



Town of Hilton Head Island
Venue Committee Special Meeting
Friday, March 30, 2018 – 9:00 a.m.
Benjamin M. Racusin Council Chambers
AGENDA

As a Courtesy to Others Please Turn Off All Cell Phones and Pagers during the Meeting.

- 1. Call to Order**
- 2. Freedom of Information Act Compliance**
Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.
- 3. Approval of Agenda**
- 4. Approval of Meeting Minutes –November 20, 2017**
- 5. New Business**
 - a) Discussion on Response to Webb Management Services Report: A Conceptual Model for a Community Arts Center (CAC) and Possible Recommendations
- 6. Appearance by Citizens**
- 7. Adjournment**

Please note that a quorum of Town Council may result if a majority of their members attend this meeting.

TOWN OF HILTON HEAD ISLAND
Venue Committee Special Meeting
November 20, 2017 – 1:30 p.m.
Benjamin M. Racusin Council Chambers

Committee Members Present: Chairman Cindy Creamer, Vice Chairman Jane Joseph, Karen Attaway, Gil Campbell, Dan Castro, Lili Coleman, Rex Garniewicz, Florry Gibbes, Juliann Foster, Terry Herron, Bob Lee, Gregg Russell, Suzanne Thompson

Committee Members Absent: Charlie Clark, Tim Ridge

Town Council Present: Kim Likins, David Ames, Bill Harkins, Tom Lennox

Town Staff Present: Shawn Colin, Deputy Director of Community Development; Tom Fultz, Director of Administrative Services; Brian Hulbert, Staff Attorney; Jayme Lopko, Senior Planner; Jenn McEwen, Culture & Arts Network Director; Jennifer Ray, Planning & Special Projects Manager; Steve Riley, Town Manager; Teresa Haley, Senior Administrative Assistant

1. Call to Order

Chairman Creamer called the meeting to order at 1:30 p.m.

2. Freedom of Information Act Compliance

Public notification of this meeting has been published, posted, and mailed in compliance with the Freedom of Information Act and the Town of Hilton Head Island requirements.

3. Approval of Agenda

Chairman Creamer requested a motion to approve the agenda as submitted. Dan Castro moved to approve. Vice Chairman Joseph seconded. The motion passed unanimously.

4. Approval of Minutes – October 26, 2017

Chairman Creamer requested a motion to approve the minutes of the October 26, 2017 meeting. Ms. Attaway moved to approve as corrected. Mr. Castro seconded. The motion passed unanimously.

5. New Business

- a) Presentation of Physical & Business Plans for a Conceptual Model for a Community Arts Center by Duncan Webb of Webb Management Services

Chairman Creamer welcomed Duncan Webb of Webb Management Services and Robert Long of Theatre Consultants Collaborative (Consultants). Chairman Creamer indicated that before the Consultants' presentation, she wanted to share the Committee's upcoming schedule of meetings:

- December 4th at 1:30 p.m. to discuss the proposed scenarios related to the community arts center.
- December 18th at 9:00 a.m. for The North Group to explain the work they will be doing on the island and provide an opportunity for the Committee to ask questions about the process.
- January 4th at 9:00 a.m. for the final presentation from Webb and The North Group.

Vice Chairman Joseph shared the update she provided to Town Council at their workshop last week and emphasized the importance of the Committee completing Phase 2.

Chairman Creamer asked the Consultants to begin their presentation. The Consultants began their in depth presentation of the physical and business plans for a conceptual model for a community arts center. The physical and business plans will lead to the funding analysis by The North Group, which will be presented at a subsequent meeting. The Consultants presented an overview of the steps taken in the process which included a tour and review of the Arts Center of Coastal Carolina (ACCC) facilities, a tour of other potential buildings and sites, a workshop with potential community arts center users, benchmarking and best practices in community arts center management, development of alternative space programs and capital budgets, development of alternative business plans and operating budgets, and comparison of options/scenarios.

The concept for a community arts center includes flexible performance space (\pm 300 seats), multi-purpose room (\pm 120 seats), exhibit space (2,000 square feet), meet/teach rooms (750-1,500 square feet), practice rooms (80-140 square feet), maker/media space (6,000 square feet), and lobby (4,000 square feet).

The development options for a community arts center were presented in four scenarios:

1. New off-site community arts center – new stand-alone community arts center at a separate location, with ACCC continuing to operate in its current fashion and location.
2. Reduced off-site community arts center – reduced stand-alone community arts center, with ACCC annually providing 75 nights of access to 350-seat Wallace Theater. There are two versions of this based on the size of space available for conversion.
3. Expanded ACCC as community arts center – all community arts center spaces and functions in expanded ACCC, with additional 18,000 square feet built onto the back of existing structure.
4. ACCC becomes community arts center – Town buys and takes over operation of ACCC building as a community arts center. ACCC organization uses proceeds of sale to develop new home to mount productions and then becomes a resident user at ACCC as community arts center.

The Consultants presented statements regarding how to consider the development options through cost evaluation to build or adapt spaces for community arts use, understanding cost and design quality options, governance and operating options, programming and activity, and benefits and challenges. The options were summarized in terms of area (square feet), capital costs, and annual funding. ACCC provided extensive information to assist in the analysis including information pertaining to incremental annual funding and a pro-forma operating budget where applicable.

Mr. Webb provided the following recommendations:

- Proceed with further examinations of Options 2 and 3. The next step would be to have The North Group proceed with fundraising planning for these options.
- These are the best options in terms of cost relative to value delivered. And they set up a good contrast – one option with a new community arts center operator and a second option with ACCC becoming the arts center operator.

- Option 1 adds the most cost and also impacts ACCC operations.
- Option 4 only works if a deal can be made with ACCC, but it also is expensive, and does not deliver the full set of quality spaces.

The Consultants and the Committee had discussions and clarifications on the following matters:

- Who will pay the ACCC deferred maintenance cost? This will come up in the fundraising planning analysis, but at this time the Town is not obligated to pay, only in Option 4 where the Town would be the owner of the building would it be obligated.
- What is the capacity of the basic theater shown in the example models? The capacity is 300.
- To what degree were visual arts activities/non-performing arts included in the analysis? The Consultant went through each option and explained where non-performing arts were considered.
- Clarification was asked on the total incremental annual funding figures.
- Where is the cost per square foot coming from? The FWA Group provided information pertaining to average cost per square foot.
- How much is function of material and appearance versus quality of experience? This depends on the architect and the client's desires.
- Do any of the options presented offer stability and profitability to ACCC? There is a good balance of options presented to solve the community arts center and certain ACCC issues.
- In Option 3, how would the additional square footage be used? Would any changes occur for the existing space in use or overlap with the additional space? There is not direction on room use as existing, but in Option 3 it is recommended the additional square footage be used in other ways.
- How will the parking issue be solved? Mr. Webb explained in the context of their work they asked if the parking issue is solvable and the answer was "yes". This will need to be examined by the appropriate persons.
- Clarification that Options 2 and 3 will give the best test of all four options.
- Clarification was provided that at this point, Options 2 and 3 are not final recommendations, but the two best scenarios for the purpose of understanding the financial and fundraising aspects of them. During the evaluation of the fundraising, the information gathered may lead to a modification or hybrid of one of the scenarios.
- The Consultants have been contracted by the Town for one recommendation, but at the same time, the Committee could choose not to follow that recommendation.
- What is the ACCC dispersion of the 75 nights? ACCC assured there will be a reasonable mix of dates and times of the year. This would be negotiated in a contract.
- Would Options 2 and 3 provide for "sprucing up" of the main theater? This is included in the deferred maintenance cost.
- Does the additional studio theater space respond to user demand and diversified activity? Yes, the Consultants met with a lot of the local user groups and have determined that the 120 seats is desirable for a lot of current and proposed activities.

- Do Options 2 and 3 give room for serving the needs of the community now and community growth? Mr. Webb explained he is confident that the recommendation can succeed. It can meet the current needs of the community, not necessarily future needs. He recommends a facility that is up, running, and filled to capacity, and to build off of that success.

Chairman Creamer thanked the Consultants for their presentation today and asked the Committee to e-mail her and Vice Chairman Joseph with any additional questions.

6. Appearance by Citizens

Jeffrey Reeves indicated the ACCC deferred maintenance cost includes sprucing up and restrooms. One member of the public spoke about consideration for additional operating and acquisition costs, and funding sources.

7. Adjournment

Chairman Creamer requested a motion to adjourn. Mr. Castro moved to approve. Mr. Lee seconded. The motion passed unanimously. The meeting was adjourned at 3:35 p.m.

Submitted by: Teresa Haley, Senior Administrative Assistant

Approved:

Cindy Creamer, Chairman