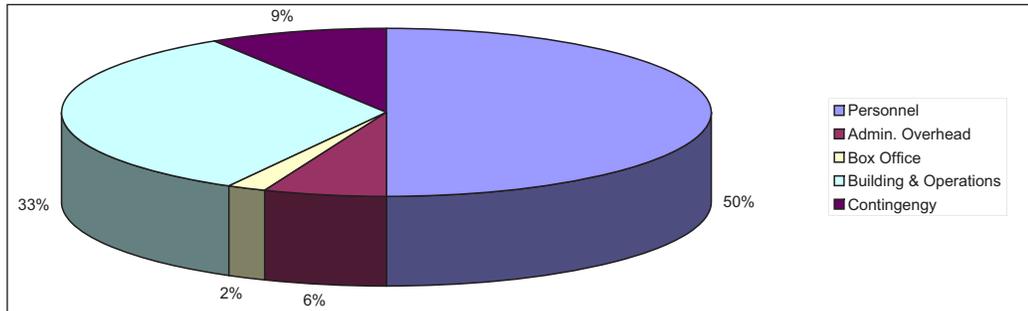
Figure 6: Proforma Operating Forecast - Option 2

Summary of Revenues & Expenses (base stable year)			
Revenues		Expenses	
Theater Rental Income	\$182,900	Personnel	\$559,070
Facility Surcharge	\$107,600	Admin. Overhead	\$61,800
Crew Charges	\$175,400	Box Office	\$22,960
Box Office	\$26,900	Building & Operations	\$371,000
Misc. Income	\$36,500	Contingency	\$101,500
Food & Beverage	\$23,700	Total Expenses	\$1,116,330
Subsidy & Contributions	\$563,400		
Total Revenue	\$1,116,330		

Revenues



Expenses



PRELIMINARY OPERATION ESTIMATE

Detailed Estimated Expenses	
Personnel	
Director/General Manager	\$60,000
Development Director	\$50,000
Technical Director/Event Service Manager	\$50,000
Business Manger	\$40,000
Assistant Technical Director	\$35,000
Box Office Manager	\$30,000
Benefits/Payroll Costs/Taxes (33%)	\$77,550
Stage/Event Crew (PT)	\$140,320
House Managment (PT)	\$32,900
PT Benefits/Payroll Costs/Taxes (25%)	\$43,300
<i>Total Theater Personnel</i>	<i>\$559,070</i>
Administrative Overhead	
Supplies/Services	\$10,800
Development Expense	\$30,000
Travel/Entertainment/Memberships	\$3,000
Telephone	\$7,200
Postage	\$3,600
Equipment	\$7,200
<i>Total Administrative Overhead</i>	<i>\$61,800</i>
Box Office	
Box Office Staff (PT)	\$16,960
Ticket Printing	\$2,000
Supplies	\$4,000
<i>Total Box Office</i>	<i>\$22,960</i>
Building & Operations	
Occupancy Cost	\$361,000
Theater Equipment R&M	\$10,000
<i>Total Operations</i>	<i>\$371,000</i>
10% Contingency	\$101,500
TOTAL EXPENSES	\$1,116,330
TOTAL REVENUE	\$553,000
OPERATIVE RESULT	\$(563,300)

PRELIMINARY OPERATION ESTIMATE

Assumptions			
Facility Rental Rates			
Proscenium Theater			
Rates per seat	Anchor Tenant Companies	\$1.25	
	Non-Profit Organizations	\$1.75	
	Commercial/Meetings	\$3.00	
Theater Events	Anchor Tenant Companies	Preparation	Performance
	Proscenium Theater	\$100	\$500
	Non-Profit Organizations	Preparation	Performance
	Proscenium Theater	\$350	\$700
	Commercial/Meetings	Preparation	Performance
Proscenium Theater	\$400	\$1,200	
Black Box Theater			
Rates per seat	Anchor Tenant Companies	\$1.25	
	Non-Profit Organizations	\$1.75	
	Commercial/Meetings	\$3.00	
Theater Events	Anchor Tenant Companies	Preparation	Performance
	Proscenium Theater	\$50	\$125
	Non-Profit Organizations	Preparation	Performance
	Proscenium Theater	\$87.50	\$175
	Commercial/Meetings	Preparation	Performance
Proscenium Theater	\$150	\$300	
Lobby			
Social Events		Lobby	
	Non-Profit/ Anchor Tenant Companies	\$125	
	Commercial	\$400	
Operating Assumptions			
Managed by a non-profit organization			
Proscenium Theater Seating Capacity		400	
Black Box Theater Seating Capacity		100	
Lobby Capacity (social events)		250	
Building Gross Floor Area		51,500 sf	
Average Fringe Benefits Rate for FTEs		33%	
Fringe Benefits Rate for PTEs		25%	
Contingency % of Operating Expenses		10%	
Facility Fee (per ticket)		\$2.00	
Average Concession Transaction		\$5.00	
Concession Capture Rate		33%	
Concession Contribution Margin		20%	
Maintenance & Operations			
Occupancy Cost* (excl. capital reserve) per gsf		\$7.00	
Landscape Maintenance	% of Replacement	3%	

* Utilities, Security, Insurance, Custodial, Custodial Supplies, Information Technology etc.

MANAGEMENT & OPERATIONS: OPTION 3

The describes an operating plan for a 200 seat studio theater. Projected utilization is based on responses to the survey and includes only those indicating interest in a small theater (see Figure 1).

Figure 1: Interest in Small Theater

	Seating Capacity		
	Minimum	Optimum	Maximum
Beyond the Proscenium Productions	50	80	100
Black Rabbit Productions	50	150	400
Alliance Francaise de Sacramento	100	150	150
Mosaic Acting Theatre Ensemble	50	200	500
Sacramento Theatre Project	100	300	500
Runaway Stage Productions, Inc.	250	325	350
Garbeau's Dinner Theatre	150	250	400
Garbeau's Acorn & Oak Theatre	200	250	400
City Theatre / Sacramento Shakespeare	100	200	300
American River College Theatre	150	250	450
Capital Stage	90	150	200
Adrienne Sher Freelance	99	175	300
Chautauqua Playhouse	200	250	300
Arts & Business Council	50	50	50
The Sacramento Ballet	200	300	500
Sweet Adelines	500	750	1,000

The operating estimate details staffing requirements, operating expenses and revenue projections. The general assumptions that applied to the other development options apply (i.e., tax-exempt independent operator, base stable year, etc.).

Operations

The proposed theater will operate as a rental facility and will have “anchor tenants” who will use the venue as their primary performance venue for productions running for one or more weeks on a scheduled basis throughout the year. The theater will also host short term rentals.

A full-time professional staff of two persons (Manager, Technical Director) will be supported by paid and volunteer part-time workers. It is assumed that the anchor tenants will provide certain staff for stagehands and house management when the use the theater.

Utilization

Similar to the other options, the theater will host performing arts, cultural and community activities such theater performances, dance recitals, music concerts, film festivals, lectures and community events. In addition, the theater’s lobby will be used for social events, fundraising activities, art exhibits and other functions. A dedicated rehearsal room will be rented on an hourly basis.

Data collected from arts organizations and prospective users have been used to project utilization of the facility. Rental rates have been applied based on the survey and rates charged at comparable facilities.

Theater Utilization

It is estimated that in the base stable year of operations a total of 207 performances will take place in the 200 seat theater, comprised of 145 performances by anchor tenants and 50 by other non-profit organizations. An additional 12 commercial events have been forecast for each space. These activities will generate an estimated \$66,900 in rental revenue and 28,100 attendances. Rental rates range for performances from \$250 for an anchor tenant up to \$600 for a commercial user. Rental rates and other operating assumptions can be found in the appendices.

A summary of forecast utilization can be found in Figure 2.

Figure 2: Estimated Utilization – Option 3

Estimated Use									
Studio Theater	# of Perform.	Event Days ¹	Prep Days	Use Days	% Sold	Attendance	Avg. Ticket Price	Gross Ticket Sales	Rental Income
Anchor Tenant Companies	145	146	84	230	70%	20,300	\$15	\$304,500	\$40,450
Non-Profit Organizations	50	50	10	60	60%	6,000	\$12	\$72,000	\$19,250
Commercial / Meetings	12	12	0	12	75%	1,800	n/a	n/a	\$7,200
Subtotal	207	208	94	302		28,100		\$376,500	\$66,900
Lobby Rentals									
Anchor Tenants / Non-Profits		5	0	5	100%	750	n/a	n/a	\$375
Commercial		10	0	15	100%	1,500	n/a	n/a	\$2,250
Subtotal		10		15		2,250			\$2,625
TOTALS	217			317		30,350			\$69,525

Note: 1. An Event Day may comprise more than one performance

Anchor Tenant Companies Utilization Calculations	
Production per year	12
Performances per production	10
Technical days per production	7
Miscellaneous other uses per year	25
Calendar days for performances per production	8
TOTAL Performances per year	145
TOTAL Technical days per year	84
TOTAL Performance use days	121

PRELIMINARY OPERATION ESTIMATE

Rehearsal Room Utilization

The user survey indicated strong interest in rehearsal room and over 200 utilizations are estimated.

Revenue Projections

Earned Revenue

In addition to rental revenue, the theaters will charge fees to users for event staffing, cleaning, box office and other services. Revenue will also be earned from concessions during public events and assessing a \$2.00 per ticket surcharge on all tickets. These revenues are projected to be approximately \$90,000. Total earned revenue estimate is approximately \$160,000. Revenue figures are summarized Figure 3.

Figure 3: Earned Revenue Estimate – Option 3

Estimated Revenues					
Theater Rental Income (see projected use)					\$69,525
Food and Beverage <i>(Net after cost of goods and wages)</i>	# of Attendees 28,100	Avg. Transaction \$4	Capture Rate 33%	Contribution Margin 20%	\$7,400
Box Office <i>(Charged to renter)</i>		Tickets Sold 28,100	Revenue/ Ticket Sold \$0.50	Frequency 80%	\$11,200
Technical Crew Charge <i>(Gross revenue)</i>		Use Days 317	Avg. Charge/ Use Day \$80	Frequency 80%	\$20,300
Misc. Fees <i>(Charged to renter; security, equip., etc.)</i>		Use Days 317	Charge/Perf. \$50	Frequency 60%	\$9,500
Facility Surcharge <i>(Paid by patrons)</i>		Tickets Sold 28,100	Fee \$2	Frequency 75%	\$42,200
Rehearsal Hall		Use Days 200	Fee \$50		\$10,000
TOTAL REVENUE					\$160,125

Expenses

The expense forecast includes costs for administering the theater and provision of support staff for rentals. Costs for support staff will be partially reimbursed by fees charged to renters.

Staffing

Two full-time employees will be needed to operate the theater as follows:

- Manager
- Technical Director/Event Service Manager

Part-time employees (such as stage hands, box office staff and a house manager) will be hired as needed and be reimbursed by facility users and/or box office fees. Anchor tenants may provide technical and house staff.

Box Office

It is assumed that a box office will be open during ticketed events with pre-sales being the responsibility of each renter.

Occupancy Costs

Occupancy costs, including utilities, security, insurance, maintenance and custodial, have been estimated based on review of comparable facilities.

Administration

Administrative costs include allowances for supplies, postage and telephone fees. Since the theater is forecast to operate at a deficit, fundraising costs have been included. The Manager will be responsible for fundraising, supported by consultants and/or part-time staff.

Summary Operating Estimate

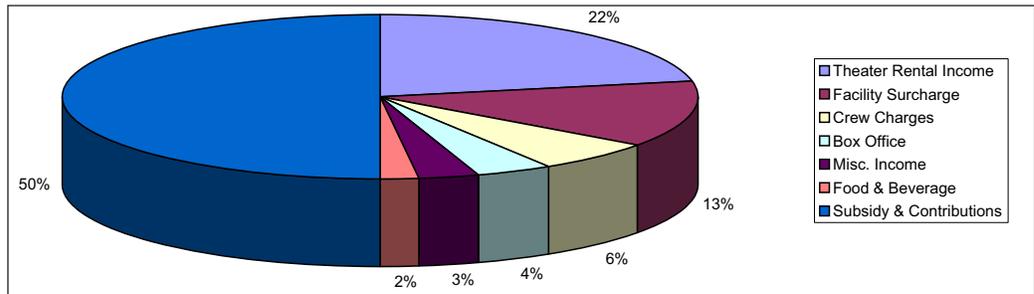
An operating forecast for the first base stable year of operations, assumed to be the third year after opening, is shown in Figure 4. The total annual net cost (deficit) is estimated to be \$153,000.

PRELIMINARY OPERATION ESTIMATE

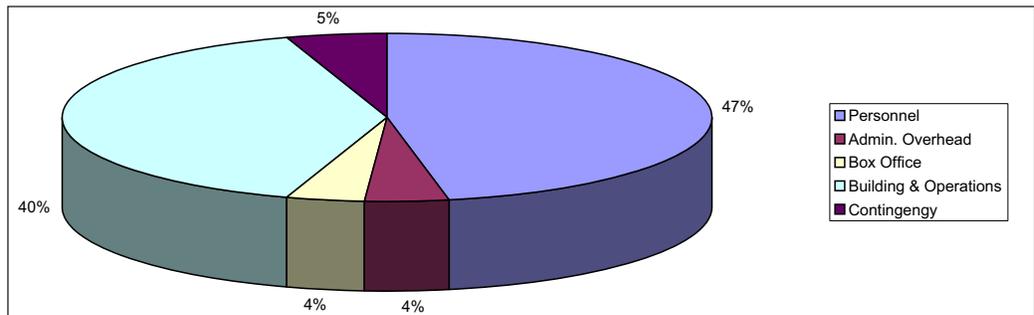
Figure 4: Proforma Operating Forecast - Option 3

Summary of Revenues & Expenses (base stable year)			
Revenues		Expenses	
Theater Rental Income	\$69,500	Personnel	\$147,040
Facility Surcharge	\$42,200	Admin. Overhead	\$13,400
Crew Charges	\$20,300	Box Office	\$11,780
Box Office	\$11,200	Building & Operations	\$126,000
Misc. Income	\$9,500	Contingency	\$14,900
Food & Beverage	\$7,400	Total Expenses	\$313,120
Subsidy & Contributions	\$153,000		
Total Revenue	\$313,120		

Revenues

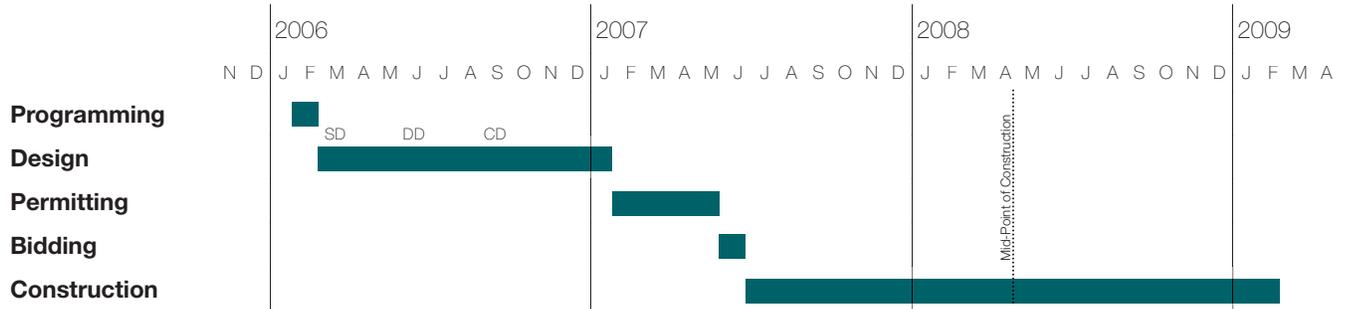


Expenses



SCHEDULE

The intent of this schedule is to illustrate the anticipated duration of the design and construction phases and establish the mid-point of construction for the purpose of determining an escalated construction cost. If this schedule is not maintained, additional escalation costs will be incurred by the project.



COST ESTIMATE OVERVIEW

The total project cost of a project of this type is the sum of construction costs and soft costs. Site acquisition costs are normally accounted for separately. The construction cost is the monies paid to the contractor who builds the facility and includes materials, labor, general conditions (which includes overhead such as management and supervisory costs, insurance, equipment rental) and the contractor’s profit. Soft costs are costs paid by the Owner for items such as permits, mitigation fees, hazmat remediation, legal fees, design fees, surveys and geo-technical studies, special consultants, project administration, project management, sales taxes, and contingency sums.

The estimate of the construction cost for the project has been prepared by Davis Langdon and is set out below. It is sub-divided into building construction cost and site work/demolition allowance as of November 2005, estimated escalation between today’s dollars and the projected date of the mid-point of construction, two and a half years from now, and total construction as of May 2008. In the event that the construction starts at a later date than envisioned in the schedule, July 2006, the projected costs would be subject to further escalation costs.

Based on direction from the Agency, this estimate carries projected soft costs at 50% of construction cost.

Option 1: 400 Seat Theater

Building Construction Cost (November 2005)	\$17,524,000
Site Work & Demolition Allowance (November 2005)	\$898,000
Total Construction (November 2005)	\$18,422,000
Escalation to May 2008	\$2,988,000
Total Construction (May 2008)	\$21,410,000
Soft Costs estimated at 50% of construction cost	\$10,705,000
Total Project Cost	\$32,115,000

Option 2: 400 Seat Theater with Studio Theater

Building Construction Cost (November 2005)	\$21,346,000
Site Work & Demolition Allowance (November 2005)	\$1,595,000
Total Construction (November 2005)	\$22,941,000
Escalation to May 2008	\$3,721,000
Total Construction (May 2008)	\$26,662,000
Soft Costs estimated at 50% of construction cost	\$13,331,000
Total Project Cost	\$39,993,000

PRELIMINARY CONSTRUCTION COST ESTIMATE

Option 3: 200 Seat Flexible Studio Theater

Building Construction Cost (January 2006)	\$6,052,000
Site work & demolition	\$167,000
Total construction (January 2006)	\$6,219,000
Escalation to (May 2008)	\$924,000
Total Construction (May 2008)	\$7,143,000
Soft Costs estimated at 50% of construction cost	\$3,572,000
Total Project Cost	\$10,715,000

Option 4: 1,000 Seat Multi-Purpose Theater

Building Construction Cost (January 2006)	\$26,830,000
Site work & demolition	\$0
Total construction (January 2006)	\$26,830,000
Escalation to (May 2008)	\$4,304,000
Total Construction (May 2008)	\$31,134,000
Soft Costs estimated at 50% of construction cost	\$15,567,000
Total Project Cost	\$46,701,000

Option 5: Memorial Auditorium Little Theater Renovation & Expansion

This information is not yet available.

PRELIMINARY CONSTRUCTION COST ESTIMATE

Summary of Downtown Theater Study Options at 10th and K Street

THEATER SIZE (number of seats)	THEATER TYPE	CONSTRUCTION COST (July 2007 Start)	PROJECT COST	OPERATING DEFICIT
400	Proscenium With Fly Tower	\$21.4 million	\$32 million	\$410,000
400 100	Proscenium With Fly Tower and Flexible Black Box	\$26.6 million	\$40 million	\$563,000
200	Flexible Black Box	\$7 million	\$10 million	\$153,000
1,000	Proscenium With Fly Tower	\$36 million	\$48 million	Not Yet Available
272	Memorial Auditorium Little Theater Renovation & Expansion	Not Yet Available	Not Yet Available	Not Yet Available

SURVEY INSTRUCTIONS

This survey is part of a feasibility study commissioned by the Sacramento Economic Development Department to measure interest in potential performing arts facilities at the Redevelopment Agency's property at 10th & K Streets. Please complete the questions that are relevant to your organization and return the survey **by August 22nd, 2005**. If you prefer, you may complete this survey on the web at <http://ams-online.com> - Community Forum section. **Send completed questionnaire to:** By Fax: (707) 769-0329 or By Mail: AMS Planning & Research, 915 D Street, Petaluma CA 94952. For more information please call Robert Bailey at (800) 966-8445 or Traci Michel, Project Manager for the City of Sacramento at (916) 808-8645. *Thank you!*

GENERAL INFORMATION

Organization Name _____

Contact Person _____

Address _____

Telephone _____

Fax _____

E-mail _____

What is your approximate Annual Operating Budget?

List the performing arts activities that your organization offered in Metro Sacramento over the past year. (Use additional sheet if necessary)

Activity	Number	Location/Venue	Avg. & Max. Att'ce
Performances			
Performances			
Performances			
Classes			
Rehearsals			
Other _____ _____			

Is your organization interested in using potential new performing arts facilities at 10th & K for:
(✓ all that apply)

- Performances.....
- Rehearsals
- Workshops/Studios
- Administration.....
- Production (Set/Prop, etc.).....
- Other _____

PLEASE COMPLETE THE FOLLOWING QUESTIONS IF YOU ARE INTERESTED IN USING A POTENTIAL NEW THEATER AT 10TH & K IN SACRAMENTO

If your organization is interested in performance space, please indicate the following:

- Minimum # Seats: _____
- Optimum # Seats: _____
- Maximum # Seats: _____

Regarding performance space:

Estimated # annual performances
(please indicate a range of low to high usage)

	Performance	Onstage Dress/Tech
Low:	_____	_____
High:	_____	_____

AMOUNT OF RENT WILLING TO PAY PER DAY: \$ _____

Describe any special requirements your organization would have for performance space (e.g., scenery fly, orchestra pit, etc.):

USER GROUPS SURVEY

10th & K Facilities Study

Please indicate the level of usage your organization would be interested in for a performance facility.

(✓ all that apply)

Resident Company _____

Primary Tenant _____

Occasional Events/Performances _____

Satellite Facility for Run-Out Events _____

Other _____

REHEARSAL SPACE

If your organization is interested in rehearsal space at 10th & K, please complete the section below:

Number of rehearsal rooms/studios _____

Square feet per room _____

Room 1: _____ Room 2: _____ Room 3: _____

Estimated # use days _____

(please indicate a range of low to high usage per week, per month or per year)

Low: _____ High: _____ (per week/month/year)

Amount of rent willing to pay per rehearsal: \$ _____

Use of rehearsal space during: (✓ all that apply):

Daytimes

Weekends

Evenings

Weekdays

Both Days and Evenings

Other (specify) _____

Describe any special requirements your organization would have for rehearsal space:

PRODUCTION SPACE

If your organization is interested in production space at 10th & K, please complete the section below:

Estimated Square feet: _____

Estimated # use days _____

Please indicate a range of low to high usage per week, per month or per year for production space

Low: _____ High: _____ (per week/month/year)

Amount of rent willing to pay per day: \$ _____

Describe any special requirements your organization would have for production space:

Would your organization be interested in sharing production space or equipment with other organizations?

Yes: _____ No: _____

OFFICE SPACE

If your organization is interested in administrative space, please complete the section below:

Number of full time staff: _____

Number of part time staff: _____

Total square feet: _____

Amount willing to pay per month: \$ _____

Would you be interested in sharing office space or equipment with other arts organizations? Yes No

Describe any special requirements your organization would have for administrative space:

Would your organization be interested in sharing office space or equipment with other arts / community organizations?

Yes: _____ No: _____

OTHER COMMENTS CONCERNING POTENTIAL USES OR NEEDS RELATED TO A POTENTIAL NEW THEATER AT 10TH & K :

Attach additional sheets as necessary and return to AMS.

THANK YOU!

COMPARABLE THEATERS DEVELOPED BY CITY GOVERNMENTS

The process by which a theater for drama progresses from a dream to reality is as varied as the cities in which they are found. The theaters used by the resident theater companies that are members of the League of Resident Theaters (LORT) are typically owned and operated by the theater companies. These are all Equity companies and include the major theaters operating in cities across the United States. They utilize their facilities full-time for all practical purposes. In most cases, these theater facilities were built with some degree of assistance from local government entities. The assistance varies tremendously. It is also the case that some of the LORT theaters that now own their own facilities started out in City-owned arts facilities.

Theaters that serve the needs of multiple artistic organizations are often developed and operated by city government agencies. The Sacramento Community Center Theater is one such example. It is fairly common for this type of theater facility to be built with participation by other funding sources. This is sometimes a partnership of some kind between an arts organization and city government and there are some instances of naming rights being sold to corporations.

Examples of cities that have developed theaters for drama are listed below. Most of these are performing arts center with multiple venues. The location of the theater is followed by the number of seats that are provided in individual venues within the complex. These are facilities that are city-operated although it is not uncommon for the operating entity to be set up as a 501-c-3 not-for-profit corporation to be able to raise private and foundation funding that would not be available to city government. The exception in this list is San Jose Repertory Theater that was developed by the City of San Jose who was the principal funding source although it is used by a resident theater company who operates the theater.

Theater Name & Location	Number of Theaters	Number of Seats
Northlight Center for Performing Arts, Skokie, IL	2	848; 342
Dean Leshner Regional Center for the Arts, Walnut Creek, CA	4	785; 384; 297; 133
Portland Center for the Performing Arts, Portland, OR	4	2,992; 2,772; 916; 292
Progress Energy Center for Performing Arts, Raleigh, NC	3	1,700; 600; 170
Denver Center for Performing Arts, Denver, CO	8	2,830; 2,634; 2000; 700; 427; 250; 210; 200
Blumenthal Performing Arts Center, Charlotte, NC	3	2,100; 434; 150
Thousand Oaks Civic Arts Plaza, Thousand Oaks, CA	2	1,800, 394
San Jose Repertory Theater, San Jose, CA	1	575

*Theaters for drama indicated in **BOLD**.*

10TH & K STREET THEATER STUDY

- **BACKGROUND**
 - 10th & K Request for Proposals from Developers
 - One proposal received from K Street Central
 - Negotiations underway with K Street Central
 - Direction from Council to explore feasibility of a performing arts facility for live performances on the Agency site



Existing Conditions Aerial View
Site Analysis Plan

THEATER STUDY OBJECTIVES

- **FEASIBILITY OF LIVE THEATER AND MIXED-USE DEVELOPMENT ON THE 10TH & K SITE**
- **MARKET ANALYSIS TO DETERMINE USERS NEEDS**
- **COST OF CONSTRUCTION**
- **OPERATING PRO FORMA**
- **ECONOMIC GAP**

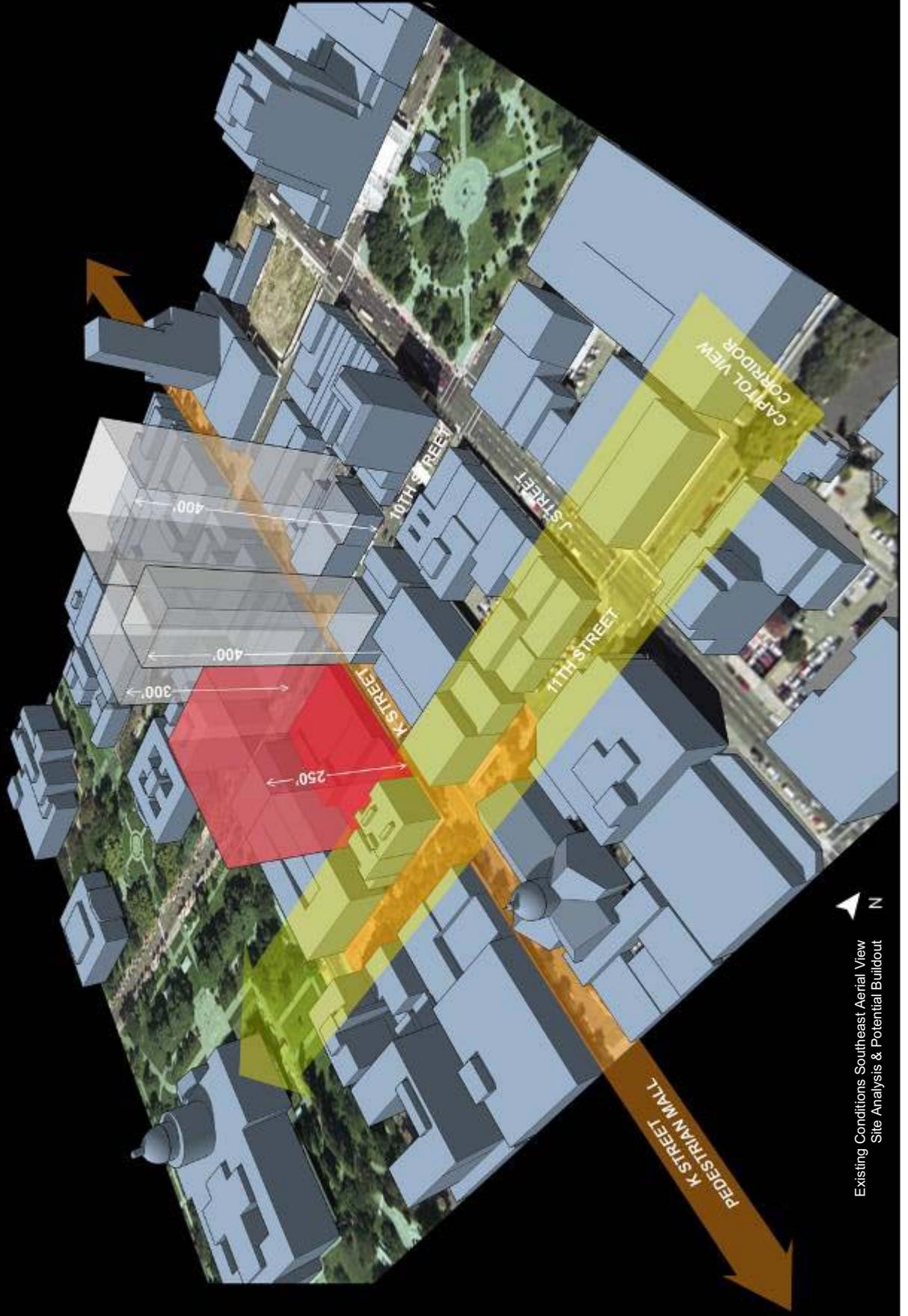
THEATER STUDY PROCESS

- **STUDY TEAM:**
 - LMN Architects
 - AMS Planning & Research
 - Davis Langdon
- **STUDY TEAM DIALOGUE WITH:**
 - David Taylor / CIM Team
 - League of Sacramento Theaters
 - City of Sacramento Convention Center Staff
- **MARKET STUDY**
- **SPACE PROGRAM**
- **THEATER DEVELOPMENT CONCEPTS**
- **ECONOMIC ANALYSIS**

MARKET STUDY

- Sacramento has fewer theaters than 18 U.S. cities of comparable size
- Sacramento has a demographic profile that is supportive of live theater
- Survey sent to 100 local arts groups – 27 responded
- Strong market demand for:
 - 400 seat theater coupled with 100 seat theater
 - 200 seat theater
 - Rehearsal hall

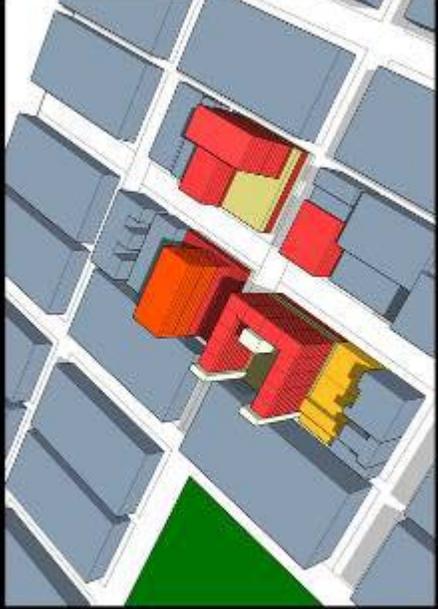
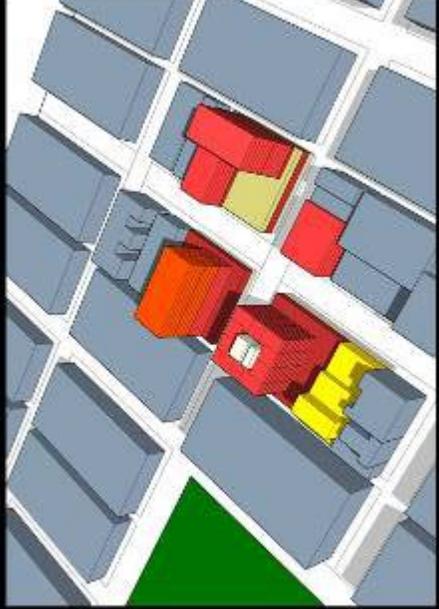
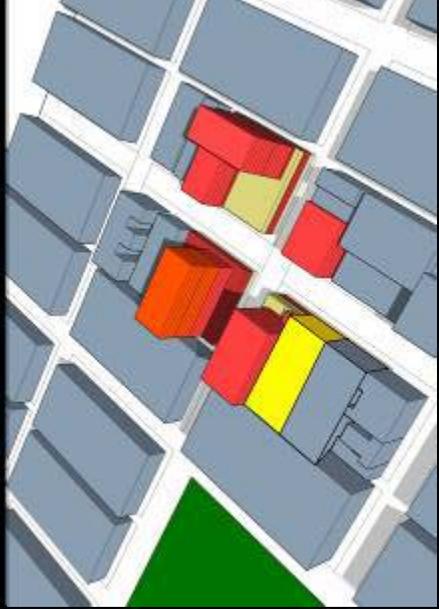
ZONING CONSIDERATIONS



Existing Conditions Southeast Aerial View
Site Analysis & Potential Buildout

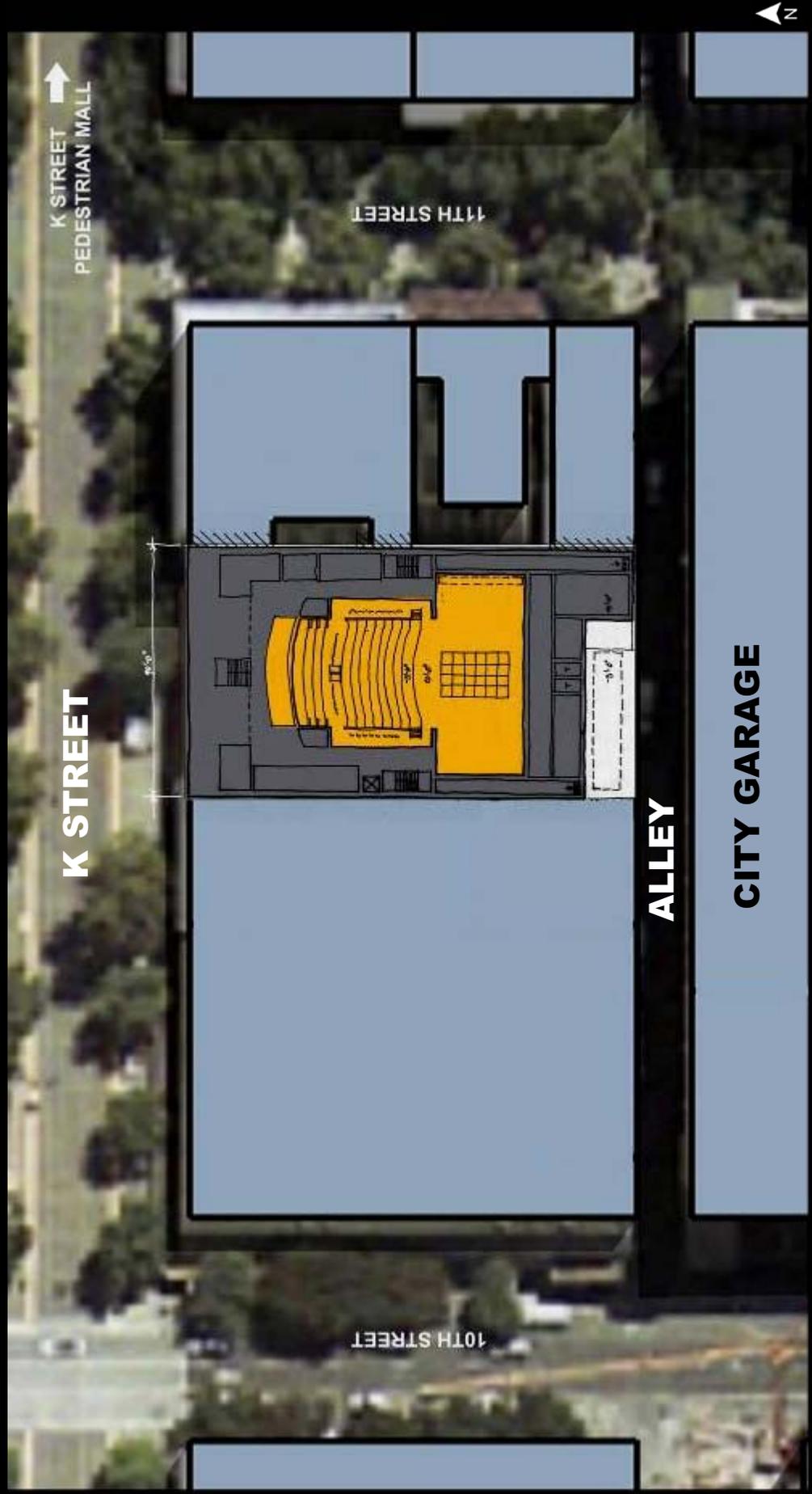
SITE ANALYSIS - Three Options

- 400 SEAT THEATER
- 400 SEAT THEATER + 100 SEAT THEATER
- 200 SEAT THEATER



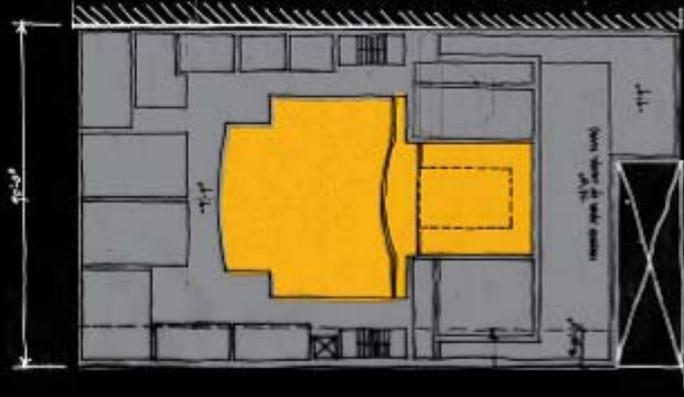
THEATER FEASIBILITY

- OPTION 1: 400 SEAT PROSCENIUM THEATER

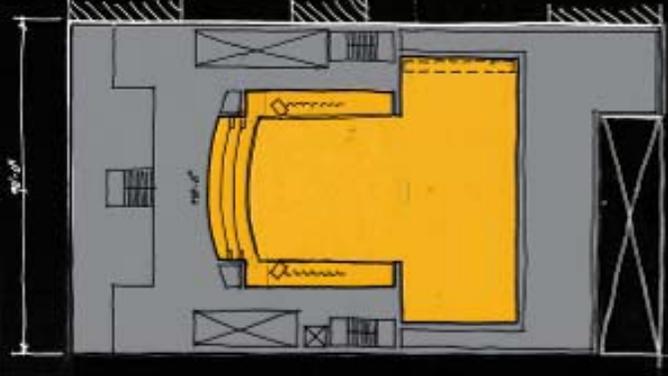


THEATER FEASIBILITY

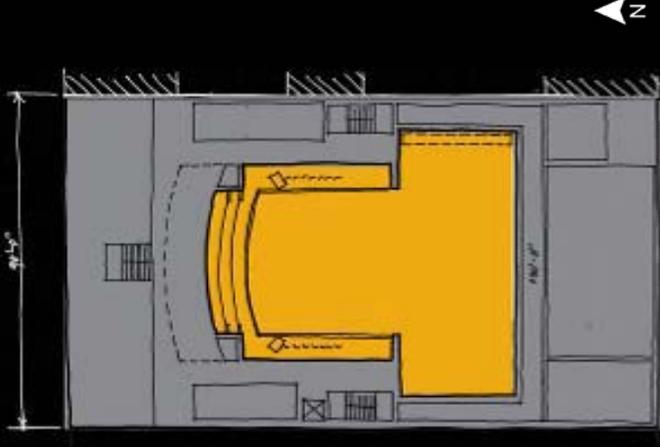
- OPTION 1: 400 SEAT PROSCENIUM THEATER



Option A - Basement



Option A - First Tier



Option A - Second Tier

THEATER FEASIBILITY

- OPTION 1: 400 SEAT PROSCENIUM THEATER
 - THEATER 11,601 sq. ft.
 - SUPPORT SPACE 4,682 sq. ft.
 - FRONT OF HOUSE 8,391 sq. ft.
 - Net area 24,674 sq. ft.
 - GROSS BUILDING AREA 38,245 sq. ft.

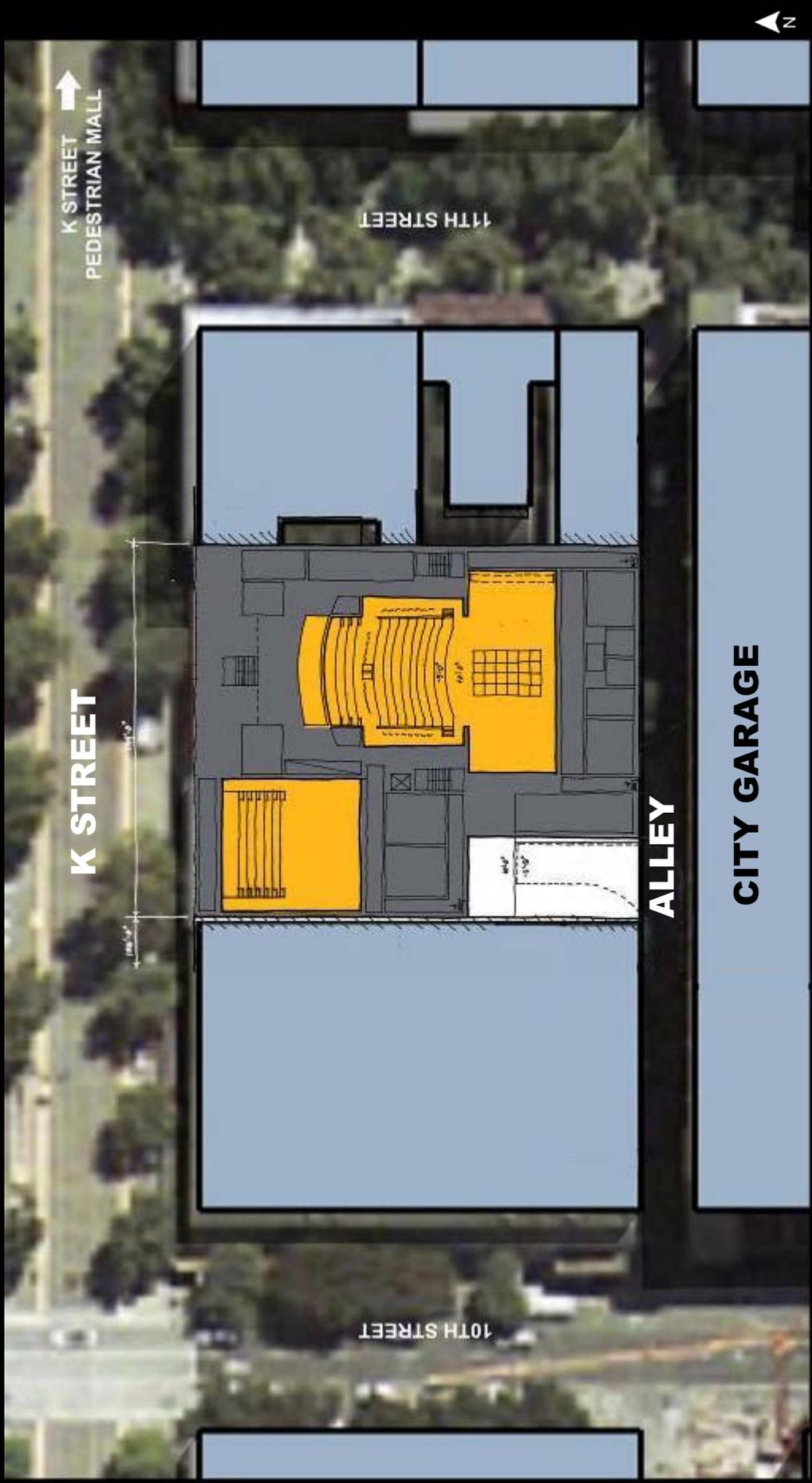
THEATER FEASIBILITY

- OPTION 1: 400 SEAT PROSCENIUM THEATER

- PROJECT COST \$32 million
- ANNUAL OPERATING DEFICIT \$410,000
- ESTIMATED NO. PERFORMANCES 212
- ESTIMATED ANNUAL ATTENDANCE 64,860

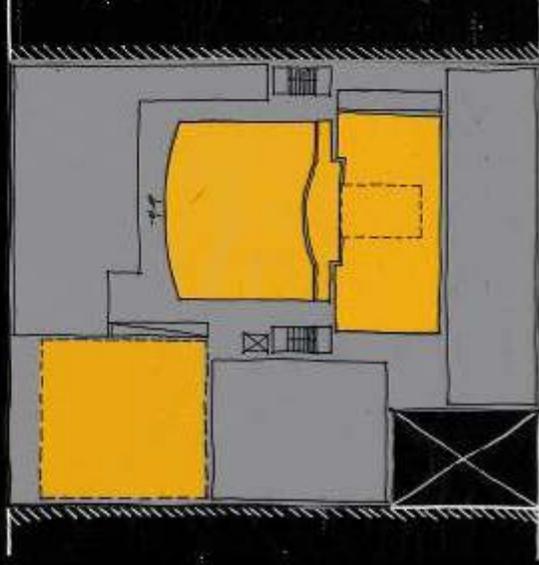
THEATER FEASIBILITY

- OPTION 2: 400 SEAT PROSCENIUM THEATER & 100 SEAT FLEXIBLE THEATER

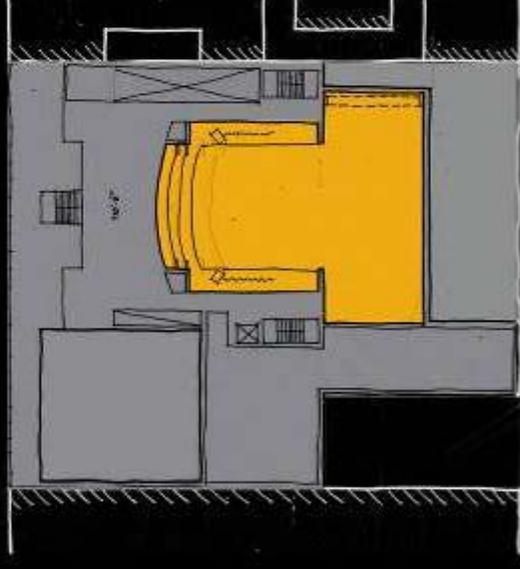


THEATER FEASIBILITY

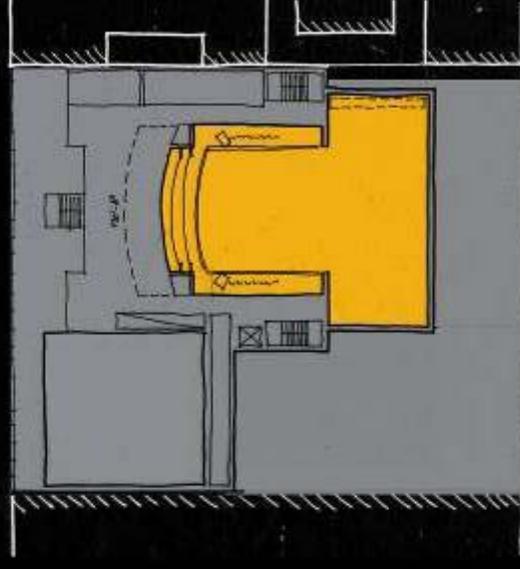
- OPTION 2: 400 SEAT PROSCENIUM THEATER & 100 SEAT FLEXIBLE THEATER



Option B - Basement



Option B - First Tier



Option B - Second Tier

THEATER FEASIBILITY

• OPTION 2: 400 SEAT PROSCENIUM THEATER & 100 SEAT FLEXIBLE THEATER

- THEATER 13,307 sq. ft.
- SUPPORT SPACE 5,524sq. ft.
- FRONT OF HOUSE 7,444 sq. ft
- FLEXIBLE THEATER 3,184 sq. ft.
- Net area 29,459 sq. ft.
- GROSS BUILDING AREA 45,661 sq. ft.

THEATER FEASIBILITY

- OPTION 2: 400 SEAT PROSCENIUM THEATER
& 100 SEAT FLEXIBLE THEATER

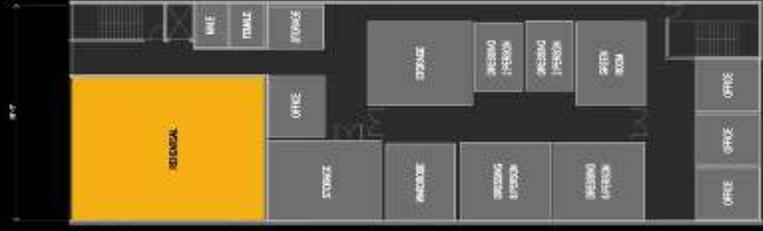
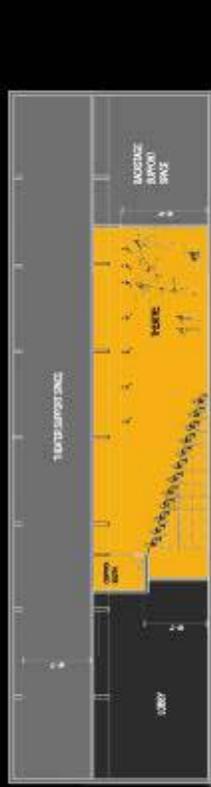
• PROJECT COST	\$40 million
• ANNUAL OPERATING DEFICIT	\$563,000
• ESTIMATED NO. PERFORMANCES	424 total
• ESTIMATED ANNUAL ATTENDANCE	79,260

THEATER FEASIBILITY

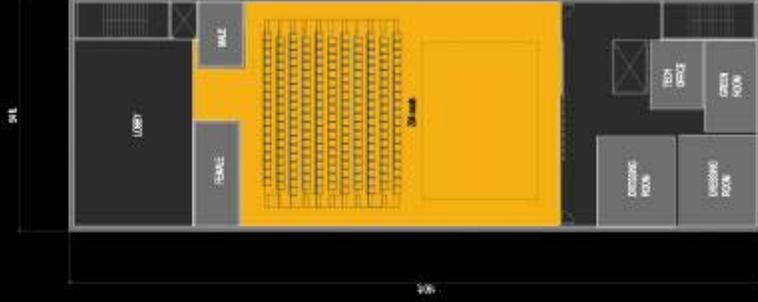
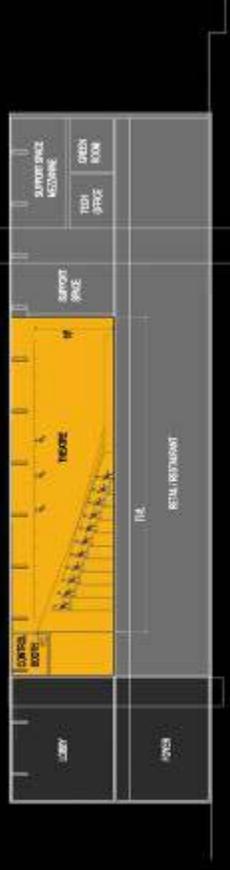
- OPTION 3: 200 SEAT BLACK BOX THEATER



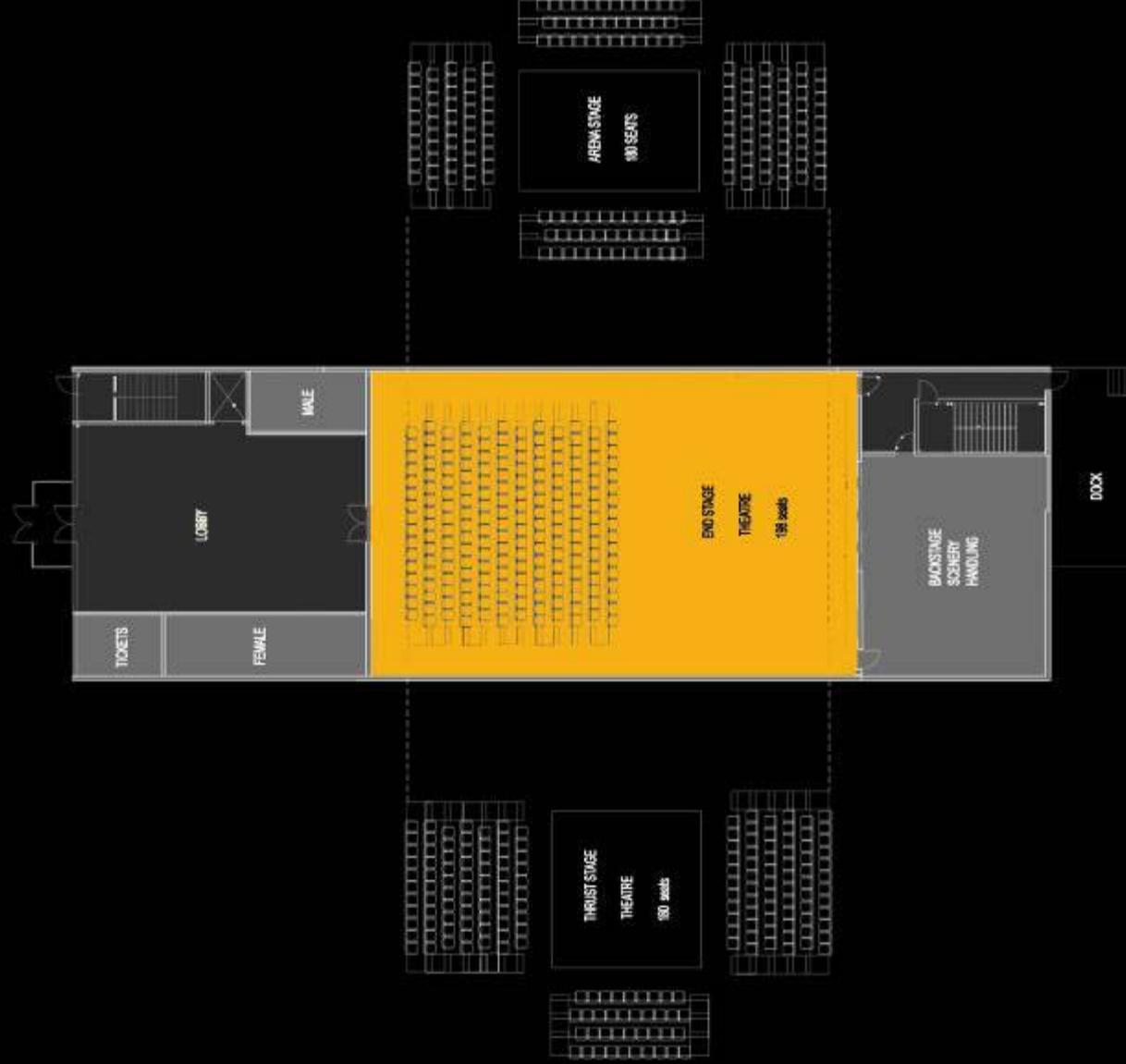
- OPTION 3: 200 SEAT BLACK BOX THEATER AT GROUND FLOOR



• OPTION 3A: 200 SEAT BLACK BOX THEATER AT SECOND LEVEL



• OPTION 3: 200 BLACK BOX SEATING OPTIONS



THEATER FEASIBILITY

- OPTION 3: 200 SEAT BLACK BOX THEATER
 - THEATER 4,180 sq. ft.
 - SUPPORT SPACE 3,260 sq. ft.
 - FRONT OF HOUSE 2,100 sq. ft
 - Net area 9,540sq. ft.
 - GROSS BUILDING AREA 14,787 sq. ft.

THEATER FEASIBILITY

• OPTION 3: 200 SEAT BLACK BOX THEATER

- PROJECT COST \$10 million
- ANNUAL OPERATING DEFICIT \$153,000
- ESTIMATED NO. PERFORMANCES 212
- ESTIMATED ANNUAL ATTENDANCE 28,100

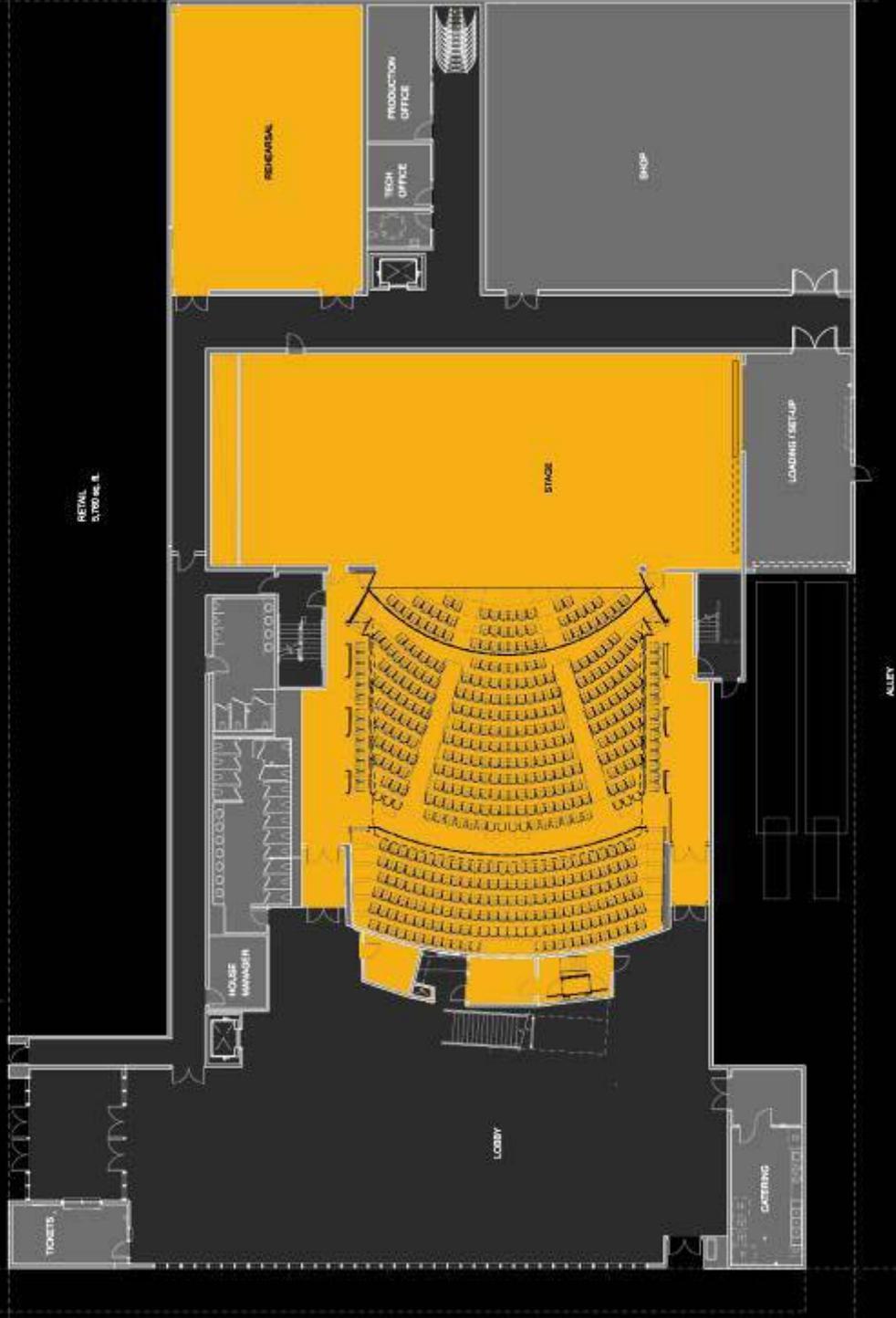
ADDITIONAL CONCEPTS

- 1,000 SEAT PROSCENIUM THEATER
- MEMORIAL AUDITORIUM “LITTLE THEATER”

ADDITIONAL CONCEPTS

- 1,000 SEAT PROSCENIUM THEATER

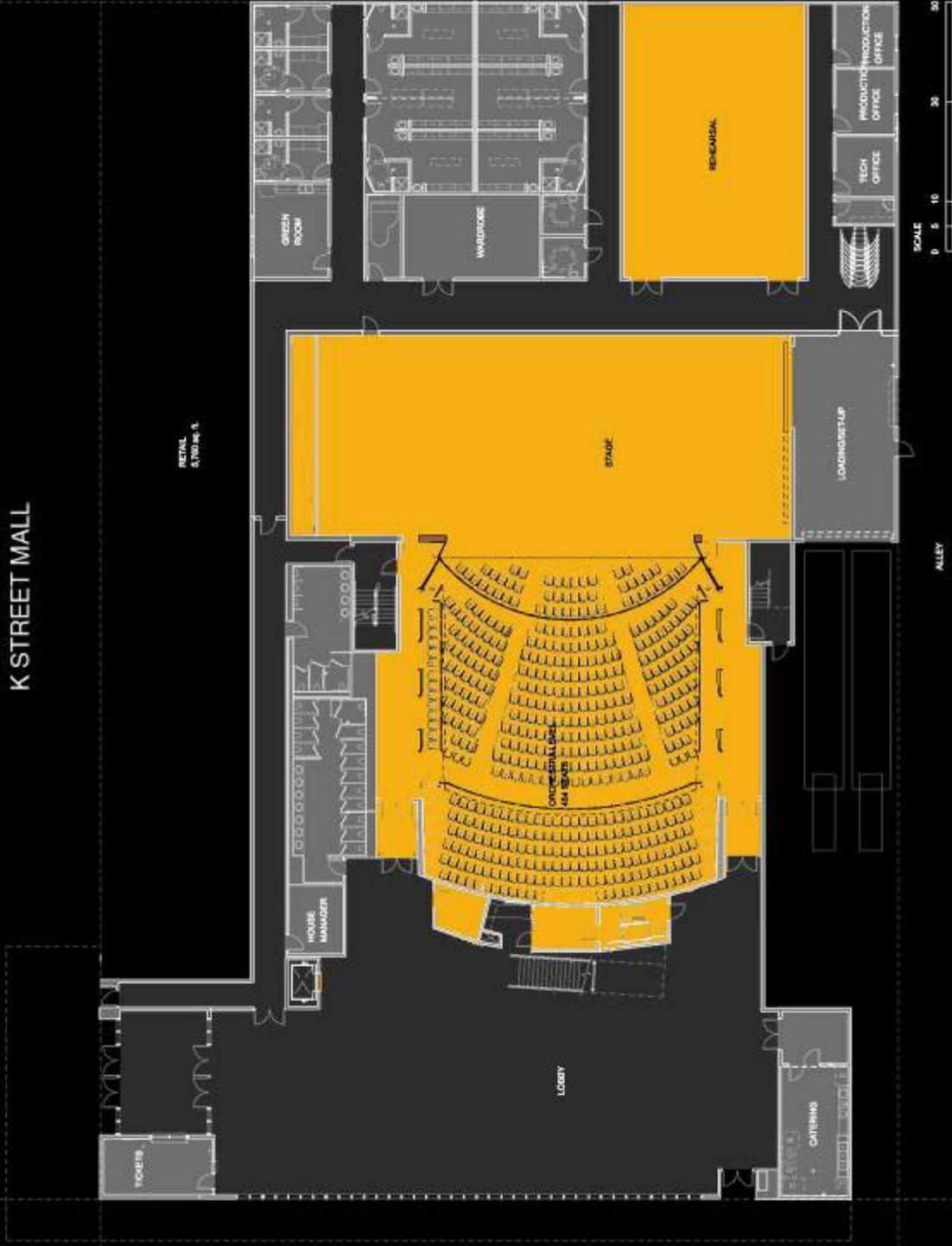
K STREET MALL



ADDITIONAL CONCEPTS

- 1,000 SEAT PROSCENIUM THEATER

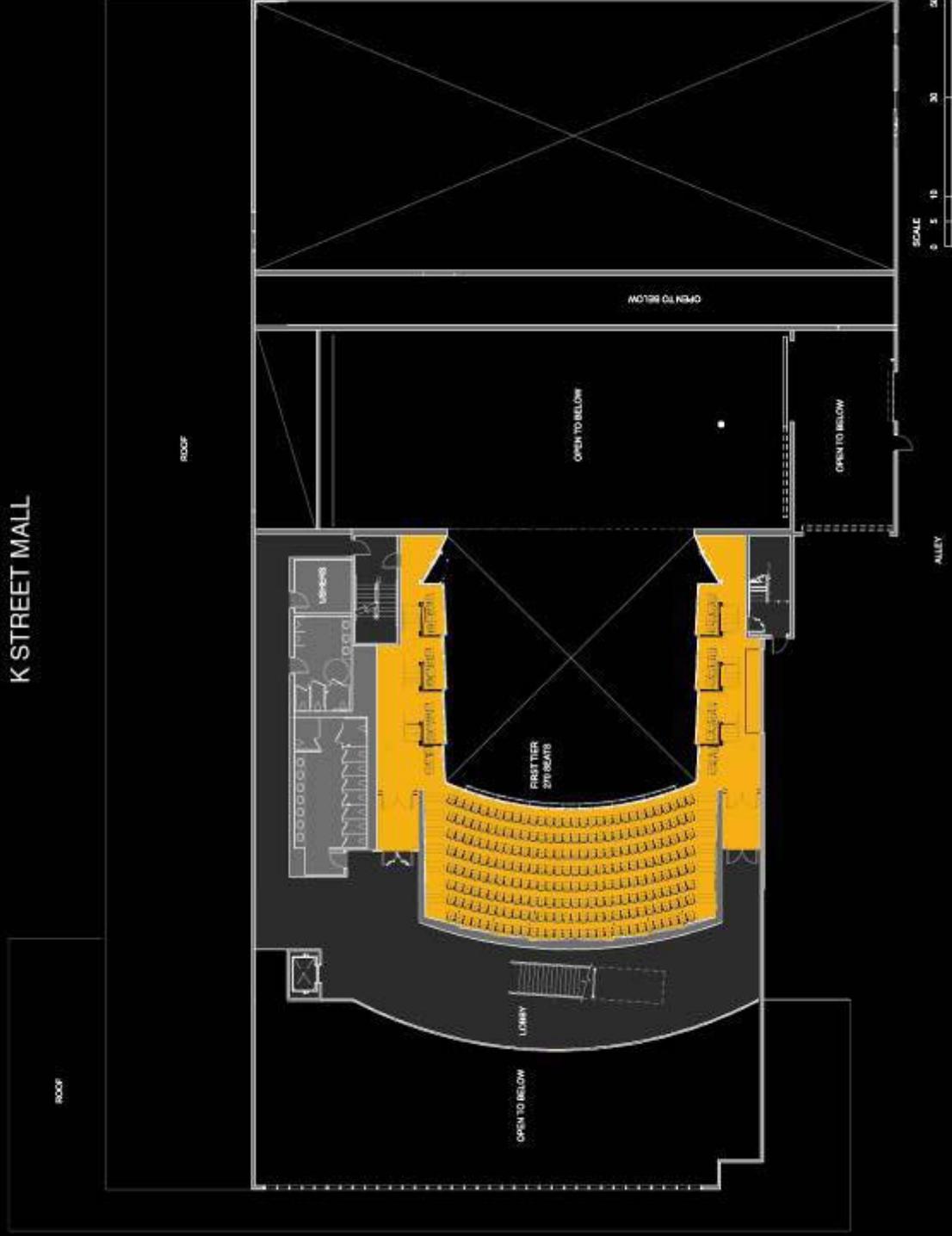
K STREET MALL



ADDITIONAL CONCEPTS

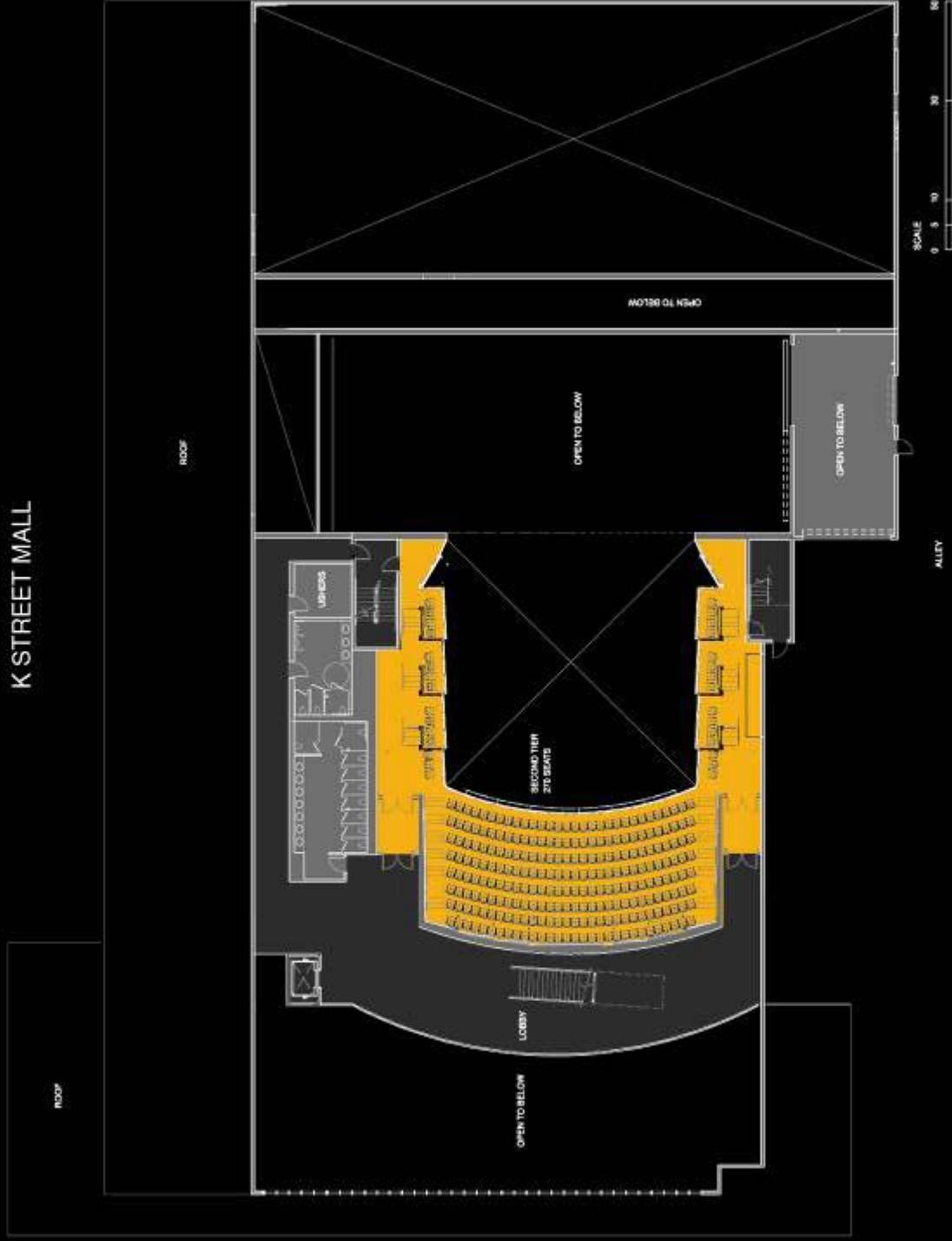
- 1,000 SEAT PROSCENIUM THEATER

K STREET MALL



ADDITIONAL CONCEPTS

- 1,000 SEAT PROSCENIUM THEATER



ADDITIONAL CONCEPTS

- 1,000 SEAT PROSCENIUM THEATER
- THEATER 18,931 sq. ft.
- SUPPORT SPACE 9,033 sq. ft.
- FRONT OF HOUSE 23,214 sq. ft.
- Net area 51,178 sq. ft.
- GROSS BUILDING AREA 79,326 sq. ft.

ADDITIONAL CONCEPTS

- 1,000 SEAT PROSCENIUM THEATER
- PROJECT COST \$48 million
- OPERATING COSTS

The market analysis did not indicate a significant demand and need for a theater of this size, therefore an economic operations pro forma was not prepared.

ADDITIONAL CONCEPTS

- **MEMORIAL AUDITORIUM “LITTLE THEATER”**

RECOMMENDED RETROFIT / UPGRADES:

- **MAIN ENTRY**
- **THEATER FOYER**
- **HOUSE**
- **STAGE ADDITION**
- **BASEMENT SUPPORT SPACE ADDITION**
- **HVAC SYSTEM**
- **ELECTRICAL SYSTEM**

CONCLUSIONS

- STRONG INTEREST BY LOCAL ARTS GROUP
- OPTIONS & ECONOMICS

Option and # of seats	Theater Type	Project Cost	Operating Deficit
Option 1: 400	Proscenium	\$32 million	\$410,000
Option 2: 400 & 100	Proscenium Flexible Theater	\$40 million	\$563,000
Option 3: 200	Black Box	\$10.15 million	\$153,000
Option 4: 1,000	Proscenium	\$48 million	

RECOMMENDATIONS

- Continue negotiations with K Street Central
- Revise project proposal to incorporate Black Box theater or other live performance facility if feasible
- Report back to Agency late February / early March