A special meeting of the Board of Aldermen was held Tuesday, January 22, 2019, at 7:00 p.m. in the Aldermanic Chamber.

President Lori Wilshire presided; City Clerk Patricia Piecuch recorded.

Prayer was offered by City Clerk Patricia Piecuch; Alderman Ken Gidge led in the Pledge to the Flag.

The roll call was taken with members of the Board of Aldermen present; Alderwoman Melizzi-Golja was recorded after roll call.

President Wilshire

Alderwoman Melizzi-Golja was stuck in traffic coming over the Hudson Bridge; she will be with us shortly.

Tonight’s Special Board of Aldermen Meeting is a presentation and a status update on the Performing Arts Center with Director Cummings from the Office of Economic Development. Would you care to join us Director Cummings, there is an empty seat here and an empty seat there.

PRESENTATION

Status Update on the Performing Arts Center with Tim Cummings, Director of Economic Development

Tim Cummings, Director of Economic Development

Thank you.

President Wilshire

Thank you for being here.

Mr. Cummings

Thank you for having me. For the record my name is Tim Cummings and I am the Director of Economic Development for the City. I am here before you this evening to provide a status update relative to the Performing Arts Center project. What is before you is a quick one-page memo which I will make sure that my Corporation Counsel has first. So what is before you is a one-page memo which basically outlines some of the major items, tasks, new developments that have occurred since the last time we were together discussing this project, which was on December 20th, 2018. Niel Cannon and I gave this body an overview of how the New Market Tax Credit Program works.

What I thought I would do today is just highlight in bullet form some of the major new developments that have occurred along the way. I also have some attachments which I will go through, not in any particular detail because we do have a regularly scheduled meeting where these presentations are discussed at length. For this evening’s conversation, just want to give you a thumbnail type presentation more than anything else to kind of give you the reader’s digest version.

With that being said, as I just alluded to a few moments ago, we have regularly scheduled meetings and I provided this group with the schedule of meetings occurring between now and May. Essentially it is every Wednesday night at 5:00 p.m. in Room 208 here in City Hall for about 2 hours we will be meeting and primarily focusing on designing the Performing Arts Center.

Architecture and Construction Manager Contracts were recently approved by the Finance Committee. We awarded Harvey Construction for the Construction Management; and then ICON in partnership with OTJ as our Architectural Team for the design. I will note, I didn’t add it on to this list because we did this a few months back and again
I am just trying to highlight what we've done over the last month. But it should be understood for the record that we do have an operator selected with Spectacle Management, a respondent to the RFP that was put out late last Summer/early Fall.

Some of the elements that I want to highlight this evening: New Market Tax Credit-wise, Niel Cannon and I were able to send out what we call the Project Narrative, which is essentially the application for the New Market Tax Credit to 10 different CDE’s. Something that this body should be aware of though is with the US Federal Government shutdown; there is a possibility of a delay in the announcement of the new allocation. We don’t really know yet what that may be; we know that originally they were talking about February/March type timeframe for announcements of an allocation for this new round. With the Federal shutdown I can only suspect it will be somewhat delayed; at least that is the feedback that we’ve been given and Niel Cannon relayed to me. So that is something for you to be aware of.

The Capital Campaign Committee is meeting regularly with our fundraiser, Betsy McNamara, they just recently entered into the donor solicitation phase over the last month or so. They really focused on training, developing strategy and refining the messaging to make sure that the group was confident and comfortable as they went out to start to solicit donation.

And then lastly I wanted to kind of highlight some of the differing elements that the design team has started with us. So to orientate you for the conversation, I am pulling up preliminary questions that the architect asked of the group which is the genesis for how we are starting to tackle the designing of the Performing Arts Center. So guiding principles was highlighted, program assumptions highlighted, events mix was highlighted. Now all of these reference points in these preliminary questions came from another document that I just want to make sure this group is aware of. This is something that I wanted to provide you more as back up than anything else to help give you additional contest.

The Performing Arts Center Steering Committee this summer/last spring really spent a lot of time developing different strategic goals; what they wanted to see out of the Performing Arts Center. So they developed a mission, operating goals, objectives, how they wanted to see the functioning or the management of the day-to-day operations of the Performing Arts Center, the event mix, the design principles that they really wanted to stick with and see through. So this document is an important document because it helps provide a frame of reference that won the operator, as I mentioned a little while back, Spectacle Management, understands to be the priorities but then also is what the design team is going to work with as they develop a better program for us.

These preliminary questions get right into some fundamental questions such as who controls the parking area directly behind the building, you know that is a very important question, more for logistics, when you have big events coming in and loading and needing to unload, making sure that it is all really understood and worked out up front is important. And again will be another way how the Performing Arts Center is successful; so again I’m not going to go into every single detail here but I wanted to make sure that this group was aware of the more refined conversation that is taking place on Wednesday nights.

So as you can see, it talks about the stage, the front of the house, the back of the house, technical support, different type of ticketing, venue administration, and acoustical questions; all very important questions that are evolving answers that we only just started discussing last Wednesday and we will continue to discuss in detail particularly over the next few weeks and then definitely trailing off but until May. So again, this is just a document that I wanted to pull up for you and it is more for your reference. I provided full copies of this packet this evening for the Board of Aldermen and you can have it and it is also up on my web page I believe.

Lastly, we met with ICON/OTJ and their team of sub-consultants, you know, the acquisition the theatre designer, their structural or civil engineer last Wednesday for the first time. This was a presentation that they presented to us that actually corresponds or goes along with the preliminary questions as asked. They basically asked us to start looking at the preliminary questions in advance and that was the context that framed the beginning points of our conversations; looking at starting points, setting expectations, understanding the programing, starting to have a
discussion about the marque and what the exteriors thoughts are for the building. Then lastly process and schedule overview.

One thing I want to make sure I highlight this evening is that Performing Arts Center Steering Committee made a decision I would say the end of last year, early December to pursue ICON and OTJ as the designers because they were very impressed with the concept plan and the work that they did during the RFP process or I should say the RFQ process. What they presented to the group and is the direction that folks want to go in was very unique and novel and I believe hit the right note in every way with all the priorities of the Steering Committee. And what do I mean by that? So this is a somewhat different concept than what was discussed during the feasibility study.

During the feasibility study there were some ideas about having the theatre on the second floor. That has now been waylaid and it is definitely going to be designed with the idea of having it on the first floor for logistical reasons more than anything else. This concept that is currently being discussed also allows for back of the house and stage productions at a much easier ability or operation than the feasibility study. So you have a proscenium now being contemplated which is very important for stage productions and you have the site basically instead of being a black box, you have a stage that is in the rear of the site. So the light blue would be the 201 Main Street or the Alex Shoe Building; this lighter gray box right here would represent that early 1920’s structure that basically attaches seamlessly to 201 Main Street. The idea would be is to look at this whole interior here and using this space, putting the stage actually in the older of the two building; still having enough seats to accomplish that 500 to 750 seat type of operation. They are suggesting 750 seats with this design.

You then have the front of the house here with concessions, ticketing, coat room, rest rooms and what not, all laid out right here. And this is again all within the footprint of what we call the 201 Main Street building. It was something that was warmly received by the Steering Committee because it helped deliver on all the goals that actually was outlined by the Steering Committee and lead up to this RFQ process. This I should also make sure is clearly understood is that this design stays within the construction budget as originally articulated.

So with that being said, there is still additional space to program and it is basically around the perimeter of the envelope. So still thought possibly of having some sort of food, tappets, lounge right here, still thought of having some sort of boutique retail on Pearl Street here, mechanical, loading would all still come in from here, back of the house, 750 seats, this would be essentially the front entrance this area right here, basically the corner of Pearl and Main Street. Again another slight change than what was discussed; there was discussion of maybe having the entrance come from Pearl Street. Feedback we have heard from a lot and particularly the operator, Main Street should be something that should be considered for the design.

So essentially what you are looking at if you were to look at this at a bird’s eye view, it is really this area in here that is the light blue that we would be looking to really re-develop and then put in, this is basically if you were to look at this as like a cake, you would be looking at the layers. So this is a project that they did, OTJ that is, in Toronto, where they would be applying the same principles and theory here with confidence. What it is is instead of – you have here is flat floor, which is that red line. You’d have about 500 seats on the first floor, you’d have basically a balcony of 250 seats and you’d be raising the roof to the same height as the older structure that I was saying is in the rear. This line right here would be the stage.

So this is just again a side view of what you’d be looking at. It should also be noted that all this is flexible and you’d be able to still have this open space on the first floor if you wished to have this multi-purpose function room type of design. That again is very important to not just the Steering Committee but to the operator and to theater designers themselves, they all recognize the importance of this.

So that is just a very high level overview of some of the concepts being investigated right now. All of this is very preliminary and still needs to be investigated and due diligence done as you move more towards the construction document phase. So again this is just what you’d be seeing if it was raised, if the roof was raised. This talks about the different goals that you are trying to achieve; retain the exterior shell, seating count and configuration is important, stage configuration and flexibility, providing the technical program, expand the basement, lobby service
area here and possibly VIP experience, the balcony level and patron services optimize number of positions and placements of lighting positions and making sure there is ample off-stage loading for logistics.

So then there was a discussion about understanding what is the feel of the Performing Arts Center, what is the experience going to be like? You know if you have something that is used with material as more wood as to something that is something that is a little bit more industrial or raw you achieve different type of feelings and what is the brand and what are you really trying to achieve in this space from a consumer experience? That is an on-going conversation right now, we understand that it is limited by budged, this will be designed to a budget. But what themes or what materials or elements are used and how they are used and placed is a conversation that is occurring over the next few weeks.

Again, another example of how you can have these theaters and Performing Arts Center spaces and have them be very, very different. Again, another view of some of these Performing Arts Center; this is a more traditional as to something that is a little bit more contemporary or modern.

When you are talking about programming you are talking about the event mix types, community organizations, the audience chamber and the stage, back of house, front of house and other spaces. We want to make sure that we have understanding relative to what the exterior is going to be like in the marquee and this a conversation that just again started, but one that we will be exploring further as the weeks come and really trying to understand what is the marquee that we are trying achieve for downtown for Nashua and for Southern New Hampshire which is all going to go towards the success of this venue.

This is just a showing of what Main Street Nashua looked like at one time; similar again this is all on Main Street here in Nashua at one time. Here is something a little bit more of what was presented as differing types of marquees to be discussed, you have that more traditional, you have something a little bit more dynamic, you have different types of design. It all goes to the brand and the feel and the look of what you are trying to achieve which the group is, again, beginning to discuss now.

Here are some more other recent designs of marquees and facades and how they use the façade and the marquee all to work together. Here it is again, another example, again something that should be noted is you should think about the difference between daytime, which is this one, which is this one, which is an important element to keep in the back of your mind as you are starting your design process. That is pretty much the highlight; this is a schedule of where we are, we are just starting existing conditions and measuring, schematic design, design development phase in 12 weeks from now, starting with the construction document phase in approximately 16 weeks. Ideally we will start if we are successful in raising that $4 million dollars with non-City money construction would start with some sort of early release packages or demolition and abatement sometime in the late summer, more likely early fall type of time period. And then you’d really start construction as much as you could in that late fall/wintertime and you’d end construction somewhere beginning of 2021. That is the schedule and process that the architect went over the other evening.

That is just a very high-level overview of what we have been doing with the Performing Arts Center Steering Committee over the last few weeks. We will be meeting again on January 30th and I will be before you again I believe on February 26th to provide you with another update. Thank you.

President Wilshire

Thank you. We have 5 minutes for questions.

Alderman Lopez

So it was referred to as a theater in the presentation, is it still going to be flexible for conference use or that kind of stuff during the week?
Mr. Cummings

Yes, well actually your last comment I want to make sure it clear. Not just during the week, on the weekends as well so it is still going to be a multi-purpose, multi-functioning type space.

Alderman Lopez

Ok.

Alderman Jette

If any members of the Board or who are not on the Steering Committee or anyone from the public wants more or would like to look at the documents that you presented, where can we find those?

Mr. Cummings

So if I may Madam Chair, the easy answer is I provided everyone with all the attachments and I provided Sue Lovering this evening with all that attachments and they will be part of your minutes this evening. You could easily go there for everything, for convenience, that may make the most sense.

Alderman Jette

So the public, that’s all available to the public, they would go the minutes of this meeting? Ok, thank you.

Alderman Tencza

You mentioned before in the design that the stage is going to be on the first floor and maybe towards the back of the building. Is that going to affect those apartments that are back there now and the City’s ability to rent any of them?

Mr. Cummings

Yes that’s a great question; at least a few if we are going with this current design, at least a few, most likely all the apartments would have to be removed. When that would occur we are still trying to understand that, we don’t want to displace anyone. When again this project is still coming together and we still need to achieve that $4 million dollars, we are very sensitive to the tenants who have been living there. Some of those tenants have been living there for quite a while; there’s an open dialogue between them. I speak with them regularly; we will provide them with as much notice as possible so that they can make alternative plans when the time comes. But to be clear under this current iteration to be safe, I would say all the residents would need to be moved.

Alderman Dowd

I believe that we allocated $1 million dollars to start the design. How much of that is allocated to the architect and construction manager? And do we feel that everything you are explaining here can be done, short of the actual construction itself, for that million dollars?

Mr. Cummings

So to be clear, the contract was approved for I want to say $1.3 million at the Finance Committee. I believe that that will take care of all the design related items including all the subs. We are still working through that process right now with the architect. The architect and the construction manager, in fairness to them, understood the aggressive timeline that the City was under, they were very confident that we could run parallel paths. They are working with us to develop that finalized scope of work with the contract as well as starting to design the project.
This is something that ICON and OTJ are very comfortable with; they do this routinely with municipalities. ICON is known in New England and particularly in Massachusetts as being an architecture firm that works with a lot of municipalities. They understand that we have a certain type of process that is not in the private sector, so they developed this hybrid approach.

So that is what we working through right now and we believe that there is enough money appropriated so we should be fine in that regard.

Alderman Dowd

So you are saying that Finance authorized the two contracts to the amount of $1.3 million?

Mr. Cummings

The construction manager was $400,000.00 and the architectural design was $1.3.

ADJOURNMENT

MOTION BY ALDERMAN O’BRIEN TO ADJOURN
MOTION CARRIED

The meeting was declared adjourned at 7:28 p.m.

Attest: Patricia Piecuch, City Clerk
PAC Steering Committee
City Hall Room 208
Wednesday January 16th, 2019
5:00 PM Room 208

Draft – Unapproved Minutes


Staff: Tim Cummings
Guests: Ned Colliers (ICON Architecture and OTJ Architects)

No Action was taken on anything

General discussion based on the agenda

1. Meeting was called to Order by Rich Lannan at 5 P.M.
   - Handed over to Architects to start discussion

2. Architects/Design Team Presentation by Ned Colliers
   -Introductions
   -Review of the Preliminary Questions – using the following context:
     -Starting Points
     -Setting Expectations
     -Programming Discussion
     -Marquee Concepts
     -Process/Schedule Overview
   *Please see the attached presentation(s) & Preliminary Questions

3. Other Business
   -None

4. Adjourn
   -The Meeting concluded by 7:00 PM. Motion to adjourn M.A. Melizzi-Golja and 2nded by T. Klee – Vote was unanimous.
AGENDA

1. INTRODUCTIONS
2. STARTING POINT
3. SETTING EXPECTATIONS
4. PROGRAMMING DISCUSSION
5. MARQUEE CONCEPTS
6. PROCESS / SCHEDULE OVERVIEW
GOAL: MAXIMIZE ONE-TIME DECISIONS

1. RETAIN EXTERIOR SHELL SENSITIVITY TO HISTORIC FABRIC / MATERIALS
2. SEATING COUNT, CONFIGURATION, FLEXIBILITY AND COMFORT
3. STAGE CONFIGURATION & FLEXIBILITY
4. TECHNICAL PLATFORM / GRID HEIGHT
5. EXPAND BASEMENT FOR B.O.H. OR PATRON FACILITIES
6. LOBBY SERVICES AND V.I.P. EXPERIENCES
7. BALCONY LEVEL PATRON SERVICES & REST ROOMS
8. OPTIMIZE NUMBER, POSITION AND PLACEMENT OF LIGHTING POSITIONS
9. OFF STAGE LOADING
SETTING EXPECTATIONS
SETTING EXPECTATIONS
SETTING EXPECTATIONS
PROGRAMMING DISCUSSION

1. EVENT MIX / TYPES
2. COMMUNITY ORGANIZATIONS
3. AUDIENCE CHAMBER + STAGE
4. BACK OF HOUSE (BOH)
5. FRONT OF HOUSE (FOH)
6. OTHER SPACES
MARQUEE CONCEPTS
MARQUEE CONCEPTS

NASHUA PERFORMING ARTS CENTER
JANUARY 16, 2019
# PROCESS / SCHEDULE OVERVIEW

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<tr>
<th>PHASE</th>
<th>DURATION</th>
<th>DATES</th>
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<td>Existing Conditions</td>
<td>4 weeks</td>
<td>January 16 – February 13, 2019</td>
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<tr>
<td>Measuring/Documentation</td>
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<td>Programming</td>
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<td>January 16 – February 13</td>
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<td>Schematic Design Phase</td>
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<td>February 18 – April 12</td>
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<td>- Exploratory demolition</td>
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<td>- Cost Estimates/Reconciliation</td>
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<td>Design Development Phase</td>
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<td>- Meet with Eversource mid-DD to discuss rebates</td>
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<td>Mid-June</td>
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<td>- Cost Estimates/Reconciliation</td>
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<td>August 5 – November 22</td>
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<td>- Demolition/Abatement Package</td>
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<td>Demo/Abatement Phase</td>
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<td>Construction Administration Phase</td>
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<td>January 2020 – January 2021</td>
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NEXT STEPS