

# Feasibility Study for a Cultural Centre(s)

## Draft Final Report Presentation

**Delivered to:**

Task Force

May 24, 2022

**Prepared by:**

Nordicity & Giaimo



# Agenda

- Today's Goal + Project Status Update – **5 mins**
- Facilitated Discussion, Reactions, Reflections – **~45 mins**
- Next Steps – **10 mins**

# Today's Goal

- Reflect on findings and recommendations presented in the Draft Report including:
  - ❖ Size and Scale
  - ❖ Location
  - ❖ Design Guidelines
  - ❖ Capital Costs
  - ❖ Operating Model
  - ❖ Governance
  - ❖ Next Steps

# Project Status

## Phase 1: Research (OCT-NOV)

Review Planning, Facility/Mapping + Policy Context

Identify Regional Hub Comparables

Conduct Demographic Analysis

## Phase 2: Consultations (NOV-MARCH)

Design/deploy online survey to public + sector stakeholders

Design/deliver interviews (12), roundtables (1 + TAC meeting + Curve Lake)

Synthesize survey + consultation results

**Produce Interim Report (March 2022)**

## Phase 3: Design, Location & Operations Model (APRIL-MAY)

Develop service level standards plan + construction cost range for facility design

Develop draft operational budget

## Phase 4: Recommendations & Reporting (MAY-JUNE)

**Draft feasibility study + financials + next steps (May 11, 2022)**

**Revise/finalize feasibility study report (May 2022)**

**Present to Committee (June 2022)**

# Project Status

## Phase 3 (April 6-May 11):

Location, Design and Operations Analysis

- **Space needs analysis:** sq.ft. based on agreed space/programming/usage requirements
- **Location analysis:** Review short-list and determine what location(s), if any, can accommodate sq.ft. needs
- **Operations Analysis:** Identify Costs, revenues, sources of funding, ongoing operating costs etc.
- **Standards and Design Guidelines:** Summarize facility recommendations

## Phase 4 (May 12 - June 21):

Recommendations and Reporting

- **Draft Feasibility Study Submitted to Task Force:** May 20
- **Task Force Feedback to Nordicity:** May 26
- **Final Feasibility Study:** May 27
- **Present to Committee of the Whole:** June 8

# Feasibility Study – Overall Conclusions

- **Kawartha Lakes requires a new cultural centre to support a range community and culture sector space and programming needs.**
- The design and construction should follow recommendations presented in the full report.
- The City of Kawartha Lakes requires a new archives and curatorial facility. This facility must accommodate the size requirements and features outlined in this report.
- The hub and spoke model holds *some* promise to support cultural programming and services throughout Kawartha Lakes, but requires further exploration and definition.
- Given these needs, there is an opportunity for a new facility to be built that combines both functions and allows for the creation of transformational cultural infrastructure – a cultural centre or hub.
- **No specific site was identified as feasible at this time, mostly due to size requirements, however the location analysis provides insights into key factors that should be further considered to identify a site in the future.**

# Size and Scale Recommendations

<b>Medium Scale Cultural Centre Option:</b>		<b>25000sq.ft.- 45600q.ft.</b>
<b>Programming</b>		<b>Sq.Ft.</b>
"Must Have" Spaces		25000-35000
Archive/Storage		11000-16000
Research Room for Archive		300-600
Shared Exhibition Space/Displays/Rehearsal Space		3000-3400
Art Gallery	Part of Exhibition Space, integrated into design	
Ceremonial Space with Ventilation	Part of Exhibition Space, integrated into design	
Office/Admin Spaces		700-1000
Education Spaces	Part of Exhibition Space	
Services/Circulation		10000-12000
Parking Spaces		40-85 stalls
+ "Should Have" Spaces		28000-40000
Rehearsal Support Space (Mostly combined with Shared Exhibition Space, sq.ft. is for support spaces needed to allow Shared Exhibition Space to serve as Rehearsal Space)		800
Studios/Classrooms		1000-1500
Flexible Event Space (50 people)		2000
+ "Could Have" Spaces		31300-45600
Specialized Maker/Creator Spaces		300-500
Café		300-500
Flexible Space (kitchen facilities, daycare...)		800-1500
Additional Offices/Tenant Spaces		400-600
Co-working Space		1500-2500

<b>Large Scale Cultural Centre Option:</b>		<b>37100sq.ft.-65700sq.ft.</b>
<b>Programming</b>		<b>Sq.Ft.</b>
"Must Have" Spaces		37100-49100
Archive/Storage		15000-20000
Research Room for Archive		600-1000
Exhibition Space/Displays		4500-6500
Art Gallery		1000-1500
Ceremonial Space with Ventilation	Part of Exhibition Space, integrated into design	
Office / Admin Spaces		1000-1200
Education Spaces		700-900
Services/Circulation		15000-18000
Parking Spaces		80-120 stalls
+ "Should Have" Spaces		45000-57600
Rehearsal Space (Dedicated Black Box – 100 people)		2800-3000
Studios/Classrooms		2300-2500
Flexible Event Space (100 people)		2800
+ "Could Have" Spaces		50800-65700
Specialized Maker/Creator Spaces		500-700
Café/Retail		500-900
Flexible Space (kitchen facilities, daycare...)		1300-1500
Additional Offices/Tenant Spaces		500-1000
Coworking Space		3000-4000

# Location Analysis

- Giaimo's process for this Study began by investigating over 50 sites and assets provided by the City of Kawartha Lakes. Through assessment of **existing conditions** and **programming, facility availability, site visits**, and the **responses from public consultations** that better defined location needs, the list was narrowed down to a shortlist of assets.
- The development of the MoSCoW allowed for size calculations to be undertaken. These calculations provided firm clarity on the size and scale recommendations for the Cultural Centre and were then used to explore various locations and site configurations.
- **The result of this process is a recommendation on a feasible size range with two scale options for the Cultural Hub: medium or large.**
- **No specific site was identified as feasible at this time, however the location analysis provides insights into key factors that should be further considered to identify a site in the future.**
- Regardless of which scale, medium or large, is selected for the Cultural Centre, a key component will be establishing the Centre as a place that can connect with other existing cultural facilities and resources within Kawartha Lakes.

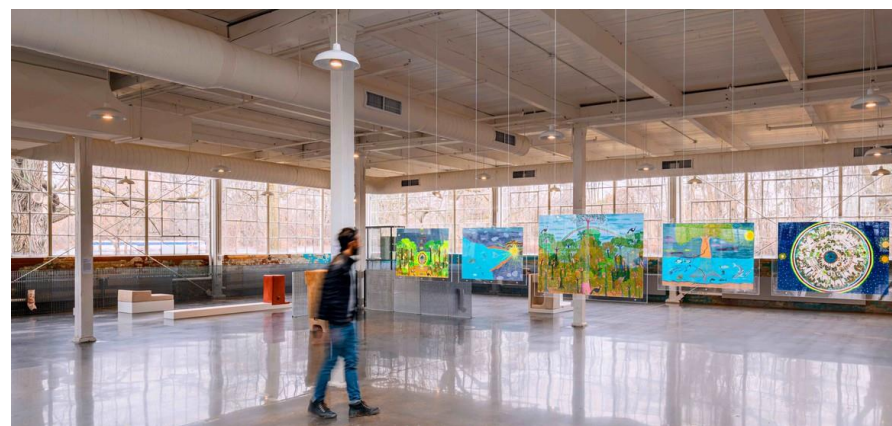


# Design and Standards Guidelines

Design and Standards Guidelines have been developed for the following key topics:

- Supporting Culture through Design Excellence
- Leverage Heritage for Placemaking
- Social, Economic, and Environmental Sustainability
- Designing with Indigenous Communities
- Archive and Collection Storage

Regardless of the size, scale, construction method, and final location selected, the design of the cultural hub should align with these Guidelines detailed within the Study.



# Construction Cost Estimates – For Review/Numbers Subject to Adjustments

	Features	Approx. Size	Construction Costs	Est. Potential CCSF Contribution (~37% average)	Preliminary Conclusion
<b>Medium Scale</b>	Must-have	25,000 - 35,000 sq. ft.	\$10.9-\$17.6m	~\$4.1m	<i>A larger centre with more programming requires a much higher capital investment up front and higher annual operating costs, yet it may be more commercially viable than a smaller facility with fewer programming options/ less revenue</i>
<b>Large Scale</b>	Must-have + Should-have+ Could-have	50,800 - 65,700 sq. ft.	\$23.2-\$34.9m	~\$12.6m	

## Business Model Considerations - For Review/Numbers Subject to Adjustments

**Medium  
Scale**

**Large  
Scale**

Potential Earned Revenue Sources	Potential Other Revenue Sources	Expenditure Category Examples	Operating Income By Year 5
Facility Rentals Memberships, Admissions & Tours	Sponsorships Donations/ Fundraising Grants	Maintenance & Utilities Staff Marketing & Ops Insurance	<b>-\$470,000</b>
Auxiliary Visitor Spend (Café, Gift Shop) Facility Rentals Memberships, Admissions & Tours Co-working	Sponsorships Donations/ Fundraising Grants	Maintenance & Utilities Staff Marketing & Ops Insurance COGS (Café, Gift Shop)	<b>-\$140,000</b>

# Governance Priorities & Model Discussion

- **Seek balanced municipal and community input in future stages**
- **Create environment of trust through a shared services model that clearly defines:** Available services, shipping and storage, regional access, security, ease of access etc.
- **Affordable access** to public and cultural organizations
- **Representation and amplification of existing cultural destinations/attractions**
- **Welcoming and inviting.**
- **Partnerships:** Post-Secondary Institutions, Curve Lake First Nation, Hiawatha First Nation and Indigenous Communities, Other Regional Facilities
- **Growth-oriented**



# Next Steps

- Review and socialize the results of the study
- Undertake further site exploration
- Identify a fundraising and financing strategy – meet with CCSF
- Refine operating and capital cost estimates
- Expand on the role of outlying hubs and spokes
- Initiate pre-building initiatives

# Appendices

# Emerging Vision for a Cultural Centre(s) – Requirements

The following prioritization exercise groups potential features of the space/facility as:

- **Must Have** (core elements/features),
- **Should Have** (important/value-added)
- **Could Have** (nice to have) and
- **Will not Have** (not a priority)

# Emerging Vision for a Cultural Centre(s) – Requirements

## Must Have (Core Elements/Features)

- **Archive/Storage and Preservation facilities for current and future acquisitions of all sizes** (including lighting, climate control for state-of-the-art archive needs)
- **Shared Exhibition Space/Displays** (physical and digital)
- Workstations for **public & researcher access to collections**
- **Education spaces** e.g., for workshops and special presentations
- Related **office/admin space** for City staff/curatorial office
- **Ventilation** to accommodate, for example, ceremonial usage

## Should Have (Important/Add Value)

- **Rehearsal space for live performance** e.g., black box space, music studio
- **Studio space(s)** to create and design art
- **Flexible event space** to host large and small gatherings including community festivals
- **Projection capacity** for screenings
- **Incorporation of Indigenous languages** into signage
- **Natural elements** to “bring the outside in”



## Emerging Vision for a Cultural Centre(s) – Requirements

### Could Have (Nice to Have)

- **Specialized maker/creator spaces: e.g.,** spinning wheels and dyeing capacity (textiles)
- **A café**
- **Flexible space to accommodate multiple community uses:** e.g., kitchen facilities, daycare
- **Additional community stakeholder offices/tenant space/co-working space** e.g., other not-for-profit organizations

### Will not have (not a priority)

- **Will not permanently displace other cultural and heritage organizations** or their purpose(s)
- **Will not have a facility in all communities**