

R9 AL DISCUSS AND TAKE ACTION REGARDING THE POSSIBLE CONSTRUCTION OF A NEW THEATER OR RENOVATING THE EXISTING FILLMORE THEATER AT THE JACKIE GLEASON THEATER SITE.

Applicable Area:

MIAMI BEACH

COMMISSION MEMORANDUM

TO: Honorable Mayor and Members of the City Commission

FROM: Eric Carpenter, City Manager

DATE: September 11, 2024

TITLE: DISCUSS AND TAKE ACTION REGARDING THE POSSIBLE CONSTRUCTION OF A NEW THEATER OR RENOVATING THE EXISTING FILLMORE THEATER AT THE JACKIE GLEASON THEATER SITE.

Recommendation

Based on building conditions, resident feedback, and desired objectives, it is the Administration's recommendation that the City Commission consider moving forward with a limited renovation of the existing theater. The focus of the limited renovation would include the scope of work as defined in the MC Harry Conditions Assessment and funded by the G.O Bond for Art and Culture (GOBAC), along with additional work prioritizing upgrades to the artist areas. This would create a more efficient and hospitable venue for visiting performers and concert goers alike, while staying closer to the available budget. If the City Commission believes this direction would be in the City's best interest, the Administration would request permission to negotiate with Live Nation on the additional scope. As part of the negotiations, the Administration and Live Nation could discuss Operator contribution towards the cost of the backstage upgrades that are beyond what is funded in the G.O. Bond.

BACKGROUND/HISTORY

On January 31, 2024, at the request of Commissioner Joseph Magazine, the Mayor and City Commission approved the referral of item C4 AD to the Finance and Economic Resiliency Committee ("FERC" or "Committee") to discuss the Live Nation project to build a new theater.

At the March 22, 2024, FERC meeting, Live Nation Worldwide ("Live Nation") presented their concept for a new theater, previously presented at the May 24, 2023, FERC meeting. A motion was approved by acclamation, for this item to be heard by the City Commission with a favorable recommendation to direct staff to negotiate with Live Nation to build a new theater. This item was to be retained and return to FERC with the resulting proposals. Commissioner Alex Fernandez and Commissioner Tanya Bhatt requested to be added as co-sponsors.

Consequently, on April 3, 2024, the Mayor and City Commission discussed the Resolution sponsored by Commissioner Magazine, accepting the recommendation of the FERC at its March 22, 2024 meeting directing the Administration to initiate non-binding discussions with Live Nation regarding the possible construction of a new theater at the Jackie Gleason Theater site, and referring the matter back to the FERC. At the City Commission meeting, the item was separated by Commissioner Tanya Bhatt and (at the time) Vice-Mayor Laura Dominguez from the Consent Agenda. Commissioner Bhatt made a motion to defer the item with direction to explore the option for renovation, seeking input from the operator and the public. The Administration was given direction to return with a comparison of the two options, renovation of the existing building and the building of a new theater.

ANALYSIS

The Fillmore Miami Beach at the Jackie Gleason Theater (the “Fillmore” or “Venue”) has been an iconic performance venue in the City. The Venue opened in 1951 as the Miami Beach Municipal Auditorium, designed by noted Miami Beach architects L. Murray Dixon, Henry Hohaus, and Russell T. Pancoast & Associates. It has hosted musical and dance performances, comedy, and occasionally boxing matches. Through the decades the Venue has gone through several renovations, as illustrated in Exhibit A.

In 2019, M.C. Harry & Associates conducted a Conditions Assessment and Recommendations report, outlining the conditions of the facility that may be compromising the quality of the programs offered at this Venue. The report provided recommendations for improvements with associated conceptual cost data. At the time of the assessment, the total cost of remediating deficiencies, upgrading major building systems, and upgrading theatrical systems was estimated at \$23,634,681 (Exhibit B). The report characterizes the condition of the structural systems to appear “generally serviceable”.

On November 8, 2022, the City’s voters approved a \$159 million General Obligation (G.O.) Bond for Arts and Culture (“GOBAC”) that included \$29,100,000 for the renovations of the Fillmore Miami Beach as recommended in the conditions assessment as well as other requests from Live Nation.

On May 24, 2023, at the request of the City, Live Nation (the “Operator”) presented before the FERC a plan for the re-imagining of the Fillmore Miami Beach. Live Nation presented a design for a new state-of-the-art theater that will attract the highest caliber of performers and better serve the residents and visitors of the City of Miami Beach. At that time, a Rough Order of Magnitude (“ROM”) estimate of this new theater, well exceeded the \$29.1 million GOBAC appropriation.

During said meeting, a motion was made by Commissioner Richardson to discuss the item at City Commission and further, directed the Administration to explore the option of building a new facility. This discussion item was to return to the July 28, 2023, FERC meeting to address potential funding opportunities. However, the item was withdrawn by the sponsor, and no further discussion was had until the Commission approved the referral of this item, on January 31, 2024.

In April 2024, at the direction of the City Commission, the Administration engaged Live Nation in developing an alternate “gut-renovation” plan and updating the 2023 proposal for a new building. The gut-renovation plan would address the building’s and Operator’s foreseeable needs in a complete redesign of the interior. This concept would update the front of house spaces and accommodate the back of house requirements of any artist that would normally be appropriate for a state-of-the-art venue of this nature. On July 8, 2024, Live Nation returned to the Administration two (2) concept designs and cost estimates for the New Building Concept (Exhibit C) at \$57.7 million and the Gut-Renovation Concept (Exhibit D) at \$87.1 million. Both of these concepts present substantial funding gaps that exceed the GOBAC funding appropriation. A chart comparing some important details of the two (2) concepts and the original GOBAC renovation scope of work is attached hereto as Exhibit E.

With viable options for the renovation of the existing building and the construction of a new theater, the Administration conducted a virtual meeting on Thursday, August 22, 2024, to present to the residents the concepts being considered, answer their questions, and listen to their comments. Fifty-three (53) individuals attended the listening session. Of the residents who voiced their opinions, none supported either the gut-renovation (\$87.1M) nor the new building (\$57.7M) concepts. Some expressed the opinion that the existing Fillmore is already “a fantastic venue” to watch concerts and that only necessary repairs should be pursued with the existing funds. An open comment period of two (2) weeks, commencing on August 22, 2024, and ending on September 6, 2024, was allotted for further comments. Those comments will be compiled and submitted as a supplemental (Exhibit F) to the September 11, 2024, City Commission meeting.

Based on this feedback and direction from Commission, the Administration and Live Nation will be able to refine the vision for the Fillmore and research funding models for a renewed venue, whose future will significantly impact the Convention Center Complex. By way of this item, the Commission may discuss and provide direction on renovating the existing facility or reconstructing a new Fillmore at the Jackie Gleason Theater.

FISCAL IMPACT STATEMENT

ROM for Gut-Renovation as proposed by Live Nation: (88,590 SF w/o basement): \$87,100,000

ROM for Construction of New Building proposed by Live Nation: (54,193 SF): \$57,700,000

ROM for G.O. Bond Renovation Scope of Work (>88,590 SF with basement): \$29,100,000

Does this Ordinance require a Business Impact Estimate?

(FOR ORDINANCES ONLY)

If applicable, the Business Impact Estimate (BIE) was published on:

See BIE at: <https://www.miamibeachfl.gov/city-hall/city-clerk/meeting-notice/57>

FINANCIAL INFORMATION

The G.O. Bond for Art and Culture has \$29,100,000 budgeted for the renovation of the existing Fillmore/Gleason theater.

CONCLUSION

In consideration of the foregoing, the Administration recommends that the City Commission discuss and provide direction on the concept of partnering with Live Nation to renovate the existing Fillmore/Gleason theater, build a new theater, or proceed with only the scope approved in the GO Bond for Art and Culture.

The City Commission may also consider moving forward with a limited renovation of the existing building. The focus of the limited renovation would include the scope of work as defined in the MC Harry Conditions Assessment and funded by the GOBAC, along with additional work prioritizing upgrades to the artist areas. This would create a more efficient and hospitable venue for visiting performers and concert goers alike, while staying closer to the available budget. If the City Commission believes this direction would be in the City's best interest, the Administration would request permission to negotiate with Live Nation on the additional scope. As part of the negotiations, the Administration and Live Nation could discuss Operator contribution towards the cost of the backstage upgrades that are beyond what is funded in the G.O. Bond.

Applicable Area

South Beach

Is this a "Residents Right to Know" item, pursuant to City Code Section 2-17?

Yes

Is this item related to a G.O. Bond Project?

Yes

Was this Agenda Item initially requested by a lobbyist which, as defined in Code Sec. 2-481, includes a principal engaged in lobbying? No

If so, specify the name of lobbyist(s) and principal(s):

Department

Facilities and Fleet Management

Sponsor(s)

Commissioner Joseph Magazine

Co-sponsor(s)

Commissioner David Suarez
Commissioner Tanya K. Bhatt

Condensed Title

Discuss Live Nation Project to Build New Theater or Renovate Existing Venue. (JM/DS/TB) FF

Exhibit A
Design History

1951 to 1964: Miami Beach Municipal Auditorium

Designed by noted Miami Beach architects L. Murray Dixon, Henry Hohausser, and Russell T Pancoast & Associates, originally opened in 1951 as the "Miami Beach Municipal Auditorium". The venue was "Dedicated to the memory of the men and women of our community who have served their country in peace and in war to preserve our American heritage of democracy." The building contained a flat event floor and balconies on three sides, allowing many types of events to take place, from sporting events to banquets to performances.



1964 to 1970: Miami Beach Auditorium

In 1964, the theatre was renamed the "Miami Beach Auditorium" after the building became co-owned by the City of Miami Beach and CBS Studios. During this time, it also became the home of the third revival of *The Jackie Gleason Show*. The show ran from 1964, with the final episode airing February 1970.



Exhibit A
Design History

1971 to 1984: Miami Beach Theater of the Performing Arts

Shortly after *The Jackie Gleason Show* ended, famed Miami Beach architect Morris Lapidus was called in to redesign the theater. In 1974, the theatre reopened as the "Miami Beach Theater of the Performing Arts" with significant alterations providing the auditorium with inclined theatre-style seating, and a single large balcony level that included box seating along the north and south walls. The venue was then better suited to host Broadway style productions, as well as functioning as a concert hall, hosting a variety of music and dance performances.



1988,

The venue was renovated with a design by a joint venture of Borrelli Frankel Blitstein and Sasaki Associates, Inc., giving it its current Art Deco façade; similar in appearance to many buildings in the Miami Beach area. Significant remodeling added escalators in the east part of the building. Following the death of Jackie Gleason in June 1987, the City of Miami Beach commemorated his career and renamed his former show's home, the "Jackie Gleason Theater of the Performing Arts".



Exhibit A
Design History

1999,
The Port Cochere was expanded to its current appearance by noted Miami Beach architects Giller and Giller, Inc.



2007: The Fillmore Miami Beach at the Jackie Gleason Theater

In October 2006, Live Nation acquired operating rights to the venue. Shortly after, the venue began a renovation of approximately \$3.5 million, designed by ADD Inc.



CMB P.O. 20191539-00

**The Fillmore Miami Beach
at the Jackie Gleason Theater**

1700 Washington Avenue
Miami Beach, FL 33139

MIAMI BEACH

CONDITIONS ASSESSMENT AND RECOMMENDATIONS

09-23-2019

PREPARED BY:



2780 SW Douglas Road, Suite 302
Miami, FL 33133
305-445-3765

AND

SDM Consulting Engineers, Inc.

Douglas Wood Associates, Inc.

Edward Dugger + Associates. P.A.

Terracon Consultants Inc.

FOR:

**CITY OF MIAMI BEACH
PROPERTY MANAGEMENT DEPARTMENT
1833 Bay Road, Miami Beach, FL 33139**

**The Fillmore Miami Beach at the Jackie Gleason Theater
Conditions Assessment and Recommendations**

Rough Order of Magnitude Cost Estimate

September 23, 2019

M. C. HARRY & ASSOCIATES
2780 SW DOUGLAS ROAD, 302
MIAMI, FLORIDA 33133

Rec. : Recommendation Ranking for Implementation

1: Now 2: Near Future 3: Distant Future

EXISTING BUILDING

Rec.		Quantity	Unit	Unit Cost	Sub-Total
	FRONT OF HOUSE				
	GENERAL				
2	Demolition - Light Demolition of Finishes	132,000	SF	\$0.75	99,000
	AUDITORIUM				
2	Auditorium Chairs - Replace All	1,946	LS	\$400	778,400
2	Auditorium Carpet - Aisles and Walkways	5,000	SF	\$25	125,000
2	Auditorium - clean and seal conc. floor under chairs	21,000	SF	\$4	84,000
2	Auditorium Acoustical Panel Repairs and Replacement	1	LS	\$100,000	100,000
2	Auditorium Ceiling Repairs & Painting (note: new light fixtures included in Theatrical section below, not here)	16,000	SF	\$6	96,000
	Renovations include new finishes and light fixtures				
	FIRST FLOOR				
2	Main Lobby	4,019	SF	\$65	261,235
2	Box Office Lobby	888	SF	\$65	57,720
2	Elevator Lobby	203	SF	\$65	13,195
2	North Main Lobby	952	SF	\$65	61,880
2	North Gallery Lobby	4,536	SF	\$65	294,840
2	South Main Lobby	952	SF	\$65	61,880
2	South Gallery Lobby	4,536	SF	\$65	294,840
2	Box Office	270	SF	\$65	17,550
2	North Gallery Lobby	4,356	SF	\$65	283,140
2	South Gallery Lobby	4,356	SF	\$65	283,140
2	Bar - Upgrade Finishes Only	4	ea	\$7,500	30,000
2	Door Upgrades - Hardware only	16	ea	\$1,000	16,000
2	Restrooms - Repairs Only, Not complete renovation	2,462	SF	\$20	49,240
2	VIP Room Remodeling	1,318	SF	\$75	98,850
2	Offices	814	SF	\$40	32,560
	SECOND FLOOR				
2	Main Lobby	2,442	SF	\$65	158,730
2	North Main Lobby	1,419	SF	\$65	92,235
2	North Gallery Lobby	3,476	SF	\$65	225,940
2	South Main Lobby	1,419	SF	\$65	92,235
2	South Gallery Lobby	3,476	SF	\$65	225,940
2	Storage Rooms near Bars	316	SF	\$65	20,540
2	Bar - Upgrade Finishes Only	3	ea	\$7,500	22,500
2	Restrooms - Repairs Only, Not complete renovation	1,376	SF	\$20	27,520
2	Offices	482	SF	\$40	19,280
1	Partitions in South Mechanical Rooms	1	LS	\$38,000	38,000

	THIRD FLOOR				
2	Main Lobby	2,826	SF	\$65	183,690
2	North Main Lobby	952	SF	\$65	61,880
2	North Gallery Lobby	2,405	SF	\$65	156,325
2	South Lobby	952	SF	\$65	61,880
2	South Gallery Lobby	2,405	SF	\$65	156,325
2	Bar - Upgrade Finishes Only	2	ea	\$7,500	15,000
2	Restrooms	1,210	SF	\$20	24,200
	FOURTH FLOOR				
2	Exit Corridor - Carpet and paint only	1,374	SF	\$30	41,220
	CATWALK				
1	Repairs to Catwalk Grating	1	LS	\$7,500	7,500
2	Restroom - Complete renovation	325	SF	\$80	26,000
	ROOF				
2	New Structural Panels at Stage Roof Penthouse	1,500	SF	\$30	45,000
2	New Lapeyre Stair to replace interior ladder at NW	1	LS	\$7,500	7,500
NIC	ROOFING - SEPARATE GOB PROJECT				
	Future Configuration only; after demo for Hotel	55,100	SF		
	EXTERIOR				
1	External Stair Towers (per leaf) 6 dbl drs & hardware	12	ea	\$3,000	36,000
1	Replace exit doors west end of 1st fl N&S galleries w/ strfrt	10	ea	\$5,000	50,000
3	Replace remaining ground flr storefront doors w/ acoust	24	ea	\$5,000	120,000
2	Replace exterior windows at dressing rooms & offices	523	sf	\$80	41,840
2	Replace remaining exterior windows	688	sf	\$80	55,040
1	Repair corroded connections at roof ladders	1	LS	\$5,000	5,000
2	Repair or replace corroded AHU stands at roof	6	ea	\$3,000	18,000
2	Repair corroded framing east façade blade sign	1	LS	\$5,000	5,000
2	Structural repairs allowance	1	LS	\$48,000	48,000
1	Structural for large AC replacement work + finishes	1	LS	\$150,000	150,000
2	Removable Flood Barriers at ground floor perimeter	450	LF	\$150	67,500
				Subtotal	5,444,290
	Estimating Contingency	15%			816,644
				FRONT OF HOUSE SUBTOTAL	6,260,934

Rec.		Quantity	Unit	Unit Cost	Sub-Total
	BACK OF HOUSE				
	Renovations include new finishes and light fixtures				
	BASEMENT				
2	Hallway	2,645	SF	\$40	105,800
2	Storage Rooms	3,408	SF	\$20	68,160
2	Restrooms	1,127	SF	\$300	338,100
2	Dressing Room	2,102	SF	\$100	210,200
2	Laundry Room	632	SF	\$80	50,560
1	Sump pumps; 2 at rigging, 8 perimeter + construction	10	ea	\$20,000	200,000
	GROUND FLOOR				
2	Hallway	701	SF	\$100	70,100
2	Offices	650	SF	\$100	65,000
2	Restrooms	251	SF	\$300	75,300
2	Dressing Room	729	SF	\$100	72,900
2	Crew Lounge	447	SF	\$80	35,760
2	New Generator Room	300	SF	\$300	90,000
1	New Acoustically Rated Overhead Doors at Loading	3	ea	\$20,000	60,000
1	New Acoustical panels around stage walls up to 10'	1	LS	\$20,000	20,000
1	Repairs to steel spiral stairs	1	LS	\$7,500	7,500
	SECOND FLOOR				
2	Hallway	902	SF	\$40	36,080
2	Offices	402	SF	\$40	16,080
2	Restrooms	286	SF	\$300	85,800
2	Dressing Room	1,328	SF	\$100	132,800
	GENERAL				
2	Acoustical Improvements Dressing Rooms, Corridors	1	LS	\$50,000	50,000
2	Asbestos, Lead Paint, IAQ Abatement Allowance	1	LS	\$200,000	200,000
				Subtotal	1,990,140
	Estimating Contingency	15%			298,521
				BACK OF HOUSE SUBTOTAL	2,288,661

Rec.		Quantity	Unit	Unit Cost	Sub-Total
MECHANICAL					
1	Replace HVAC Units and Controls	524	tons	\$1,200	628,800
1	Replace Fan (Smoke Evac - Large)	10	ea	\$10,000	100,000
2	Replace Fan (Relief Fan - Small)	1	ea	\$8,000	8,000
2	Replace Fan (Supply Fan - Small)	5	ea	\$8,000	40,000
2	Exhaust Fan at each Electrical Room	10	ea	\$1,500	15,000
2	Chilled Water Lines Insulation	1,000	ft	\$50	50,000
ELECTRICAL					
1	Replace Entire EMS System	132,000	SF	\$6	792,000
2	(2) 2000 Amp, 480V, 3ph distribution panelboards	2	ea	\$50,000	100,000
2	(2) 800 Amp, 480V, 3ph distribution panelboards	2	ea	\$30,000	60,000
2	New Generator - 350 kW	1	ea	\$150,000	150,000
3	Replace Fan (Supply Fan - Small)	5	ea	\$8,000	40,000
3	Exhaust Fan at each Electrical Room	10	ea	\$1,500	15,000
1	Fire Alarm tamper switches at 6" backflow assembly	2	ea	\$2,000	4,000
2	Fire Alarm Devices allowance for interior renovation	132,000	SF	\$0.50	66,000
	Existing Fire Alarm system and devices were found to be functioning adequately				
PLUMBING					
1	(2) Janitor Sinks	2	ea	\$2,000	4,000
1	(3) Water Coolers	3	ea	\$2,000	6,000
2	Replace all instant hot water heaters	11	ea	\$1,500	16,500
2	Relocation of sanitary lines from food service rooms	1	LS	\$10,000	10,000
	NOTE: Restroom Replacement Fixtures in Arch Est.				
FIRE SPRINKLER					
1	(2) 6" OS&Y fire valves at backflow assembly	2	SF	\$1,500	3,000
1	6" alarm fire valve	2	ea	\$40,000	80,000
1	Replace damaged corroded piping BOH Flr -1	5,740	SF	\$3	17,220
1	Replace damaged corroded 4", 2-1/2" FP piping bsmt	12,355	SF	\$3	37,065
1	New Fire Pump 750 gpm	1	ea	\$65,000	65,000
				SUBTOTAL	2,307,585
	Estimating Contingency	15%			346,138
				MEP-FP SUBTOTAL	2,653,723

THEATRICAL SYSTEMS					
2	Softgoods and Tracks	1	LS	\$97,000	97,000
1	Testing / Study of Emergency Operations systems	1	LS	\$15,000	15,000
2	Upgrades Emergency Operations systems allowance	1	LS	\$100,000	100,000
1	Rigging Safety Inspection	1	LS	\$15,000	15,000
2	Performance Rigging Systems	1	LS	\$765,000	765,000
1	Power and Control Systems	1	LS	\$823,000	823,000
2	Performance Lighting Fixtures	1	LS	\$468,000	468,000
2	Architectural Lighting Fixtures	1	LS	\$238,000	238,000
2	Cables and Assemblies	1	LS	\$11,000	11,000
2	Audio Digital Backbone	1	LS	\$200,000	200,000
3	Replace Stage Floor	1	LS	\$150,000	150,000
				Subtotal	2,882,000
	Estimating Contingency	15%			432,300
				THEATRICAL SUBTOTAL	3,314,300

EXISTING BUILDING RENOVATION SUBTOTAL				14,517,617
FFE	12%			1,742,114
Permitting	2%			290,352
Contractor General Conditions, Overhead and Profit	22%			3,193,876
Contractor Insurance and Bond	2%			290,352
Design Fees	10%			1,451,762
Arch., Interiors, Theatrical, MEP-FP, Civil, Structural				
EXISTING BUILDING RENOVATION + FEES SUBTOTAL				\$21,486,074
Owner Contingency	10%			\$2,148,607
EXISTING BUILDING RENOVATION + FEES & CONTINGENCY SUBTOTAL				\$23,634,681
EXISTING BUILDING AREA	132,000	SF	COST / SF	\$179

EXISTING BUILDING RENOVATION COST ESTIMATE SORTED BY RECOMMENDED RANKING					
	1. Now	3,164,085	add	15% cont.	3,638,698
Main Items	Replace HVAC, EMS, Lighting Controls, Fire Pump & Valves, limited sprinkler piping work, Stair towers doors, add bsmt sump pumps, replace smoke exhaust fans	With All Fees & Owner 10% Cont.			5,923,800
	2. Near Future	9,134,930	add	15% cont.	10,505,170
Main Items	Interior Renovation Public Areas and Back of House, New generator, new elec. distribution panels, upgrades to Theatrical Systems, Lighting, Acoustics, Audit.	With All Fees & Owner 10% Cont.			17,102,416
	3. Distant Future	325,000	add	15% cont.	373,750
Main Items	Replace stage floor, small exhaust fans, replace remainder of ground floor storefront doors, New kitchen	With All Fees & Owner 10% Cont.			608,465

Exhibit C

Miami Beach

3,375 Capacity

54,193 SF

Updated 07/01/2024



100 Building & Fit-Out Costs

	Total	Core and Shell	TI	FF&E	Total \$/SF
Trade Costs	\$ 35,988,612	\$ 19,793,737	\$ 16,194,875	\$ -	\$ 664
General Conditions and General Requirements	\$ 3,157,725	\$ 1,736,749	\$ 1,420,976	\$ -	\$ 58
Overhead, Profit & Insurance	\$ 1,627,520	\$ 895,136	\$ 732,384	\$ -	\$ 30
Escalation through 2025	\$ 1,630,954	\$ 897,025	\$ 733,929	\$ -	\$ 30.10
Total	\$ 42,400,000	\$ 23,320,000	\$ 19,080,000	\$ -	\$ 782

200 Soft Costs

Branding	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 2
Architecture & Engineering	\$ 2,200,000	\$ 1,320,000	\$ 880,000	\$ -	\$ 41
Renderings	\$ 25,000	\$ 6,250	\$ 18,750	\$ -	\$ 0
Site & Civil	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 1
Project Management	\$ 860,000	\$ 430,000	\$ 430,000	\$ -	\$ 16
Kitchen Equipment Design (TriMark)	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 1
Arch & Production Lighting Design (Bandit Lites)	\$ 60,000	\$ -	\$ 60,000	\$ -	\$ 1
Acoustic Design (K2 & Metropolitan)	\$ 50,000	\$ 25,000	\$ 25,000	\$ -	\$ 1
CA Services	\$ 400,000	\$ 240,000	\$ 160,000	\$ -	\$ 7
Signage / Wayfinding Design (TBD)	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ 1
Zoning/Permit Fees	\$ 500,000	\$ 300,000	\$ 200,000	\$ -	\$ 9
Testing / Quality Control (TBD)	\$ 50,000	\$ 25,000	\$ 25,000	\$ -	\$ 1
Reimbursable Expenses	\$ 50,000	\$ 25,000	\$ 25,000	\$ -	\$ 1
Total	\$ 4,470,000	\$ 2,421,250	\$ 2,048,750	\$ -	\$ 82

300 FF&E Costs

Fixed Seating	\$ 160,000			\$ 160,000	\$ 3
Box Seating / VIP Lounge	\$ 370,000			\$ 370,000	\$ 7
Kitchen & Bar Equipment	\$ 950,000			\$ 950,000	\$ 18
POS	\$ 78,000			\$ 78,000	\$ 1
Portable Bars	\$ 80,000			\$ 80,000	\$ 1
CCTV	\$ 100,000			\$ 100,000	\$ 2
Data (WiFi & Network) Systems	\$ 100,000			\$ 100,000	\$ 2
Office Furniture	\$ 75,000			\$ 75,000	\$ 1
Exterior Signage / Public Art / Wayfinding	\$ 450,000			\$ 450,000	\$ 8
Interior Art & Décor	\$ 500,000			\$ 500,000	\$ 9
Administration	\$ 150,000			\$ 150,000	\$ 3
Production - FF&E	\$ 100,000			\$ 100,000	\$ 2
Production - Soft Goods	\$ 500,000			\$ 500,000	\$ 9
Production - Audio & Video Systems	\$ 1,200,000			\$ 1,200,000	\$ 22
Production - Lighting	\$ 800,000			\$ 800,000	\$ 15
Total	\$ 5,610,000	\$ -	\$ -	\$ 5,610,000	\$ 104

400 Owner Held Contingency

	\$ 5,248,000	\$ 2,574,125	\$ 2,112,875	\$ 561,000	\$ 97
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Total Capital

	\$ 57,700,000	\$ 28,300,000	\$ 23,200,000	\$ 6,200,000	\$ 1,065
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Exhibit D

Miami Beach

3,400 Capacity
88,590 SF

Updated 06/14/2024



	Total	Enabling Works	Core and Shell	TI	FF&E	Total \$/SF
100 Building & Fit-Out Costs						
Trade Costs	\$ 59,811,762	\$ 15,439,527	\$ 23,300,636	\$ 21,071,599	\$ -	\$ 675
General Conditions and General Requirements	\$ 5,299,026	\$ 1,367,866	\$ 2,064,321	\$ 1,866,839	\$ -	\$ 60
Overhead, Profit & Insurance	\$ 3,789,448	\$ 978,190	\$ 1,476,241	\$ 1,335,017	\$ -	\$ 43
Contractor Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 68,900,000	\$ 17,790,000	\$ 26,840,000	\$ 24,270,000	\$ -	\$ 778
200 Soft Costs						
Branding	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ 1
Architecture & Engineering	\$ 2,400,000	\$ 600,000	\$ 960,000	\$ 840,000	\$ -	\$ 27
Renderings	\$ 25,000	\$ -	\$ 6,250	\$ 18,750	\$ -	\$ 0
Site & Civil	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Management (LN Only - Internal PM)	\$ 200,000	\$ 50,000	\$ 80,000	\$ 70,000	\$ -	\$ 2
Kitchen Equipment Design (TriMark)	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -	\$ 1
Arch & Production Lighting Design (Bandit Lites)	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ 1
Acoustic Design (K2 & Metropolitan)	\$ 90,000	\$ -	\$ 45,000	\$ 45,000	\$ -	\$ 1
CA Services	\$ 300,000	\$ 75,000	\$ 120,000	\$ 105,000	\$ -	\$ 3
Signage / Wayfinding Design (TBD)	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ 1
Zoning/Permit Fees	\$ 500,000	\$ 125,000	\$ 200,000	\$ 175,000	\$ -	\$ 6
Testing / Quality Control (TBD)	\$ 150,000	\$ -	\$ 75,000	\$ 75,000	\$ -	\$ 2
Reimbursable Expenses	\$ 75,000	\$ -	\$ 37,500	\$ 37,500	\$ -	\$ 1
	\$ 4,090,000	\$ 850,000	\$ 1,523,750	\$ 1,716,250	\$ -	\$ 46
300 FF&E Costs						
Fixed Seating	\$ 70,000				\$ 70,000	\$ 1
Box Seating / VIP Lounge	\$ 900,000				\$ 900,000	\$ 10
Kitchen & Bar Equipment	\$ 1,350,000				\$ 1,350,000	\$ 15
POS	\$ 60,000				\$ 60,000	\$ 1
Portable Bars	\$ 120,000				\$ 120,000	\$ 1
CCTV	\$ 100,000				\$ 100,000	\$ 1
Data (WiFi & Network) Systems	\$ 100,000				\$ 100,000	\$ 1
Office Furniture	\$ 75,000				\$ 75,000	\$ 1
Exterior Signage / Public Art / Wayfinding	\$ 250,000				\$ 250,000	\$ 3
Interior Art & Décor	\$ 350,000				\$ 350,000	\$ 4
Administration	\$ 75,000				\$ 75,000	\$ 1
Production - FF&E	\$ 100,000				\$ 100,000	\$ 1
Production - Soft Goods	\$ 400,000				\$ 400,000	\$ 5
Production - Audio & Video Systems	\$ 1,650,000				\$ 1,650,000	\$ 19
Production - Lighting	\$ 600,000				\$ 600,000	\$ 7
	\$ 6,200,000	\$ -	\$ -	\$ -	\$ 6,200,000	\$ 70
400 Owner Held Contingency	\$ 7,919,000	\$ 1,864,000	\$ 2,836,375	\$ 2,598,625	\$ 620,000	\$ 89
Total Capital	\$ 87,100,000	\$ 20,500,000	\$ 31,200,000	\$ 28,600,000	\$ 6,800,000	\$ 983
		231/sf	352/sf	323/sf	77/sf	

Enabling Works Definition - All works required to get the site ready for the 'Core' construction. Demolition of the interior structure, brought back to the skin, Shoring of the exterior skin as now not supported structurally. This is done internally and externally. Reinforcement of the structural columns contained within the skin / facade in addition to schedule and soft costs associated to this element works.

Enabling Works Cost Impacts:

Demolition: - Total Combined Cost of \$59.14 / SF Total Value of \$5,611,125

- Selective demolition of all interior finishes, slab on grade, complete existing floor assemblies / structure on multiple floors.
- This is a very slow tedious process by shoring and removal of 1 floor at a time.
- Assumed structure assembly is concrete deck on top of steel framing.

Shoring: - Total Cost is \$86.14 / SF and Total Value of \$8,173,758

- Int Shoring required for the multiple interior flooring slab assembly demolition.
- Int Shoring required of the existing Ext walls until new steel structure is installed.
- Int Shoring required for the existing roof area until new steel structure is installed.

Steel Framing Premiums – Total Cost is \$69.75 / SF and Total Value of \$6,618,578

- Structural Steel – New Interior Steel Frame Structure - assumed at 15lbs / sqft
 - o Inefficient Process. This will be done from the inside of the building by using smaller pieces, lifts & lulls so there is additional labor costs and schedule impacts.
- Seismic Retrofit – Strengthen Existing Structure – (\$1,281,015 included above)
 - § Note: This does not include any new foundation / pile support system changes other than the included new concrete spread footings.

Schedule and Associated Staffing Impacts – Due to Enabling Work Above

- Extended Schedule Duration – Includes a 22-month schedule.
 - o This schedule is longer than your typical construction build.
 - o Due to the extensive and slow selective demolition, shoring and new steel substructure framing this adds 6 months to the typical schedule.

Exhibit E

Scope and Cost Comparison	GO BOND Scope	New Building	Renovation
Cost of Project	\$29,100,000.00	\$57,700,000.00	\$87,100,000.00
Square Feet	88,590	54,193	88,590
Lobby	3,000 SF (approx)	2,622 SF	3,358 SF
Cost per Square Foot	\$328.48	\$1,064.71	\$983.18
Capacity	2,713	3,375	3,400
Number of VIP Boxes	No	18	50
VIP Lounge	Yes	Yes (approx. 2,850 SF)	Yes (approx. 4,000 SF)
Special Event Spaces	N/A	No	3,500 sqft
On-Site Restaurant or Retail space (unfinished)	No	No	8,000 sqft
Artist Dressing Rooms	5	5	6
Artist Ancillary Lounges	2	No	2
Offices	2	6	6
Additional Work Stations	0	0	16

GO Bond Scope of Work	GO BOND Scope	New Building	Renovation
Auditorium furniture and finishes replacement	Yes	Yes	Yes
First Floor Lighting and Finish Upgrades (FOH)	Yes	N/A	Yes
Second Floor Lighting and Finish Upgrades (FOH)	Yes	N/A	Yes
Third Floor Lighting and Finish Upgrades (FOH)	Yes	N/A	Yes
Fourth Floor Exit Corridor- Painting and Carpet Replacement (FOH)	Yes	N/A	Yes
Repairs to Existing Catwalk	Yes	N/A	Yes
Structural Panels at Stage Roof Penthouse + Lapeyre Stair	Yes	N/A	Yes
Exterior Window and Door Replacement	Yes	N/A	Yes
Exterior Structural Repairs	Yes	N/A	TBD
Driveway Redesign and enhanced pedestrian area	Yes	N/A	TBD
Basement Lighting and Finish Upgrades	Yes	N/A	TBD
First Floor Lighting and Finish Upgrades (BOH)	Yes	N/A	Yes
Second Floor Lighting and Finish Upgrades (BOH)	Yes	N/A	Yes
New Second Floor VIP Area	Yes	Yes	Yes
New Commercial Kitchen	Yes	Yes	Yes
Acoustical Improvements at Dressing Rooms/ Corridors	Yes	N/A	Yes
Asbestos, Lead Paint, IAQ Abatement Allowance	Yes	N/A	Yes
Freight Elevator renewal	Yes	N/A	Yes
Exhaust System renewal	Yes	N/A	Yes
Chilled Water Piping renewal	Yes	N/A	Yes
HVAC Replacements	Yes	N/A	Yes
Electrical Enhancements (including FA allowance)	Yes	N/A	Yes
Plumbing Enhancements (facility-wide)	Yes	N/A	Yes
Upgrades to Existing Fire Protection System	Yes	N/A	Yes
Emergency Lighting renewal	Yes	N/A	Yes
Fillmore Miami Beach Exterior Window and Door Replacement	Yes	N/A	Yes
Fillmore Restoration of Mermaid Sculpture at Fillmore Miami Beach	Yes	TBD	TBD
Theatrical Systems Upgrade	Yes	Yes	Yes
New LED Marquee Sign	Yes	N/A	TBD

Exhibit F

Resident Feedback on proposed options for the Fillmore Jackie Gleason Project, collected after the listening session held on August 22, 2024. Open comment period August 22, 2024 through September 6, 2024.

From: di rad

Date: Thursday, August 22, 2024 at 17:59

Subject: Gleason Theater

Renovation only, the rendering of a new building is hideous!

I have been to a few concerts over my 30 years in CMB, the sound quality was fine and I loved the intimacy of the theater. I also greatly appreciate the history of it.

Thank you,

Diane Radovich

From: Patricia Agnello

Date: Thursday, August 22, 2024 at 18:17

Subject: Fillmore

Thank you for the presentation on the recommendations for the Fillmore. I believe that instead of building a new facility, renovating the existing building will be equally effective in attracting a wider range of entertainment and boosting revenue.

We need to preserve the warmth and character of our current venue while expanding the variety of entertainment options available, all without placing an excessive financial burden on our residents for the benefit of LiveNation.

Regards,

Patricia

From: Gary Martinez

Date: Friday, August 23, 2024 at 09:52

Subject: The Fillmore

I'd like to thank you for hosting last night's discussion on the future of the Fillmore. After hearing the presentation and the feedback and having overnight to consider them, I'd like to offer some more ideas. As I mentioned, I've worked at the Fillmore for five years, and I'm very well familiar with Natalie, other Live Nation personnel, as well as the venue.

Exhibit F

- First of all, the presentation on the history of the building was very helpful. It's informative to know its current Faux-Deco appearance dates back only to 1988 when we consider what we're trying to preserve.
- Most of the people who commented seemed to be content with the current appearance and atmosphere. That concords with my own perception from speaking with attendees. They like the informal, lived-in, cozy aspect it currently offers. I was encouraged, however, that none of the options being considered contemplates a massive expansion beyond its current capacity. I feel it's important to preserve the intimacy of being up close and personal with the star performers (I have seen Madonna, Rod Stewart, Gloria Estefan, and look forward to Sting in October) when they choose to "under-play" as Nat phrased it. I think therefore it's important to know more about the effect of a new building or gut renovation would have on the ability to attract those performers. Would it make a difference to them?
- Frankly, I was offended by the comment about not wanting to attract "unruly visitors." I love the variety of artists and attendees who appear at our events. It makes me feel good to see long lines of folks who look like America. That being said, we do need to ensure the safety of the performers and the public. The design should consider features to make it more difficult to clog the aisles or rush the stage. It is impossible to keep people seated for some kinds of music and we need to look at ways to safely allow attendees to dance. It pains me we do not have the ability to offer restroom and other services to people who often line up hours in advance of a show.
- I was also skeptical of the comment about "highest and best" use which often means "densest and most profitable for a few." Moving a new structure onto the beautiful space in front of the building needs to be justified by some kind of essential public benefit, not just selling off the land. We would need to hear a lot more about the future of the old building or the space it occupies in terms of a trade-off.
- It was good to hear about what goes into determining the price of a ticket. I did feel, however, we could have heard more about what Live Nation could and does offer the community of Miami Beach. In addition to live performances and events for all age-groups, it provides a venue for meeting spaces, spill-over from Convention Center events, weddings, graduations, and religious gatherings. It has also hosted dance parties in the lobby at no cost to attendees. There have been free tickets offered for some events for seniors and others. I believe it is also an equal opportunity employer. I have watched many people looking for a career in the entertainment industry be able to move up the ladder.

I thought Natalie did a good job of describing the options without appearing to be pushing any of them. Thank you for supporting her.

Thanks again,

Gary

From: Sharon Weiss

Date: Friday, August 23, 2024 at 09:55

Subject: Fillmore Miami Beach Proposal

Exhibit F

Thanks for the very informative presentation on the options for renovating the Fillmore.

My feedback is that the City should only spend the amount allocated in the GO Bond to upgrade the infrastructure (I believe this amount is \$29M).

There are several reasons why I think the City and Live Nation should stick to what is in the budget:

1. Cosmetic Upgrades are Not Needed:

I have been to the Fillmore many, many times over the years. The interior is fine! 85% of the time spent in the building is with the lights low / off for the performance. Cosmetic upgrades are unnecessary. People are there to see the performance, not enjoy the atmosphere or marvel at the finishes in the auditorium.

2. Some of the Proposed Upgrades will Only Benefit Live Nation:

I think adding an upscale lounge and dining element is also unnecessary - people are coming to the Fillmore for a performance, not to hang out and socialize with friends. The main point is to see the performance.

In addition, adding a lounge will benefit Live Nation and take business away from local bars and restaurants. I have often met up with friends on Lincoln Road or elsewhere in the city for a drink or a bite before going to a show at the Fillmore.

Natalie Burns (the Live Nation manager) mentioned that Lincoln Road is a vibrant part of the area, but that is currently FALSE! Lincoln Road has been dying a slow and painful death. Providing a place to eat and drink before a show AT the Fillmore for the BENEFIT of Live Nation will directly HARM the businesses on Lincoln Road who need all of the help they can get right now to stay afloat.

Why are WE paying for upgrades so that Live Nation can squeeze more profit out of the audience?

3. Ticket Pricing and Our Contract with Live Nation:

Several callers expressed concern about the cost of renovations causing ticket prices to go even higher, and I share that concern, especially vis a vis the City's contract with Live Nation. I obviously don't have specifics of the arrangement that the City has with Live Nation, but NOW, when the City is contemplating upgrades, seems like an excellent time for the City to review the contract and perhaps renegotiate more preferential terms in exchange for the upgrades we are paying for.

4. Programming Concerns:

Natalie also mentioned that it can be difficult to get performers to come all the way down to South Florida, but upgrades to the building are not going to change geography. If performers don't want to go out of the way to come to South Florida, having a nicer facility isn't going to change that.

If Live Nation has trouble booking acts to come to the Fillmore, perhaps an arrangement can be made so that the Rhythm Foundation can program some vacant spots? Doing so would increase utilization of the building and provide the Rhythm Foundation with a larger venue to work with. They do an excellent job of programming at the Bandshell, but the capacity there is limited and they can be hampered by the weather.

Exhibit F

5. General Budget Concerns:

The voters passed a GO Bond in 2022 specifically related to the arts. If the City agrees to provide Live Nation with the upgrades beyond what was budgeted in the GO Bond, where is that money coming from?

It seems foolish to spend money on cosmetic upgrades and "nice to haves" - especially for the benefit of a corporation - when there are urgent and pressing needs in the community to address high levels of bacteria in the water, ageing infrastructure, concerns related to sea level rise, issues that HOAs are having with complying with new regulations to proactively maintain their buildings, etc, etc. We don't have unlimited funds and some of our tax money needs to be spent on basics that benefit everyone in the community.

Thank you for your time, and if there is somewhere else I should be directing my comments, please let me know.

Thanks,

Sharon Weiss

From: "C CS"

On 9/1/24, 12:13,

As a lifelong lover of Miami Beach and the Fillmore please do a total renovation so many next generations can enjoy and love this theater as much as we have.

Thank you very much,

From: "Marlene Pross"

On 9/5/24, 11:41,

Save the Fillmore at the Jackie Gleason theater.

There is too much erosion of Miami Beach history and this theater is a vital part of it. We need to restore/renovate the existing building not just because it's the perfect size, largest stage in the area and a grand building but because famous architects and builders were involved in its conception. Old Mi-ami Beach history.

Again, we do not need another concrete box three years from now.

Marlene wood-Pross