

**STAFF REPORT TO THE MAYOR AND CITY COUNCIL FOR CONSIDERATION
AT THE COUNCIL MEETING OF DECEMBER 16, 2003**

FROM: Bill Gegg, Assistant to the City Manager *uf*
DATE: December 9, 2003
SUBJECT: El Campanil Theatre Preservation Foundation Request for Funding

RECOMMENDATION

Provide direction to staff regarding request for funding of \$500,000 for the purchase of essential equipment and improvements for renovations to the El Campanil Theatre

BACKGROUND INFORMATION

On July 17, 2003, the El Campanil Theatre, one of Antioch's historic buildings, was purchased by the El Campanil Theatre Preservation Foundation. The intent of the Foundation is to restore, preserve and operate the El Campanil and open the Theatre as a cultural and architectural community resource.

Fundraising efforts began this year and the membership drive has generated over 70 members with pledges in excess of \$20,000. Private donations have reached over \$85,000. The Foundation now operates and manages the theatre as well as provides space for three retail and five office units. Uses are currently limited to Sunday church services and meeting space for groups such as the Delta Youth Soccer League.

The Foundation hopes the Theatre can be opened for the July 4th, 2004 Celebration. However, there are significant items that need to be purchased or repaired before the Theatre can open on that schedule. These items include stage lighting, a sound system and film projection facilities. Inadequate seating also prevents the use of the Theatre as a fully functioning community performing and theatre arts center. Attached is a prioritized list of equipment and repairs needed for the 1st phase of work (see Attachment "A"-Restoration Budget: Phase 1) Also attached is the El Campanil Theatre Restoration Plan. (See Attachment "B")

FINANCIAL IMPACT

The Foundation is requesting \$500,000 to complete the highest priority items of the Phase 1 budget. Finance Director John Tasker has confirmed with the bond attorney that funds could be re-allocated from one of the ADA Bond Refinancing projects such as the Promenade, which currently has an allocation of \$750,000. The Promenade does not yet have a construction date.

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Currently, the City earns approximately 5% interest annually, meaning that interest earned on \$500,000 over a one year period is approximately \$25,600, compounded monthly.

OPTIONS

- 1) Elect not to fund the El Campanil at this time
- 2) Allocate \$500,000 from the Promenade fund
- 3) Allocate \$500,000 from the Promenade fund, to be repaid at a later date from the RDA. The El Campanil Theatre Preservation Foundation had initially hoped renovation costs could be partially funded from the Residential Development Allocation program. However, details concerning the RDA have not been finalized and will not be presented to Council until January or February of 2004. If the Foundation waits until January or February before requesting funding, there will not be sufficient time for the Theatre to open on July 4th.

ATTACHMENTS

Attachment "A": Restoration Budget - Phase 1

Attachment "B": El Campanil Theatre Restoration Plan

BG:ds

El Campanil Theatre

Antioch, California

**RESTORATION PLAN BUDGET- PHASE 1
PRODUCTION & EVENT RELATED IMPROVEMENTS**

Updated December 1, 2003

ITEM	BUDGET	DESCRIPTION
PRIORITY 1		
Sound System	120,000	Meyer, JBL, Crest, A&H (speakers, sound board, processing, etc)
Video/LCD Projection System	22,000	Assumes screen is acceptable
Stage Lighting System	95,000	Possibly a used stage lighting system (dimmers, controller, console, light instruments, etc)
Spot Lights	17,000	Two new spotlights
Stage Lighting Equipment & Supplies	12,000	Lamps, gels, connectors, cables, etc
Clear-coat system	7,000	Possibly a used system
Hearing Impaired System	4,000	RF assisted listening devices
Stage Curtains and Rigging	30,000	Main drape, legs, borders, rigging
Additional Drapery	7,000	For seating areas
Stage Equipment (microphone, risers, etc)	14,000	Inventory of microphones, stands, cables, clips, risers, etc
Production & Technical Tools and Supplies	3,000	
Electrical Improvements (power and safety)	35,000	Power requirements, emergency exits, fire systems
Stage and Other Production Construction	30,000	Stage, booth(s), spot locations and other production spaces
General Interior Improvements	70,000	Repair of plaster architectural features, restoration of interior decorative painting, etc
Improvements to Proscenium Arch	30,000	Restoration, plaster, painting
	\$496,000	
PRIORITY 2		
Rebuild Film Projector(s) and Movie Screen	45,000	New lamp house, lenses, overhaul and installation of new screen
Audience Seating	160,000	Installation of new Theatre seats (21-24 inches specified)
Carpentry for Seating Areas	12,000	Required carpentry and improvements surrounding seating areas
Carpet and Other Flooring Improvements	30,000	Including lobby & auditorium carpet and required floor lighting
	\$247,000	
PRIORITY 3		
General Repair of Dressing Rooms	30,000	General clean-up, construction and protection of architectural artifacts
Marley Dance Floor	8,000	For local dance schools and professional dancers
Stage Extension Platform	40,000	Custom Stage Extension to allow for larger stage production surface (closer to audience)
Storage and Security for Equipment	7,000	To secure equipment from theft
Misc Interior Repairs	10,000	
Box Office Equipment/Supplies	6,000	Ticket inventory control, floor safe, ticket boxes, etc
Letters for Marquee and Initial Repairs	22,000	To be added to current inventory to allow for use of marquee (plus minor repairs to signage)
Signage	6,000	General Theatre signage
Concessions & Custodial Equipment	4,000	Tables, drapes, equipment, refrigeration, etc
Event Staff and Volunteer Supplies/Equipment	4,000	Volunteer badges, event staff shirts, etc
Architectural Restoration Plan	17,000	To develop specific strategies for Phases III and IV
Capital Campaign Resource Materials	13,000	Materials to support fundraising efforts
	\$167,000	
TOTAL BUDGET	\$910,000	

El Campanil Theatre Foundation
Theatre Restoration Plan
Four-Phase Approach

Executive Summary

On July 17, 2003, a portion of the historical fabric of the Antioch community merged with a vision of the future of the downtown Rivertown District. On that day, more than two years of volunteer effort resulted in the ownership transfer of the El Campanil Theatre from private owners to a newly formed community-based organization. Now with public ownership of the downtown landmark, the volunteers of the El Campanil Preservation Foundation have started efforts to restore one of Antioch's most treasured historic buildings and open the Theatre as a community event center.

Organization and Project Mission

The mission of the Foundation is to purchase, restore, preserve and operate the El Campanil Theatre and to ensure its continued use as a cultural and architectural resource to benefit the Antioch community. This mission will be realized through the following operating goals:

- ◆ Preserve and operate one of the most significant historical and architectural resources of the Antioch community.
- ◆ Provide a professional quality venue for the presentation of cultural, entertainment, fundraising and community events by local organizations, individuals and businesses.
- ◆ Serve as a catalyst for the cultural growth of the region.
- ◆ Support the economic vitality of the Antioch community by creating interest in the downtown waterfront business district.
- ◆ Unite the Antioch community by introducing the historic waterfront area to the significant number of new residents.
- ◆ Operate as a cultural, performing arts and community event center which will feature the creative works of internationally known, regional and local artists as well as events for all segments of the Antioch community.

Accomplishments

The El Campanil project is moving forward in a wide range of very positive directions. Following are examples of the accomplishments of the volunteers.

- 1) Developed a comprehensive business plan for the purchase, restoration and use of the El Campanil Theatre.
- 2) Established a project steering committee to coordinate efforts to purchase the building, form the new organization, build the volunteer base and develop fundraising plans.
- 3) Formed a new nonprofit (501(c)3) organization and developed a base of volunteers.

- 4) Negotiated a purchase option with the building owners which would allow time to raise the funds required to pay for the purchase and short term operating needs.
- 5) Developed a structural analysis of the El Campanil.
- 6) With assistance from the City of Antioch, secured a donation of \$500,000 from CalPine for the purchase of the El Campanil.
- 7) Retained the services of a leading Theatre Management firm to provide guidance, expertise and fundraising counsel.
- 8) Retained the services of Architectural Resources Group, a leading historic preservation architect with experience in historic restoration, adaptive reuse and the development of performing arts theatres.
- 9) Planned and kicked off "On Stage Antioch", the membership program of the El Campanil Theatre Foundation. Applications are being distributed to service groups, business associations, historical society members, volunteers and other interested parties. This effort is expected to generate \$20,000 by year-end.
- 10) Converted the central use of the El Campanil from a full time church to a Community Event Center.
- 11) Operation of the Theatre with volunteers which has facilitated 9 community events, including a Support Our Troops Rally, a Live Jazz Concert on the 4th of July, a Christian Rock Concert, and twice monthly meetings of the Delta Youth Soccer League.

Community Response

The response from the community has been enthusiastic and gratifying for the volunteers. Work underway at the theatre has generated a number of inquiries as to the plans and availability of the facility. New volunteers see the work in progress and stop in to ask how they can help. The 4th of July Celebration introduced the existence of the theatre to hundreds of individuals, many new to the community. Tours are frequently requested.

A volunteer drive resulted in over 30 community members indicating an interest in fundraising, architectural review, operational assistance and membership solicitation. Hundreds of hours of volunteer time in just the past two months have resulted in the basic rehabilitation of the theatre making it presentable to prospective users.

Community interest in the project has indicated a strong preference to make essential improvements so that the theatre is available sooner – rather than later.

Short Term Critical Goal – Immediate Benefits to the Antioch Community

While the long term goals of the project continue to have importance to the organization, the Board of Directors has recently augmented the business plan with what is viewed as a "Critical Short Term Goal." With the El Campanil now owned by a community-based organization, it is critical that the Antioch community begin enjoying the benefits of the project as soon as possible. It is generally agreed that it will take many years to raise all of the funds required to fully restore the building and to convert it to a fully functioning performing arts venue.

While this effort will continue, the organization has placed a higher priority on making "event related" improvements to the Theatre that have been designed to support immediate use of the El Campanil for community events. This will ensure greater use of the Theatre and allow more Antioch residents the opportunity to enjoy both the El Campanil and the Rivertown District.

Improvements made during Phase I will focus on building enhancements that directly impact the ability of local organizations, businesses and individuals to produce quality events at the El Campanil. This will primarily include an upgrade to building power, stage enhancement, sound reinforcement, stage lighting, production communication, general interior clean-up, etc. The projected cost of the first phase of restoration is \$910,000. Additional details about these improvements are included in the Phase I section of this proposal.

It is the short-term goal of the Board of Directors to improve the El Campanil to the point that community events can be produced in a professional manner and both the artists and the audience can enjoy a high quality presentation.

The Phased Approach to Restoration

The decision to place the highest priority on getting the El Campanil ready for the production of community events has led to a more defined "phased approach" to the project. This plan will include the following four phases of work. *(Additional information relating to the work of each phase is included in the attached supplemental information.)*

- Phase I – Building Improvements to Ensure Highest Community Benefit (focusing primarily on required event production capabilities)
- Phase III – Structural Improvements
- Phase II – Interior Restoration and Enhancements
- Phase IV – Exterior Restoration and Preservation

Financial Request from City of Antioch

The Board of Directors recognizes and appreciates the effort the City of Antioch has made to identify a funding source (Calpine) for the acquisition of the theatre. While the Foundation continues to develop and initiate community-based (and other) fundraising strategies, it is our hope that the Council members share the opinion that the El Campanil Theatre Preservation project is a high priority for the City as a whole – and specifically an essential part of the Rivertown Renaissance.

The Antioch General Plan calls for the Rivertown District to become a destination location focusing on a village atmosphere, complete with quaint shops, eateries and with a focus on entertainment. Clearly the El Campanil project is ideally suited to help the City meet these community goals.

Residential developers have recently gone through a process with the City to recognize the needs of the community. As a result, financial commitments for projects that directly benefit the community have been made. Generally speaking, residential developers would be a major source of contributions to capital

campaigns such as the El Campanil Theatre. Delta Memorial Hospital is a good example of a non-profit which has benefited in the past from the developer community. While developers may still choose to contribute to individual projects, it is also quite possible that they may determine that their contributions budget has been satisfied through the RDA process.

With this in mind, it is our hope that the City of Antioch will continue to show its support for the El Campanil project and will share the vision of the Foundation Board of Directors that the highest priority is to focus on short term "event related" improvements to the building that will result in immediate community benefit.

Our request is that the City Council commit funding for the El Campanil Phase I plan in the amount of at least \$500,000. The remaining required funds, of approximately \$410,000, will be raised through the Foundation's fund development effort as outlined in the attached information. That portion of the total budget contributed by the City of Antioch will be specifically dedicated to the purchase and installation of event related equipment and improvements to the Theatre. Please note that a detailed Phase I budget is also attached.

El Campanil Theatre Foundation
Theatre Restoration Plan
Four Phase Approach

SUPPLEMENTAL INFORMATION

Phase I Restoration

Phase I Restoration - Building Improvements to Ensure Immediate Event Capability

As previously stated, the initial phase of restoration will primarily focus on required event production capabilities. The ultimate goal is to make the El Campanil Theatre an ideal location for the presentation of community events, thereby ensuring that the Theatre can be an effective catalyst for the continued revitalization of the Rivertown District. This will have a significant impact on the quality of the experience for both the audience and the performing artists.

Following is an outline of the work to be included in Phase I:

1) Purchase and Install a Professional Sound System

- a) Speakers – Meyer or JBL
- b) Console – Yamaha, Crest or A & H

2) Video System

- a) Projection system and new screen
- b) Video, DVD, LCD capable
- c) System to support business, civic and organizational presentations & meetings

3) Stage Lighting System

- a) Trusses – Two (2) 48 foot aluminum
- b) Motors and chains with mounting hardware
- c) All required safety harnesses and safety chains
- d) Side light trees on both sides of auditorium
- e) Base Lighting - 80 instruments
- f) Specials – 40 instruments
- g) Lighting control console
- h) Dimmers

4) Spot Lights

- a) Two (2) short throw follow spot lights

5) Stage Systems Equipment and Supplies

- a) Lamps, gels, connectors, cables, etc.
- b) Tools and toolbox
- c) Risers

6) Production Communications

- a) Clear com – eight stations on belt packs
- b) Used equipment is acceptable

7) Hearing Impaired Listening

- a) Williams Sound System with 4 receivers
- b) Additional receivers (6)

8) Stage Extension and Dance Surface

- a) Portable stage floor covering for ballet, jazz, show and modern dance
- b) Customized stage extension to expand production space and bring artists closer to audience (portable for maximum flexibility)

9) Curtains and Rigging

- a) Grand Drape
- b) Legs - 3 per side (10x23)
- c) Borders - 3 per side (5x40)
- d) Back Curtain - black
- e) Scrim or Cyclorama
- f) Required rigging and/or trusses
- g) Curtains for balcony seating areas
- h) Curtains for both sides of proscenium arch

10) Film Projection

- a) Possibly rebuild existing system
- b) If not, purchase used or refurbished 35 mm projectors with platters
- c) New lamp house and lenses
- d) New cinema screen and required rigging

11) Box Office Equipment and Supplies

- a) Ticket inventory control boxes - build or purchase
- b) Floor safe(s)
- c) Cash boxes
- d) Initial pre-opening supplies

12) Marquee Improvements

- a) New letters to add to inventory (to allow for use of marquee)
- b) General repairs to marquee (not full restoration, but initial repairs and clean-up)
- c) Clean-up, paint and repair poster window boxes

13) Storage and Security

- a) Secure storage areas for production equipment and supplies
- b) Security for cash management

14) General Construction

- a) Electrical improvements for expanded power requirements
- b) Stage design and remodel
- c) General Theatre signage
- d) Inspect, repair and upgrade exit lights and other public safety issues
- e) Required improvements in audience seating areas

15) Seating Repairs

- a) Purchase and installation of new seating in audience chamber (restoration of existing seats will be explored)
- b) Seat specifications for more comfort and generally accepted standards of 21 to 24 inch seats
- c) Installation of new aisle lighting and end standards
- d) ADA seating installation

16) Interior restoration and clean-up

- a) Installation of new carpet
- b) Painting
- c) Selective repair of decorative plastering
- d) Selective restoration of historical decorative paint

17) Concessions and Lobby Areas

- a) Purchase banquet tables and chairs
- b) Skirting and table clothes
- c) Refrigeration
- d) Cash boxes
- e) Signage
- f) Storage

18) Development of Architectural Restoration Plan

19) Publication of Capital Campaign Materials and Kick off of Capital Campaign

20) Event Operations

- a) Volunteer pins
- b) Event Staff shirts
- c) Flashlights
- d) Trash Cans
- e) Ropes and stanchions
- f) Walkie-talkies
- g) General event supplies and equipment

Phase II Restoration

During the planning of Phase I of the El Campanil restoration project, work will begin on the development of a formal architectural restoration plan. The plan will outline the precise elements to be included in the final

three phases of the project. The Foundation has retained the services of Architectural Resources Group, of San Francisco to work with the Board of Directors and the Foundation's Theatre and Fundraising Consultants, VenueTech Management Group.

Architectural Resources Group, Architects, Planners & Conservators, Inc. (ARG) is a full-service architectural firm, founded in San Francisco in 1980. For over twenty years, the firm has provided architectural, planning, and materials conservation services to clients for both historic preservation and new construction projects. ARG brings extensive experience with the rehabilitation and seismic upgrade of historic theaters, opera halls, and performing arts centers. Recent projects include completion of the restoration and expansion of the Sunset Community and Cultural Center in Carmel and the Theater at the Opera House in Napa Valley. Current projects include work at San Diego's Spreckels Theater and Monterey's State Theater. Principals and staff members from ARG are nationally recognized as experts in historic preservation and new construction in culturally-important environments.

It is most likely that Phase II or the restoration effort will focus on structural improvements to the El Campanil. During the feasibility phase of the project, with assistance from the City of Antioch, the Foundation retained the services of Nabi Seismic and Construction Engineering to study the existing structural integrity of the Theatre. This effort resulted in a Structural Improvement Plan with a projected budget of \$500,000.

Following is an outline of the work to be included in Phase II:

1) Development of El Campanil Historic Restoration Plan

- a) Retain the services of Architectural Resources Group (ARG)
- b) Plan to focus on historical preservation, required code improvements, exterior improvements, structural work, public space enhancements, architectural features, etc.
- c) This work will begin during the Phase I effort if funds are available

2) Structural Improvements

- a) Implementation of plan developed by Nabi Seismic and Construction Engineering
- b) Approximate cost of \$500,000

Phase III and IV Restoration

Phases III and IV will focus on work identified in the Historic Restoration Plan and will feature general building improvements as well as restoration of historic features of the building. This work will be packaged into "workable phases" that are flexible enough to match the success and timing of the organization's capital campaign.

While the Architectural Restoration Plan will be completed in Phase I and the specifications may change during this process, preliminary analysis has indicated that the following work will be included in Phases III and IV:

1) Exterior Rehabilitation

- a) Repair roof and ceiling
- b) Repair and paint exterior walls
- c) Conserve ornamental features
- d) Repair windows

- e) Repair and conserve existing historic features
 - f) Site work, including clearly visible box office and landscape development, if possible
 - g) Develop loading area at the stage level (loading doors already in existence)
- 2) Interior Alterations
- a) New bathroom facilities
 - b) Remodel and redesign lobby including the addition of a box office and concession areas
 - c) General interior repairs and restoration of surfaces and finishes
 - d) Restore original historic artwork
- 3) ADA and Other Code Enhancements
- a) Code review and planning
 - b) Access improvements
 - c) ADA accessible restrooms
 - d) ADA accessible seating (to be included in phase I)
- 4) Building Systems
- a) Further improvement to HVAC systems
 - b) Further improvement to electrical systems
 - c) Acoustical improvements if appropriate
 - d) Plumbing systems
 - e) Theatrical systems (those not included in Phase I)
- 5) Full Restoration of Marquee
- a) Exterior surfaces
 - b) Lighting improvements
 - c) Attachment system for marquee letters
 - d) Electrical repairs or replacement
- 6) Improvement to Rental Spaces
- a) General improvements to exterior and interior spaces
 - b) Painting
 - c) HVAC repairs or replacement
 - d) ADA related improvements
 - e) Enhancements to improve auxiliary revenue potential

Funding Plan

The Foundation has developed a comprehensive fund development plan that focuses on the funds required for all four phases of the restoration effort. At this time the most critical component of this funding effort is the initial \$910,000. This funding will support all of the elements included in Phase I as well as the production of capital campaign resource materials and the development of a comprehensive architectural plan for Phases II, III and IV.

Projected Funding Sources

Membership Campaign (in progress)	\$20,000
Operating Cash Flow	\$10,000
Phase I Capital Campaign (see details below)	\$380,000
City Contribution	\$500,000
TOTAL	\$910,000

Project Strengths (why individuals, businesses and foundations will support the Project)

- 1) The Theatre will host a wide range of community events and activities
- 2) The first phase of the restoration project is focused on making the El Campanil "ready" for use as a community events center
- 3) Full range of visual and performing arts (both community and professional)
- 4) Favorable impact on economic and cultural life in Antioch and surrounding areas
- 5) Supportive of overall Rivertown District goals
- 6) Meets critical need for performance space in the region
- 7) Open to all segments of the community
- 8) Historic integrity and charm of the building will be retained
- 9) The Theatre will provide a location for fundraising events for many local nonprofit organizations
- 10) Project is managed through a comprehensive business plan
- 11) Project is governed by a well respected, community-based Board of Directors
- 12) Capital Campaign includes aggressive level of financial reserves

Primary Funding Components

Membership and Cash Flow –

Phase I Goal: \$20,000

This program is a critical component of the overall plan which began in September, 2003. It is primarily designed to build community ownership for the project. Membership gifts will be accepted, through the On-Stage Antioch program, within the range of \$35 to \$500 and a \$2,500 lifetime membership opportunity. This wide range ensures that a broad cross-section of the community can participate in the program. Funds generated in this program will be dedicated toward the development of capital campaign resource materials and the hiring of project architects to design the restoration plan. While raising operating funds is important, the primary goals of this program also focus on educating the community about the project while encouraging individuals to show their support. A successful membership program is essential as it provides evidence of community support, which is a critical requirement of most grants and capital gifts.

Additional funding will be generated through on-going cash flow from the rent of the Theatre and adjacent properties.

Seat Naming Program –

Phase I Goal: \$200,000

Although this effort is a central component of the “naming opportunities program”, for planning purposes it is helpful to view it separately. In addition to providing a critical resource for fundraising, this program will be designed to build community ownership and a base of patrons required to support the Theatre once it opens. As such, the seat naming program will feature giving opportunities ranging from \$750 to \$5,000 with gifts accepted through a three year pledge. Each gift will be celebrated with an inscribed plaque on the arm rest of the designated seat.

Lead Capital Gifts –

Phase I Goal: \$100,000

Successful capital campaigns almost always require “lead gifts.” These are typically large contributions that provide leverage to the fund development effort. This leverage can be developed through a public challenge, appeal for matching funds or the personal support of the lead donor(s). In addition, several sizable lead gifts will effectively reduce the overall size of the remaining campaign goal and therefore provide motivation for key supporters and volunteers.

Grants Program –

Phase I Goal: \$80,000

The fundraising effort will feature an aggressive grants program targeting local and regional businesses and corporations as well as regional and national foundations. This phase of fundraising will begin once the community-based components have developed a strong and appealing “story” about the overall community support for the El Campanil. Once the Foundation can demonstrate a strong level of “community support” through its membership and seat naming programs it will be more likely that corporations and foundations will give serious consideration to funding requests.

Naming Opportunities –

Phase I Goal – included in “Lead Capital Gifts” projection

The capital campaign will offer donors a variety of opportunities to celebrate their financial support through naming opportunities, such as the “Hamilton Family Lobby”. The list of naming opportunities will be finalized at the completion of the Restoration Architectural Plan. Naming opportunities will be offered for gifts ranging from \$20,000 to \$750,000.

Fundraising For Future Phases –

In addition to generating the funds required for Phase I, the capital campaign strategies have been developed to allow for future fundraising for subsequent phases of the restoration effort. The overall fund development plan calls for the following:

- An expanded grant writing effort
- Continuation of the seat naming program
- An annual membership drive
- Active promotion of the lead gift naming opportunities
- Solicitation of capital gifts from individuals and businesses