



Memorial Auditorium PACC Presentation

12.6.2018

COMMUNITY AND ECONOMIC
DEVELOPMENT OFFICE



MEMORIAL AUDITORIUM

Built in 1927

2,600 seating capacity

World War I Memorial

Public assembly space

Closed in December 2016



AGENDA:



**Current
Process**

**History &
Condition**

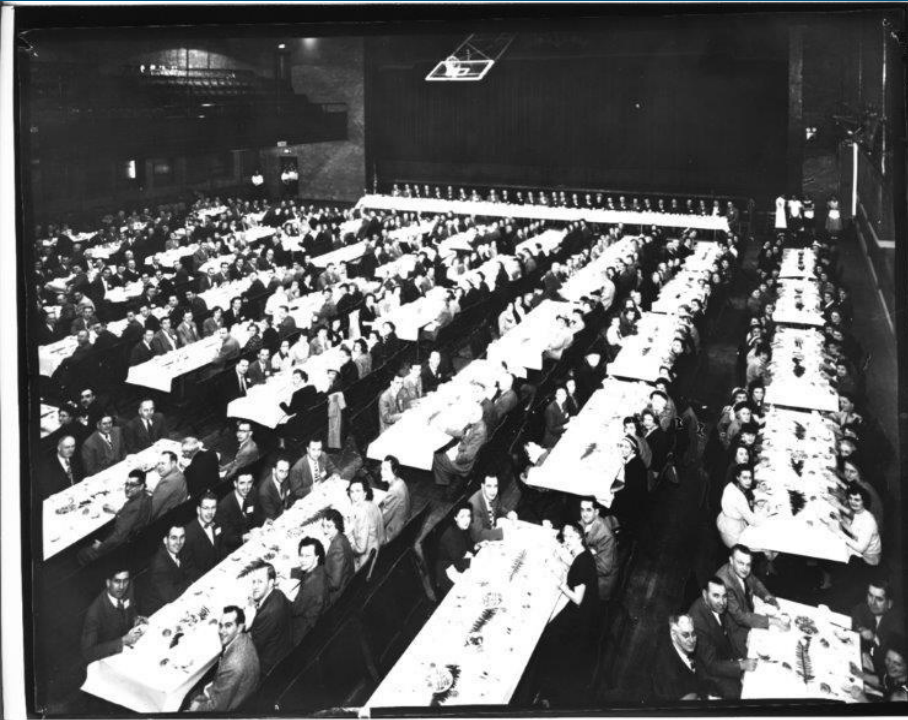
**Engagement
Efforts**

Floor Plans

**Cost
Estimates**

Options

History as a Public Assembly Space



Previous Uses

BCA
BURLINGTONCITYARTS



CEDO has been tasked with:

- Creating an ***adaptive reuse plan*** for Memorial Auditorium to remain a **publicly-owned, public assembly space** with **input from stakeholders and members of the public.**
- Work with professional consultants to create conceptual designs, construction pricing, and financing options that reflect public feedback
- **OUR GOAL- Conduct an honest and transparent process**

Current Condition



-1958 Boilers

-Needs new windows

-Test structural integrity of steel structure

-Needs HVAC and A/C systems

-Needs elevator and accessibility improvements

-Masonry work

1994 Memorial Ballot Item

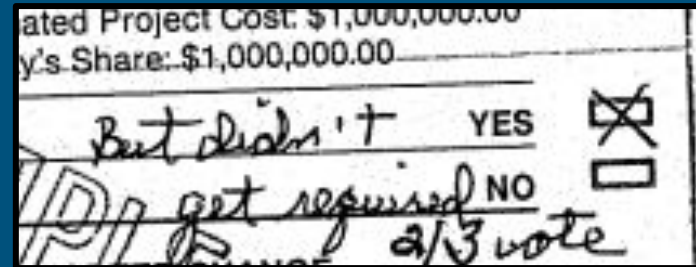
Renovations to Memorial Auditorium, City Hall, and the Ethan Allen Fire House

Bond amount - \$1,000,000 - Failed - Needed 2/3rd vote to pass

Yes Votes - 4,422 59.7%

No Votes - 2,977 40.3%

Total votes- 7,399

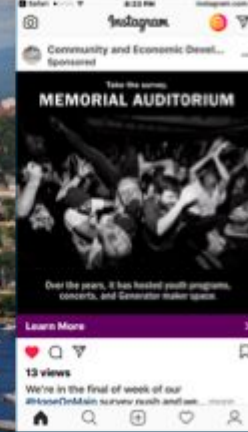


QUESTION THREE	AUTHORIZATION TO ISSUE BONDS FOR CAPITAL IMPROVEMENTS TO CITY BUILDINGS AND FACILITIES							
Yes Had	583	392	542	834	842	699	530	4422
No Had	271	221	370	658	566	232	659	2977

WHAT'S BEEN DONE

- Memorial website launched 4/18:
www.burlingtonvt.gov/CEDO/Memorial-Auditorium
- Interviewed Memorial operators, tenants and key personnel
- Analysis of comparable facilities around the country
- City Wide Survey
- Workshops 1 & 2
- Public Tours

Survey Promotion



- Postcard with survey link sent to every door in Burlington ~20,000 doors

- Emailed the survey link to all City employees and partners, nonprofits, businesses, & universities

- Posts on social media and Front Porch Forum
- Stories in the press

Direct Outreach- 12 Events

2,583 Completed Surveys!



TOP USES:

Top 10 Preferred Uses:

1. Shows and Entertainment
2. Civic Meeting Space
3. Farmers' Market
4. Arts and Crafts
5. Youth Music
6. Youth-led programs
7. Musician Space
8. Dance Space
9. Conference Space
10. Trade Shows

POTENTIAL USES	PERCENT
Shows and entertainment space	79.4
Civic and community meeting space	73.8
Farmer's Market space	73.6
Arts and Craft show space	61.7
Youth music space	56.5
Youth-led program space	51.4
Musician rehearsal space	51.1
Dance space	48.8
Conference space	47.0
Trade shows	46.2
Workshop space	42.7
Childcare space	37.2
Community kitchen	36.7
Vermont-made products	33.7
Business incubator space	26.5
Leased space for rental income	24.9
Tasting room for food, beer, or wine	24.1
Yoga studio	23.9
Concessions (food/refreshments)	23.2
Food incubator space	19.5
Pub or restaurant	17.0
Food court	15.4
Retail space	12.3
Office space	12.3
Food processing space	11.1
None of these	3.2

Workshops 1 & 2

Workshop 1- History and condition of building.
Complementary uses building off survey results.

Workshop 2- Created models of preferred uses
and discussed trade-offs and operating models.



Public Tours



Consistent Themes



Sustainable
Operating Model

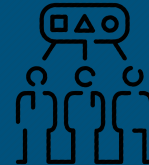


Flexible Spaces



Large Community Spaces

Accessible to all



Multi-use Spaces



Modernized space for
Future Generations



Activate Main St.
Facade

Recap Memorial Auditorium Process

May - July

- Hire professional survey company to help us design and conduct city-wide survey

- Field survey - 3 weeks

- Conduct 12 outreach events around the City

*Update to City Council

August

- Professional survey company presented results 8.23.2018

- Public Workshop #1 on Uses - 8.30.2018

- Public tours

*Update to the PACC

Sept. - Oct.

- Research and analyze public's preferred uses

- Public Workshop #2- Public create models based on preferred uses from survey and Workshop 10.9.2018

*Update to the PACC

Nov. - Dec.

- Additional research and analysis of models

- Presentation to PACC and Public - 12.6.2018

- Presentation to the City Council 12.17.2018

*Need City Council Approval

Public Approval

*March Ballot

G.O. bond needs 2/3rds support to pass

Memorial Auditorium

Agenda

Existing Conditions

Site

Building

Program Spaces

Auditorium

Second Floor

Annex Level

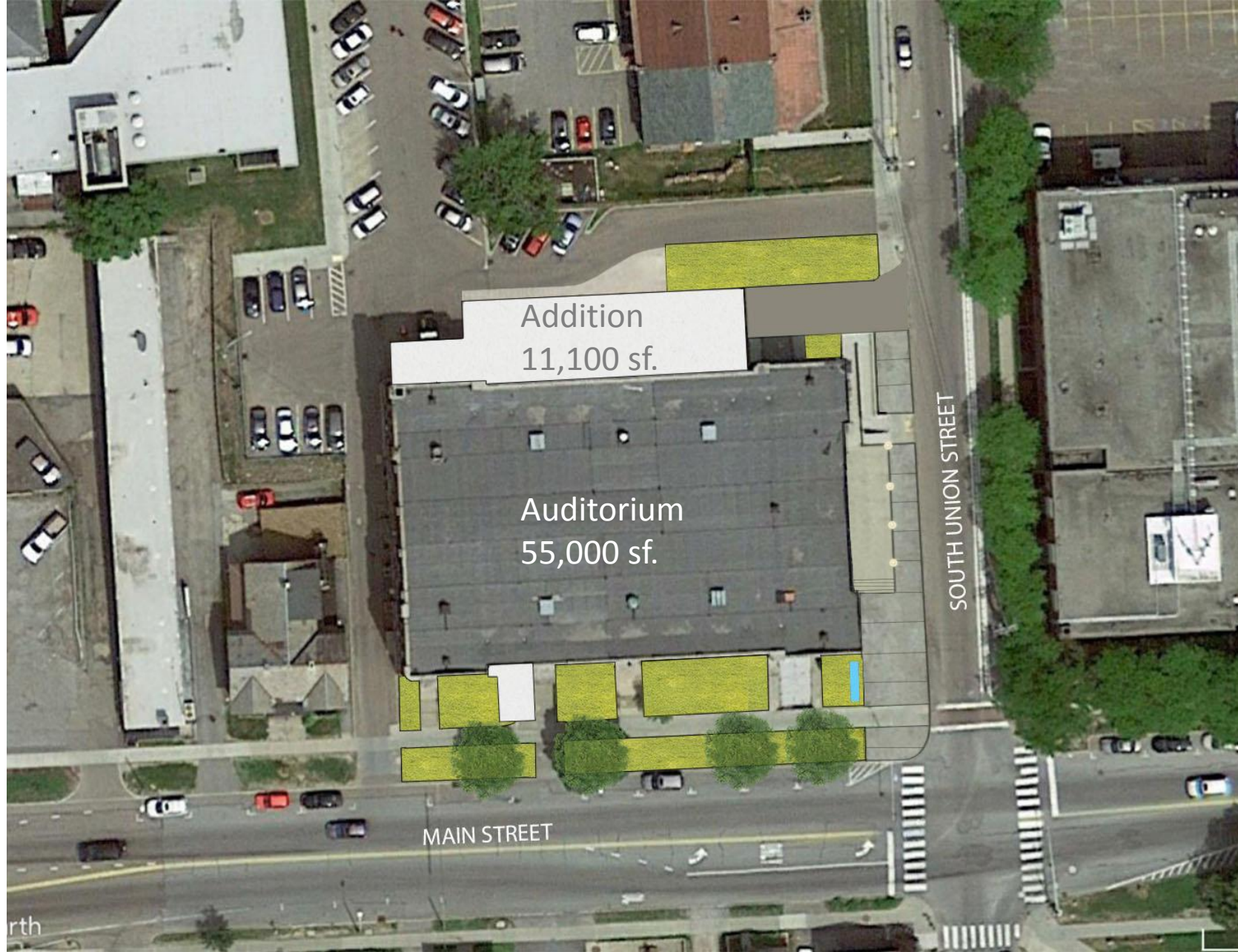
Conclusions

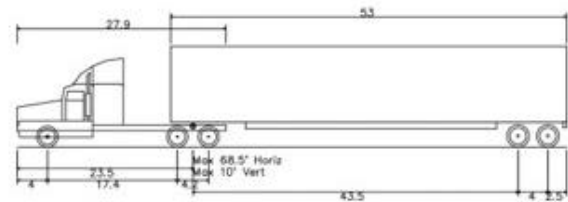
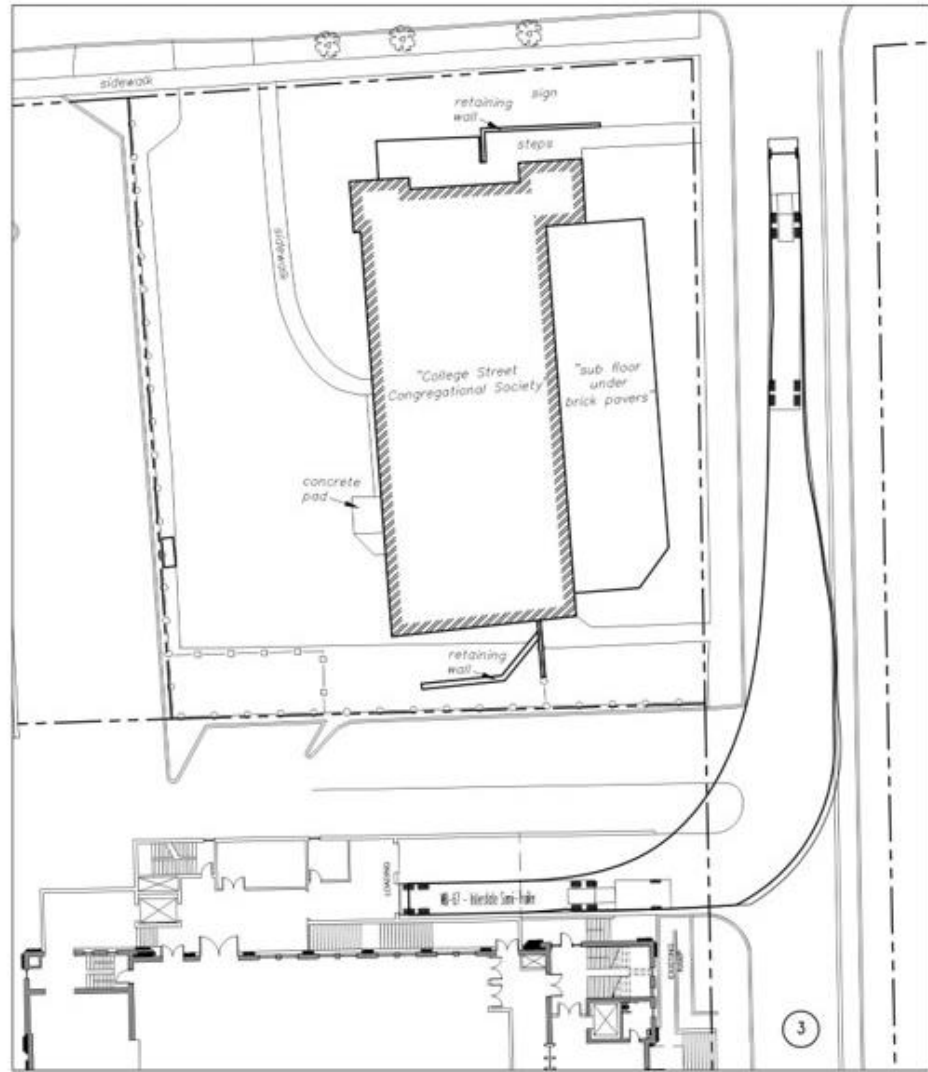


Site Considerations

- Historic Structures
- Pedestrian Pathways from the City Center
- Gateway from the East









Municipal Parking Lot adjacent to Fletcher Library



West Side of Memorial

College Street
Congregational Society





Accessible Ramp from South Union Street



View West from South Union Street

Service Zone- North side of Memorial





Alley along West side of Memorial



Staircase along Main Street



Ground Level Entrance
along Main Street

Courtyard along
Main Street



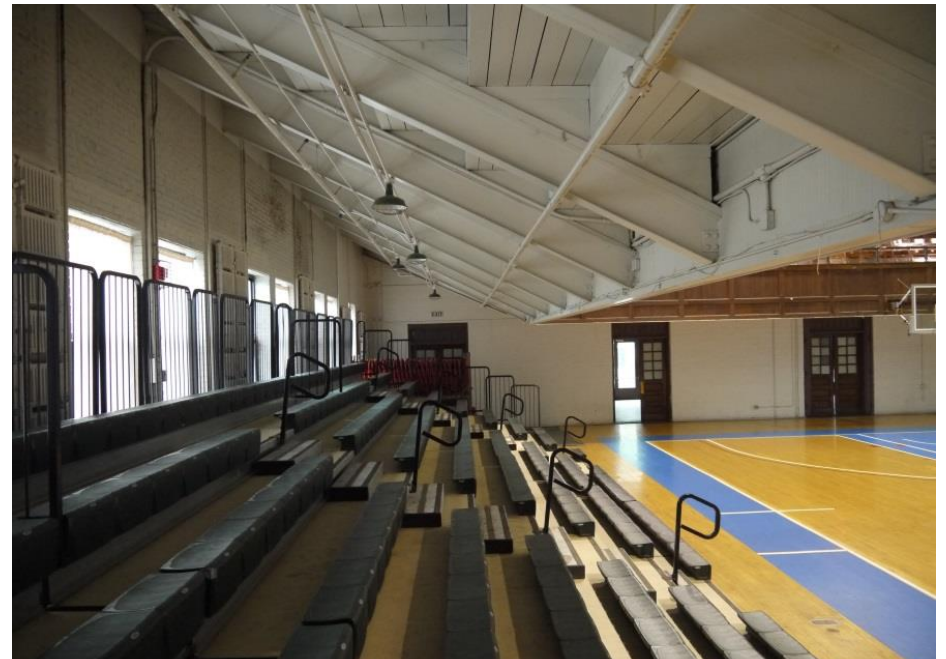


Auditorium – Looking West toward Lobby



South Balcony at the Stage

Underside of
North Balcony





Third Floor Studio



Main Lobby



Top Landing of South Stair

Memorial Plaques





Ground Level Annex

Existing Floor Area:
11,500 square feet

Ceiling Height:
14 feet



Annex – Looking Northwest



3

Studio

2

Balcony

1

Auditorium

G

Annex

Auditorium Program: Seated



Auditorium Program: Standing



Existing Floor:

11,550 square feet

Balcony:

4,700 square feet

700 seats



Proposed Floor:

10,330 square feet

1,100-1,300 seats

Balcony:

4,700 square feet

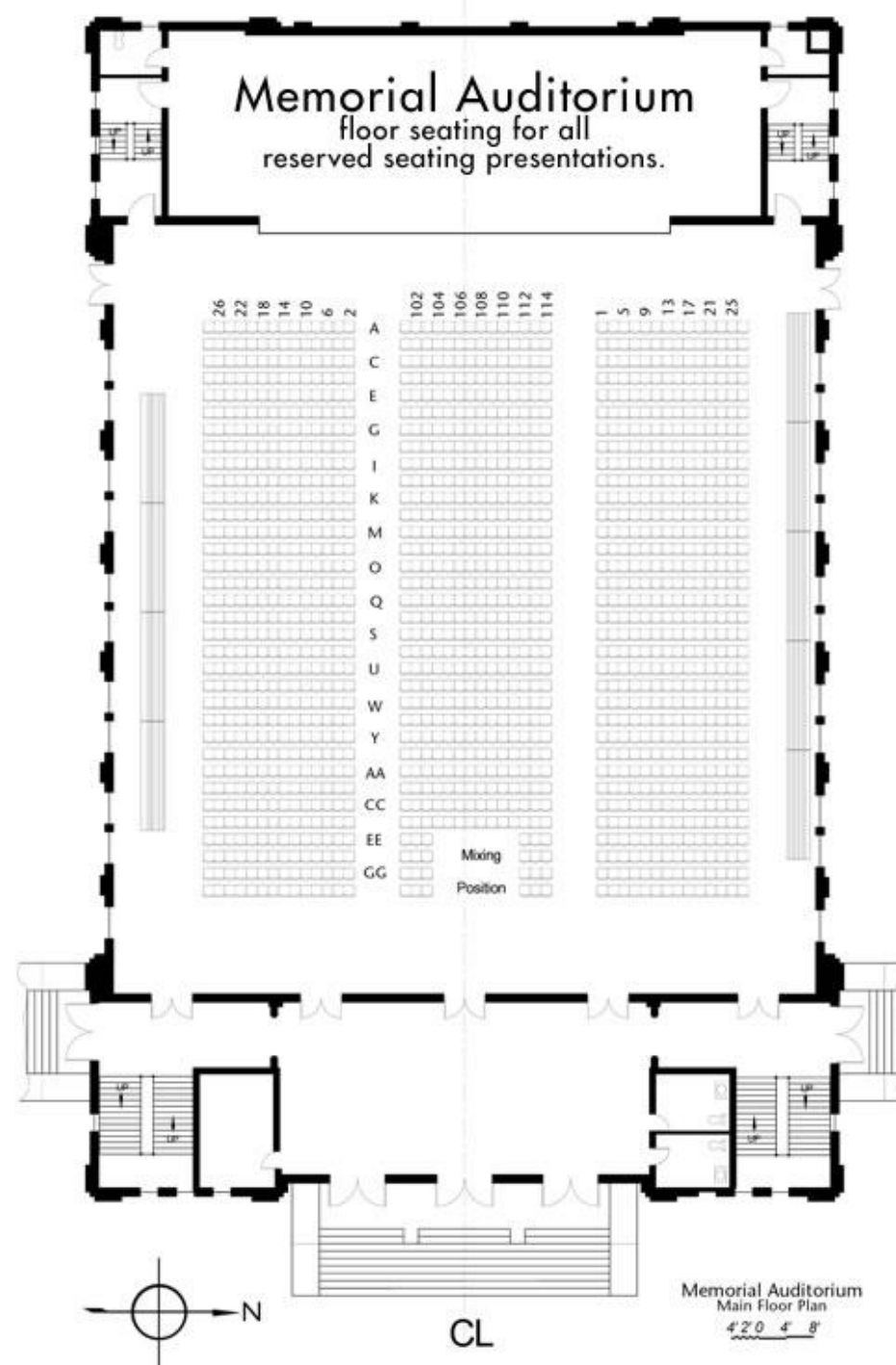
570-700 seats (120 wood)

1,670-2,000 seats

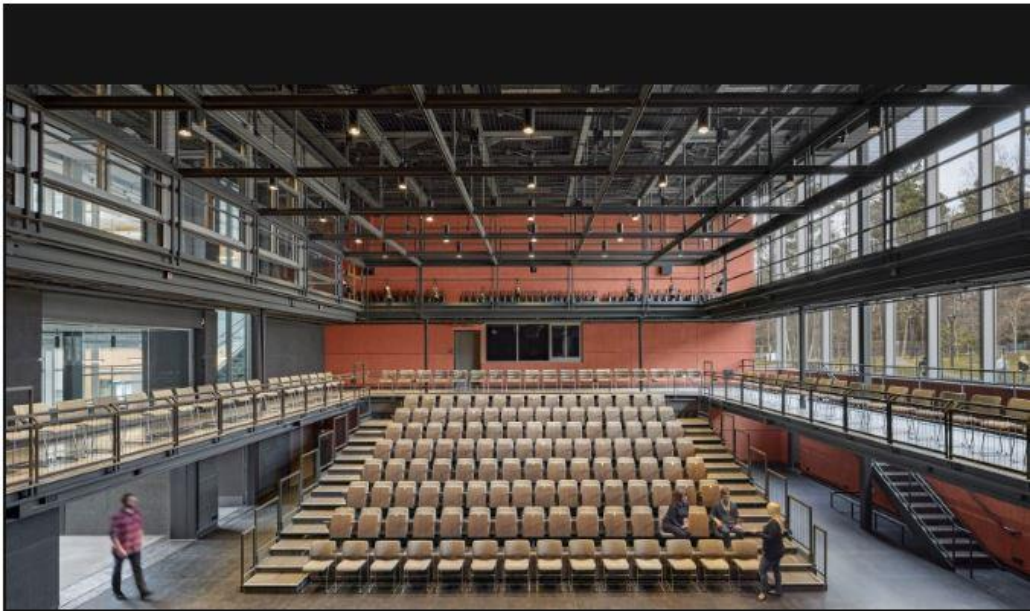
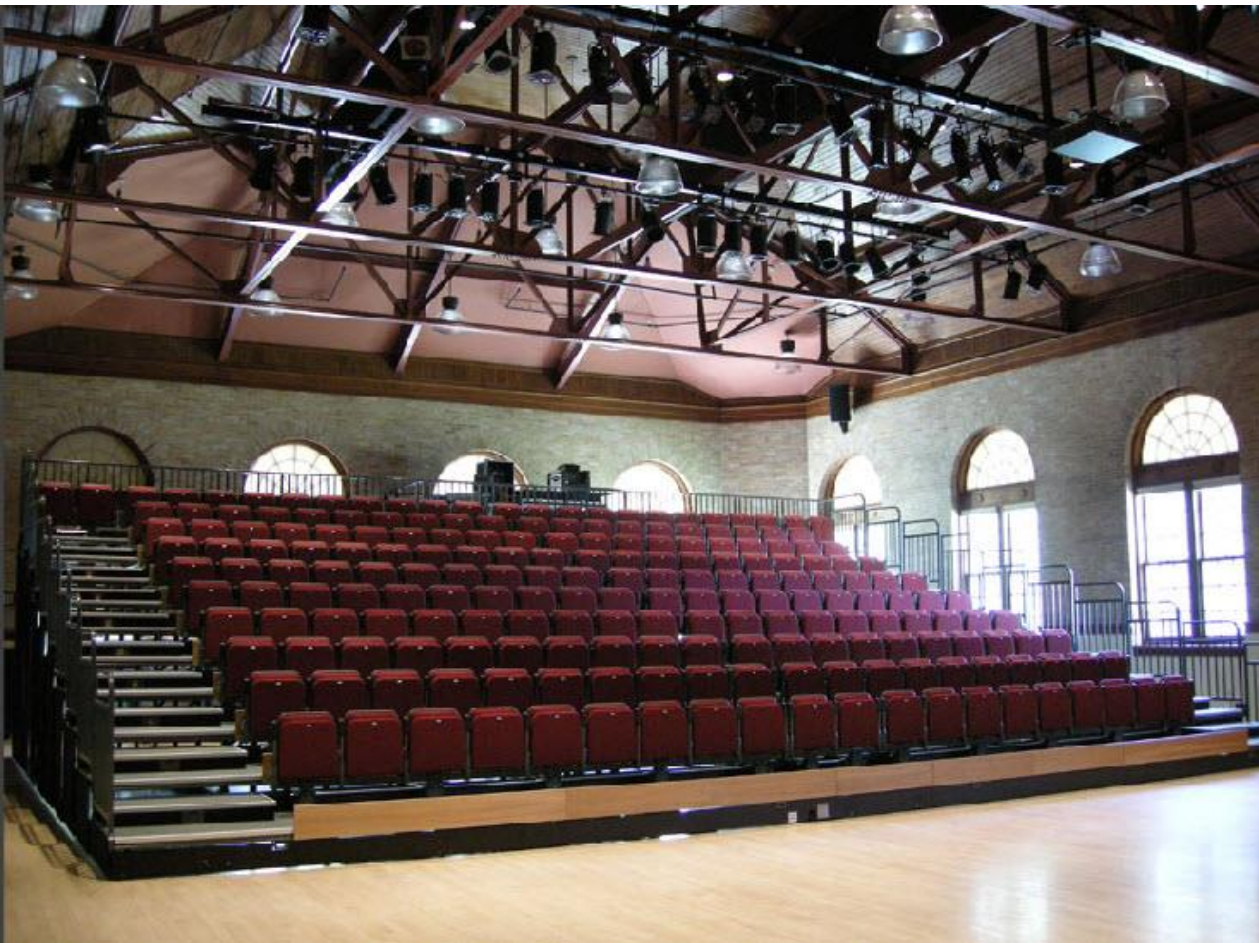


Existing Floor:
1,440 seats

Balcony:
700 seats

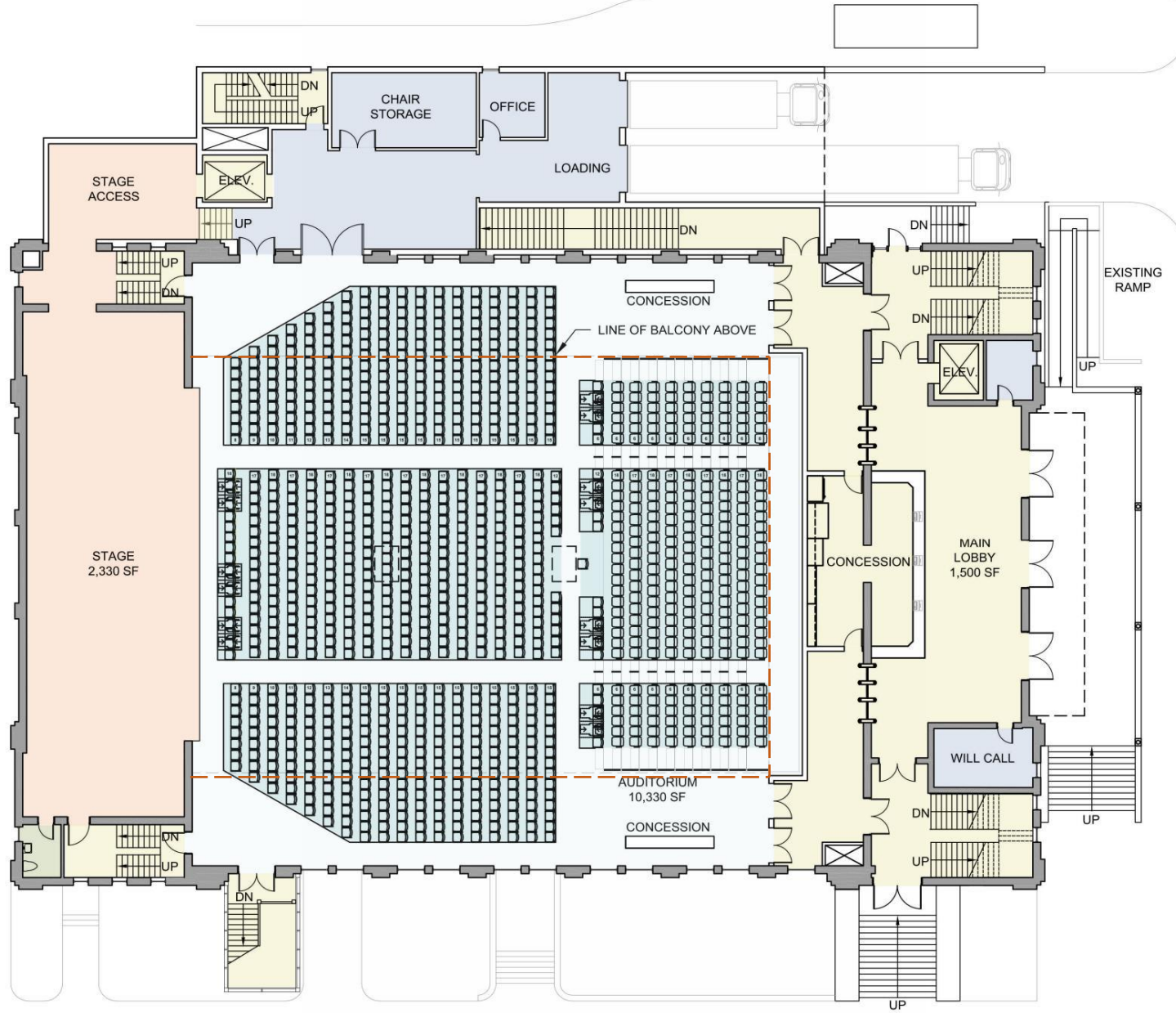


Auditorium Program: Seating Riser



Concerts
 Cabaret
 Special Events
 Banquets
 Conferences
 Civic Events

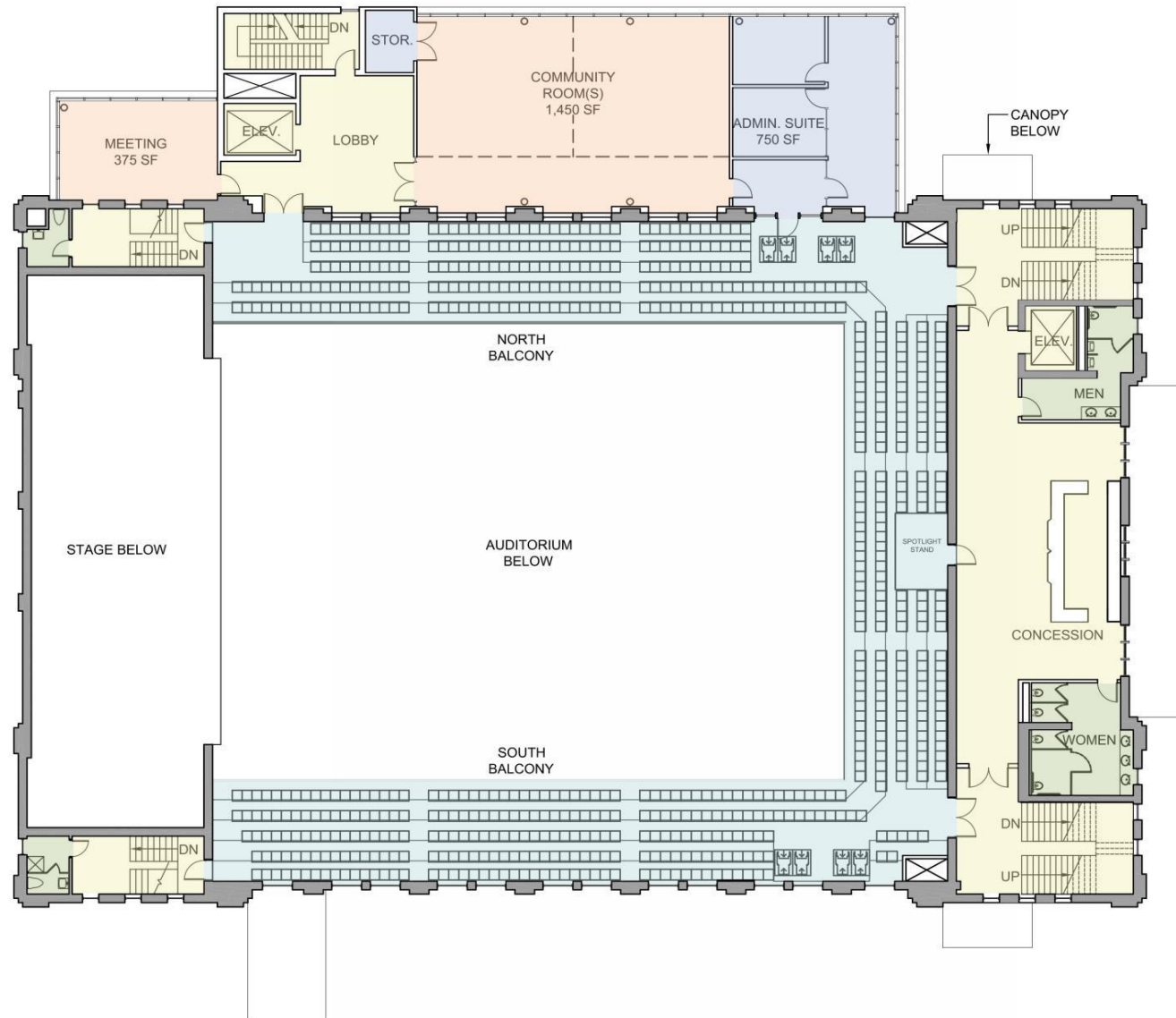
Auditorium Floor:
 10,330 square feet
 Up to 1,300 seats



First Floor Plan

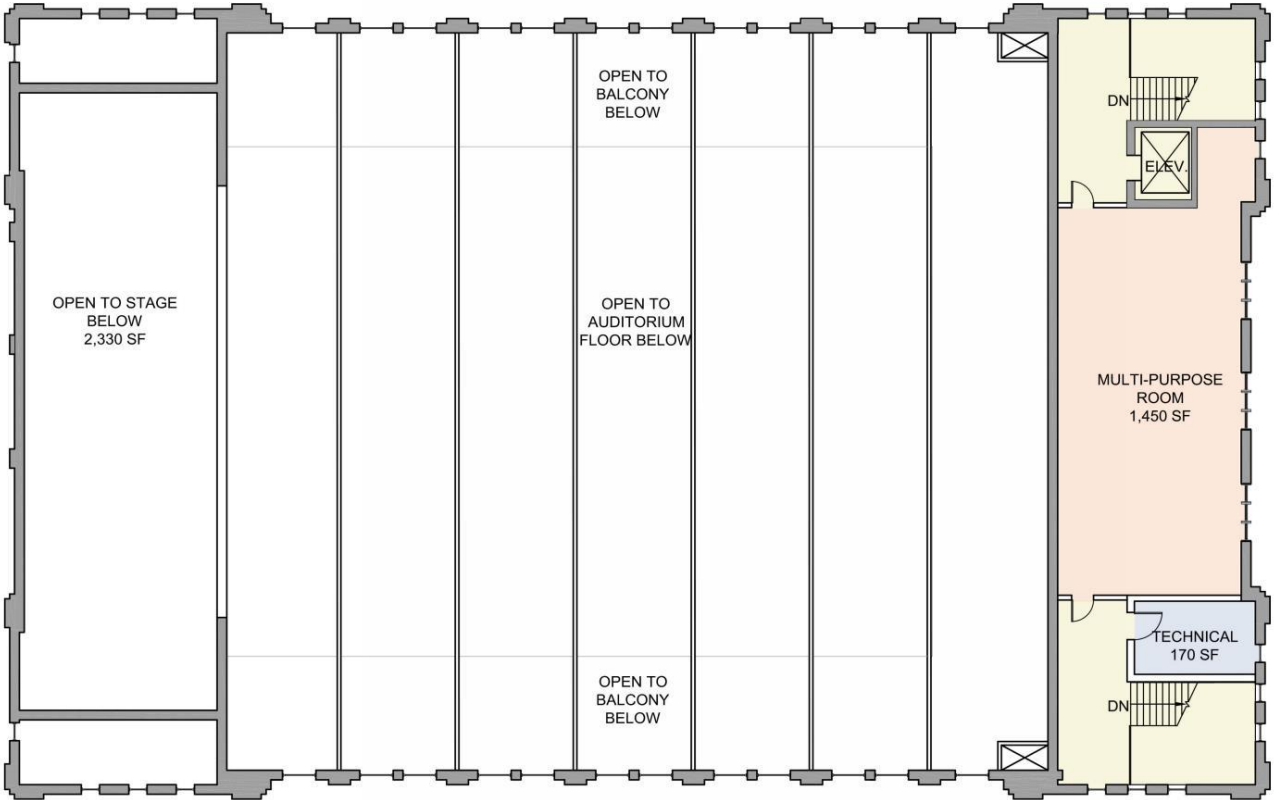
Concerts
Cabaret
Special Events
Banquets
Conferences
Civic Events

Balcony:
4,700 square feet
570-700 seats



Second Floor Plan

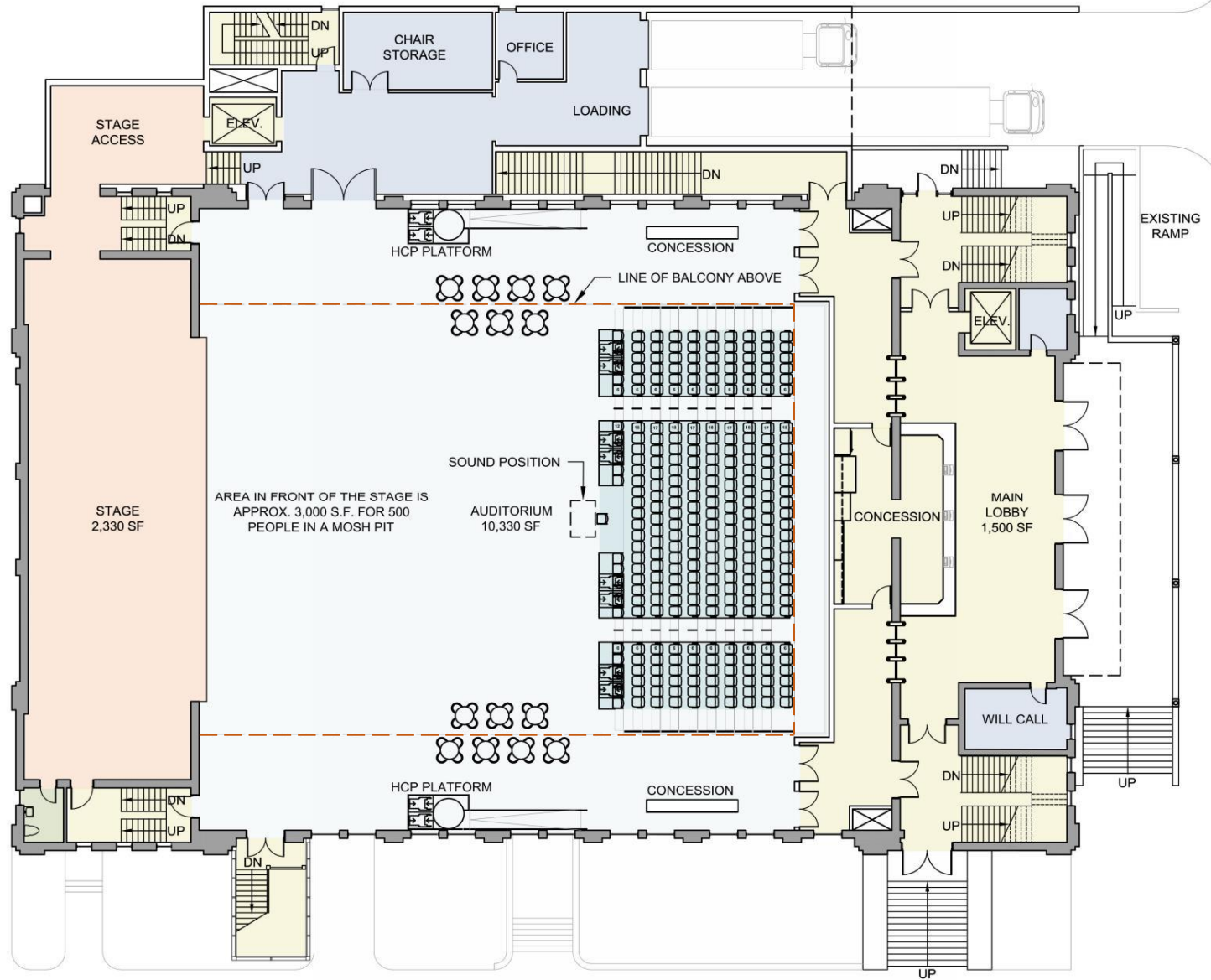
Memorial Museum



Third Floor Plan

Concerts
 Cabaret
 Special Events
 Banquets
 Conferences
 Civic Events

Auditorium Floor:
 500-1,000 standing
 (2) HCP platforms

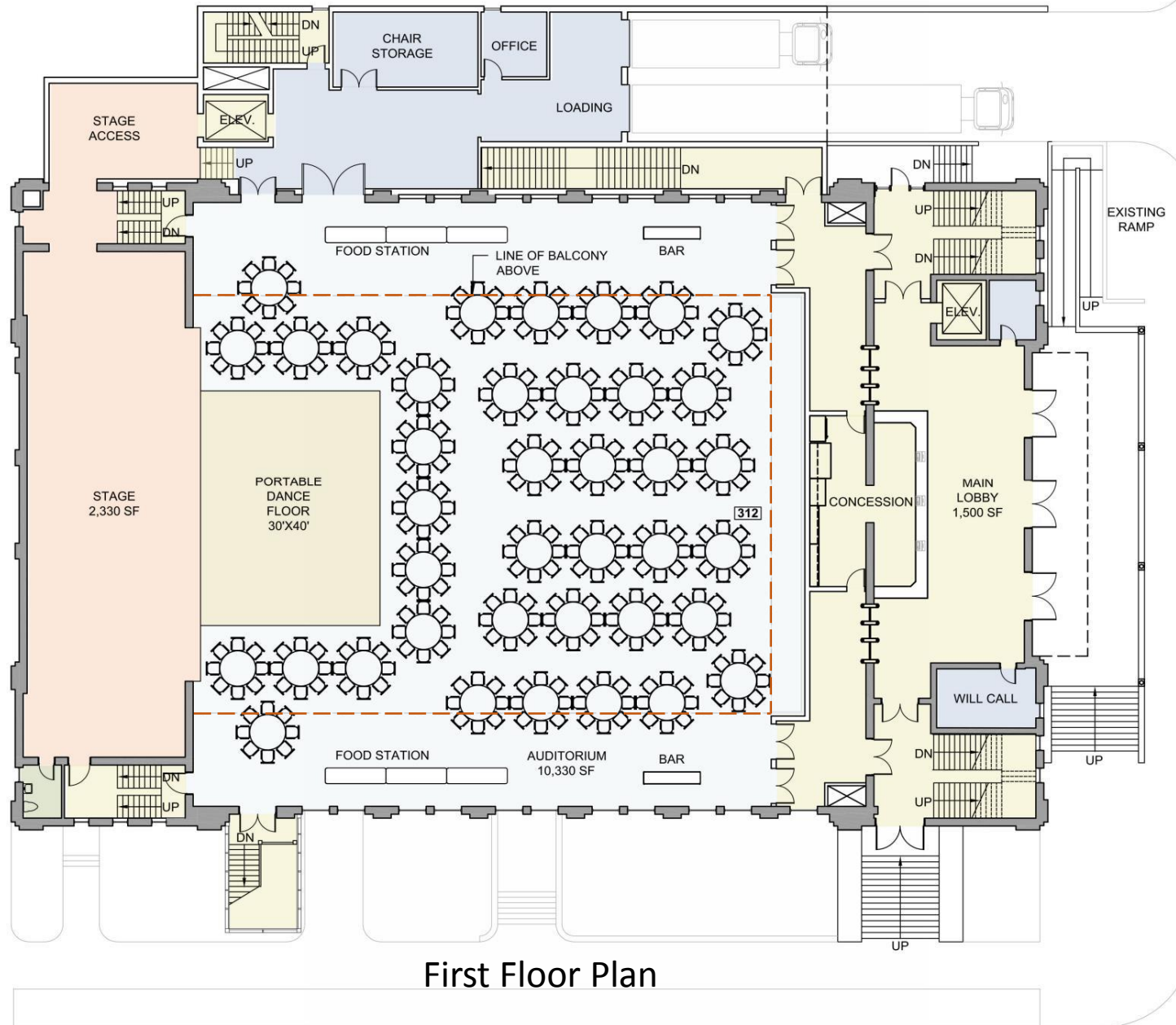


First Floor Plan

Concerts
 Cabaret
 Special Events
 Banquets
 Conferences
 Civic Events

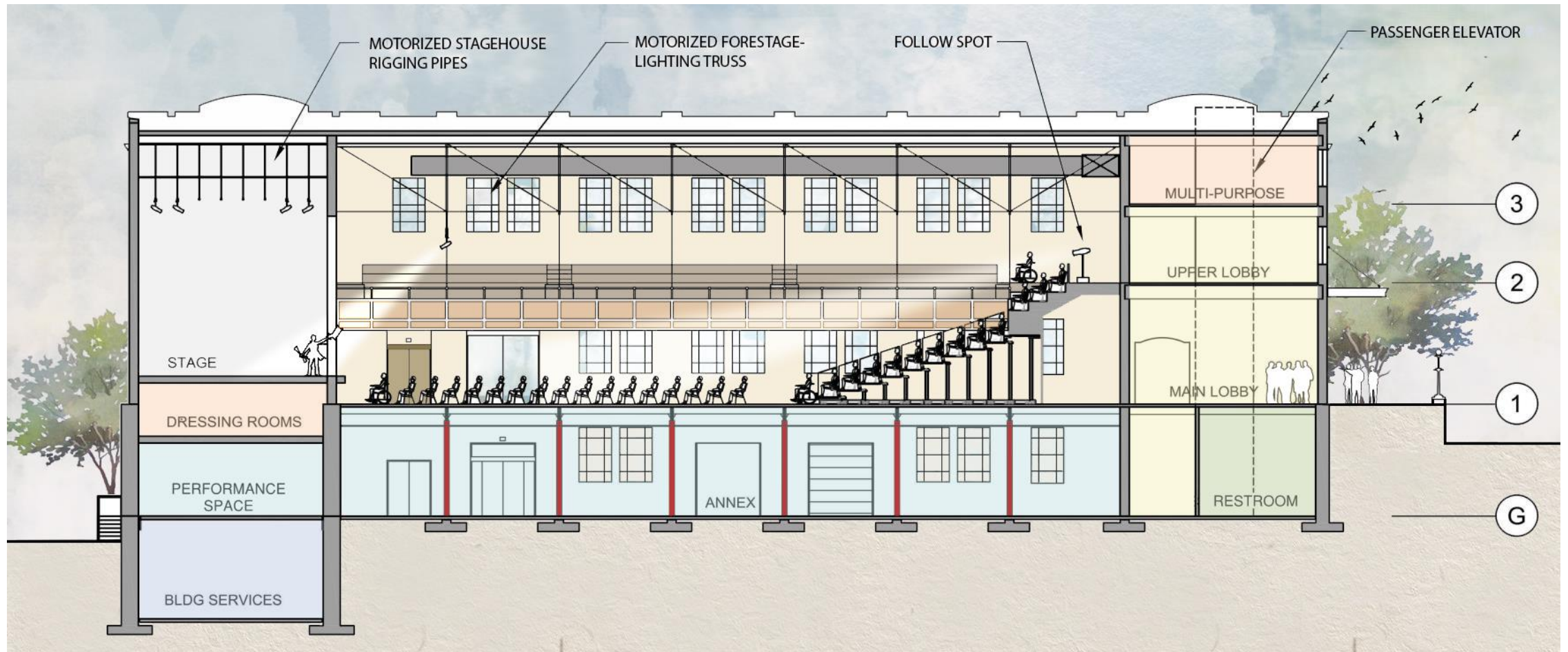
Auditorium Floor:
 312 Seats
 (2) HCP platforms

EXISTING HOUSE



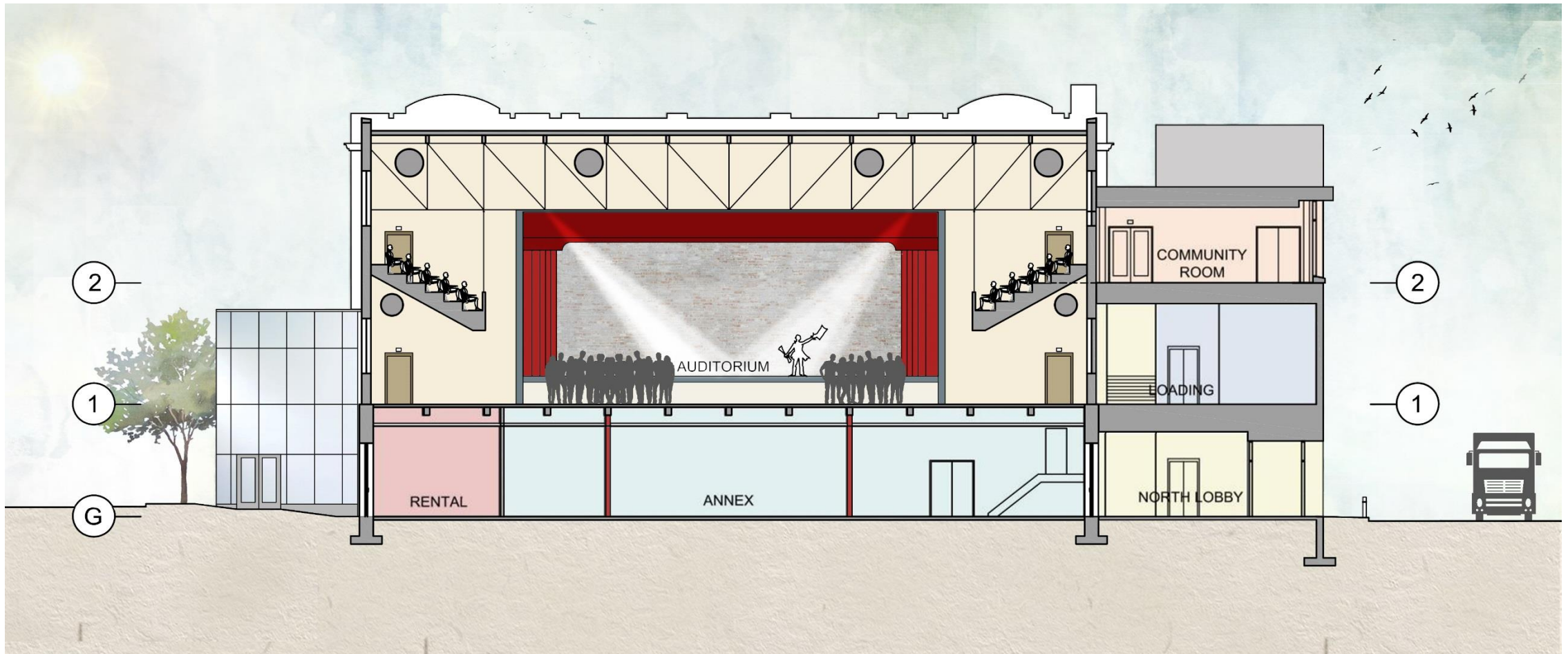
First Floor Plan

Auditorium



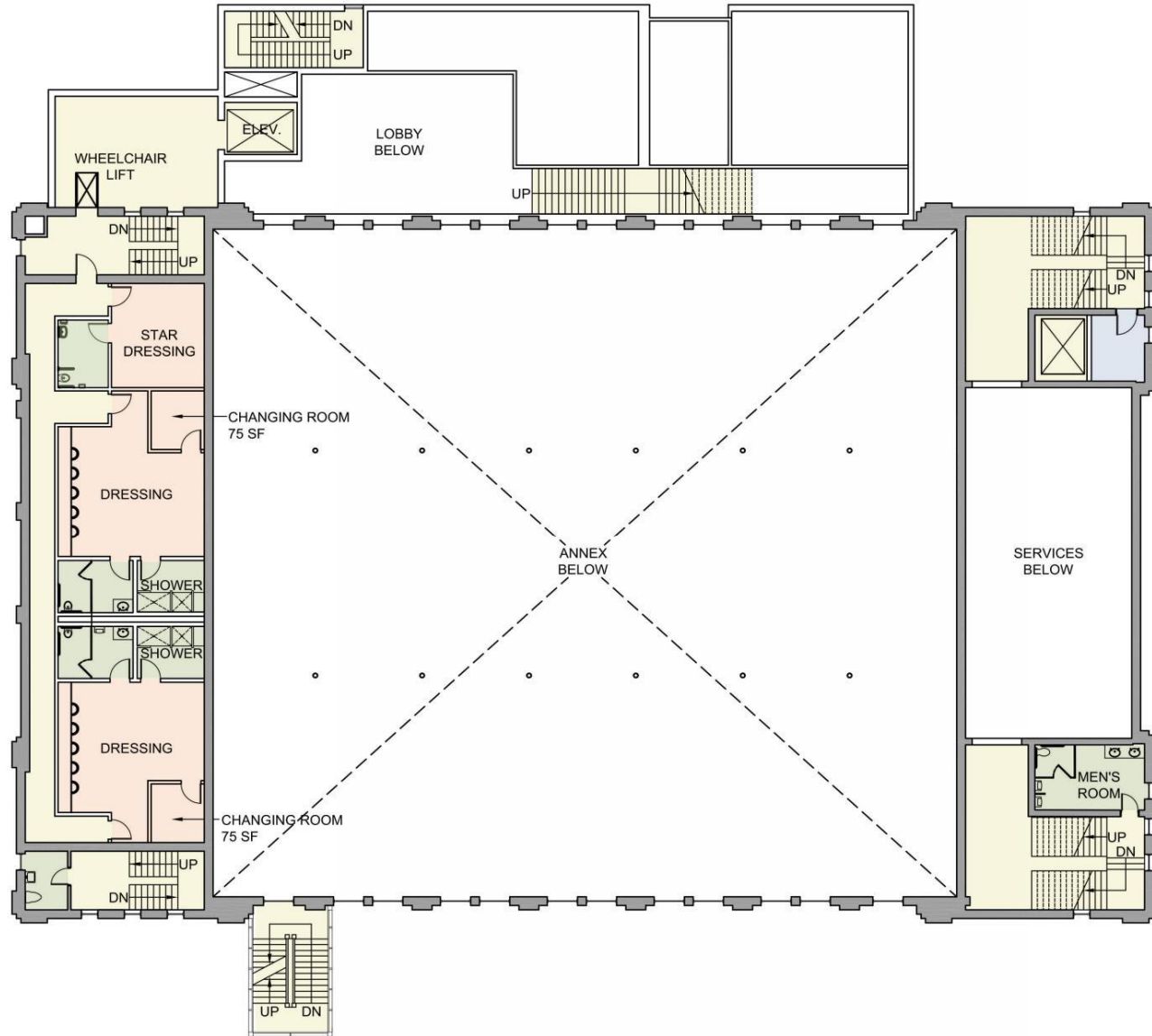
Section- Looking North

Auditorium



Section- Looking West

Star Dressing
Gendered or Gender
Neutral Dressing Rooms



Lower Mezzanine
Floor Plan



3

Studio

2

Balcony

1

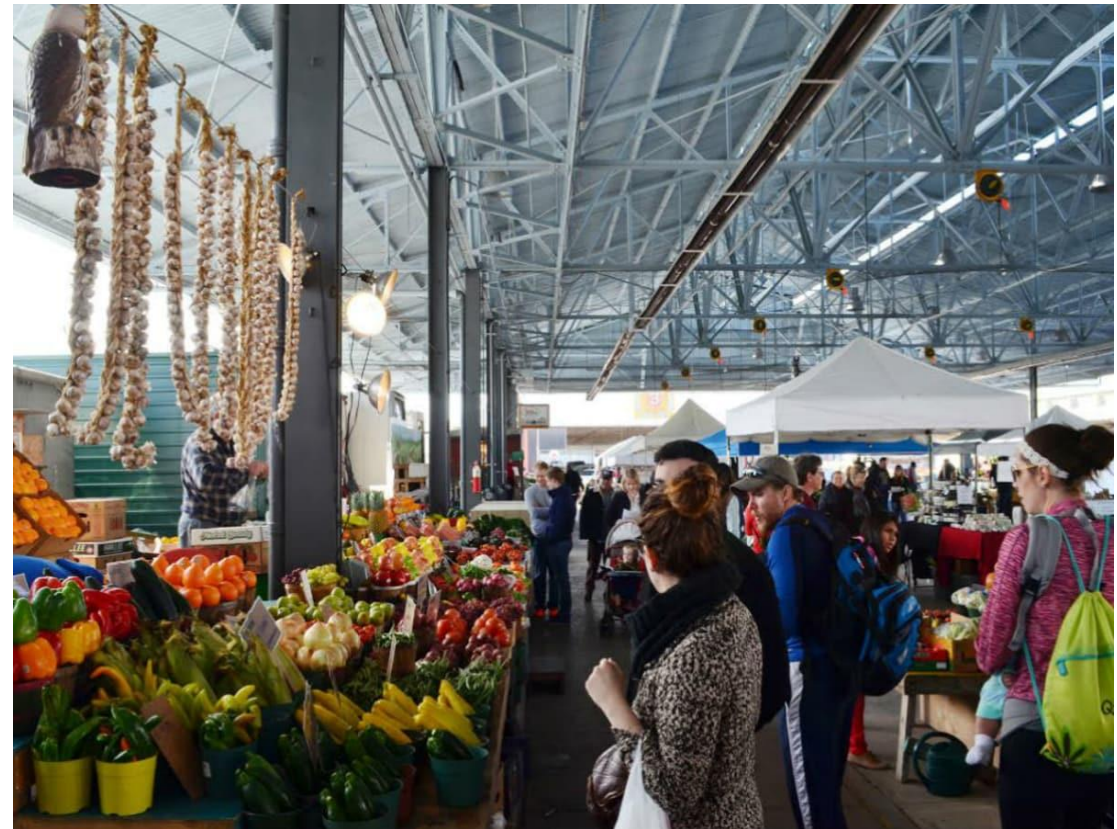
Auditorium

G

Annex

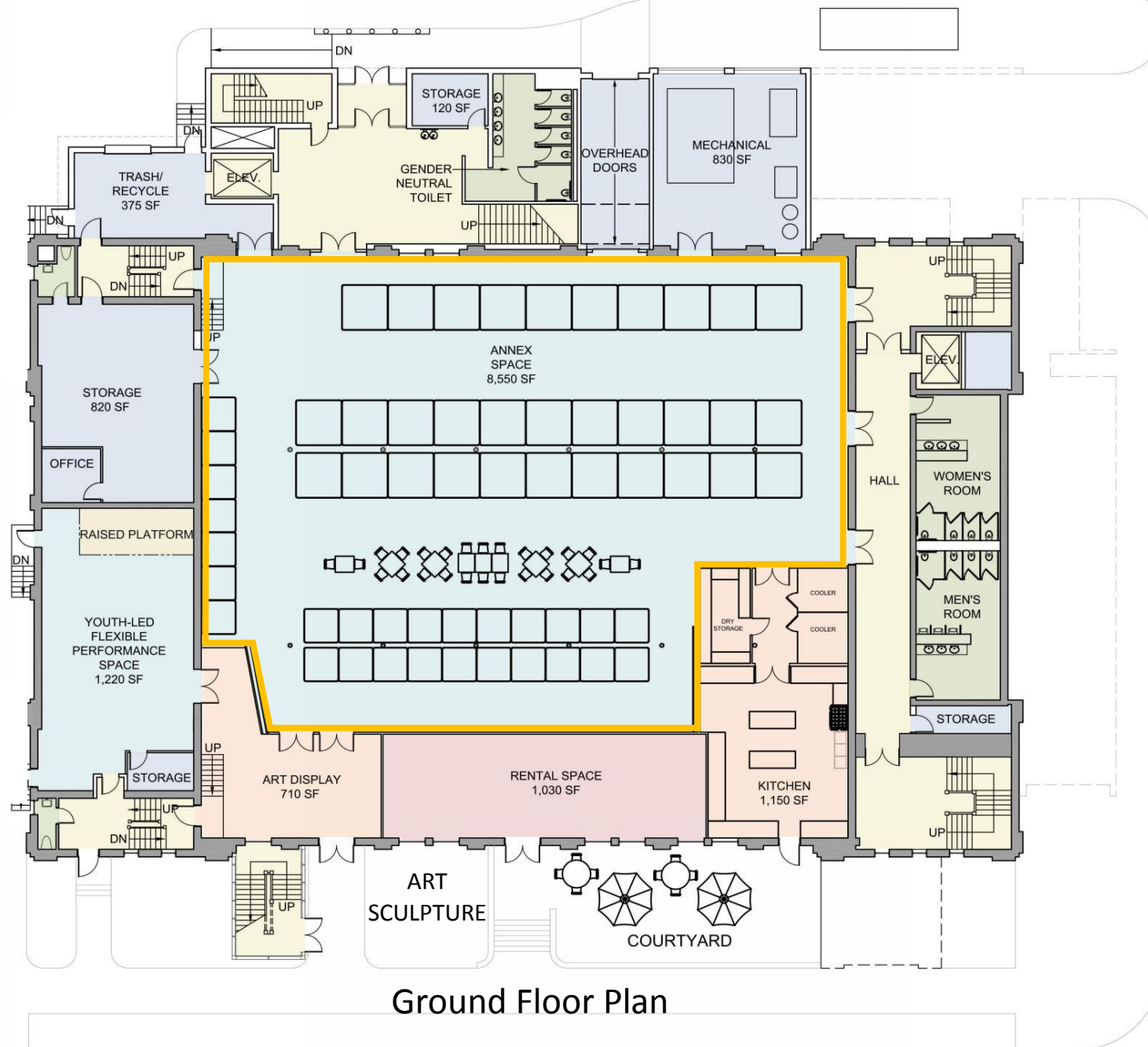
Annex: Market Space

Winter Farmer's Market
Arts and Crafts Fair
Trade Shows/ Exposition



Farmer's Market
 Arts and Crafts Fair
 Trade Shows/ Exposition
 Community Dinners
 Cultural Events
 Civic and Community Meetings
 Recreational Activities

32- 8x8 market stalls
 27- 6x6 market stalls
 59 total shown



Ground Floor Plan



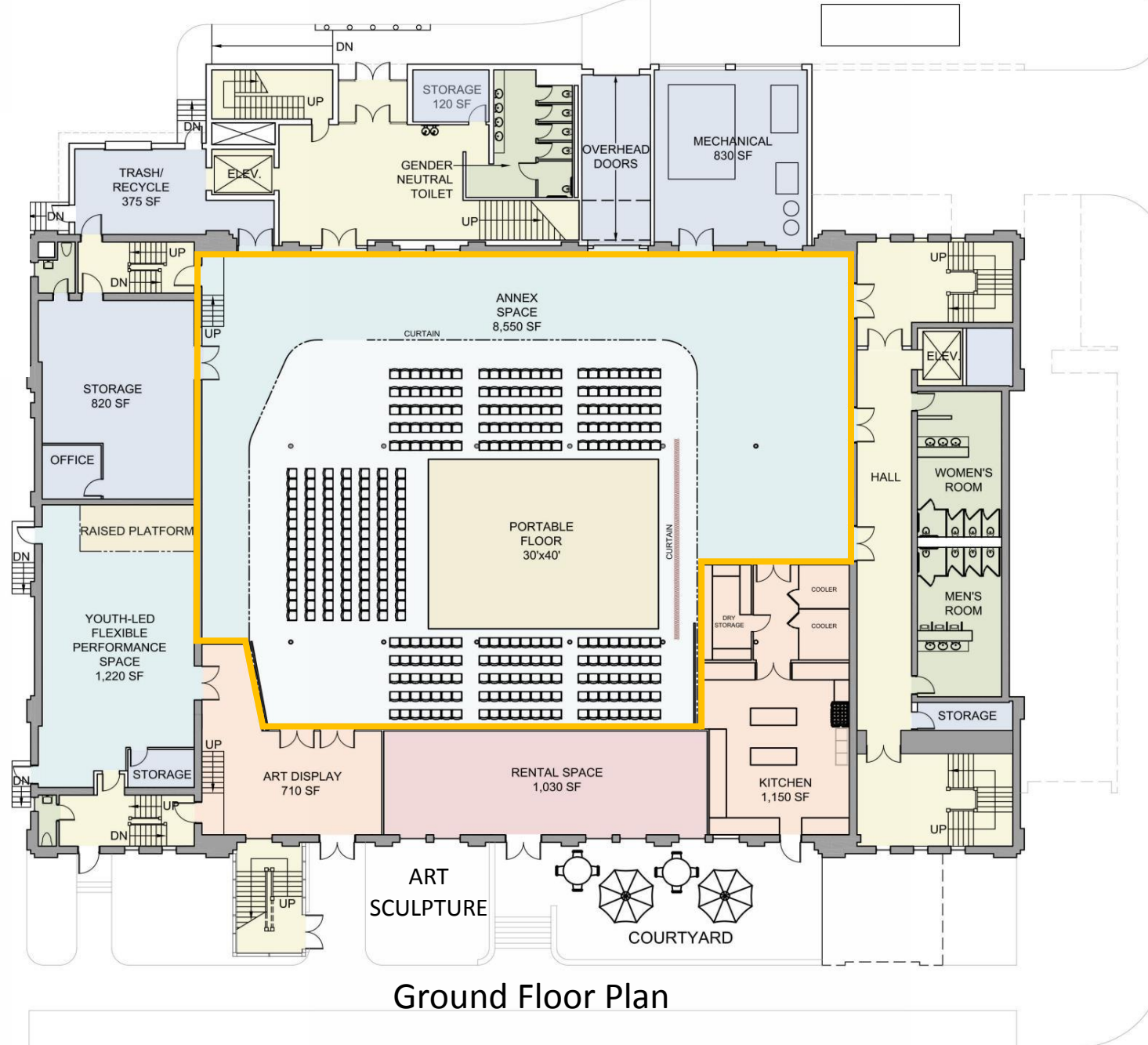
Annex: Performance Space

- Dance Recital
- Music Performance
- Poetry Slam
- Community Dinners
- Cultural Events



Farmer's Market
 Arts and Crafts Fair
 Trade Shows/ Exposition
 Community Dinners
 Cultural Events- Dance
 Civic and Community Meetings
 Recreational Activities

325 Seats



Ground Floor Plan



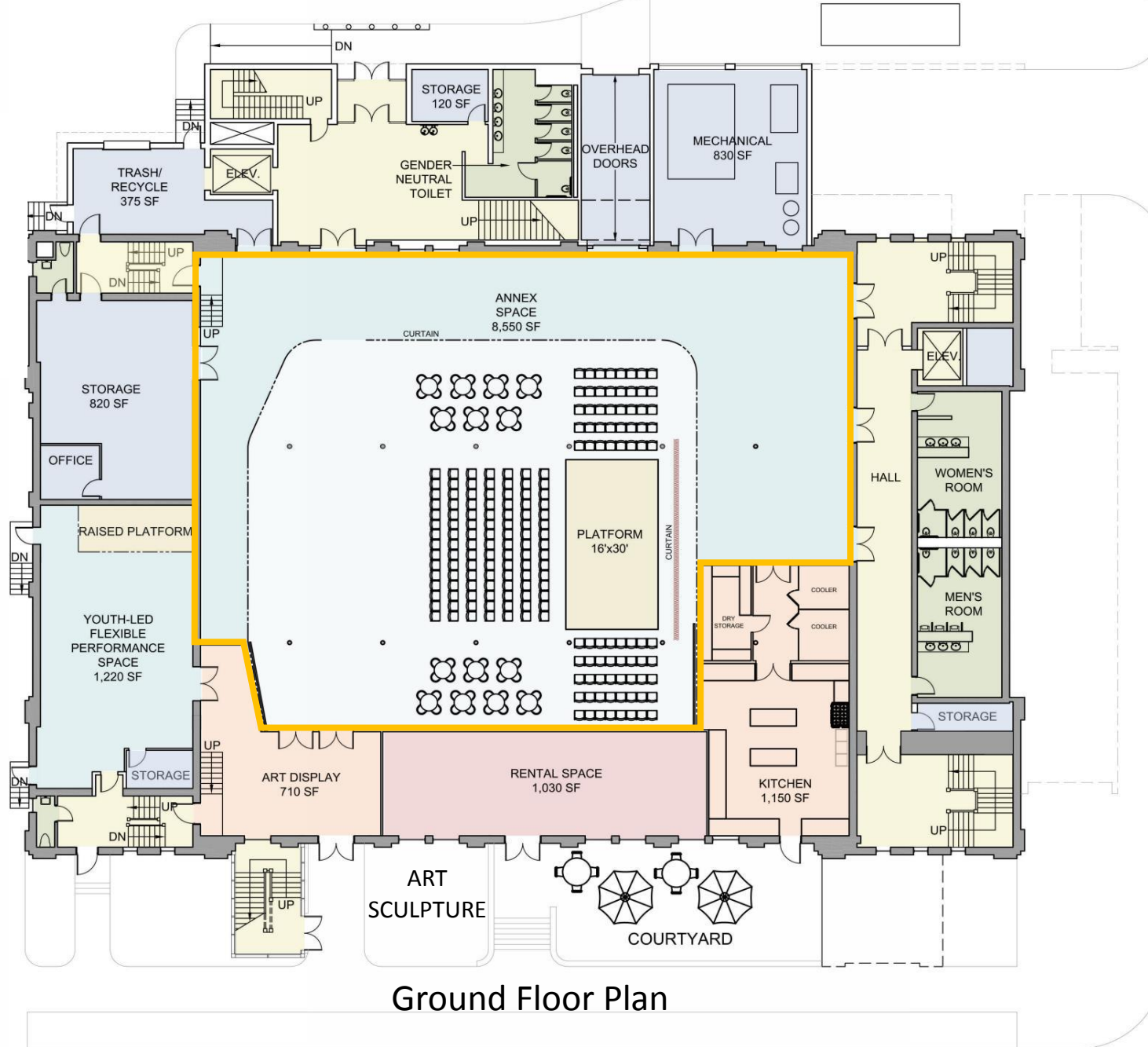
Annex: Black Box Theatre

Cultural Events- Dance
Civic and Community
Meetings
Recreational Activities



Farmer's Market
 Arts and Crafts Fair
 Trade Shows/ Exposition
 Community Dinners
Cultural Events- Music
Civic and Community Meetings
 Recreational Activities

**185 Seats +
 56 on Café Tables**



Ground Floor Plan

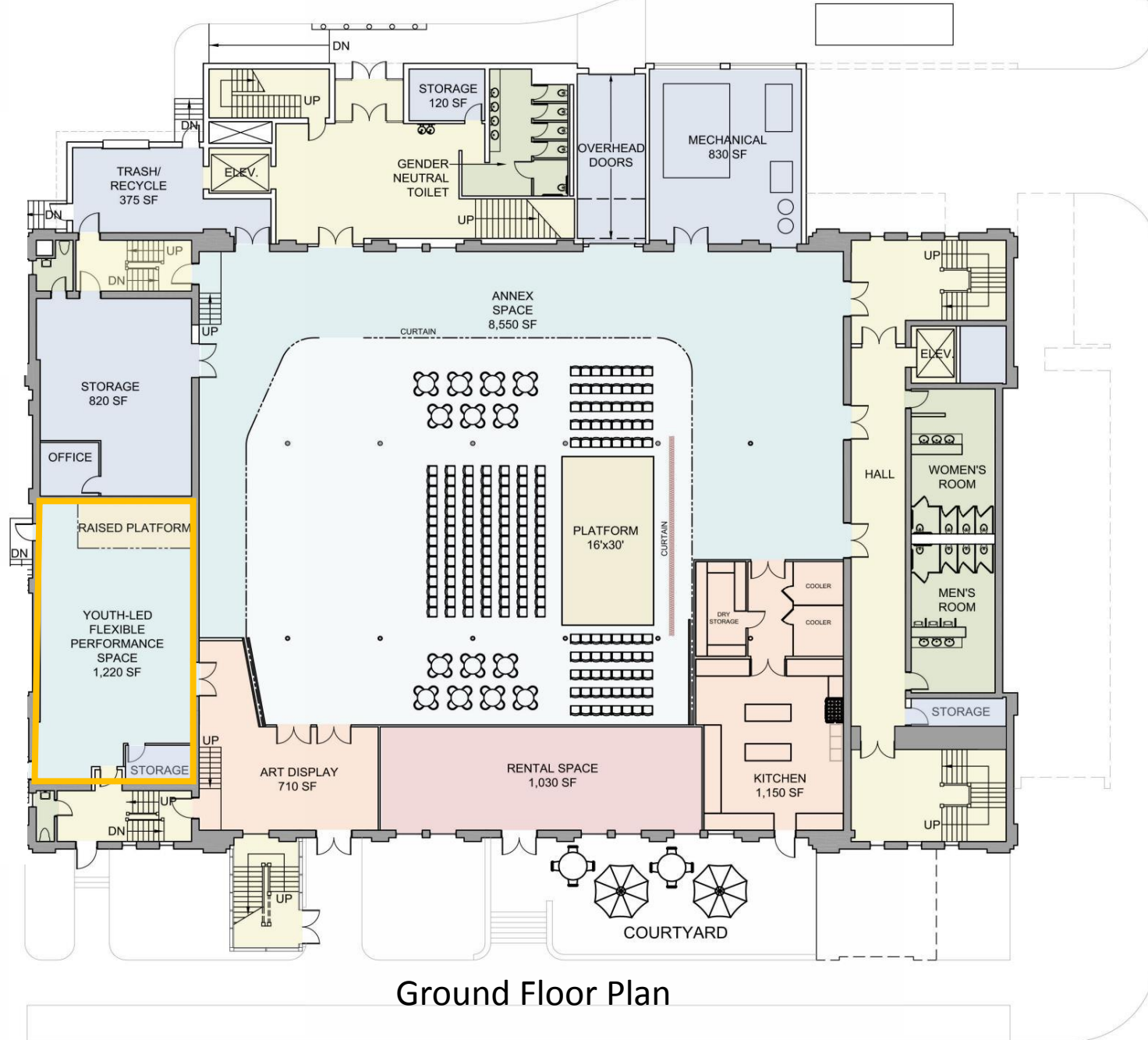
Annex: Performance Space

Youth Programs
Music Rehearsal
Comedy
Highlight Events
Slam Poetry
Open Mic night
Battle of the Bands



Farmer's Market
 Arts and Crafts Fair
 Trade Shows/ Exposition
 Community Dinners
 Cultural Events- Music
 Civic and Community Meetings
 Recreational Activities

Youth Led Performance
 Youth Programs
 Music Rehearsal
 Comedy
 Highlight Event
 Slam Poetry
 Open Mic night
 Battle of the Bands



Ground Floor Plan



Annex: Food Space

Food Support of
Memorial Events
Community Dinners
Cultural Food Events
Cooking Classes
Pop-up Food



Farmer's Market
 Arts and Crafts Fair
 Trade Shows/ Exposition
 Community Dinners
 Cultural Events
 Civic and Community Meetings
 Recreational Activities

Youth Led Performance
 Youth Programs
 Music Rehearsal
 Comedy
 Highlight Event
 Slam Poetry
 Open Mic night
 Battle of the Bands



Food Support of Memorial Events
 Community Dinners
 Cultural Food Events
 Cooking Classes
 Pop-up Food

Kitchen 1,150 Square Feet

Ground Floor Plan



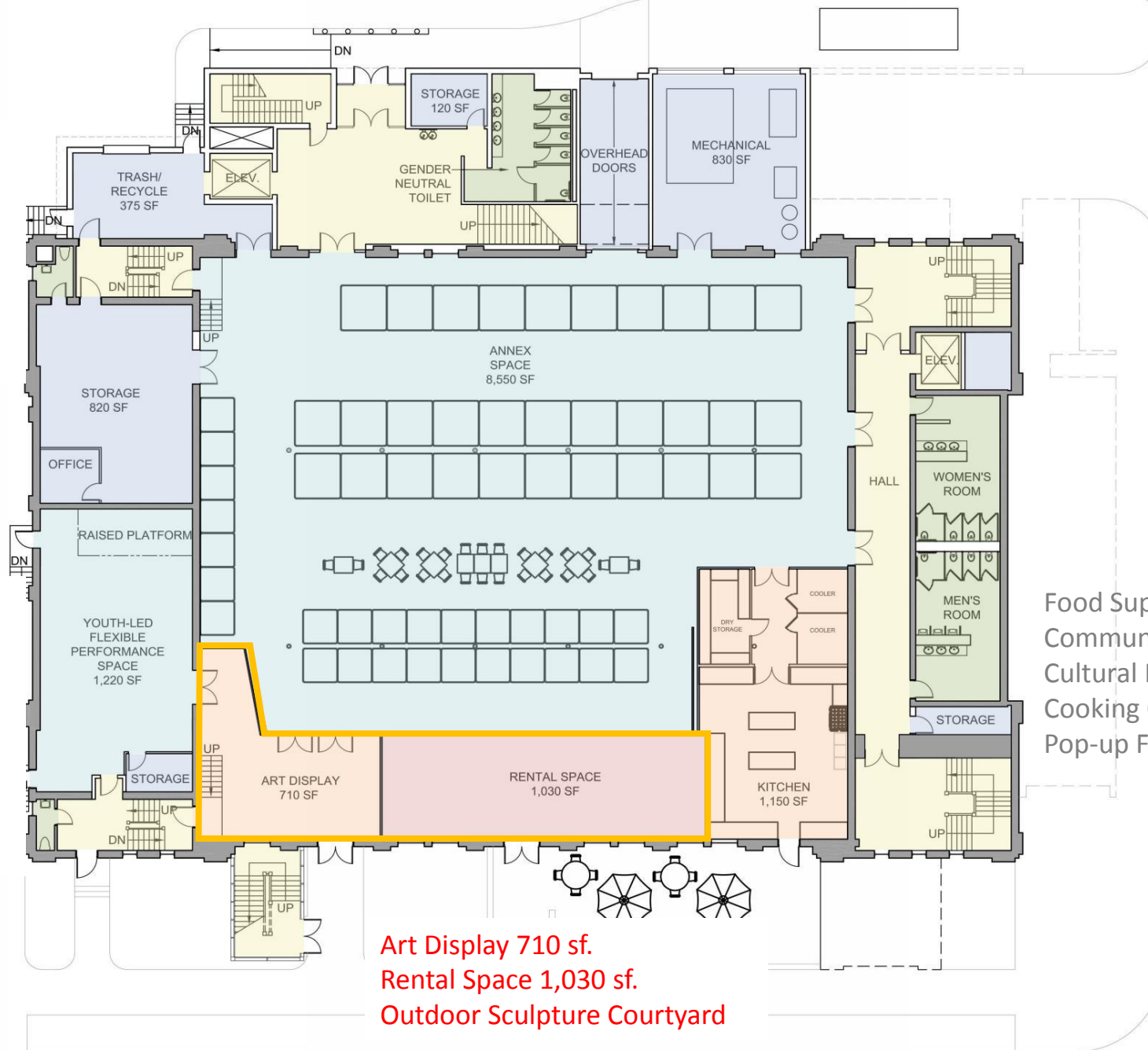
Annex: Display Space

- Art Display
- Gallery Receptions
- Pop-Up Shops
- Retail Options



Farmer's Market
 Arts and Crafts Fair
 Trade Shows/ Exposition
 Community Dinners
 Cultural Events
 Civic and Community Meetings
 Recreational Activities

Youth Led Performance
 Youth Programs
 Music Rehearsal
 Comedy
 Highlight Event
 Slam Poetry
 Open Mic night
 Battle of the Bands



Food Support of Memorial Events
 Community Dinners
 Cultural Food Events
 Cooking Classes
 Pop-up Food

Art Display 710 sf.
 Rental Space 1,030 sf.
 Outdoor Sculpture Courtyard

Project Report

Conclusions:

Reconstruction of the upper portion of the exterior walls is required for continued use.

The building is adaptable to contemporary standards.

The North Addition is integral in making the building useful and comfortable as a performance venue.

Site improvements are required for safety.



Cost Report



Capital Cost

(Up front cost)

- Construction
- Design
- Operating Costs
- Reserves

Operating Cost

(Annual cost over time)

- Utilities
- Insurance
- Maintenance
- Taxes
- Contribution to Reserves

Construction Cost Estimate

ELEMENT		Total 66,125 GSF		Renovation 55,010 GSF		Addition 11,115 GSF		Sitework	
		Cost	Cost/GSF	Cost	Cost/GSF	Cost	Cost/GSF	Cost	Cost/GSF
Direct Trade Cost									
Direct Trade Cost Details		\$19,225,946	\$290.75	\$13,480,863	\$245.06	\$5,020,132	\$451.65	\$724,951	\$10.96
Design and Pricing Contingency	10.0%	\$1,923,000	\$29.08	\$1,349,000	\$24.52	\$503,000	\$45.25	\$73,000	\$1.10
Direct Trade Cost Total		\$21,148,946	\$319.83	\$14,829,863	\$269.58	\$5,523,132	\$496.91	\$797,951	\$12.07
Burdens and Markups									
General Conditions and Project Requirements	10.0%	\$2,114,900	\$31.98	\$1,483,000	\$26.96	\$552,400	\$49.70	\$79,800	\$1.21
Insurance	1.25%	\$290,800	\$4.40	\$204,000	\$3.71	\$76,000	\$6.84	\$11,000	\$0.17
Performance and Payment Bonds	0.85%	\$200,300	\$3.03	\$140,400	\$2.55	\$52,300	\$4.71	\$7,600	\$0.11
Permit	waived	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00
Fee	3.5%	\$740,300	\$11.20	\$519,100	\$9.44	\$193,400	\$17.40	\$28,000	\$0.42
Estimated Construction Cost Total		\$24,495,246	\$370.44	\$17,176,363	\$312.24	\$6,397,232	\$575.55	\$924,351	\$13.98
Escalation Allowance from now to Start of Construction Spring 2020	6.64%	\$1,628,000	\$24.62	\$1,142,000	\$20.76	\$425,000	\$38.24	\$62,000	\$0.94
Estimated Construction Cost Total at Start of Construction		\$26,123,246	\$395.06	\$18,318,363	\$333.00	\$6,822,232	\$613.79	\$986,351	\$14.92

City Development Cost

City develops the building using up to \$15M General Obligation (GO) Bond

Costs ('Uses')

Construction:	\$26,123,246
Design:	\$1,886,000
Soft Costs:	\$1,279,493
Reserves:	\$1,000,000
<u>Contingency:</u>	<u>\$2,500,000</u>
Total:	\$32,788,739

Sources of Funds ('Sources')

GO Bond:	\$15,000,000
<hr/>	
Total:	\$15,000,000
Gap:	\$17,788,739

Or: A Public Private Partnership Approach

City partners with developer to use tax credits to augment \$15M GO Bond

Costs ('Uses')

Construction:	\$23,575,169
Design:	\$1,886,000
Soft Costs:	\$4,133,586
Reserves:	\$2,535,888
<u>Contingency:</u>	<u>\$2,500,000</u>
Total:	\$34,695,643

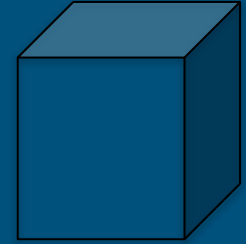
Sources of Funds ('Sources')

GO Bond:	\$15,000,000
Historic Tax Credit	\$4,559,866
NMTC	\$5,553,000
Loan	\$1,500,000
<hr/>	
Total:	\$26,612,866
Gap:	↓ \$8,082,777

Annual Operating Costs

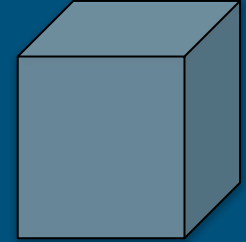
Utilities	\$112,495
Insurance	\$23,719
Maintenance	\$92,371
Taxes	\$81,430
<u>Contribution to Reserve</u>	<u>\$33,844</u>
Total	\$343,859

Concept A: “Mothball” Building



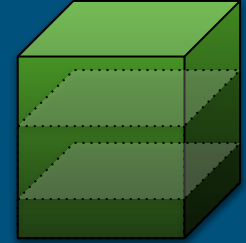
- **Summary:** Building stays closed for use
- **Uses:** None
- **Annual Cost:** ~\$100,000 for upkeep and utilities
- **Capital Cost:** Emergency repairs as needed; failed boilers would cost \$200,000+ to replace in kind
- **Funding:** From existing funds
- **Pros:** None, except preservation of building for future plans
- **Cons:** Costly, unusable building that continues to deteriorate

Concept B: Basic Renovation



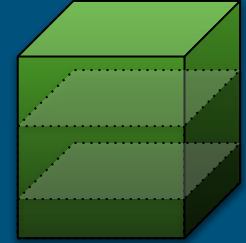
- **Summary:** Basic renovation, safety repairs, and accessibility upgrades in existing footprint without modernizing building or adding extras
- **Uses:** Main floor gym space, ground floor exhibition/market space
- **Annual Cost:** ~\$250,000 for operations, maintenance, and utilities
- **Capital Cost:** ~10-15 million depending on scope of upgrades
- **Funding:** General Obligation (GO) Bond
- **Pros:** Stabilizes building and reactivates for recreation, exhibits, markets, and gatherings; resolves accessibility issues
- **Cons:** Spaces are functional, but not modernized; amenities limited; no larger shows, exhibitions, or conventions

Concept C1: Community Hub - Tiered Performance Space: City Run



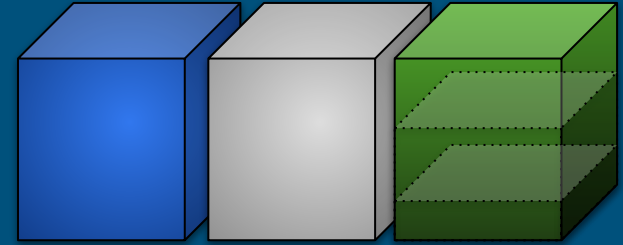
- **Summary:** City-owned, City-managed modern Memorial with flexible three-tier performance, market, and event space that serves as community hub
- **Uses:** Broad set of uses as described earlier in the presentation
- **Annual Cost:** \$350k operating, plus bond repayment
- **Capital Cost:** \$33 million: \$27M hard costs, plus \$6M soft costs
- **Funding:** \$15M GO Bond -- **but \$18M gap exists**
- **Pros:** Upgraded, flexible spaces meet community needs; modern building will serve generations
- **Cons:** No funding identified to close gap; City owns operational risk

Concept C2: Community Hub - Tiered Performance Space: Partnership



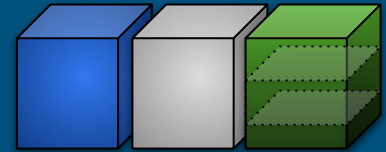
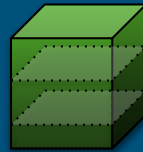
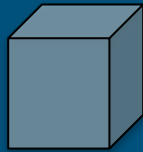
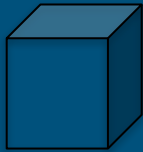
- **Summary:** City-owned, privately-operated modern Memorial with flexible three-tier performance, market, and event space that serves as community hub
- **Uses:** Broad set of uses as described earlier in the presentation
- **Annual Cost:** \$0 operating for City, but annual bond repayment
- **Capital Cost:** \$35 million: \$26M hard costs, plus \$9M financing & soft costs
- **Funding:** \$15M GO Bond, tax credits, grants -- **but \$8 million gap exists**
- **Pros:** Upgraded, flexible spaces meet community needs; modern building will serve generations; partner manages operational risk
- **Cons:** No funding identified to close gap

Concept D: Community Hub + Super Block



- **Summary:** City-owned, privately managed modern Memorial, plus mixed use development of the “gateway block” including City lot and private bldgs
- **Uses:** Broad set of uses as described earlier in the presentation
- **Annual Cost:** \$0 operating for City, but annual bond repayment
- **Capital Cost:** \$35M for Memorial; Super Block costs TBD
- **Funding:** \$15M GO Bond + Tax Credits, Grants for Memorial + \$10M in TIF funds to support other parts of Super Block
- **Pros:** Delivers modern Memorial at price City can afford; unlocks value of larger block for housing/commerical/retail/public facility, creates attractive entry point to downtown, and Grand List Growth
- **Cons:** More complicated project on a longer timeline

Summary: Four Concepts



	Mothball	Basic	Community	Super Block
Pros	Preserves options	Reopens building and allows basic programming	Modern space meets diverse community need	Allows full renovation at price City can afford; unlocks gateway block value
Cons	Building continues to deteriorate	Spaces not modern or flexible; large events limited	\$8-18M funding gap exists	Stretches timeline for renovation