



management
services
incorporated

phase two report: preliminary physical planning

to: Neil Fritz, Pompano Beach CRA
from: Carrie Blake, Webb Management Services
Robert Long, Theatre Consultants Collaborative
date: March 15, 2012

In order to continue the planning and evaluation of potential cultural facilities in Pompano Beach, we have been asked to consider the specific physical requirements needed to achieve goals identified in the Cultural Activities Needs Assessment, focusing on three potential projects:

1. The development of multidisciplinary cultural space on the proposed 2nd floor of the new County library, including flexible facilities to accommodate live performing arts, meetings and events, visual art exhibition and arts education via digital media.
2. The development of work, exhibition and teaching space for visual artists in the newly acquired Hotel Bailey.
3. The adaptive re-use of the historic Ali Building for cultural activities that reflect and honor the history and heritage of Pompano Beach's African American community.

The current phase of planning included a review of the potential sites, the development of programs of accommodation and potential layouts to further understand and visualize the physical requirements of new facilities, order-of-magnitude cost estimates based on the space program, site review and regional cost information. This work was informed by the research and recommendations within the Cultural Activities Needs Assessment, a review of existing Pompano Beach facilities that are frequently used for live performance and events, conversations with representatives from the Parks and Recreation Department and Curtain Call Theatre, visits to potential sites and other input from you and CRA staff. This report describes the results of our work on each project.

Cultural Facilities at the Library

There are several pros and cons to consider as the CRA and City weigh this site and development opportunity:

building creativity

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Pros

- * Developing the second floor provides a relatively cost efficient way to achieve the goals and needs outlined in the Cultural Activities Needs Assessment.
- * Cultural facilities and their proposed activities will be synergistic with the library, including alignment of program content, operating hours that will provide around the clock activity, and potential shared use of space and resources.
- * The development of cultural space will contribute to the vitality of the Civic Campus, animating it with programming, diversifying the type of activity and visitor it draws.
- * The site will include ample parking and has good access to major roadways.
- * There are some cost and operating efficiencies that could be realized by developing these spaces in conjunction with the library rather than as stand alone facilities.

Cons

- * The placement of cultural space on the second floor will require notable signage and visibility.
- * These facilities may require a freight elevator and ground floor adjustments in order to facilitate access.
- * Currently, there are few restaurants and other audience amenities close by.

Considering the goals identified in the Needs Assessment, our team worked to develop four programmatic scenarios with a goal of accommodating the following components:

1. A total floor-plate of approximately 24,000 gross square feet that reflects the footprint of the ground floor Library currently in development.
2. A flat-floor, multi-use space that will accommodate, at a minimum, a seated dinner for 200.
3. A state-of-the-art Digital Media Studio that can enhance and interact with the services provided by the Library, and which can attract high school and college students as well as young professionals and older adults who are interested in learning and using photography, audio, design and interactive digital technology.
4. A multi-use space which can be efficiently and effectively transformed into a simple performance space.
5. A multi-use / performance space which is of a higher quality and functionality than other existing and comparable spaces in the community.
6. Programmatic concepts that respond to the available funding as well as other potential funding.

Following are descriptions of each scenario. Note that the public spaces, performer support and the administrative suite are roughly consistent for all four scenarios. Space programs, capital cost estimates and rough floorplans for each for these scenarios are attached to this document as Appendix A.

- * *Scenario A:* This scenario includes a public lobby, a 3,600 square foot multi-use performance space (that also seats 200 for dinner @ 18 nsf), an 1,800 nsf permanent elevated stage, a small exhibition gallery, a Digital Media Studio, executive offices, performance and catering support spaces to be used in conjunction with the multi-use performance space, and a small roof terrace. The preliminary cost projection suggests that this scenario would cost approximately \$6 million. The multi-use performance space and stage would require a clear height of approximately 24 to 30 feet.
- * *Scenario B:* This scenario includes a public lobby, a 5,000 square foot flexible multi-use space that can be used for live performance, a small exhibition gallery, a Digital Media Studio, executive offices, performance and catering support spaces to be used in conjunction with the multi-use space, and a small roof terrace as an additional amenity. Here again, the preliminary cost projection suggests that this scenario would cost approximately \$6 million. The multi-use room would require a clear height of approximately 24 to 30 feet.
- * *Scenario C:* This scenario attempts to significantly reduce the total constructed square footage in order to meet a total construction budget of roughly \$3 million. The program includes a reduced public lobby, a 3,600 nsf multi-use space that can be used for live performance, no exhibition gallery, reduced executive offices, reduced Digital Media Studio, and a smaller roof terrace. The multi-use room would require a clear height of approximately 22 to 24 feet.
- * *Scenario D:* This scenario is radically different from the previous three scenarios. It includes a public lobby, 12,750 nsf of commercial office space, and a modest roof terrace. The projected cost of this option is approximately \$3 million. This scenario would require a conventional height for commercial office construction.

Clearly there are many different combinations and configurations of space that might fit within the 2nd floor library and still achieve many of the needs and opportunities identified within the Needs Assessment. From our perspective, the priorities for development are the digital media and performance space as these components have the most potential to serve the arts community, local residents, augment existing spaces and programs used by the Parks and Recreation Department and complement the activities and programs of the library. The gallery space should also be a priority, with the ability to exhibit the work of digital media students.

As a result, we find scenarios A and B to be most compelling and have potential to provide the most significant impacts to Pompano Beach. Scenario C creates facilities somewhat similar to those already existing within the City's community centers. In this scenario, it will be critical project leadership to ensure that these spaces are better equipped and of a higher quality than existing facilities. Scenario D does not meet any of the needs and goals identified in the Needs Assessment.

Artist Studios at Hotel Bailey

The Needs Assessment also identified the need and opportunity to develop facilities to serve individual artists and provide additional visual arts education in Pompano Beach. The CRA immediately identified the vacant Hotel Bailey as a potential site for this concept, recognizing that the current layout, which includes a number of small individual rooms, might be a well-suited and cost-effective match. The site presents a number of opportunities and challenges.

Pros

- * The layout and characteristics of the Hotel Bailey have great potential to accommodate the needs of regional visual artists.
- * A center focused on visual artists and engaging the public with visual artists has potential to provide a profound impact, bring new life and visitors to the area.
- * Here again, the location is relatively central, close to the civic campus and with good access to major roadways and nearby parking.
- * The facility has potential to reanimate what was once a community asset.
- * The property is already publicly-owned and an interior demolition plan is in place.

Cons

- * The location may not be initially desirable for students, parents and gallery visitors due to lack of current amenities.
- * Some care will need to be taken in order to ensure that the facility and its tenants are engaging all segments of the community, through education programs, exhibitions and projects that respond to the neighborhood and community's history or otherwise.

Working with the existing interior demolition plan and other documents, we have also created a program scenario for this concept and facility, with a goal of accommodating the following components:

- * Small, dedicated studios for individual artists to work and teach.
- * Administrative space for facility management and to provide artists with administrative resources.
- * A shared kiln room where artists can fire ceramics.
- * Public areas that include communal space, exhibition gallery and education studios, which could be used by artists for teaching but also by the Parks and Recreation Department for visual arts programs.

A space program and corresponding draft layout informed by the interior demolition plan for Hotel Bailey is attached to this document as Appendix B. This indicates that the facility could accommodate up to 15 individual artist studios, though some of these may need to be combined for artists with larger format work and space needs. The facility could also include the previously noted common areas, two

teaching spaces and a gallery. Within this scenario, construction costs should fall between \$900K and \$1.8 million, depending on final costs per square foot.

The adaptive re-use of the Hotel Bailey as a center for visual artists is an extremely compelling project for downtown Pompano and its likely to provide the City with a significant return on investment as it inspires economic impact and nearby economic development. The layout and characteristics of the facility allow it to provide much-needed workspace for regional visual artists. It has potential to draw and serve artists, students, new visitors and other related foot traffic to downtown Pompano (who are then likely to spend money at nearby establishments.) And, in combination with new cultural space that could be developed on the 2nd floor of the library, it has potential to contribute to the establishment of a larger community of artists and create a center of cultural vitality and activity in North Broward County.

A Historical Museum at the Ali House

As our work has progressed, a third site options has been identified for possible cultural use. At the time that the Cultural Activities Needs Assessment was completed, the Eta Nu Fraternity was planning to redevelop the historic Ali House, a CRA-owned building on Martin Luther King, Jr. Boulevard (MLK Boulevard.) As a result, our related assessment discussions did not specifically consider or address cultural use for this facility.

However, in late 2011, Eta Nu instead proposed to develop a new facility further west on MLK Boulevard. At that time, the CRA requested that we preliminarily consider and discuss potential for the Ali House to serve future cultural use, perhaps for a small museum and/or offices for local organization(s) with mission(s) focused on the history and education of Pompano Beach's African American community.

The historic Ali Building is a rare surviving example of the early 20th century vernacular architecture that once comprised a thriving commercial district along MLK Boulevard/Hammondville Road. According to Frank J. Cavaioli's "Pompano Beach: A History," the facility was once a boarding house for famous African American jazz musicians, including Louis Armstrong and Cab Calloway, who could not find lodging at whites-only hotels. The building is significant, as it represents the history of the African American community in Pompano Beach.

By providing affordable and sustainable space for the arts, the Ali could serve as a catalyst for redeveloping the once vibrant district, providing a historic and cultural 'anchor' to the planned redevelopment, and diversifying plans for future retail, restaurants, and office uses but adding a cultural component.

We have visited the Ali House site, reviewed the proposed interior demolition plan for the building and met with a representative of the Old Dillard Museum in Fort Lauderdale to explore opportunities for

the building's restoration and cultural use based on the successful experience of that project. Other projects in South Florida that might be used as a model for this project include the Ward Rooming House (City of Miami CRA) and the Spady Cultural Heritage Museum (Delray Beach CRA).

The Ali Building project has potential to provide approximately 4,000 square feet of museum, educational and/or performance space along the MLK Boulevard Corridor.

Pros

- * The building has historical significance, as the only remaining piece of a once vibrant commercial district along MLK Boulevard/Hammondville Road. Its adaptive re-use would reanimate a former community asset.
- * Devoting the facility to cultural use—particularly a use that speaks to the neighborhood's historical vibrancy and make-up—has potential to garner community buy-in and support for the project, support community pride, contribute to the area's quality of life and enhance future redevelopment efforts.
- * The facility's rehabilitation could provide a historic anchor for future redevelopment efforts along the corridor.
- * The property's proximity to the E. Pat Larkins Center could inspire partnerships and synergy for broader neighborhood-based cultural activity and events that might use both the Ali Building and the Larkins Center (and even other nearby public or community spaces as well.)
- * The property is already publicly-owned and an interior demolition plan is in place.

Cons

- * The location may not be initially desirable for visitors due to a current lack of nearby amenities.
- * The CRA is currently shoring up the building and planning for interior demolition and further structural analysis, but that process is not in a stage that allows us to project a capital cost estimate for rehabilitation associated with cultural use.
- * Similarly, while there has been discussion regarding use of the space as a living history museum, historical archive and community event space, more physical analysis is necessary before a specific plan for cultural use can (and should) be developed and tested.

Following the CRA's demolition and structural analysis, a plan and related capital cost estimate for cultural use of the building could be developed.

**appendix a:
space program, layouts and capital
cost estimate for 2nd floor library
facilities**

POMPANO BEACH, FLORIDA
PROPOSED NEW EVENT AND DIGITAL MEDIA SPACE

LIST OF SPACES

SPACE	SCENARIO A	SCENARIO B	SCENARIO C	SCENARIO D	NOTES
	"Perf. Arts"	"Multi-Use"	"Half-Size"	"Offices"	
PUBLIC SPACES					
Public lobby	1,000	1,000	700	800	
Box office - sales	120	120	100		
Box office - administration	130	130			
Public restrooms - male	300	300	300	300	confirm with local codes
Public restrooms - female	400	400	400	400	confirm with local codes
Concessions	150	150	120		
FOH storage	120	120	120		
Exhibition gallery	600	750			
MULTI-USE EVENT SPACE					
Multi-use event space	3600	5,000	3,600		min. 200 seats dining (200 @ 18 nsf)
Stage and wings	1800				
Control booth / dimmers, etc.	240	260	200		
Storage - event space	500	500	500		
Loading dock / circulation	500	600	300	300	
Dressing room - 4 person	220	220	220		make-up, toilet, sink, shower
Dressing room - 4 person	220	220	220		make-up, toilet, sink, shower
Dressing room - 4 person	220	220			make-up, toilet, sink, shower
Green Room / performers lounge	300	300	240		
Event catering - support	250	300	250		
Event catering - storage	150	200	150		
OFFICES					
Office - reception	100	100	100		
Office - administration	160	160	160		executive director
Office - administration	120	120	120		staff
Office - administration	120	120			staff

POMPANO BEACH, FLORIDA
PROPOSED NEW EVENT AND DIGITAL MEDIA SPACE

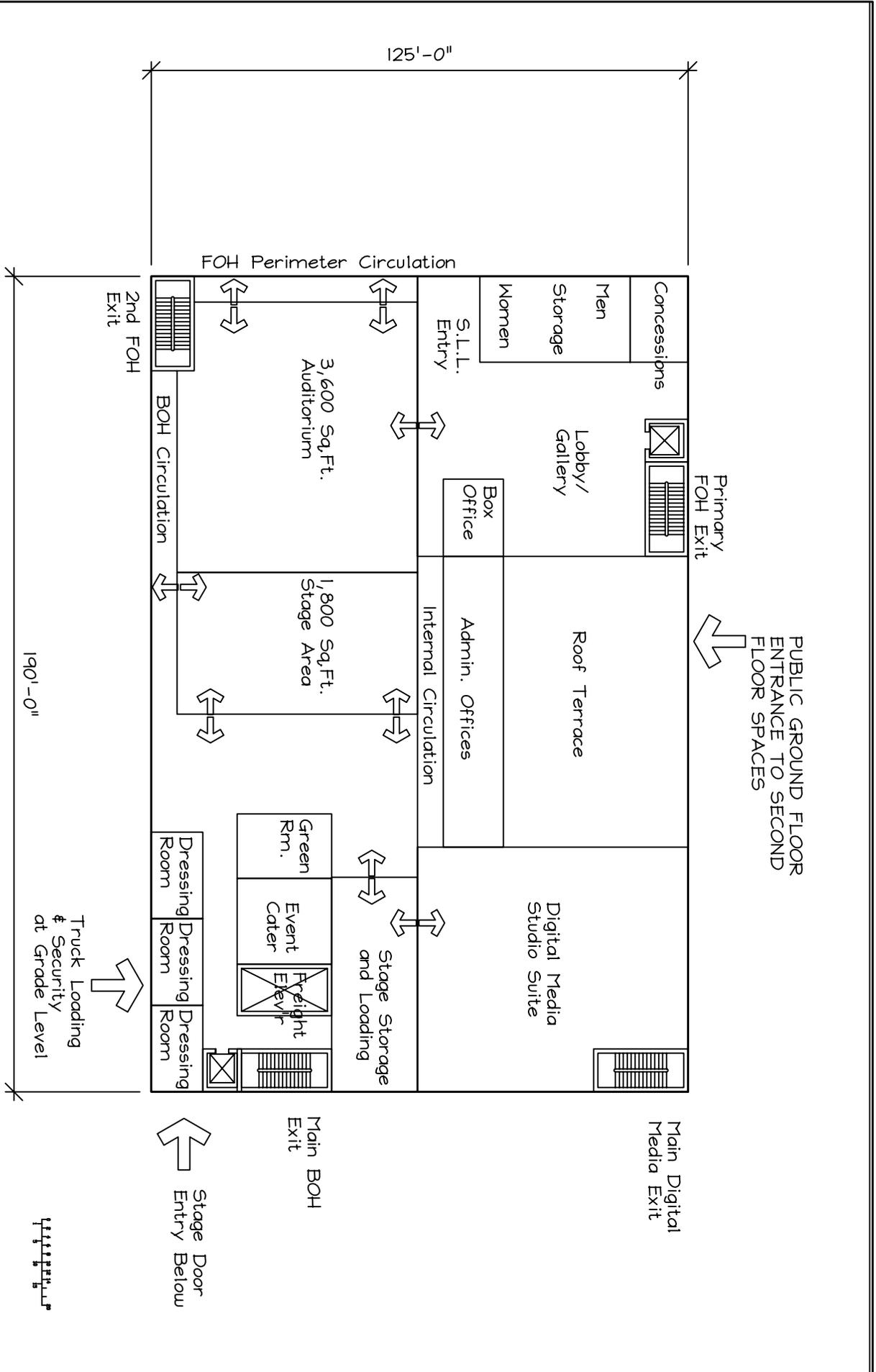
LIST OF SPACES

Office - production staff	150	150	150		staff
Office - commercial rental				12,750	standard office space
DIGITAL MEDIA STUDIO					
Digital media production studio	900	900	900		
Digital media computer lab	500	500	500		workstations
Office - digital media director	140	140	140		
Storage - digital media equipment	100	100	100		
Audio room	200	200	200		audio recording and mixing
Media production services & office	235	235	235		check-in/out equipment
Classroom / conference room	500	500			seminar format
SERVICES					
Loading dock / freight elevator					in gross
IT - equipment room	100	100	100	100	
Security / fire control	100	100	100	100	
Trash / recycling	100	100	100	100	
Custodial room	80	80	80	80	2 @ 40 nsf
TOTAL - net square feet	14,425	14,395	10,405	14,930	
Net-to-gross multiplier	1.4	1.4	1.35	1.3	
TOTAL - gross square feet	20,195	20,153	14,047	19,409	
ROOF TERRACE	2,000	2,000	1,200	1,200	

POMPANO BEACH, FLORIDA
PROPOSED NEW EVENT AND DIGITAL MEDIA SPACE

LIST OF SPACES

PRELIMINARY COST PROJECTIONS					
Cost Level #1 (\$ / GSF)	\$ 120				
Cost Level #2 (\$ / GSF)	\$ 175				
Cost Level #3 (\$ / GSF)	\$ 225				
Cost Level #4 (\$ / GSF)	\$ 275				
Cost to provide Terrace (\$ / GSF)	\$ 60				
Construction Cost - Level #1 + Terrace				\$ 2,401,080	
Construction Cost - Level #2 + Terrace	\$ 3,654,125	\$ 3,646,775	\$ 2,530,181		
Construction Cost - Level #3 + Terrace	\$ 4,663,875	\$ 4,654,425	\$ 3,232,519		
Construction Cost - Level #4 + Terrace	\$ 5,673,625	\$ 5,662,075	\$ 3,934,856		
Soft Cost Multiplier	1.25				professional fees, FF&E, landscape, etc.
Construction Cost + Soft Costs -Level #1				\$3,001,350	
Construction Cost + Soft Costs -Level #2	\$ 4,567,656	\$ 4,558,469	\$3,162,727		
Construction Cost + Soft Costs -Level #3	\$ 5,829,844	\$ 5,818,031	\$4,040,648		
Construction Cost + Soft Costs -Level #4	\$ 7,092,031	\$ 7,077,594	\$4,918,570		



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Project: **POMPANO BEACH EVENT & MEDIA CENTER**

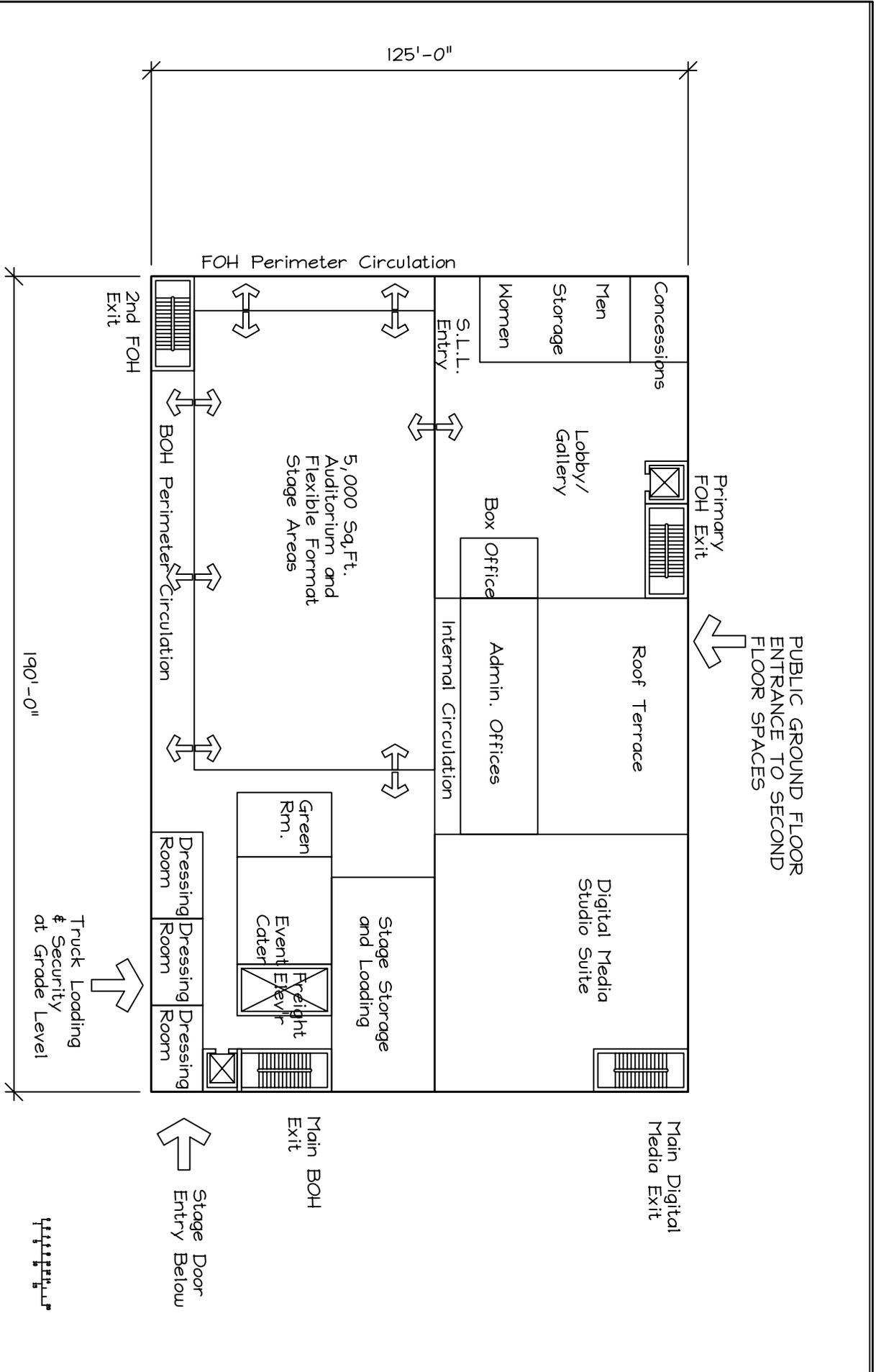
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Date: **FEB. 20, 2012**

Scale: **1/32"=1'-0"**

Drawing File:

Drawing Number:
P-01
SK-01



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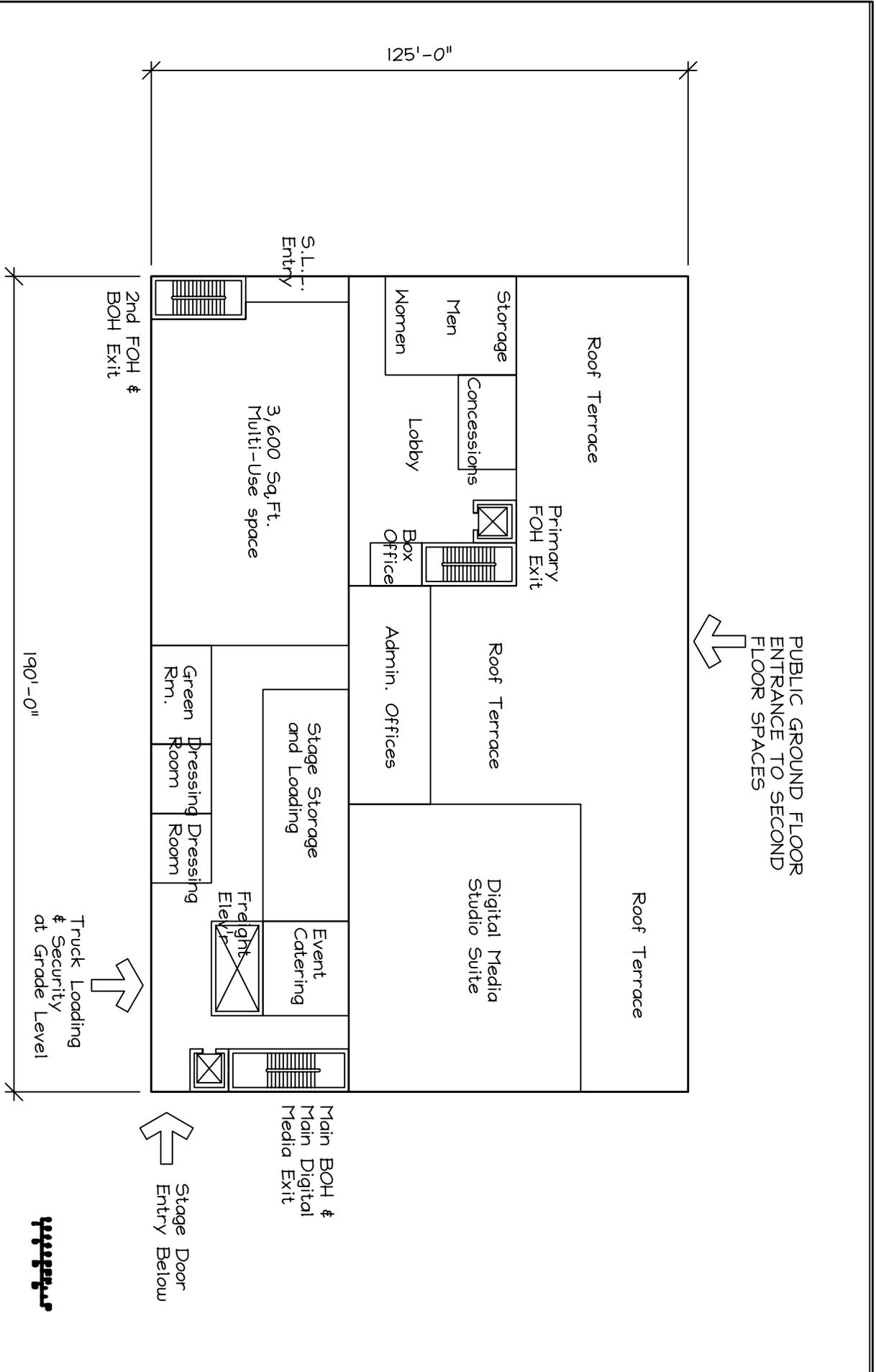
Title: **SPACE LAYOUT WITH FLEXIBLE THEATRE**

Date: **FEB. 20, 2012**

Scale: **1/32"=1'-0"**

Drawing File:

Drawing Number:
P-01
SK-02



PUBLIC GROUND FLOOR
ENTRANCE TO SECOND
FLOOR SPACES

Truck Loading
& Security
at Grade Level

Main BOH &
Main Digital
Media Exit

Stage Door
Entry Below



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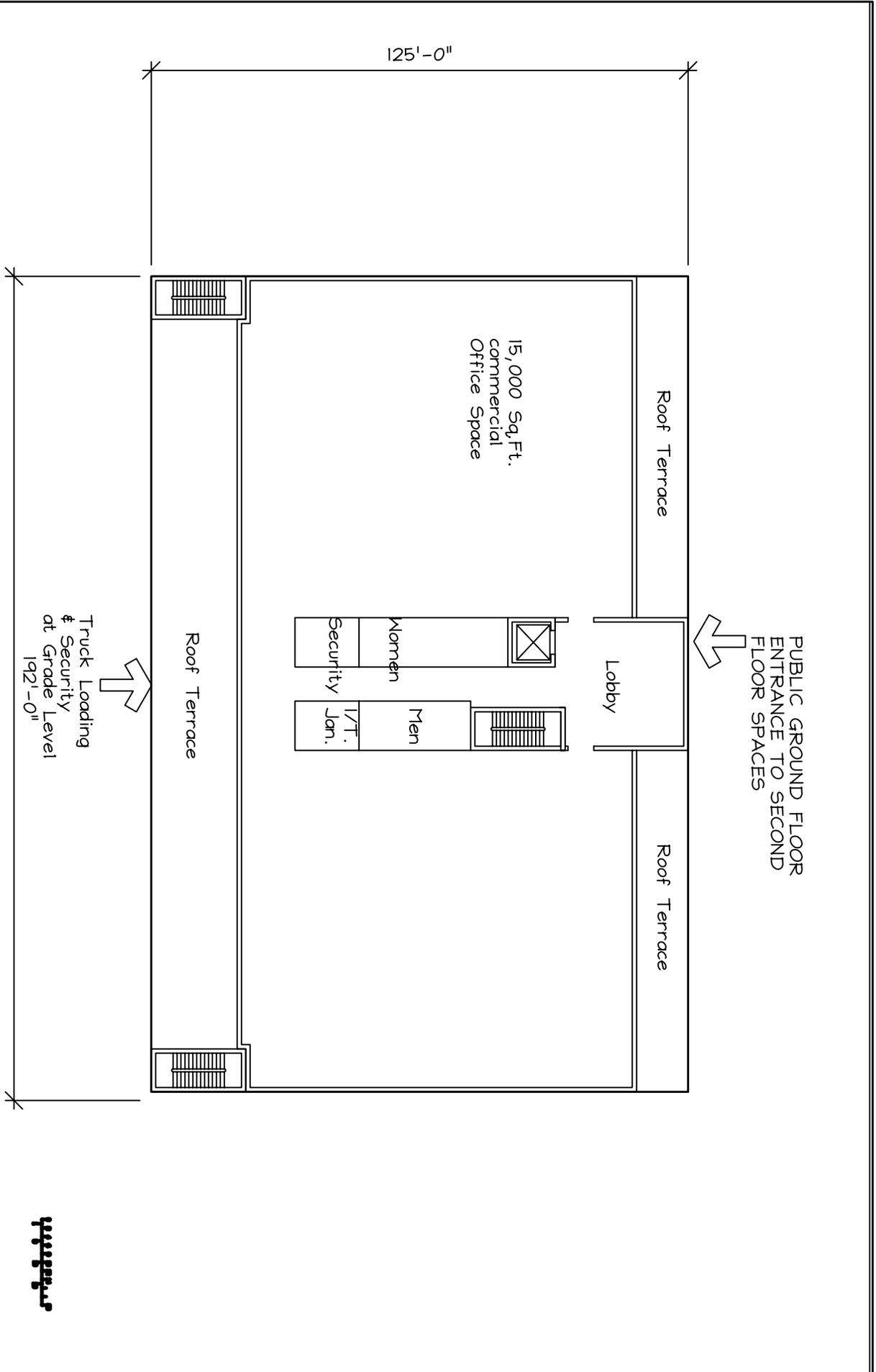
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Date: **FEB. 20, 2012**

Scale: **1/32"=1'-0"**

Drawing File:

Drawing Number:
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SK-03



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Project: **POMPANO BEACH EVENT & MEDIA CENTER**

Title: **SPACE LAYOUT COMMERCIAL USE SECOND FLOOR**

Date: **FEB. 20, 2012** Scale: **1/32"=1'-0"**

Drawing File:

Drawing Number:

P-01

SK-04

**appendix b:
space program for artist center at
hotel bailey**

HOTEL BAILEY
LIST OF EXISTING SPACES AND RECOMMENDED ADAPTIVE RE-USE

#	Width	Length	Total NSF	Function	Notes
GROUND FLOOR					
1	18	68	1224	Gallery	exhibition space
2a	17	48	816	Art Classroom	
2b	17	20	340	Office	with connection to Gallery
3a	18	48	864	Art Studio	
3b	18	20	360	Kiln Room	with access to outdoor alley
			3604	TOTAL NSF	
SECOND FLOOR					
4	8	12	96	Studio	
5	8	12	96	Studio	
6	4	12	48	Storage	
7	8	12	96	Public Restroom	
8	8	12	96	Public Restroom	
9	4	12	48	Storage	
10	8	12	96	Studio	
11	9	12	108	Studio	
12	10	12	120	Admin Office	
13	8	9	72	Admin Office	
14	8	9	72	Copy / Supplies	
15	8	17	136	Workroom	
16	11	11	121	Studio	
17	8	11	88	Studio	
18	8	11	88	Studio	
19	8	11	88	Studio	
20	8	11	88	Studio	
21	9	11	99	Studio	
22	8	15	120	Studio	
23	9	12	108	Studio	
24	9	12	108	Studio	
25	10	10	100	Studio	
26	20	18	360	Conference Room	
27	20	20	400	Public Space	
			2852	TOTAL NSF	

PRELIMINARY COST PROJECTION					
GROUND FLOOR	GSF		5,576		
SECOND FLOOR	GSF		5,576		
	TOTAL	GSF	11,152		
CONSTRUCTION COST					
Cost scenario #1	\$80		\$ 892,160		
Cost scenario #2	\$120		\$ 1,338,240		
Cost scenario #3	\$160		\$ 1,784,320		
Soft Cost Multiplier	1.2				
CONSTRUCTION + SOFT COSTS					
Cost scenario #1			\$ 1,070,592		
Cost scenario #2			\$ 1,605,888		
Cost scenario #3			\$ 2,141,184		

