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## Strategic Plan Goal 6: *Enhance the Delivery of City Services*

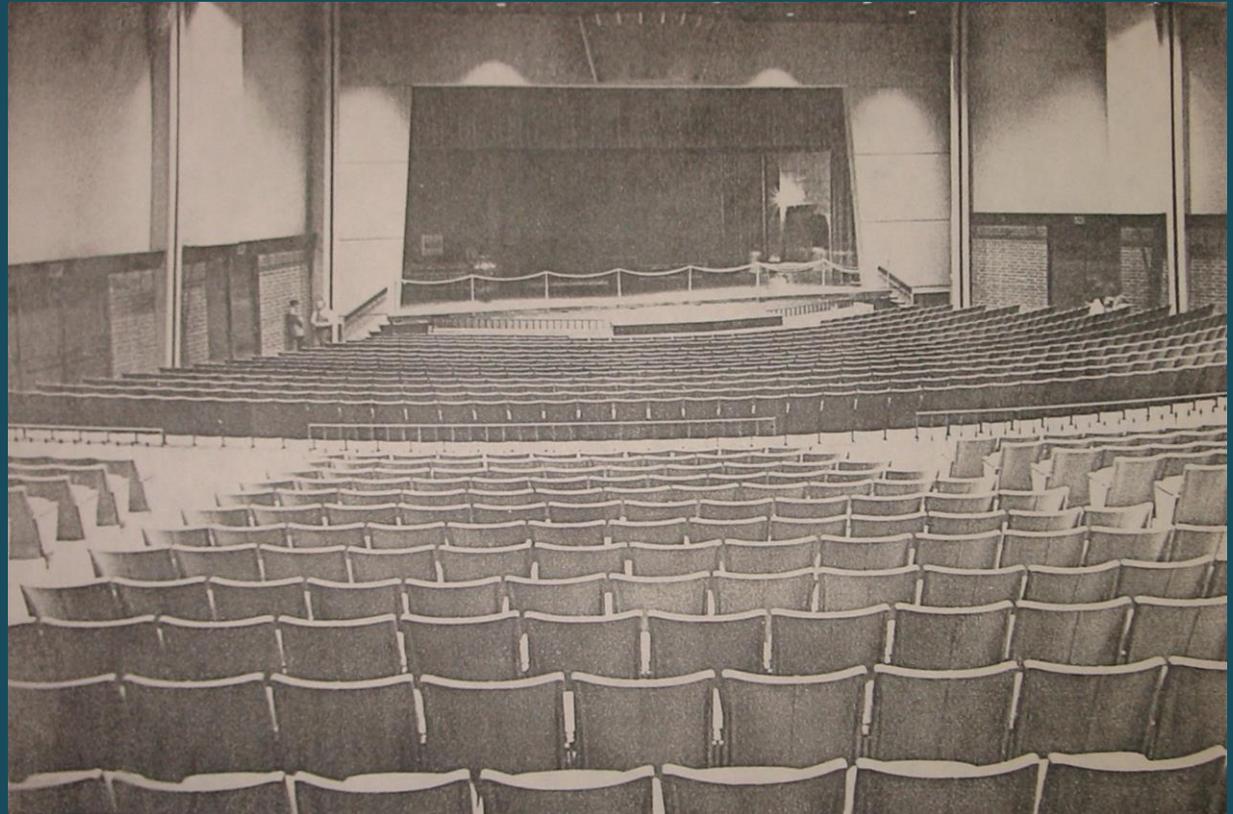
### Objective:

Provide a report to the City Council on the status of Redondo Beach Performing Arts Center operations and ways to maximize facility revenue.



# BACKGROUND

**Aviation High School Auditorium built 1968-70,  
opened January, 1971**



# BACKGROUND

- **Aviation High School Closed 1982**
- **Demolished 1984**
  
- **Auditorium Acquired by City of Redondo Beach 1984 as part of new Aviation Park, Later Renamed Redondo Beach Performing Arts Center**



# BACKGROUND

- Underwent Multiple Upgrades 1984-2001
- Broke Ground on Major Renovation/Expansion 2001



# BACKGROUND

Grand Reopening January 17, 2003



Opening night

# BACKGROUND



**Total Cost Approximately \$11.5 Million, Paid For By**

- **State Redevelopment Project**
- **State & County Grants**
- **Approximately \$1 Million City Funds**
  - **No Municipal Bonds or Tax Increase**

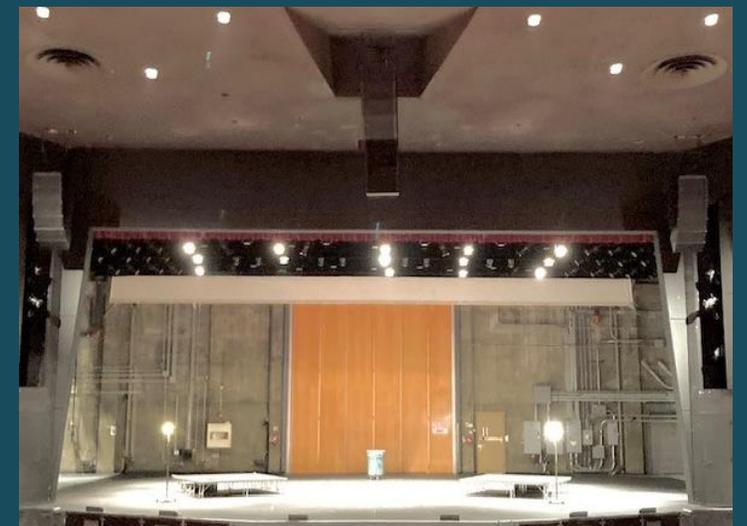
# Current Status: Fiscal

ITEM	Redondo Beach Performing Arts Center FY 2023-24
<b>REVENUE</b>	
10033600-405010 (Rents & Percentages)	\$902,660
80033600-260390 (Production Expenses)	\$219,598
<b>TOTAL</b>	<b>\$1,122,258</b>
<b>DIRECT EXPENSES (Without ISF)</b>	
Full-time salaries and benefits	\$505,661
Part-time salaries	\$311,324
Operating expenses	\$132,664
Production expenses	\$202,564
<b>TOTAL</b>	<b>\$1,152,213</b>
<b>Profit (Loss) (Without ISF)</b>	<b>\$(29,955)</b>
ISF Allocation Expenses	\$546,911
<b>Profit (Loss) (With ISF)</b>	<b>\$(570,864)</b>

# Current Status: Facility Condition/Deferred Maintenance

## COMPLETED:

- Replaced old electronic marquee sign with Higher Resolution/Quality Daktronics display
- Replace old standard definition Projector with High Definition Christie Laser 20,000 lumens Projector and upgraded screen
- Replaced 24 years old loudspeaker system with state of the art d&b audiotechnik Line Arrays



# Current Status: Facility Condition/Deferred Maintenance

- Need to rehab/restore Vintage 1970 Seating per 2020-21 CIP (requires additional funding, prices went up drastically after lockdown and with Added Tariffs). Divide into 2 phases (Orchestra/front, then Terrace/rear)



1995



Today



Phase 1 Estimate: \$545,000 (funded) | Phase 2 Estimate: \$393,725 (not funded)

# Current Status: Facility Condition/Deferred Maintenance

- Uninterruptible Power Supply (UPS) for Emergency Egress Lighting, \$200,000
- Replace 20-year old A/C Chiller, \$250,000
- Replace 24-year old carpeting, \$275,000



# Current Status: Facility Condition/Deferred Maintenance

Appearance suffers due to deferred maintenance caused by Covid-19 lockdown and its concurrent loss of revenue for nearly 2 years

- Need to Rehab & Reseal Imported Indian Slate Tiles on exterior

Originally deep black, sleek, striking



Now faded, discolored, tiles chipped, falling



Estimate: \$175,000

# Current Status: Facility Condition/Deferred Maintenance

- Reseal & Stripe Parking Lot. \$92,000



- Restore Paver Brick Entry Plaza, \$100,000



- Paint exterior metalwork, \$100,000



- Repair/replace East Patio. \$275,000



# Current Status: Facility Condition/Deferred Maintenance

- POSITIVE NOTE! Landscaping Restoration Proceeds Apace, thanks to Public Works/Parks Division – Huge Improvement in curb appeal



Drought tolerant species CAN be beautiful!

# Increasing Facility Usage and Revenue

## Upgrades:

- Audio: Monitor Speaker System & Update Microphones, \$60,000
- Stage Lighting, Infrastructure \$500,000, Fixtures \$260,000
  - Complete transition to LED & robotic fixtures - 35% completed
  - Replace vintage 1970's wiring infrastructure & dimmer system
- Orchestra Pit Lift, \$600,000



# Increasing Facility Usage and Revenue

## Additional Revenue Streams

- Full-scale Motion Picture Presentation (requires projection and audio upgrades)
- Parking Lot Events: Farmers' Markets, Food Truck Events
- Fee Increases: Haven't raised Use Fees since 2018
  - Recommend incremental increases over 3 years
- Box Office
- Sponsorships (Naming Rights, Seat Endowments, etc.)
- Non-theater Events: Wedding receptions, patio parties/receptions, etc.

## Marketing

Operations Modality Options: Producing, Presenting, Rental Only (RBPAC modal), or Hybrid

# Staff Recommendations

1. Continue current operating model: Rental-Only
2. Implement annual User (“rental”) Fee increases 3% per year for next 3 fiscal years
3. Explore possible parking lot events
4. Prepare BRR for potential cost and revenue associated with adding full-scale motion picture presentation capabilities
5. Continue incremental upgrade of Stage Lighting fixtures to LEDs
6. Prioritize completion of seat rehabilitation project and Uninterruptible Power Supply (UPS) for Emergency Egress Lighting. If funds are available, pursue other deferred maintenance projects.
7. Explore contracted marketing of RBPAC

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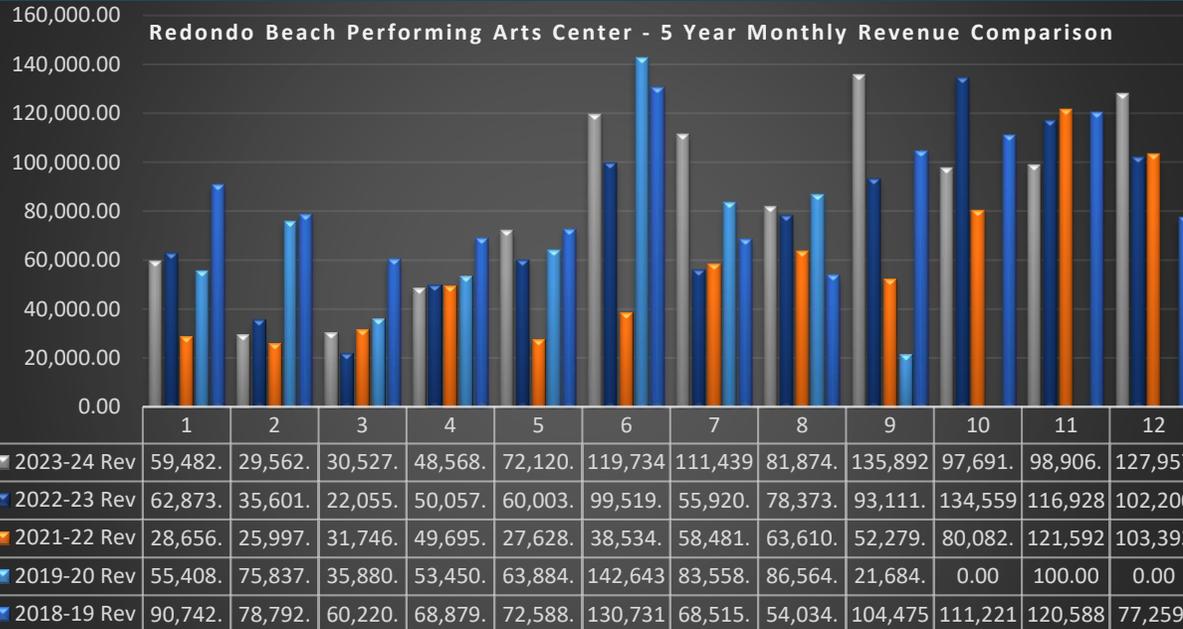
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# Current Status: Fiscal

## Redondo Beach Performing Arts Center 5 Year Monthly Revenue Comparison



2019-20: Theater Closed March 20 - June 30, 2020 Due to COVID-19 Pandemic  
 2020-21: Theater Closed Entire Fiscal Year Due to COVID-19 Pandemic

	2023-24	2022-23	2021-22	2019-20	2018-19
<b>July</b>	59,482.29	62,873.00	28,656.56	55,408.71	90,742.19
<b>August</b>	29,562.88	35,601.51	25,997.16	75,837.68	78,792.60
<b>Sept</b>	30,527.55	22,055.50	31,746.88	35,880.82	60,220.73
<b>Oct</b>	48,568.19	50,057.38	49,695.82	53,450.96	68,879.58
<b>Nov</b>	72,120.46	60,003.47	27,628.34	63,884.17	72,588.31
<b>Dec</b>	119,734.75	99,519.01	38,534.38	142,643.64	130,731.86
<b>Jan</b>	111,439.05	55,920.25	58,481.89	83,558.61	68,515.79
<b>Feb</b>	81,874.75	78,373.38	63,610.73	86,564.73	54,034.87
<b>March</b>	135,892.74	93,111.00	52,279.89	21,684.95	104,475.17
<b>April</b>	97,691.94	134,559.50	80,082.83	0.00	111,221.16
<b>May</b>	98,906.78	116,928.13	121,592.13	100.00	120,588.93
<b>June</b>	127,957.02	102,200.00	103,393.38	0.00	77,259.71
<b>TOTALS</b>	1,013,758.40	911,202.13	681,699.99	619,014.27	1,038,050.90