

Feasibility Study for a Cultural Centre(s) in the City of Kawartha Lakes

Final Report

May 27, 2022

Prepared for

The City of Kawartha Lakes

Prepared by

Nordicity

and

Giaimo



Table of Contents

Executive Summary	3
1. Context for the Cultural Centre(s) Feasibility Study	6
1.1 Context and Objectives for this Feasibility Assessment	6
1.2 Policy and Planning Context in Kawartha Lakes	8
1.3 Kawartha Lakes Context: A Growing Community	9
2. The Vision for the Kawartha Lakes Cultural Centre	13
2.1 The Demand for a Cultural Centre	13
2.1.1 Emerging Vision for the Cultural Centre	13
2.2 Desired Features of a Cultural Centre	14
3. Design & Location Recommendations	17
3.1 Size and Scale	17
3.2 Location Analysis	18
3.2.1 Reflections on the “hub and spoke” model	20
3.3 Standards and Design Guidelines	20
3.3.1 Supporting Culture through Design Excellence	21
3.3.2 Leverage Heritage for Placemaking	22
3.3.3 Social, Economic, and Environmental Sustainability	23
3.3.4 Designing with Indigenous Communities	24
3.3.5 Archive & Collections Storage	26
4. Capital Costs and Operating Model	28
4.1 Capital Budget Projections	28
4.1.1 Construction Cost Estimates	28
4.1.2 Capital Funding	31
Canada Cultural Spaces Fund	31
Ontario Trillium Foundation Capital Grant	31
Rural Economic Development Program - Strategic Economic Infrastructure Stream	32
City of Kawartha Lakes Municipal Funding	32
4.2 Operating Budget Projections	32
4.2.1 Operating Model – Medium, Must-Have Amenities	32
4.2.2 Operating Model – Large, All Amenities	34
4.2.3 Comparison of Models and Discussion	37
5. Governance Considerations	38

5.1 Governance Priorities	38
5.2 Governance Model	40
6. Conclusion and Next Steps	42
Appendix A. Population Growth, Income, Household Spending and Demographics	44
Appendix B. Survey Response Profile	47
Appendix C. Size Calculations	50
Appendix D. Location and Site Configuration Analysis	57
Appendix E. Archive Standards	66
Appendix F. Financial Forecasts Assumptions	68

Table of Figures

Figure 1 Project Approach.....	7
Figure 2 Net migration analysis of Kawartha Lakes, 2015-2020	10
Figure 3 Household spending in ON, population centres with population less than 100k.....	11
Figure 4 RT08 visitor activities (2019).....	12
Figure 5 RT08 visitors length of stay (2019)	12
Figure 6 Square Footage Needs Assessment	17
Figure 7: Historical and projected population growth in Kawartha Lakes	44
Figure 8: Age Distribution of Kawartha Lakes population vs. Ontario	44
Figure 9: Household total income Kawartha Lakes vs. Ontario	45
Figure 10: Average and median income in Kawartha Lakes vs. Ontario	45
Figure 11: Educational attainment of Kawartha Lakes (2017) vs. Ontario (2016)	46
Figure 12 Public Preference for approach to cultural centre(s) investment (n=217)	48
Figure 13: Reasons for using facilities located outside of Kawartha Lakes to carry out cultural activities (n=16 respondents)	49
Figure 14 Facilities required to run organization/practice - Cultural facility owner/operators (n=16 respondents)	49

Table of Tables

Table 1: MoSCoW for Kawartha Lakes Cultural Centre(s)	15
Table 2 Capital Cost Tiers	29
Table 3 Potential CCSF Contribution	31
Table 4 Estimated Municipal Capital Investment Sources at Various Project Sizes	32
Table 5 Financial estimates, medium-scale and “must-have” features.....	33
Table 6 High-level income statement - medium scale, “must-have” features	33
Table 7 Financial estimates, large-scale and “must + should + could have” features.....	34
Table 8 High-level income statement, large-scale and “must + should + could have” features	36
Table 9: Pros & Cons of a Municipality-Owned Model.....	41
Table 10 Short-List Site Feasibility Analysis	60
Table 11 Detailed Description – Multi-site configuration	62
Table 12 Detailed Description – Single Site New Construction	64
Table 13 Strengths and Weaknesses – Single Site New Construction	64

Executive Summary

Nordicity and Giaimo were engaged by The City of Kawartha Lakes, with the support of the Kawartha Lakes Arts Council (KLAC) and the Kawartha Lakes Culture and Heritage Network (KLCAHN) to assess the need for a Cultural Centre or Centres within the municipality. The project team was tasked with testing the viability of the Cultural Centre(s) concept and the potential “hub and spoke” model, and providing objective analyses and recommendations for its completion including:

- Space needs and location analysis;
- Capital budget and an operating budget model;
- Potential funding sources and governance models;
- Proposed next steps.

A Cultural Centre would ideally support the sector’s growth, public participation in culture, heritage and the arts and align with Kawartha Lakes’ identity as a cultural tourism destination with a strong connection to its heritage. Demand for the Cultural Centre was bolstered by the fact that the City of Kawartha Lakes’ archive and curatorial facility is outgrowing its current facility. Stakeholder consultations indicated that, today, at least three existing community cultural facilities would also take advantage of such a purpose-driven space for: support with archives and storage collection and access to exhibitions and/or gallery space for shared and/or temporary exhibits.

Stakeholder and survey feedback showed demand for a facility that would provide existing cultural organizations, artists and creators with space for a range of activities such as exhibition and rehearsal space for music and performing arts, workshop delivery and cross-sectoral community events because such facilities are either not currently adequate/fit for purpose or easily available in the community.

Culture Centre Vision & Desired Features

Building on the urgent archive and collection facility needs, The Kawartha Lakes Cultural Centre would be a facility that responds to the current and future space needs reported by the arts, culture and heritage sectors. A viable operating model for The Centre that invites Kawartha Lakes' cultural and heritage organizations and artists to share space and programming assets would be a priority

“Must-have” or essential facility features would include:

- 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” or value-adding facility features would include:

- 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”

Location & Design Considerations

Gaiimo’s process for this Study began by investigating over 50 sites and assets provided by the City of Kawartha Lakes. The list was then narrowed down to a shortlist of assets. The list of priority features allowed for size/square footage calculations. These estimates were then used to explore various locations and configurations for the Cultural Centre. The result of this process was a recommendation on a feasible size range with two scale options for the Cultural Hub: medium or large.

- **Medium Scale Cultural Centre Option:** 25,000-45,6000 sq. ft.
- **Large Scale Cultural Centre Option:** 37,100-65,7000 sq. ft.

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.

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 Costs & Operating Model

Construction cost estimates took into consideration the two scales of facility - Medium and Large. For every type of space, ranges of industry standard cost per square-foot were sourced from Altus Group’s 2022 Cost Canadian Guide and adjusted with comparable facilities.

- **Medium Scale Cultural Centre Option:**
 - Estimated Construction Costs: \$10.9-\$17.6 million
 - Projected Operating Income by Year 5: \$460,000
- **Large Scale Cultural Centre Option:**
 - Estimated Construction Costs: \$23.2-\$34.9 million
 - Projected Operating Income by Year 5: \$140,000

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.

The municipality is encouraged to pursue funding opportunities that will assist in offsetting the cost of building a new Cultural Centre. No single funding source will cover the full project’s costs and pursuing multiple funding sources is recommended. Possible funding opportunities to explore including Canada Cultural Spaces Fund, Ontario Trillium Foundation Capital Grant and Rural Economic Development Program - Strategic Economic Infrastructure Stream.

Governance and Next Steps

This feasibility study marks a critical step in the planning process to develop a Cultural Centre for Kawartha Lakes. The following governance priorities could be considered key success factors for the development and implementation of the facility.

- 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.
- Ensure affordable access to public and cultural organizations and amplify existing attractions
- Identify partnerships with, for example, Post-Secondary Institutions, Curve Lake First Nation, Hiawatha First Nation and Indigenous Communities, Other Regional Facilities
- Embrace a growth-oriented mindset – planning for the future growth of Kawartha Lakes

The Kawartha Lakes Cultural Centre would likely be owned and operated by the City of Kawartha Lakes. That said there are degrees of community and cultural sector inclusion that are possible within the municipally owned framework, and as per priorities above, should be considered. The selected model will need to match the final vision for The Centre's implementation.

Next Steps

Looking ahead, transparent communication and collaboration will help to advance towards implementation. Recommended next steps are described below with site selection as a critical milestone:

- 1. Municipality to share the results of the study**
- 2. Undertake further site exploration, selection and feasibility analysis**
- 3. Refine operating and capital cost estimates presented in this report**
- 4. Identify/initiate a fundraising and financing strategy**
- 5. Design and award RFP for full Architectural Services**

This study represents a critical step in determining the feasibility of advancing the vision and concept for a Cultural Centre for Kawartha Lakes that is based on community needs, operational realities, site availability, scale and location considerations.

1. Context for the Cultural Centre(s) Feasibility Study

This section includes an overview of the context for this report, its objectives and the approach while also providing a snapshot the population and demographics in Kawartha Lakes.

1.1 Context and Objectives for this Feasibility Assessment

The City of Kawartha Lakes has worked with the Kawartha Lakes Arts Council (KLAC) and the Kawartha Lakes Culture and Heritage Network (KLCAHN) to assess the need for a Cultural Centre or Centres within the municipality since 2015. In September 2021, the City of Kawartha Lakes engaged Nordicity and Giaimo Architects to undertake a *Feasibility Study for a Culture Centre(s) in Kawartha Lakes*. This report represents the findings, options, and recommendation as to next steps based on the research, consultations and analysis conducted between September 2021 and April 2022.

This project was generously funded by the Corporation of the City of Kawartha Lakes, the Kawartha Lakes Arts Council and the Kawartha Lakes Culture and Heritage Network.

Project Objectives

Nordicity and Giaimo were engaged in undertake a feasibility study to, in particular, test the viability of the Cultural Centre(s) concept, the potential “hub and spoke” model and provide objective analyses and recommendations for its completion including:

- Space needs and location analysis;
- Capital budget and an operating budget model;
- Potential funding sources and governance models;
- Proposed next steps.

The working concept¹ or goal for the Cultural Centre(s) “hub” would be to:

- Act as the centre(s) for the collection, storage, preservation and presentation of the community’s artefacts and the location where archival documents are held.
- Provide space for office needs and equipment, exhibits, community meetings, special events and educational programming.
- Create mini exhibits that showcase ‘what’s on’ in outlying museums and venues (“spoke(s)” or “outlying hub(s)”).
- Overall, to function as a shared resource that all outlying hubs (museums or cultural venues) could utilize for collection storage and care.
- Represent programming and operation connections that enable coordination and the sharing of resources.

In this vision, each outlying hub would be an existing facility that functions as a multi-purpose cultural space, each with its own unique focus and identify, but also providing space for local cultural activities, workshops or classes. The spokes represent the programming and service connections between the central and outlying hubs.

Knowledge of the available building stock throughout the municipality was important to understanding the landscape of facility supply and demand due to the City’s decentralized building

¹ 2021-05-OP Consulting Services to Develop a Feasibility Study for a Cultural Centre(s)

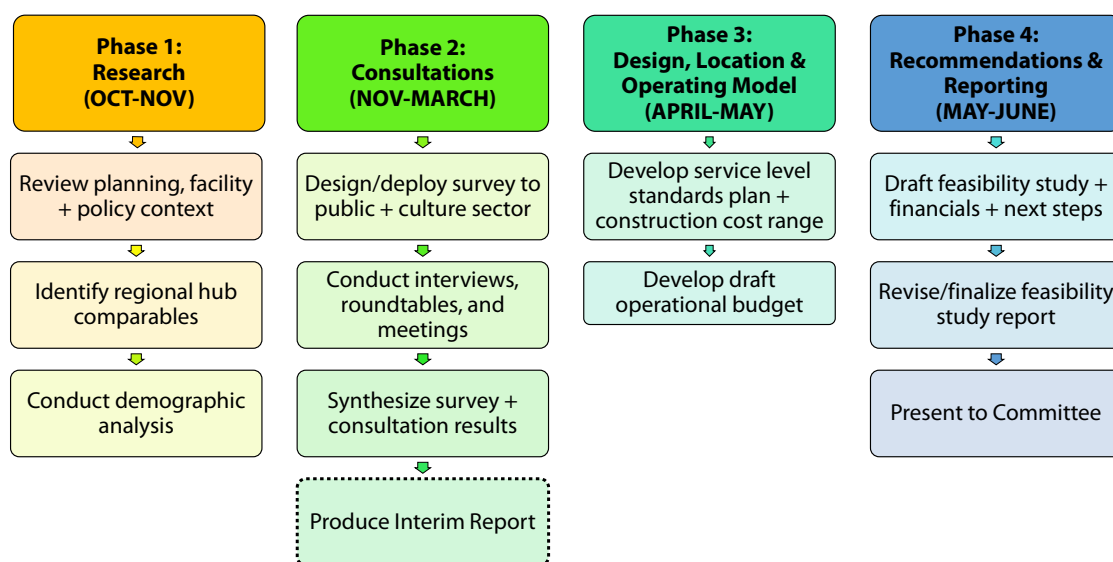
structure (itself a result of amalgamation in 2001). These assets form a critical part of Kawartha Lakes' infrastructure as they support municipal, cultural services and collections but were not:

- Meeting current museum and archive custodial requirements,
- Maximizing the potential for collaborations, audience/citizen engagement,
- Accommodating forecasted growth in Kawartha Lakes' population nor demand for cultural, creative and heritage programming and space.

Project Approach

The project approach included four phases as shown in the visual below.

Figure 1 Project Approach



Phase 1 entailed the review of existing strategy planning documents, policies and research. Phase 2 consisted primarily of stakeholder and community consultations to determine the potential vision for a Cultural Centre or Centres. Specifically, the project team:

- **Re-engaged 10 Kawartha Lakes Not-for-Profit Cultural Organizations in 1:1 interviews:** Kawartha Lakes Art Gallery, Kawartha Lakes Arts Council, Kawartha Lakes Culture and Heritage Network, Kirkfield Historical Society Museum, Manvers Historical Society, Maryboro Lodge & Fenelon Falls Museum, Manvers Historical Society, Old Gaol / Victoria County Historical Society, Kawartha Lakes Settlers Village, Shedden Historical Society, The Academy Theatre
- **Developed and deployed an online survey to the public:** A survey was launched on the Jump In Kawartha Lakes platform over a 6-week period from December 2021 to January 2022. The survey was promoted by the City of Kawartha Lakes and the Cultural Centre Feasibility Task Force through social media, newsletters, and through various networks. The ~220 responses from the public and cultural sector informed the study's findings and indicated a broad public support and desire for more arts, cultural, community and heritage activities in Kawartha Lakes. The results are presented in Appendix B.

- **Conducted a needs session with City of Kawartha Lakes Archives, Facilities and Collections representatives** + follow-up interview with Library representatives to identify immediate and long-term needs for these departments.
- **Held a roundtable with 22 community and arts, heritage and cultural sector representatives** plus select City staff
- **Met with Curve Lake First Nation Chief Emily Whetung and staff** for a Project introduction/overview meeting
- **Presented an Interim Report to the Task Force and The Advisory Committee**

In Phase 3, the project team reviewed existing facilities, assessed costs for construction/renovation, proposed a sustainable facility operating model and identified a range of funding and revenue sources. In Phase 4, the analysis was further developed into recommendations in site/location, design, and governance.

1.2 Policy and Planning Context in Kawartha Lakes

Exploring and assessing the feasibility of a Cultural Centre or Centres aligns with the importance and value of arts, culture and heritage assets to Kawartha Lakes, as set forth through the goals and objectives of the City's core strategies, plans and policies i.e., the Cultural Master Plan², Public Art Policy³ and Heritage Master Plan⁴. For example:

- In 2017, the City's **Economic Development Strategy** cited a goal to grow the cultural business sector. One of the key objectives was to develop Kawartha Lakes' arts, culture and heritage brand in order for it to become an attraction for tourists, new residents and entrepreneurs working in the sector.⁵
- In 2020, Council adopted the **Kawartha Lakes Cultural Master Plan (CMP)** to expand the scope to include a Cultural Centre(s). The CMP identified the need to improve cultural spaces and places and to focus on authentic local culture as a strategic priority. Through consultations with twelve not-for-profit cultural organizations in Kawartha Lakes, it was found that there was broad support for a new Cultural Centre(s) in the city. In this context, this feasibility study is an extension of those community-wide and collaborative discussions.

The proposed Cultural Centre(s) also aligns with the **City of Kawartha Lakes' Public Art Policy**.

- The Public Art Policy cites that Public Art is an expression of cultural identity and heritage and as such is a valuable cultural asset that improves the aesthetic of streetscapes and public space.
- Ideally, the CMP and Public Art Policy will both be represented in the development of a Cultural Centre(s) as this building will provide a transformative public space for visitors, residents, as well as creative, cultural and heritage practitioners, services, businesses and organizations in celebration of the City's natural and built cultural heritage.

The City of Kawartha Lakes also has a **Heritage Master Plan** that:

² City of Kawartha Lakes, "[Cultural Master Plan \(CMP\)](#)," 2020

³ City of Kawartha Lakes, "[Public Art Policy](#)," 2021

⁴ City of Kawartha Lakes, "[Heritage Master Plan](#)," 2012

⁵ City of Kawartha Lakes, "[Economic Development Strategy](#)," 2017

- Promotes the intrinsic value of heritage and encourages the creation of a vibrant heritage sector while also attracting visitors and investment from outside the area.
- Outlines a strategic approach to identifying, researching, collecting, protecting, conserving, and promoting the built and cultural heritage of Kawartha Lakes.

Certainly, a core goal for a Cultural Centre(s) would be to act a catalyst for community engagement in the interest of honoring Kawartha Lakes' history through its rich arts, culture and heritage. The development of this Centre(s) builds on the foundation of policy and planning, and consultation stretching back nearly a decade and should ultimately reflect the collective ideas, aspirations and evolution of Kawartha Lakes' cultural sector and residents.

1.3 Kawartha Lakes Context: A Growing Community

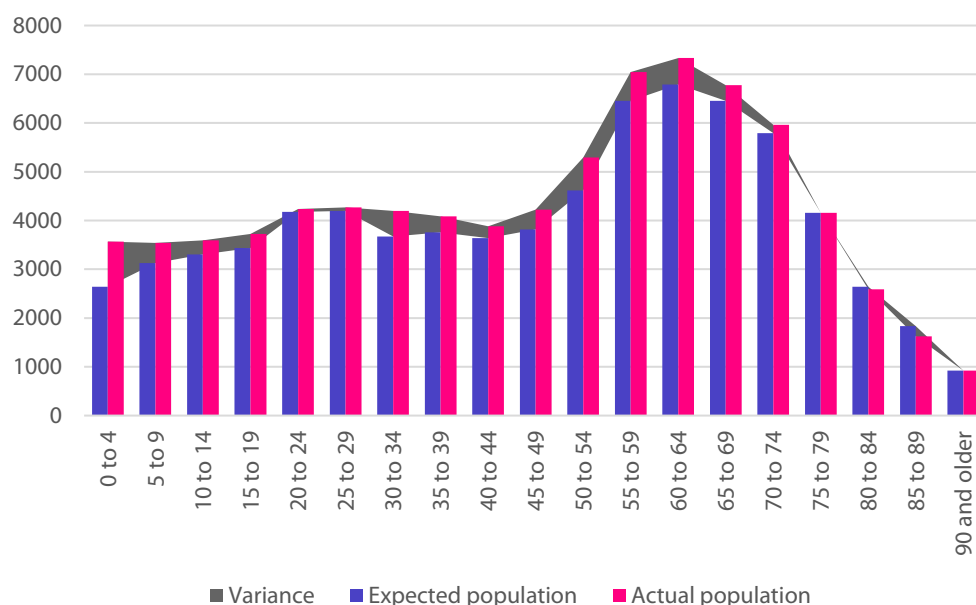
Over the past decade, Kawartha Lakes has shifted from a community with a stagnant, or slightly declining population, towards one of relatively steady growth.⁶ Of course, as the population grows and changes, so too do community needs evolve and demand for services, including in arts, culture and heritage increase. While an economic impact assessment was outside the scope of this study, it is possible to observe the importance of Kawartha Lakes arts, culture and heritage assets and participation to residents as visitors from available Statistics Canada and tourism data.

Kawartha Lakes' population has grown at a compound annual growth rate of 1.2% from 2015 to 2020. For context, over the same period, the population in Ontario grew at a compound annual rate of 1.5%. Looking ahead, Kawartha Lakes' population is projected to reach 90,989 by 2030, up 12% from 2020.⁷ In comparison to the population in Ontario, Kawartha Lakes has a significant retirement-aged population. However, net migration and fertility rate analysis (shown in the chart below) suggest that Kawartha Lakes' growth may also be bolstered by families – particularly those with young children 0-4 – moving to the area. Indeed, many new housing developments and infrastructure projects are planned for Kawartha Lakes in the coming years.

⁶ Statistics Canada, "Focus on Geography Series, 2016 Census" Table 1.3 Population change (in percentage) in the last 10 years, Kawartha Lakes (Census division)

⁷ According to the RFP, "the city is poised to experience unprecedented growth with a forecast of adding 33,000 new residents by 2028."

Figure 2 Net migration analysis of Kawartha Lakes, 2015-2020



Age group	Expected population	Actual population	Variance
0 to 4	2,640	3,570	+930 (35%)
5 to 9	3,130	3,540	+410 (13%)
10 to 14	3,300	3,600	+300 (9%)
15 to 19	3,440	3,720	+280 (8%)
20 to 24	4,180	4,240	+60 (1%)
25 to 29	4,200	4,270	+70 (2%)
30 to 34	3,670	4,200	+530 (14%)
35 to 39	3,760	4,080	+320 (9%)
40 to 44	3,640	3,890	+250 (7%)
45 to 49	3,820	4,230	+410 (11%)
50 to 54	4,610	5,300	+690 (15%)
55 to 59	6,450	7,040	+590 (9%)
60 to 64	6,790	7,330	+540 (8%)
65 to 69	6,460	6,780	+320 (5%)
70 to 74	5,790	5,960	+170 (3%)
75 to 79	4,160	4,160	+0 (0%)
80 to 84	2,640	2,590	-50 (-2%)
85 to 89	1,840	1,630	-210 (-11%)
90 and older	920	920	+0 (0%)

Source: Statistics Canada Tables 17-10-0135-01, 13-10-0114-01, 13-10-0418-01

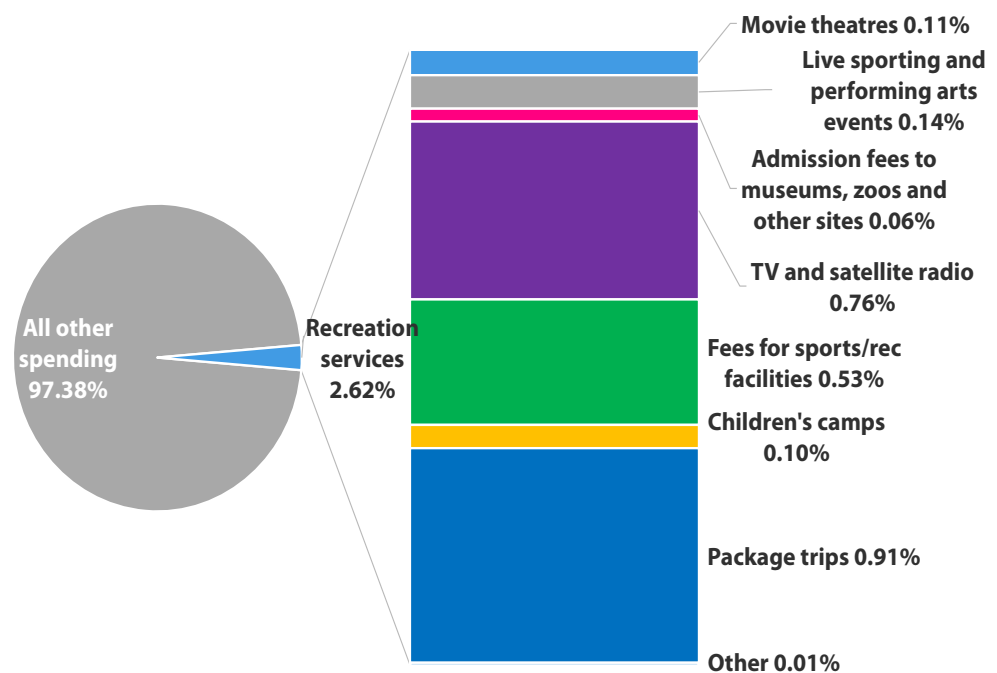
- Net migration analysis in Figure 2 above shows that the 0-4 population in Kawartha Lakes' actual population (in pink – 3,570) notably exceeds – by 24% - what we would expect in this

demographic based on typical fertility rates (in purple – 2,640). Likewise, the larger-than-expected 0 to 19 group suggests that households migrating to Kawartha Lakes have more children than the town's preexisting demographics.

- Understanding that parents of these children are most likely under 50 years of age, we also observe strong growth in the 50+ age group. This demographic represented 36% of net growth over the period, and likely represents an independent stream of migration to Kawartha Lakes as a retirement destination.

Shifting from people to their spending power, culture spending is typically assessed as part of a household's recreational budget. The chart below shows the breakdown of recreation services for the average household in Ontario in population centres of less than 100k people.

Figure 3 Household spending in ON, population centres with population less than 100k



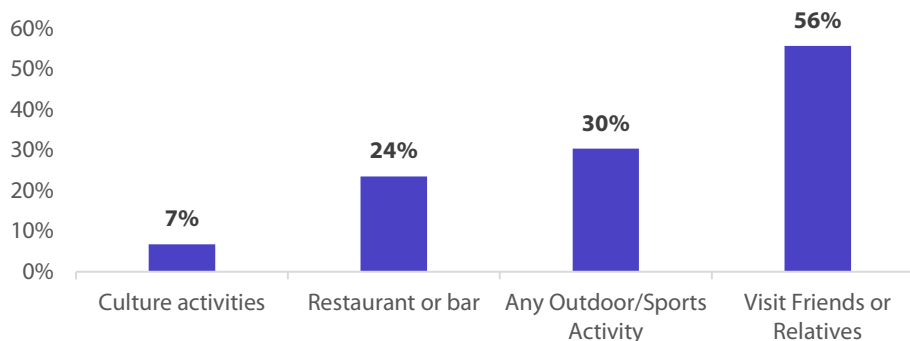
Source: Statistics Canada. Table 11-10-0222-01 Household spending, Canada, regions and provinces * Culture spending include movie theatres, performing arts events and Admission fees to museums, zoos and other sites

- For these households, the average household spending activity is **\$69.6k per household per year**.
- Of that \$69.6K, a total of 0.31% is spent on culture services. 0.11% is spent on movie theatres, 0.14% is spent on in-person sport and performing arts events, and 0.06% is spent on admission fees to museums, zoos and other sites.
- A local population of 91k (i.e., the projected population of Kawartha Lakes in 2030) would **generate an estimated \$23.7M of live sport and culture spending** in a typical year.
- It is worth noting that the data predates COVID-19. As such, we expect the spend to be smaller for 2020 due to the health and safety restrictions on gathering.

Tourism also plays a role in economic impact and arts, culture and heritage are among the many draws for visitors to Kawartha Lakes. In 2019, 97% of the visitors to RTO8 region came from within

Ontario. Regional Tourism Organization 8 (RTO8) encompasses the City of Kawartha Lakes, City and County of Peterborough and the County of Northumberland. The chart below shows RT08 visitor activities in 2019:

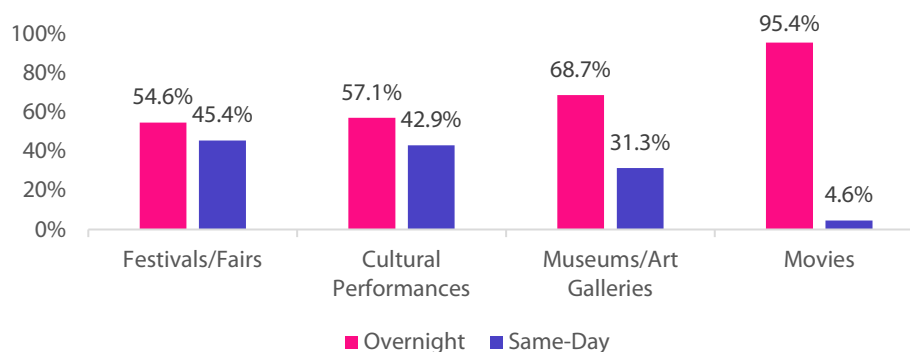
Figure 4 RT08 visitor activities (2019)



Source: Statistics Canada microdata which contain anonymized data collected in the National Travel Survey and the Visitor Travel Survey.

- Approximately 7% of the RTO8 visitors participated in culture activities including attending Festivals/Fairs, Cultural Performances, Museums/Art Galleries and movie theatres.

Figure 5 RT08 visitors length of stay (2019)



Source: Statistics Canada microdata which contain anonymized data collected in the National Travel Survey and the Visitor Travel Survey.

- More overnight visitors participated in culture activities than those who left on the same day.

In addition to the tourism draw and economic impacts, arts culture and heritage activities and organizations in Kawartha Lakes are fundamental to the City's ability to address social issues. Many of these institutions are vital destinations for young families, seniors and newcomers to Canada. Through their practices, policies, programs and services, they support the fabric of the city. Funders, both private and public, are increasingly recognizing the role of cultural institutions in shaping the public realm. Advancing with the Cultural Centre(s) will ideally support the sector's growth, public participation in culture, heritage and the arts and align with Kawartha Lakes' identity as a cultural tourism destination with a strong connection to its heritage.

2. The Vision for the Kawartha Lakes Cultural Centre

In this section we draw on the results of the online survey, interviews, roundtable and external research to characterize both the public's and culture sector's priorities for a potential Cultural Centre in Kawartha Lakes.

2.1 The Demand for a Cultural Centre

The present location, space and configuration of the City of Kawartha Lakes' archive and curatorial facility does not meet its current needs nor future growth. In fact, municipal staff estimate that components of the City of Kawartha Lakes' physical records and archives are growing at 20-30% annually (despite increased investment in digitization), are not easily accessed by the public or academic researchers, and are not held in adequate museum/custodial facilities. Stakeholder consultations indicate that, today, at least three existing community cultural facilities would take advantage of such a purpose-driven space for:

- **Support with archives and storage collection**
- **Access to exhibitions and/or gallery space** for shared and/or temporary exhibits.

In this context, one of the most pressing demands for new culture and heritage space, comes from the municipality.

In addition to these core archive and collections storage functions, stakeholder and survey feedback showed demand for a facility that would provide existing cultural organizations, artists and creators with space to:

- **Support enhanced audience engagement/attraction** through more accessible and appropriate permanent space;
- **Access affordable professional facilities in various domains:** such as exhibition and rehearsal space for music and performing arts;
- **Create, incubate and rehearse** e.g., for music and theatre/live programming (though not necessarily for performances);
- **Offer satellite programs that they currently cannot or do not offer because of lack of space:** e.g., develop and/or incubate new programs and content, support/reach new audiences they are not currently attracting – particularly youth;
- **Deliver workshops and educational programming** and community events (cross-sectoral);
- **Access office, research and/or co-working space** to accommodate growth.

Such facilities are either not currently adequate/fit for purpose or easily available in the community.

The Cultural Centre could also become the site of support for providing access to capacity building resources for emerging artists and cultural organizations: e.g., support with access to funding, audience development, marketing resources and training, digital skills and digitization support etc., depending on the nature of services/staffing provided at the space. The provision of such services, however, do not rely on a facility, per se, and may be addressed through other initiatives.

2.1.1 Emerging Vision for the Cultural Centre

Building on the urgent archive and collection facility needs, The Kawartha Lakes Cultural Centre is intended to be a facility that responds to the current and future space needs reported by the arts, culture and heritage sectors. The Centre would aim to set in place a viable operating model that invites Kawartha Lakes' cultural and heritage organizations and artists to share space and programming assets. Furthermore, the facility would:

- **Celebrate Kawartha Lakes' rich cultural and heritage assets and support greater public access to those assets** – e.g., through shared exhibitions, educational workshops and research support;
- **House and showcase cultural assets and content of its partners (as desired) in a space that is fit-for-purpose** for long-term care and management;
- **Provide support to the broader cultural and creative sector** which is seeking affordable and accessible yet professional space to create and practice;
- **Be optimized to respond most effectively for the community's cultural and heritage uses** e.g., rehearsals for live performance; stimulate exhibitions of the work of local artists; welcome the general public to experience the different arts disciplines; and store/help manage Kawartha Lakes' historic assets.

Across consultations, community members highlighted the following **user groups or audiences to attract to a future Cultural Centre**:

- Artists and Practitioners;
- Arts, Cultural, Creative and Heritage Organizations;
- Residents in the immediate and surrounding regions including Seniors, Newcomers to Kawartha Lakes, Families, Youth and Seniors;
- Tourists and Visitors;
- Indigenous people and the surrounding First Nations;
- Post-secondary institution researchers, programs and partners.

Ultimately, the Cultural Centre would be a transformational community asset that would support greater cohesiveness across the culture and heritage network in Kawartha Lakes and be a model for institutional development and sustainability for future generations.

2.2 Desired Features of a Cultural Centre

Based on the results of public and sector consultations, the project team advanced to a MoSCoW needs analysis. The MoSCoW prioritization method helps parse potential facility features by demand and/or impact on the sector and community as far as responding to current demand and future growth. Potential features are prioritized as being:

- **Must Have:** core elements, or features of the facility that if not pursued, would jeopardize the success of the endeavor⁸;
- **Should Have:** important and/or value-added components of the facility;
- **Could Have:** nice to have if you have the resources, but are not strictly necessary for success;

⁸ This chart focuses on high-level programming space requirements. We have not included in our assessment design and construction elements that will be automatically required within the Ontario Building Code, such as AODA-compliance, Code, Life, and Safety, and Fire Protection compliance. These details would be further developed during a future phase (beyond the scope of this project), i.e., schematic design. It is also assumed that Planning and Development considerations, such as ensuring appropriate water/wastewater capacity, will be assessed in site selection future phases as per the City of Kawartha Lakes Official Plan, Secondary Plans, and Zoning By-Laws.

- **Will not Have:** not a priority.

Table 1: MoSCoW for Kawartha Lakes Cultural Centre(s)

Must Have (Core Elements/Features)
<ul style="list-style-type: none"> ▪ 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)
<ul style="list-style-type: none"> ▪ 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”
Could Have (Nice to Have)
<ul style="list-style-type: none"> ▪ 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)
<ul style="list-style-type: none"> ▪ Will not permanently displace other cultural and heritage organizations or their purpose(s) ▪ Will not have a facility in all communities

The assessment of “Must Have” features is rooted in the consultations but also connects to the scope presented in the RFP which placed the shared storage and collections management functionality and need at the heart of this facility. The “Should Have” features speak to the needs of the broader cultural and creative sector, and the potential to draw in more public-facing participation. Endorsing the “Must Have” and “Should Have” aspects of the facility is critical to the space planning, business modelling and location configurations presented in Sections 3 and 4.

3. Design & Location Recommendations

Giaimo's process for this Study began by investigating over 50 sites and assets provided by the City of Kawartha Lakes, as outlined in Appendix D. 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. Once Phase 2 investigations and consultations were complete, the development of the MoSCoW allowed for size calculations to be undertaken. These calculations provided firm clarity on the size and scale of recommendations for the Cultural Centre (section 3.1) 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 (section 3.2) provides insights into key factors that should be further considered to identify a site in the future.

The following section details the results of that research, while more details on the process and associated insights can be found in Appendix C and D.

3.1 Size and Scale

An approximate square footage to meet the needs and desires of the community (as per section 2.2) has been determined, based on precedent studies of similar centres as well as Building Code requirements and standard space requirements for each feature. Given that multiple construction and configuration approaches for the Cultural Centre are possible, two size options have been provided: medium scale and large scale.

Figure 6 Square Footage Needs Assessment

Medium Scale Cultural Centre Option:		25000 sq. ft. – 45600 sq.ft.
Programming		Sq.Ft.
"Must Have" Spaces		25000-35000 sq. ft.
Archive/Storage		11000-16000 sq. ft.
Research Room for Archive		300-600 sq. ft.
Shared Exhibition Space/Displays/Rehearsal Space		3000-3400 sq. ft.
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 sq. ft.
Education Spaces		Part of Exhibition Space
Services/Circulation		10000-12000 sq. ft.
Parking Spaces		40-85 stalls
+ "Should Have" Spaces		28000-40000 sq. ft.
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 sq. ft.
Studios/Classrooms		1000-1500 sq. ft.
Flexible Event Space (50 people)		2000 sq. ft.

+ "Could Have" Spaces	31300-45600 sq. ft.
Specialized Maker/Creator Spaces	300-500 sq. ft.
Café	300-500 sq. ft.
Flexible Space (kitchen facilities, daycare...)	800-1500 sq. ft.
Additional Offices/Tenant Spaces	400-600 sq. ft.
Co-working Space	1500-2500 sq. ft.

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

Further detailed breakdown of the size analysis and sq .ft. assumptions used for the programming can be found in the Appendix.

3.2 Location Analysis

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. Doing so allows for the existing community to benefit directly from the new Centre, forming a relationship between spaces that build off each other and support local needs as well as the potential for further growth. It also ensures that visitors and tourists seeking out The Centre will be easily exposed to many other arts and culture amenities and vice versa. Within Kawartha Lakes, many important institutions with historic materials operate across the diverse

communities. Opportunities for collaboration and highlighting these materials exist in a future Cultural Centre to support future growth and needs identified throughout this Study.

As identified prior to this Study, a hub-and-spoke model is desired to ensure the wide variety of cultural organizations (diverse in both geographic location and programming) are able to collaborate and benefit from the creation of a hub.

Based on the mapping process of cultural assets in Kawartha Lakes, which had considered demographic needs, accessibility and sustainability, consultation feedback, and facility size requirements, Lindsay would likely have been the recommended location for the central hub. This conclusion would align with:

- Survey results which indicated a preference for a Lindsay as the preferred site for the core Cultural Centre⁹
- Demographics: population growth and new developments planned for Lindsay. Long-term considerations also recognize that Kawartha Lakes' growth will continue as described in Section 1.3.
- Availability of infrastructure (ex: wastewater) required for a facility of this size, which is less accessible in rural areas, as indicated by City staff
- Consultation indicated that both active transportation (walking, biking) and public transit are desired for this facility as sustainable and accessible features. These features are more achievable in a downtown location, though there are numerous trails throughout Kawartha Lakes that could also accommodate some active transportation
- The 2017 Kawartha Lakes Culture and Heritage Centre Vision Statement states "a community centre hub which should be centrally located to maximize accessibility for residents and be in proximity to visitor services and amenities."

However, these location features/criteria may yet be achieved outside of Lindsay, particularly over a timeframe that could extend up to ten years (or more). As such, other locations across Kawartha Lakes should be monitored for ongoing assessment.

Based on these location features, several site and configuration models focused on Lindsay were explored through this Study. The exploration combined the above location considerations with the size and scale requirements identified in section 3.1. Through this exploration process, it was determined that no single site could firmly meet all feasibility criteria at this time due to either size restraints or site unknowns that would require additional investigations.¹⁰ As such, **no single site has been recommended at this time**. Instead, programming, square footage space needs, location features, and standards and design guidelines, are put forward in this Study to allow for future selection of an appropriate site. While no feasible site has been determined in this Study, it is possible that a feasible site will become available in the future. Further details on the location analysis process and conclusions are available in Appendix D.

⁹ In the online survey, 16 of 21 (76%) of culture sector respondents named Lindsay as the preferred site for a cultural centre. Of 124 long answer responses from public respondents to, "Can you suggest any existing facilities in the city that could be adapted as a culture centre?" half of the responses suggested Lindsay-based sites.

¹⁰ E.g, parking study, infrastructure/water needs, planning analyses.

3.2.1 Reflections on the “hub and spoke” model

As identified prior to this feasibility study, a hub-and-spoke model was desired to ensure the wide variety of cultural organizations (diverse in both geographic location and programming) could collaborate and benefit from the creation of a central hub.

The “hub and spoke” direction or definition described in the RFP was as follows:

- **A central hub** or collections storage facility functioning as a shared resource that all “outlying hubs” (e.g., other museums and/or cultural venues) could utilize. The central hub location determination/recommendation would be based on criteria and factors including demographic needs, accessibility and sustainability, consultation feedback, and facility size requirements.
- **Outlying hubs** are existing facilities that function as multi-purpose cultural spaces, each with their own unique focus and identity, and that provide space for local cultural activities, workshops or classes.
- The **spokes** represent programming and operation connections that enable coordination and the sharing of resources with the central hub, and across all hubs.

In this context, the central hub or cultural centre is ideally providing both the collections storage and archive function as well as addressing the broader cultural space needs identified by the cultural sector.

Consultation feedback has highlighted that today, some Kawartha Lakes’ arts, cultural and heritage organizations (potential “outlying hubs”) would need a stronger understanding of the benefit of partnering with the central hub before doing so. In this context, outlying hubs may choose to have a relatively “light” or “deep” relationship to the central hub – depending on how their needs are met or supported through that hub’s facilities and/or increased engagement potential. The vision is that outlying hubs could draw on the central hub’s resources or facilities for access to unique storage features (for collections management) or to reach and engage larger audiences (for workshops, rehearsals etc.). Consultations showed that some potential outlying hubs may not actually have the resources – staff or budget – to take advantage of all such opportunities. Or outlying hubs that are situated further (geographically) from the central hub, may perceive/assess that they stand to gain less benefit from being associated with the central hub. As such, the benefit to outlying hubs drawing on the central hub (via programming or services spokes) is not currently as clear as it may have been in the past.

For a “hub and spoke” model to be feasible, it will be important to continually highlight how the central hub will complement existing cultural destinations (“outlying hubs”) and provide clearer definition of the nature and benefits of being identified as an outlying hub and what the programming and services spokes entail.

Ongoing consultation, beyond this study, will be required to determine the total number and location of outlying hubs, based on the recommended direction for the hub and which organizations are interested in such a designation. Outlying hubs do not necessarily require building or facility upgrades, renovations, or additions, to participate in the network. Instead, they can be identified on a needs and interest basis and collaboratively integrated into the operations, marketing, programming, and communications (“spokes”) of the hub. This model ensures that the diverse communities throughout Kawartha Lakes can have collaborative connections to the central hub, via spokes.

3.3 Standards and Design Guidelines

There is potential for various building types for the identified sites: adaptive re-use, renovation, and new construction, each with various benefits depending on the final site selected. Regardless of the

building type, size, configuration, and location pursued, the Cultural Centre hub and spokes should align with the following Design Guidelines:

3.3.1 Supporting Culture through Design Excellence

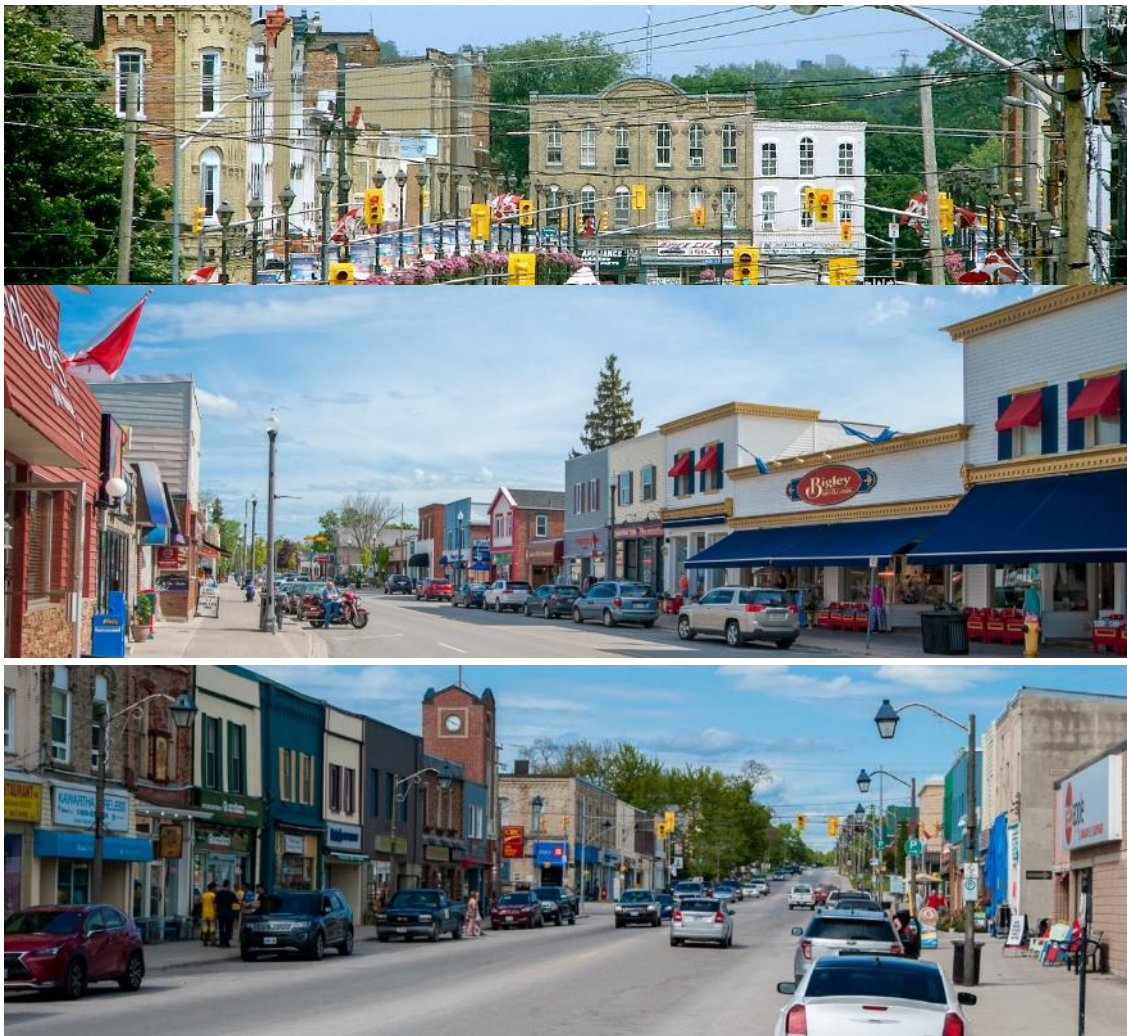


Images: Small Arms Inspection Building, Mississauga, Ontario, precedent showing an adaptive re-use cultural hub project with flexible space used as free public co-working space and gallery during the day, rentable event space in evenings, and space for arts, programming, and performances, as well as precedent for phased approach to construction of a cultural hub. Tett Centre, Kingston, Ontario, precedent showing design of an addition above and adjacent to an existing historic building, combining new construction additions with heritage adaptive reuse to create a cultural centre.

- Architectural elements should have careful detailing, consistency in material and design, and be of high quality to contribute to any rich visual composition of the area.
- Regardless of scale, design excellence should be pursued to support the desire to create transformational infrastructure that supports the arts, culture, and heritage in Kawartha Lakes, with particular emphasis on the need to meet best practice design standards for archival storage, research, and exhibition potential.
- Consider solar access and shadows on open spaces, and the public realm when arranging and orienting the Cultural Centre, as well as when orienting the building to leverage wind and thermal comfort and lighting requirements.

- Materials shall be selected for their quality, durability and visual compatibility with adjoining buildings and the public realm. Utilize cladding materials that are traditionally found in Kawartha Lakes.
- The interior and exterior should provide a welcoming atmosphere, as well as accessible and inclusive spaces such as universal washrooms and ample pedestrian pathways.
- Ensure flexible spaces consider the diverse programming needs of the community and can be designed to accommodate these; for example, if flexible event space is intended to be shared between displaying visual arts and hosting performances, ensure lighting, seating, storage, and other needs are adjustable and adaptable.

3.3.2 Leverage Heritage for Placemaking

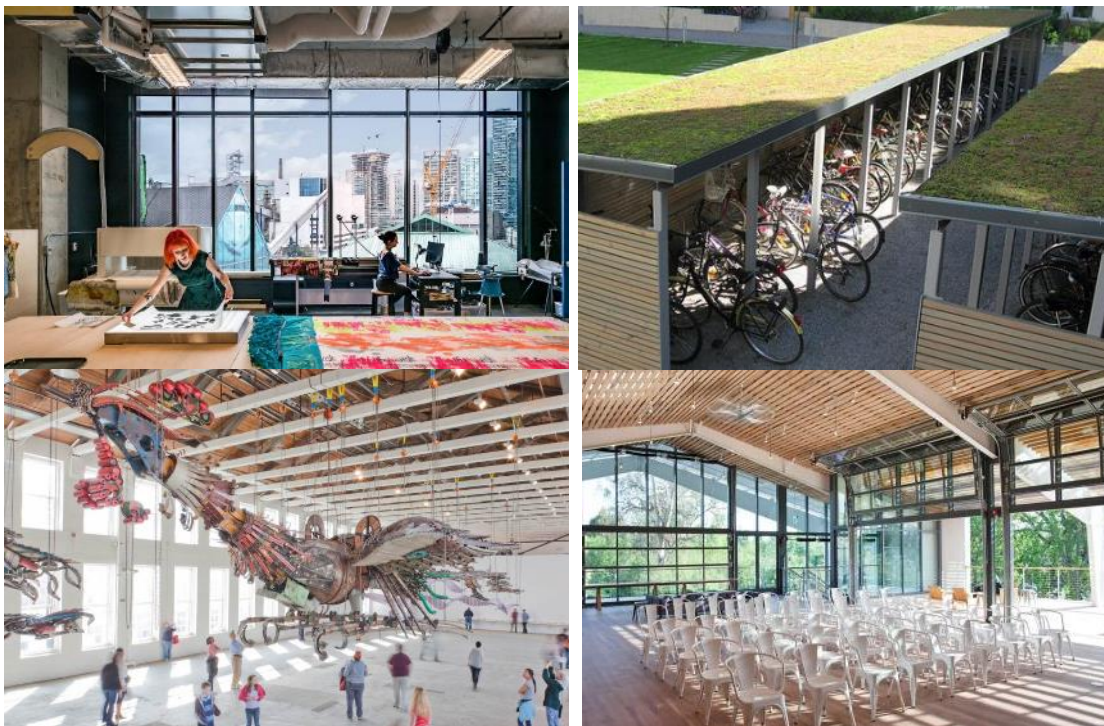


Images: existing buildings in downtown Lindsay, ON (top); existing buildings in downtown Bobcaygeon, ON (middle); existing buildings in downtown Fenelon Falls, ON (bottom).

- Ensure the design is context-specific and of appropriate scale and massing to the adjacent and surrounding built environment.

- The design should be sympathetic to the heritage and existing context of Kawartha Lakes yet allow for a clear and distinct reading of the new building and/or addition. A contemporary interpretation of traditional building styles and architectural features is encouraged rather than a replication of historical styles.
- Establish a sense of place, creatively expressing the history, landscape, and identity of Kawartha Lakes. Leverage the integration of architecture, landscape architecture, interior design, signage and wayfinding, public art, and other design components to create a visual anchor and a place of community gathering and activity.
- Provide opportunities for temporary and permanent integrated public art, both within The Centre as well as in the public realm and landscape
- Massing, scale, and other architectural details should be complementary to guidelines contained in the Downtown Lindsay Heritage Conservation District Plan if the site is within the HCD boundaries.
- The building should be oriented to address public spaces, including streets, sidewalks, parks, natural areas, and trails. Blank facades should be avoided on these public-facing frontages.

3.3.3 Social, Economic, and Environmental Sustainability



Top images: Artscape Daniels Launchpad, Toronto, ON, precedent showing a co-creating co-working space providing a social platform for supporting collaboration, incubation, and creation of arts (left). Stockholm, Sweden, precedent showing ample bike storage and green roof (right).

Bottom images: MASS MoCA, North Adams, MA, precedent showing adaptive re-use flexible open arts space that can be used for a gallery, exhibit, performances, and other diverse cultural programming (left); SHED, Healdsburg, CA, precedent for new construction flexible open indoor and outdoor space.

- The design shall support both social and economic sustainability for the communities of Kawartha Lakes, considering diverse user needs, as well as accessibility and inclusivity. As a

community anchor, it is encouraged that the design aims to not only meet but also exceed AODA standards.

- Where possible, allow for the creation of flexible, versatile, and adaptable spaces, prioritizing durability, and resilience so that The Centre is long-lasting and can respond to changing demographics and evolving community needs.
- Aim to achieve best practices and standards in environmentally sustainable architectural design, such as WELL, LEED, and Passive House.
- Incorporate sustainability measures into building design, such as low-energy appliances, local materials, solar panels, green roofs, and low-flow plumbing equipment. Re-using existing buildings, materials, and resources is encouraged, alongside the the long-term maintenance needs of the building.
- Support active transportation by providing bike parking that is conveniently located, well-lit, and highly visible. Site selection should also consider how accessible the site is via walking, biking, and public transportation.
- Where environmental sustainability measures are implemented, consider integrating educational signage to raise awareness and knowledge among the community.
- Incorporate low-impact development techniques to help in managing stormwater on-site, especially to offset required parking.
- Consider options for shared or integrated indoor and outdoor space, such as a courtyard, green roof, and/ or public realm and landscape plan.
- Native plant materials shall be used wherever possible as they require less maintenance, watering, and fertilization.

3.3.4 Designing with Indigenous Communities





Images: Render of new Canadian Canoe Museum, Peterborough, ON, precedent showing public realm, lighting, and landscape architecture at the entrance of the building as well as precedent for consultation with Indigenous communities (top); Windermere Valley Museum welcome signage, Invermere, BC, precedent showing signage reflecting English, Ktunaxa, Secwepemctsin, and Michif languages (bottom left); Render of University of Toronto Indigenous House, Scarborough, ON, precedent showing large gathering room to host indoor ceremonies (bottom right).

Through the comments received via Nordicity's consultation with Curve Lake First Nation, the following points were made in response to the designing of a new Cultural Centre in Kawartha Lakes:

- Incorporate Indigenous Languages on all wayfinding elements and information signages.
- Incorporate a water feature and/or natural elements inside.
- Include space with ventilation that allows for ceremonial smudging.
- Begin final location selection with consultation with Curve Lake First Nation and ensure selection does not negatively impact native planting and other considerations.

Based on these inputs from Curve Lake First Nation, Giaimo also recommends that consultation continue and/or an indigenous architect, designer, or artist is engaged as part of the design of the facility.

3.3.5 Archive & Collections Storage



Images: Sarah Jane Williams Heritage Centre at the Clarington Archives, Clarington, Ontario, precedent showing a heritage centre with combined archives, collections storage, a public research area for visitors, connected to a museum and exhibit space (top); Cathal Brugha Barracks Extension by Mccullough Mulvin Architects, Dublin, Ireland, an addition to a 19th-century military storage and archives (middle left); Britten-Pears Archive by Stanton Williams Architects, Suffolk, England, archival storage and research area of the archives (middle right, bottom left); Nievre's

Departmental Archives by Architecture Patrick Mauger, Nievres, France, governmental archive in France storage area (bottom right).

The archives and collections storage for the City of Kawartha Lakes should, at a minimum, meet modern preservation standards. The design and development of a new archives and collections storage facility within The Centre provides an opportunity to create a space that meets all current and future growth needs and follows various archival standards. It is recommended that an archivist specialist is engaged in the design of The Centre to ensure these modern preservation standards are met. Standards that should be referenced in the design include, but are not limited to, Canadian Council of Archives, Institutional Guidelines for Archives, 2001, which states:

“Although simple techniques are sometimes appropriate, restorative conservation (repair) is usually very costly; preventive conservation should be practiced from the moment of acquisition onwards. Correct storage and handling to avoid damage by chemicals, water, fire, dirt, mould, and insects is essential and should take place within an environment of 22° Celsius and 50% Relative Humidity. Keeping air free from dust and pollution further prolongs the life of documents. Direct sunlight must be excluded and ultra-violet filters should shield lights where documents are exposed. Archives must be made secure against theft, fire and water damage. Careful attention must be made to ensure that the physical space for storage of documents is protected and that researchers register before consulting archival materials.”

International standards and guidelines can also be referenced and applied as appropriate to the needs of the City of Kawartha Lakes’ archives and collections. For example, The National Archives and Records Administration (NARA) Preservation Standards from the United States. In addition, suggested guidelines were provided as recommendations from City of Kawartha Lakes staff. These can be found in Appendix E. Archive Standards.

4. Capital Costs and Operating Model

In this section, Nordicity introduces financial models based on the scenarios examined for a Cultural Centre in Kawartha Lakes. This section presents:

- An overview of the **construction cost estimates**, taking into consideration two scales (Medium and Large) presented in the previous section. For every type of space, ranges of industry standard cost per square foot were sourced from Altus Group's *2022 Cost Canadian Guide* and adjusted with comparable facilities.
- A forecast of the estimate **annual operating model**, by type of activity, for years 1 to 5.
- Drawing upon this forecast, a detailed description of the estimate **net income**.
- An estimate **income statement** projected for years 1 to 5.

*Note to readers: Feedback has suggested that, in the future, the high end of the ranges presented may be a more appropriate starting point – budget-wise, to adequately prepare for future price volatility and the potential need to accommodate desires such as “design excellence.” Similarly, stakeholder feedback has suggested that the projected facility operating expenses presented here may be somewhat underestimated (e.g., staffing costs) while revenues somewhat overestimated. Ideally the figures presented here provides the tools to work with on an ongoing basis as stronger information is presented. Certainly, these estimates are not exact quotes, but rather tools to help the City of Kawartha Lakes and other partners and stakeholders better understand the magnitude of the financial investment that a new Cultural Centre might require. **A detailed breakdown of assumptions for all financial forecasts is provided in Appendix F.***

4.1 Capital Budget Projections

4.1.1 Construction Cost Estimates

As described above, cost estimates for both a Medium Scale option and Large-Scale option were developed using the *2022 Canadian Cost Guide* by AltusGroup, which provides readers with standard per square foot cost ranges for a variety of different construction project types across 9 jurisdictions. For the purposes of this project, Nordicity used the cost ranges that pertain to the **Greater Toronto Area** – the closest jurisdiction to the City of Kawartha Lakes available in the Guide – and the **mid-point** of the square foot ranges as described in Section 3.1.

In any case, it is vitally important to note that construction and renovation costs have been highly variable in recent years as a result of the COVID-19 pandemic and other world events. High demand, damaged supply chains, volatile materials prices, and labour shortages have collectively contributed to increased unpredictability in the construction industry. In addition, AltusGroup cautions that long periods of time between planning and construction can lead to cost escalation. **Therefore, the cost estimates developed for this report are liable to change based on forces outside of our control.** These estimates are not exact quotes, but rather **tools** to help the City of Kawartha Lakes and its partners and other stakeholders better understand the magnitude of the financial investment that a new Cultural Centre might require.

In addition, please note that the cost estimates provided below are for **above-ground construction only**, and any below-grade construction would incur additional costs. These estimates also do not include costs associated with constructing any exterior **parking lots or parking structures**, and soft costs including items such as permits, taxes, and insurance.

In round numbers, this project will fall within the neighborhood of **four possible approximate price tiers** depending on the size and the chosen amenities, as illustrated in the following chart. Tier 1 represents the lowest price and Tier 4 represents the highest. Each tier has been assigned a colour

code to help easily identify which tier each possible construction model outlined in this section falls within:

Table 2 Capital Cost Tiers

Tier	Price Range
Tier 1	\$10.9 million to \$13.9 million
Tier 2	\$14 million to \$18 million
Tier 3	\$21 million to \$25.5 million
Tier 4	\$32 million to \$35 million

Amenities are organized into three priority groups for each scale option: “must-have” amenities, which are the highest priority, “should-have” amenities, which are highly desirable, and “could-have” amenities, which are the lowest priority but are still desirable.

Finally, the AltusGroup guidelines, and therefore the estimates below, pertain to new builds and additions. Retrofitting an existing space can be faster and less expensive than building new, but is less customizable and comes with unique challenges. Renovating heritage buildings, for example, can present unique problems in terms of dealing with outdated building standards and materials.

Medium-Scale Cultural Centre: Capital Cost Estimates

	Low-end Pricing	High-end Pricing
MUST-HAVE AMENITIES		
Archive		
Total sq. ft.	16,375	16,375
Cost per sq. ft.	\$380	\$680
Build cost	\$6,222,500	\$11,135,000
Shared Exhibition Space		
Total sq. ft.	3,200	3,200
Cost per sq. ft.	\$550	\$750
Build cost	\$1,760,000	\$2,400,000
Administration		
Total sq. ft.	855	855
Cost per sq. ft.	\$245	\$335
Build cost	\$209,475	\$286,425
Service Space/Circulation		
Total sq. ft.	11,437	11,437
Cost per sq. ft.	\$245	\$335
Build cost	\$2,801,943	\$3,831,228
SHOULD-HAVE AMENITIES	Low-end Pricing	High-end Pricing
Black Box Theatre		
Total sq. ft.	800	800
Cost per sq. ft.	\$850	\$1,150
Build cost	\$680,000	\$920,000
Flexible Event Space		
Total sq. ft.	2,020	2,020
Cost per sq. ft.	\$850	\$1,150
Build cost	\$1,717,000	\$2,323,000
Classrooms		
Total sq. ft.	1,100	1,100
Cost per sq. ft.	\$290	\$375
Build cost	\$319,000	\$412,500

COULD-HAVE AMENITIES	Low-end Pricing	High-end Pricing
Misc. could-have space		
Total sq. ft.	4,268	4,268
Cost per sq. ft.	\$245	\$335
Build cost	\$1,045,758	\$1,429,914
TOTAL BUILD COST ESTIMATES	Low-end Pricing	High-end Pricing
Must-Have	\$10,993,918	\$17,652,653
Must-have + Should-Have	\$13,709,918	\$21,308,153
Must-have + Should-Have + Could-Have	\$14,755,676	\$22,738,067

Large Scale Cultural Centre: Capital Cost Estimates

MUST-HAVE AMENITIES	Low-end Pricing	High-end Pricing
Archive		
Total sq. ft.	20,375	20,375
Cost per sq. ft.	\$380	\$680
Build cost	\$7,742,500	\$13,855,000
Shared Exhibition Space		
Total sq. ft.	7,516	7,516
Cost per sq. ft.	\$550	\$750
Build cost	\$4,133,800	\$5,637,000
Administration		
Total sq. ft.	1,130	1,130
Cost per sq. ft.	\$245	\$335
Build cost	\$276,850	\$378,550
Service Space/Circulation		
Total sq. ft.	16,162	16,162
Cost per sq. ft.	\$245	\$335
Build cost	\$3,959,580	\$5,414,119
SHOULD-HAVE AMENITIES	Low-end Pricing	High-end Pricing
Black Box Theatre		
Total sq. ft.	2,800	2,800
Cost per sq. ft.	\$850	\$1,150
Build cost	\$2,380,000	\$3,220,000
Flexible Event Space		
Total sq. ft.	2,770	2,770
Cost per sq. ft.	\$850	\$1,150
Build cost	\$2,354,500	\$3,185,500
Classrooms		
Total sq. ft.	2,300	2,300
Cost per sq. ft.	\$290	\$375
Build cost	\$667,000	\$862,500
COULD-HAVE AMENITIES	Low-end Pricing	High-end Pricing
Misc. could-have space		
Total sq. ft.	7,037	7,037
Cost per sq. ft.	\$245	\$335
Build cost	\$1,724,016	\$2,357,328
TOTAL BUILD COST ESTIMATES	Low-end Pricing	High-end Pricing

Build Cost of Must-Have	\$16,112,730	\$25,284,669
Build Cost of Must-have + Should-Have	\$21,514,230	\$32,552,669
Build Cost of Must-have + Should-Have + Could-Have	\$23,238,246	\$34,909,997

4.1.2 Capital Funding

The municipality is encouraged to pursue funding opportunities that will assist in offsetting the cost of building a new Cultural Centre. No single funding source will cover the full project's costs and pursuing multiple funding sources is recommended. Listed below are some possible funding opportunities to explore:

Canada Cultural Spaces Fund

The Canada Cultural Spaces Fund (CCSF) supports renovation and construction projects that improve the physical conditions for arts, heritage, culture and creative innovation. Construction and renovation projects are only [eligible for the CCSF](#) if the applicant **owns the property** to be built on or renovated, or they have a **long-term lease** of ten years or longer.

The CCSF's maximum contribution payable for a construction or renovation project is \$15,000,000 or 50% of total eligible project costs, whichever is less. The average approved contribution is **approximately 37% of total project cost**.

Considering the CCSF's average remit is 37% of eligible expenses, the potential grant that the City project could secure for the Cultural Centre project is a healthy size. The table below provides a very general idea of what a CCSF grant for this project **could** look like at the aforementioned four pricing tiers (for the purposes of this calculation, using an approximate mid-point from the ranges provided in the tiers as the cost).

Table 3 Potential CCSF Contribution

	Tier 1	Tier 2	Tier 3	Tier 4
CCSF Contribution (37%)	\$4.07 million	\$5.92 million	\$8.14 million	\$12.58 million

In exceptional circumstances, the CCSF can fund up to 75% of eligible expenses per project, and there is a small chance that this project may be eligible as a result of it being in a rural/remote area. Chances for increased funding allowance improve when a project aims to support those who are underserved, such as Indigenous communities.

Ontario Trillium Foundation Capital Grant

The capital grants provided by the Ontario Trillium Foundation support projects that provide people with suitable, accessible, and well-equipped buildings and spaces. Many types of projects are supported, including those that "improve and build community spaces." The maximum grant is \$150,000.

According to the data available on previous recipients of the OTF's capital grants, most successful applicants received 100% of the requested funds. The City of Kawartha Lakes is only eligible for this grant if it is applied for on behalf of one of its cultural or recreational agencies (such as the library or the museum). Therefore, an OTF capital grant could be pursued for a portion of the project costs associated with gallery or exhibition. We can reasonably assume that a well-supported application can secure the maximum \$150,000.

Rural Economic Development Program - Strategic Economic Infrastructure Stream

The strategic economic infrastructure stream of the Rural Economic Development program (RED) supports advancing economic development and investment opportunities in rural Ontario. Eligible activities include capital projects that rehabilitate an existing cultural, heritage, or tourism attraction, and capital projects to redevelop the interior of vacant and/or underutilized buildings to achieve an economic development outcome (such as development of an innovation hub). The stream provides up to 30% of eligible project costs to a maximum of \$250,000.

According to data available on previous recipients of RED Strategic Economic Infrastructure, similar projects in the past have received around \$100,000.

City of Kawartha Lakes Municipal Funding

Given the sources of funding described above, the following table outlines the approximate capital investment the City of Kawartha Lakes would need to provide for a new Cultural Centre.

Table 4 Estimated Municipal Capital Investment Sources at Various Project Sizes

	Tier 1	Tier 2	Tier 3	Tier 4
CCSF	\$4.07 million	\$5.92 million	\$8.14 million	\$12.58 million
Trillium	\$150,000	\$150,000	\$150,000	\$150,000
RED	\$100,000	\$100,000	\$100,000	\$100,000
City of Kawartha Lakes	\$6.74 million	\$9.83 million	\$13.61 million	\$21.17 million

4.2 Operating Budget Projections

The models provided in this section show the financial and numeric assumptions made for the purposes of this project, as well as projected revenue and expenses for the Cultural Centre, in two scenarios:

1. **Medium scale**, “must-have” amenities only
2. **Large scale**, all amenities (“must-have” + “should-have” + “could-have” amenities)

With the first model (Medium + “must-have” amenities) providing the numbers from one end of the spectrum and the second model (Large + all amenities) providing numbers from the other end, the numbers below provide an approximate range.

A comparison of the two models and relevant discussion is provided at the end of this section.

Note to readers: In these two scenarios, membership and admissions revenue from a tenant gallery is shown as flowing to the facility itself, but in reality, that would depend on yet-to-be-determined facility governance and rental arrangements. A detailed breakdown of assumptions for all financial forecasts is provided in Appendix F.

4.2.1 Operating Model – Medium, Must-Have Amenities

The following table provides an overview of the financial and numeric assumptions made for the purposes of creating the operating model for a medium scale Cultural Centre with only the “must-have” amenities. Explanations, rationale, and data sources used to develop the model below can be found in Appendix D – Financial Forecast Assumptions.

Table 5 Financial estimates, medium-scale and “must-have” features

	Year 1	Year 2	Year 3	Year 4	Year 5
Facility Rentals – shared space					
Hourly rental price	\$53	\$53	\$53	\$53	\$53
Occupancy rate	20%	20%	20%	20%	20%
Rental hours	584	584	584	584	584
Rental revenue	\$30,660	\$30,660	\$30,660	\$30,660	\$30,660
Gallery - membership					
Number of members (5% CAGR)	100	105	110	116	122
Annual price	\$32.50	\$32.50	\$32.50	\$32.50	\$32.50
Frequency of member visits	3	3	3	3	3
Membership revenue	\$3,250.00	\$3,412.50	\$3,583.13	\$3,762.28	\$3,950.40
Member visits	300	315	331	347	365
Gallery - admissions					
Annual non-member visits (5% CAGR)	8200	8610	9041	9493	9967
Admission price	\$3.50	\$3.50	\$3.50	\$3.50	\$3.50
Admission revenue	\$28,700.00	\$30,135.00	\$31,641.75	\$33,223.84	\$34,885.03
Gallery - tours					
Tour price	\$40	\$40	\$40	\$40	\$40
Percentage of visitors that take tour	2%	2%	2%	2%	2%
Average group size	4	4	4	4	4
Tour groups	31	32	34	36	37

**Numbers may not sum due to rounding*

The following table is a high-level income statement that provides an overview of revenues (including potential revenues from other sources outside of the revenue-generating programming outlined above), and projected expenses associated with running the medium scale Centre with “must-have” amenities.

Table 6 High-level income statement - medium scale, “must-have” features

Line Item	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue – earned					
Facility rentals	30,660.00	30,660.00	30,660.00	30,660.00	30,660.00
Gallery Membership	3,250.00	3,412.50	3,583.13	3,762.28	3,950.40
Gallery Admission	28,700.00	30,135.00	31,641.75	33,223.84	34,885.03
Gallery Tour revenue	1,230.00	1,291.50	1,356.08	1,423.88	1,495.07
Revenue – other					
Sponsorships	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
Donations/fundraising	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00
Heritage Organization Development Grant	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00

Line Item	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenue	154,840	156,499	158,241	160,070	161,990
Expenses – fixed					
Facility maintenance	39,833.13	39,833.13	39,833.13	39,833.13	39,833.13
Utilities	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
Custodial services	50,000	50,000	50,000	50,000	50,000
Building Admin staff	155,000.00	155,000.00	155,000.00	155,000.00	155,000.00
Archive staff	165,000.00	165,000.00	165,000.00	165,000.00	165,000.00
Gallery staff	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00
Curatorial	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Office operations, marketing	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
Fundraising expenses	18,750.00	18,750.00	18,750.00	18,750.00	18,750.00
Insurance	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
Total Expenses	623,583	623,583	623,583	623,583	623,583
Net Income	-468,743	-467,084	-465,342	-463,513	-461,593

*Numbers may not sum due to rounding

4.2.2 Operating Model – Large, All Amenities

The following table provides an overview of the financial and numeric assumptions made for the purposes of creating the operating model for a large-scale Cultural Centre with all amenities: “must-have,” “should-have,” and “could-have.”

Explanations, rationale, and data sources used to develop the model below can be found in Appendix D – Financial Forecast Assumptions.

Table 7 Financial estimates, large-scale and “must + should + could have” features

Line item	Year 1	Year 2	Year 3	Year 4	Year 5
Auxiliary revenue assumptions					
Visitor spending, gift shop (avg daily spend per non-member visit)	2.00	2.00	2.00	2.00	2.00
Visitor spending, café (avg daily spend per facility visit)	1.75	1.75	1.75	1.75	1.75
Gallery - membership					
Number of members (5% CAGR)	100	105	110	116	122
Annual price	32.50	32.50	32.50	32.50	32.50
Frequency of member visits (annually)	3.0	3.0	3.0	3.0	3.0
Duration of member visits (hours)	0.8	0.8	0.8	0.8	0.8
Membership revenue	3,250.0	3,412.5	3,583.1	3,762.3	3,950.4
Member visits	300	315	331	347	365
Member visit-days	28	30	31	33	34
Café revenue	70.31	73.83	77.52	81.40	85.47
Gallery - admissions					
Annual non-member visits (5% CAGR)	8,200	8,610	9,041	9,493	9,967
Admission price	3.50	3.50	3.50	3.50	3.50
Duration of non-member visits (hours)	0.8	0.8	0.8	0.8	0.8
Admission revenue	28,700.00	30,135.00	31,641.75	33,223.84	34,885.03

Line item	Year 1	Year 2	Year 3	Year 4	Year 5
Non-member visit-days	769	807	848	890	934
Gift shop revenue	16,400.00	17,220.00	18,081.00	18,985.05	19,934.30
Café revenue	1,345.31	1,412.58	1,483.21	1,557.37	1,635.24
Gallery - tours					
Tour price	40.00	40.00	40.00	40.00	40.00
Percentage of visitors that take tour	2%	2%	2%	2%	2%
Average group size	4	4	4	4	4
Tour groups	31	32	34	36	37
Tour revenue	1,230.00	1,292.00	1,356.00	1,424.00	1,495.0
Facility rentals - rehearsal space					
Hourly rental price	53.00	53.00	53.00	53.00	53.00
Occupancy rate	50%	50%	50%	50%	50%
Average group size	10	10	10	10	10
Rental hours	1460	1460	1460	1460	1460
Rental revenue	76,650	76,650	76,650	76,650	76,650
Rehearsal visit-days	1,825	1,825	1,825	1,825	1,825
Café revenue	3,194	3,194	3,194	3,194	3,194
Facility rentals - studios/classrooms					
Hourly rental price	70.00	70.00	70.00	70.00	70.00
Occupancy rate	50%	50%	50%	50%	50%
Average group size	10	10	10	10	10
Rental hours	1460	1460	1460	1460	1460
Rental revenue	102,200	102,200	102,200	102,200	102,200
Rehearsal visit-days	1,825	1,825	1,825	1,825	1,825
Café revenue	3,194.00	3,194.00	3,194.00	3,194.00	3,194.00
Facility rentals - flex space					
Hourly rental price	90.00	90.00	90.00	90.00	90.00
Occupancy rate	38%	38%	38%	38%	38%
Average group size	18	18	18	18	18
Rental hours	1095	1095	1095	1095	1095
Rental revenue	98,550.00	98,550.00	98,550.00	98,550.00	98,550.00
Rehearsal visit-days	2,395	2,395	2,395	2,395	2,395
Café revenue	4,191.80	4,191.80	4,191.80	4,191.80	4,191.80
Office/co-working - anchor tenant					
Monthly rent	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Rental revenue	24,000	24,000	24,000	24,000	24,000
Office/co-working - desk space/memberships					
Monthly price	275.00	275.00	275.00	275.00	275.00
Number of desks	50	50	50	50	50
Occupancy	37.5%	37.5%	37.5%	37.5%	37.5%
Frequency of use	25	25	25	25	25
Desk-hours per week	750	750	750	750	750
Active members	30	30	30	30	30
Membership revenue	8,250.00	8,250.00	8,250.00	8,250.00	8,250.00

Line item	Year 1	Year 2	Year 3	Year 4	Year 5
Café revenue	8,531.25	8,531.25	8,531.25	8,531.25	8,531.25
Office/co-working - maker space					
Hourly rental price	15	15	15	15	15
Occupancy rate	15.0%	15.0%	15.0%	15.0%	15.0%
Rental revenue	32,850.00	32,850.00	32,850.00	32,850.00	32,850.00
Office/co-working - board room					
Hourly rental price	37.50	37.50	37.50	37.50	37.50
Occupancy rate	20.0%	20.0%	20.0%	20.0%	20.0%
Rental revenue	109,500.00	109,500.00	109,500.00	109,500.00	109,500.00

*Numbers may not sum due to rounding

The following table is a high-level income statement that provides an overview of revenues (including potential revenues from other sources outside of the revenue-generating programming outlined above), and projected expenses associated with running the large-scale Centre with all amenities.

Table 8 High-level income statement, large-scale and “must + should + could have” features

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue - earned, Gallery					
Membership revenue	3,250.00	3,412.50	3,583.13	3,762.28	3,950.40
Admission revenue	28,700.00	30,135.00	31,641.75	33,223.84	34,885.03
Tour revenue	1,230.00	1,291.50	1,356.08	1,423.88	1,495.07
Gift shop revenue	16,400.00	17,220.00	18,081.00	18,985.05	19,934.30
Café revenue	1,415.63	1,486.41	1,560.73	1,638.76	1,720.70
Revenue - earned, Facility Rentals					
Rental revenue	277,400.00	277,400.00	277,400.00	277,400.00	277,400.00
Café revenue	10,579.30	10,579.30	10,579.30	10,579.30	10,579.30
Revenue - earned, Office/co-working					
Membership revenue	8,250.00	8,250.00	8,250.00	8,250.00	8,250.00
Rental revenue	166,350.00	166,350.00	166,350.00	166,350.00	166,350.00
Café revenue	8,531.25	8,531.25	8,531.25	8,531.25	8,531.25
Revenue - other					
Sponsorships	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
Donations/fundraising	150,000.00	150,000.00	150,000.00	150,000.00	150,000.00
Heritage Organization Development Grant	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Total Revenue	703,036	705,582	708,256	711,063	714,011
Expenses - variable					
Café COGS and labour	9,614	9,646	9,679	9,714	9,751
Gift shop COGS and labour	7,380	7,749	8,136	8,543	8,970
Expenses - fixed					
Facility maintenance	105,156.36	105,156.36	105,156.36	105,156.36	105,156.36

	Year 1	Year 2	Year 3	Year 4	Year 5
Utilities	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00
Custodial services	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Building Administrative staff	215,000.00	215,000.00	215,000.00	215,000.00	215,000.00
Archive staff	165,000.00	165,000.00	165,000.00	165,000.00	165,000.00
Gallery staff	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00
Curatorial	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Office operations, marketing	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Fundraising expenses	37,500.00	37,500.00	37,500.00	37,500.00	37,500.00
Insurance	35,000.00	35,000.00	35,000.00	35,000.00	35,000.00
Total Expenses	839,651	840,051	840,472	840,914	841,377
Net Income	-136,615	-134,469	-132,216	-129,851	-127,367

**Numbers may not sum due to rounding*

4.2.3 Comparison of Models and Discussion

Because these two models represent the two ends of the deficit spectrum, we can assume that the operating model for any other structure type will fall somewhere in between the two above.

The medium scale model with only must-have amenities operates at a significant deficit, which decreases slightly year over year as gallery membership and resulting revenues increase. In addition, a smaller-scale Centre with fewer programming offerings is likely to limit donations and sponsorship opportunities, in addition to eligibility for potentially helpful operating grants. Though the net income of this model does increase each year, a Cultural Centre that does not offer a robust selection of revenue-generating programs results in a potentially unmanageable operating deficit for many years to come. Indeed, according to the above model, the deficit would still be substantial (at over \$430,000) by year fifteen.

The large-scale model with all amenities also operates at a deficit, but at a more digestible size. The additional square footage supports a greater range of revenue-generating activities. As with the previous scenario, this deficit decreases year over year as gallery membership and resulting revenues ramp up over the initial five years of the facility's operations.

The operating deficit of a Cultural Centre that offers a robust selection of revenue-generating programs is much lower than one that does not. In addition, a larger-scale Centre with more programming offerings can bring in more donations and sponsorships, and potentially helpful operating grants. It should be noted that the models do not currently list any yearly operating grants, but precedent suggests that operating grants at the provincial level may be possible, which would decrease the deficit (an example is the now-closed Community Museum Operating Grant).

Though a larger Centre with more programming requires a much higher capital investment up front and higher yearly operating costs, it is more commercially viable than a smaller facility with less programming.

5. Governance Considerations

This feasibility study marks a critical step in the planning process to develop a Cultural Centre for Kawartha Lakes. In this section we outline the governance priorities expressed by the cultural sector, followed by the governance model considerations. Staffing estimates were covered in the previous section and are outlined in more detail in Appendix F. The governance priorities could be considered key success factors for the development and implementation of the facility. Ultimately the selected model will need to match the final vision for The Centre's implementation.

5.1 Governance Priorities

To achieve a level of sustainability, the eventual Centre should include governance arrangements that balance municipal need, community accessibility, and culture and heritage sector impact. The team has identified the following key governance priorities for the City of Kawartha Lakes' Cultural Centre based on the results of the survey, community and cultural sector consultations.

- **Balanced municipal and community input in future stages:** The new Centre should include municipal and cultural community representation in the project development no matter which operating governance model is eventually chosen. For example, a committee and/or board composed of representatives from the municipality as well as the local cultural community. These representatives could advise at all stages of The Centre's development including:
 - *Entering the building phase of the project* – the cultural community should be able to feed into the design of The Centre to ensure it meets existing needs.
 - *Activity, programs, and workshop development for the space* – to ensure there is a balance between community and municipal use of the space.
 - *Community connection* – the committee/board would take updates back to their respective communities to keep them abreast of updates and allow opportunity for feedback.
- **Trusted:** cultural community stakeholders have varying levels of trust with the municipality post-amalgamation, so there will need to be a degree of communication and collaboration with these stakeholders through this process to rebuild it. This work can be achieved through, for example, creating working groups and/or planning committees composed of local stakeholders to feed input into different stages of this development project, creating a community board to input into activities within the Cultural Centre, as well as providing regular community updates via the Jump In Kawartha Lakes project platform. Building trust will also be a key element of ensuring that the shared service model operates effectively.
- **Shared services model:** Some arts, cultural and heritage organizations suggest they would be more likely to engage with a central hub if it included a shared services model agreement that outlined clearly how organizations across Kawartha Lakes could make more use of The Centre's acclimatized storage and archival space, rehearsal and recreation spaces, meeting rooms, etc. Investing in the development of a shared service agreement that reflects best practices in management/operations, technology, accountability, and governance. A shared services agreement would be drafted by the municipality and should include information the following:
 - *Available Services* – storage, curator support, marketing, access, etc.
 - *Shipping & Storage* – description of transportation practices and storage space features that support the safe storage of historical, sensitive materials.

- *Regional Access* – description of transportation services, routes, and schedules stipulating service plans across the Kawartha Lakes region.
- *Security* – plan to address the safety, security, privacy, and protection of the materials stored and/or presented in the new Centre including potentially highly-sensitive materials and artefacts.
- *Ease of Access* – plan to allow cultural community partners to access their materials and The Centre’s services in an efficient manner.
- **Affordable:** Many of the arts, culture, and heritage organizations consulted through this engagement noted their difficulty accessing funding and scaling their operations, which has been a problem since before the pandemic. For the culture community to access a future Cultural Centre, the services it offers will need to be affordable. The Centre should explore a subsidized model or scaled approach, where users with the means to contribute a fee for service may be charged the full rate while others with lesser resources receive subsidized rates. Stakeholders reminded us that the more “municipal” the Cultural Centre is, the more the expectation will be for public access to be free.
- **Represent and amplify:** The Centre should meaningfully complement and elevate existing cultural organizations and other heritage sites as part of its mandate: i.e., not permanently displace existing cultural activities. Several community stakeholders noted that they would like to see representation from across Kawartha Lakes as a consistent theme in a future Cultural Centre. One idea proposed was to showcase seasonal displays from different arts, culture, and heritage organizations across the region seasonally. The hub and spoke model supports this goal in theory, but can be further solidified as the advantages of being an outlying hub and/or investing in spokes comes further into focus. For example, stakeholders expressed the importance of recognizing the resources required in delivering new exhibits, programming and services beyond their current mandates and budgets.
- **Welcoming:** The future Cultural Centre needs to balance providing access to services and space for the Kawartha Lakes cultural community, providing functional storage and spaces for municipal activities, and providing space for the wider community (including tourism audiences) to access The Centre for other purposes. The Centre should feature a range of programming catered to its various audiences (including cultural organizations, artists and creators, members of the public, newcomers to the area, youth, seniors and more) to address this need.
- **Partnerships:** Stakeholders suggested that one core success factor of future facility is based on the development of partnerships for it to be a sustainable and useful space for the community. The Centre should be a catalyst for meaningful partnerships between the municipality, the arts, cultural and heritage community as well as:
 - Post-Secondary Institutions such as Sir Sandford Fleming College and Trent University
 - Curve Lake First Nation, Hiawatha First Nation and Indigenous Communities: Initial discussions with Curve Lake First Nation representatives suggested that with an appropriate governance structure in place, loaning and/or exhibiting archival pieces for public access and education as well as other partnerships could be a possibility. Further consultation with Curve Lake First Nation about the nature of such a structure would be required. Curve Lake First Nation would appreciate early and ample notice of any shortlisted sites as the project develops to advise on any potential conflicts or challenges (or, conversely, positive factors of a given site).
 - Other regional facilities such as The Canadian Canoe Museum.

- **Growth-oriented:** The Centre should be developed in such a way that accommodates and embraces the diverse community that Kawartha Lakes is growing into over the coming decades.

These priorities can be infused into the governance model and the shared services agreement that would be designed to meet the needs of this collaborative community space and asset.

5.2 Governance Model

In this model, The Kawartha Lakes Cultural Centre would be **owned and operated by the City of Kawartha Lakes**. That said there are degrees of community and cultural sector inclusion that are possible within the municipally owned framework, and as per priorities above, should be considered. For example:

- The Kawartha Lakes Cultural Centre(s) could be owned and operated by the City of Kawartha Lakes likely through the Community Services, Parks, Recreation, and Culture Division (to manage the cultural facilities) and Clerk's offices. The City would likely have to hire a full time building manager to coordinate The Centre would require a new annual allocation into the municipal operating budget.
- Municipally run facilities can also operate with an **independent board**. In these scenarios, an independent board is appointed by the City of Kawartha Lakes to manage The Centre's operations. To create one, the City could appoint a search committee to recruit a board and chair but members would ultimately need to be approved and officially appointed by the City. The board can be composed entirely of city employees or contain a mixture of city employees and culture sector and community representatives. The board would operate the facility under a municipal framework that would establish their specific roles, responsibilities, and composition.
- The Kawartha Lakes Cultural Centre(s) would be owned by the City of Kawartha Lakes and managed and primarily used by a **non-profit arts organization** – possibly an anchor tenant. The not-for-profit organization can then be governed by a board of directors composed of members of the Kawartha Lakes' arts, culture, heritage and creative community and other interested parties (e.g., **friends of the Centre**). The City would need to create an agreement with the arts, cultural and heritage organization to stipulate funding and other support arrangements, while establishing rules to ensure the wider community can access the space.

Initial strengths and weaknesses to be aware of are presented in the table below.

Table 9: Pros & Cons of a Municipality-Owned Model

Pros	Cons
<ul style="list-style-type: none"> ▪ City retains greater control of the space – some of which can be delegated to the independent board at the City’s discretion. ▪ Well-positioned to access CCSF funding. ▪ Access to full suite of municipal resources (e.g., building and property maintenance) ▪ Ensures management and operations of The Centre are in line with municipal strategies and priorities. ▪ Ensures the space is available to meet the needs of Kawartha Lakes residents 	<ul style="list-style-type: none"> ▪ Can limit access to funding from other government sources – e.g., provincial and federal arts councils, funding agencies and even access to private funding/fundraising. ▪ Can be vulnerable to unforeseen municipal cutbacks ▪ Can prove time consuming for staff members (but true of all models.)

6. Conclusion and Next Steps

This feasibility study has resulted a strong vision for a Cultural Centre but with many potential pathways to pursue implementation. While there is no current site that sufficiently matches the needs expressed over the course of this project, the urgency for a Cultural Centre in Kawartha Lakes remains. As described, new sites may become available or may be deemed to meet the key criteria outlined in this report – such as accessibility and growth.

The key takeaways from the study include:

- The City of Kawartha Lakes requires a new Cultural Centre, with community and programming needs outlined in Section 2.2 – Desired Features of a Cultural Centre:
 - The Cultural Centre design and construction should follow recommendations in section 3.1 – Size and Scale, which outlines the sq. ft. calculation needs to meet the current and future growth needs of Kawartha Lakes’ arts, culture, and heritage communities. Two size and scale options are provided within the recommendations: Medium Scale with a range of 25000-45600 sq. ft. and Large Scale with a range of 37100-65700 sq. ft.
 - The Cultural Centre design and construction should follow recommendations in section 3.3 Standards and Design Guidelines, which include a focus on: Supporting Culture through Design Excellence, Leverage Heritage for Placemaking, Social, Economic, and Environmental Sustainability, Designing with Indigenous Communities, and Archive and Collections Storage. These recommendations can be applied to either of the size and scale options, as well as any site selection pursued.
- The City of Kawartha Lakes requires a new archives and curatorial facility, as the current and future growth needs of this programming cannot be met within the existing 31 Mary St. site. This new archives and curatorial facility must include the programming and size requirements outlined in section 3.1, as well as meet the standards and design guidelines outlined in section 3.3.5.
- Given the need for both a new Cultural Centre and new archives and curatorial facility, these two facilities could be housed in one site to consolidate activities and allow for the creation of transformational cultural infrastructure within a central cultural hub.
- In addition to the design and construction of a central cultural hub, there is a need for cultural programming to be supported throughout Kawartha Lakes’s diverse communities through a hub and spoke model. Potential sites to consider as spokes include the Kirkfield Historical Society Museum, Boyd Museum, and Maryboro Lodge; however, details of these partnerships will need to be further developed in a collaborative method.

Looking ahead, transparent communication and collaboration will help to advance towards implementation. Recommended next steps are described below with site selection as a critical milestone:

6. **Municipality to share the results of the study** with key stakeholders including the arts, cultural and heritage community, members of the public (through Jump In Kawartha Lakes), Curve Lake First Nation, post-secondary institutions and other interested community groups.
 - For example: The desire to adapt or re-use and augment an existing space was deemed a priority from members of the public and the cultural sector. However, waiting for the right location to become available, given constraints, could take time. Use this report to understand if any flexibility exists that could widen the pool of potential locations to be able to advance to site selection

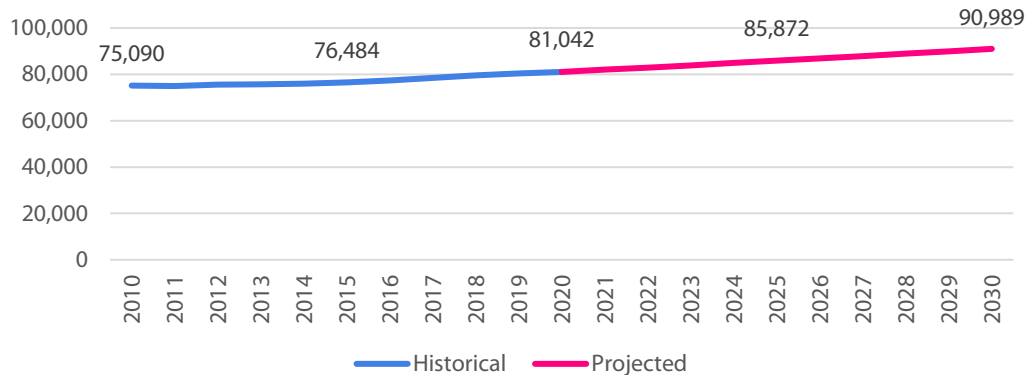
- In parallel, expand on the role of outlying hubs and spokes and services model: Establish the broad governance framework and shared services model that includes clear detail about how the outlying hubs can make use of the central facility.
- 7. Undertake further site exploration, selection and feasibility analysis:** Design, cost and operational modelling needs and capital should be finalized through the CCSF. However, the CCSF does require a site selected in order to proceed so consultation with CCSF required to clarify. The insights provided throughout this study, in particular Section 3 and Appendix C and D, should be considered to allow for future site selection.
- Consult with CCSF regarding funding sources for further study e.g., CCSF Feasibility Study stream.
 - Seek further guidance to potentially expand pool of potential locations beyond municipal assets. If appropriate, initiate discussions with developers about potential green sites attached to proposed new developments.
 - Secure funding to do site-specific feasibility study (e.g., through CCSF) and initiate RFP for Design Feasibility Study for Cultural Centre on specific site.
- 8. Refine operating and capital cost estimates presented in this report:** This report was tasked to present a high-level financial analysis. Looking ahead, more detail and specificity will be required. Advance from the “category” of cost or expense, towards a stronger understanding of demand from, for example, potential space renters/tenants, and the public. Continually refine operating model assumptions along the way.
- 9. Identify/initiate a fundraising and financing strategy:** There will be a need to access multiple tiers of funding to advance the Cultural Centre. Based on the cost structure and findings outlined in this report, initiate a capital campaign and fundraising strategy study to better understand potential of various sources/tiers of funding. An awareness of the impact of fundraising on rate payers is required when designing the campaign.
- 10. Design and award RFP for full Architectural Services:** Identify an architectural and design consultant team to oversee the design and construction of the Cultural Centre based on the final concept and costing developed in the Design Feasibility Study. This scope would include the following phases: schematic design, design development, construction documents, and construction administration with a full consultant team i.e. architect, landscape architect, civil, structural, mechanical, electrical, costing, transportation, Indigenous architect, further public engagement and any other required specialists.

The development of a cultural centre for Kawartha Lakes has been a community, culture sector and municipality discussion for nearly a decade. Ultimately this study represents a critical step in determining the feasibility of advancing the vision and concept based on current community needs, operational realities, site availability, scale and location considerations.

Appendix A. Population Growth, Income, Household Spending and Demographics

As displayed in the chart below, Kawartha Lakes' population is projected to reach 90,989 by 2030, up 12% from 2020.

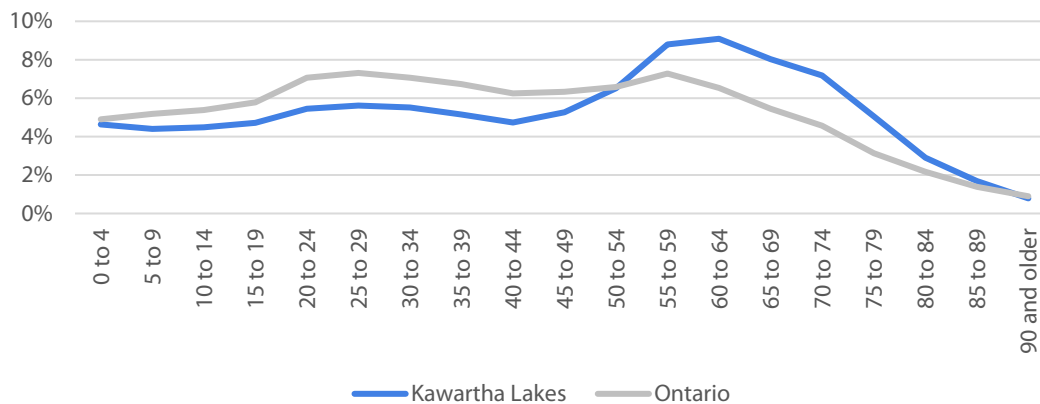
Figure 7: Historical and projected population growth in Kawartha Lakes



Source: Census and Statistics Canada Table 17-10-0135-01, and Statistics Canada. Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001.

Kawartha Lakes' population has grown at a compound annual growth rate of 1.2% from 2015 to 2020. For context, over the same period, the population in Ontario grew at a compound annual rate of 1.5%. In comparison to the population in Ontario, Kawartha Lakes has a significant retirement-aged population as displayed in the chart below.

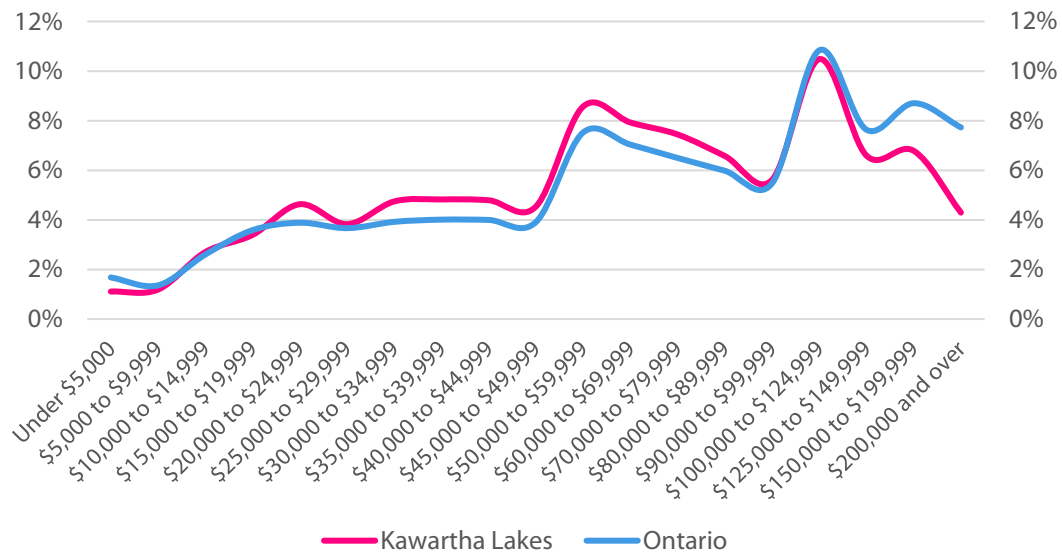
Figure 8: Age Distribution of Kawartha Lakes population vs. Ontario



Source: Statistics Canada Tables 17-10-0135-01, 13-10-0114-01, 13-10-0418-01

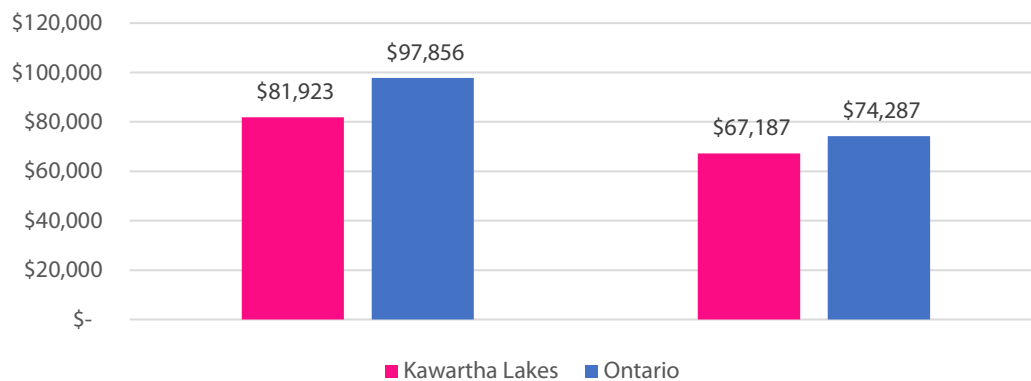
The charts below display the total, average, and media incomes of residents of Kawartha Lakes and the wider Ontarian population.

Figure 9: Household total income Kawartha Lakes vs. Ontario



Source: Statistics Canada Table 17-10-0135-01

Figure 10: Average and median income in Kawartha Lakes vs. Ontario

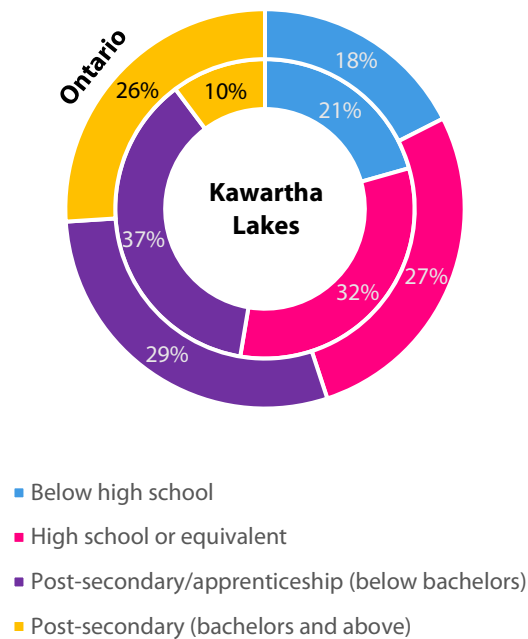


Source: Statistics Canada Table 17-10-0135-01

In 2016, at \$81,923 and \$67,187, Kawartha Lakes' total average and median income levels are lower than the Ontario-wide averages.

The educational attainment of Kawartha Lakes residents is displayed in the chart below.

Figure 11: Educational attainment of Kawartha Lakes vs. Ontario (2016)



The population in Kawartha Lakes (shown in the inner ring) has a smaller share of residents with post-secondary degrees but a much higher share of residents with some post-secondary education (e.g., apprenticeships) as compared to the rest of Ontario (shown in the outer ring).

Appendix B. Survey Response Profile

A survey was launched on the Jump In Kawartha Lakes platform over a 6-week period from December 2021 to January 2022: The survey was promoted by the City of Kawartha Lakes and the Cultural Centre Feasibility Task Force through social media, newsletters, and through various networks. The survey gathered nearly **220 responses** in total:

- 78% from the public
- 15% from practicing artists/cultural workers and
- 7% from owner/operators of arts, culture, creative organizations or facilities.

The survey sample comprised a group of active and interested cultural audiences, with the majority of respondents (77%) indicating participating in cultural activities multiple times per year or more.

Most respondents indicated they were at or above the age of 55 (63%), with most people's annual income falling within the range of \$50,000-\$150,000 (58%). The respondent pool also comprised a highly educated group, with 83% of them having completed college, university, or graduate training.

Arts, Culture & Heritage Participation – Motivations & Priorities

Survey results indicated **broad public support and desire for more arts, cultural, community and heritage programming and activities in Kawartha Lakes:**

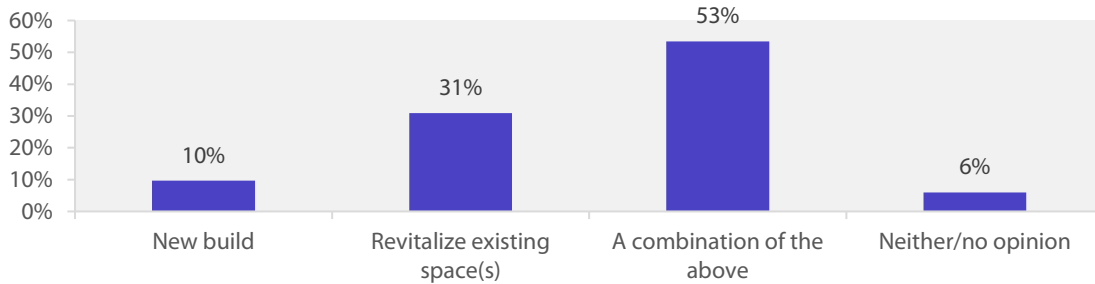
- Residents are visiting cultural facilities to attend **performances (70%), exhibits (60%), to learn (38%)** BUT **51%** of respondents perceive volume of cultural offering in Kawartha Lakes as "**Low**";
- Respondents desire support and/or facilities and spaces for more: **Community events (53%), Live performance (42%), To create/design art (40%), To learn about cultural heritage of CKL and its residents (31%)** and for **display/exhibition (31%)**;
- The public perceive a lack of engaging/entertaining programming, lack of diversity in terms of programming options, lack of activities overall – at Kawartha Lakes cultural activities.

Public priorities for a Cultural Centre would include:

- 1) Designing a space that is **financially accessible** to a wide range of citizens (**39%**);
- 2) Enabling the creation of **more arts and culture programming** for the public (**32%**) + Creating a **tourist draw** for the city (**32%**);
- 3) Designing a space that is **physically accessible** to a wide range of citizens (**29%**) + A place that **supports local arts organizations and artists (29%)** + Creating a sense of **community pride, vibrancy and connection (29%)**.

When asked if they would prefer to see a new culture centre built, or existing cultural centres/spaces renovated upgraded, and enhanced, the preference was for a combination of the two (53%) or to revitalize existing space(s) (31%):

Figure 12 Public Preference for approach to cultural centre(s) investment (n=217)



Source: Cultural Centre(s) Feasibility Study Survey, 2021-2022 | n=217

In open ended responses – the public encouraged the following considerations:

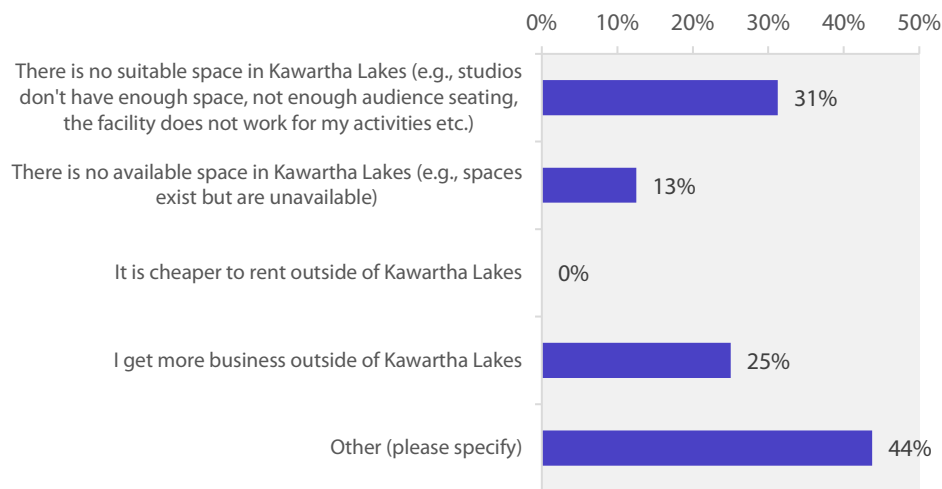
- 1) **Use and/or improve** what already exists in City of Kawartha Lakes
- 2) **Showcase diversity**, include Indigenous perspectives and cultures
- 3) Focus on financial **sustainability**
- 4) Ensure centre(s) are **accessible to a wide range of folks** re: location, cost to access, hours open, etc.
- 5) **Offer new and distinct programming** targeted at specific ages/demographics (children, youth, seniors)
- 6) Prioritize accompanying **digital/online infrastructure**

When asked “what kinds of facilities would you like to see more of in the future?”, responses revealed the following:

- Culture sector stakeholders responding to the survey were **Most Satisfied** with Kawartha Lakes Facilities around:
 - Safety
 - Engaging/entertaining programming at the facilities
 - Physical quality of facility itself
 - Affordability
- They were **Least Satisfied** with available Kawartha Lakes Facilities in terms of:
 - Condition and usability of the equipment
 - Flexibility for creative/collaborative use + Location (e.g., transit, parking, general access)
 - Accessibility for persons with accessibility challenges

For the third of culture sector respondents who indicated using spaces/facilities located outside of Kawartha Lakes for their cultural practice, reasons (as shown in the chart below) included lack of suitable space, access to audiences/clients and lack of available space (i.e., spaces exist but not available)

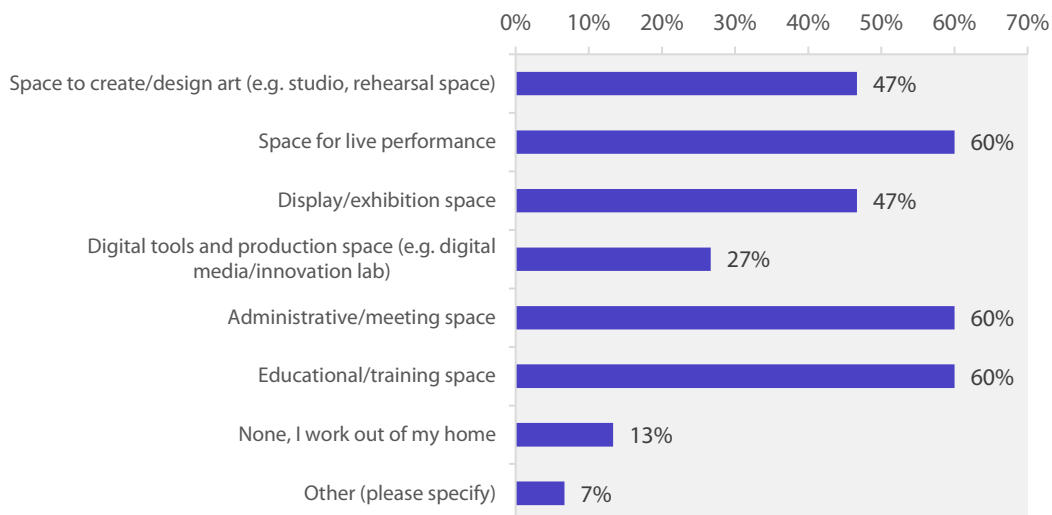
Figure 13: Reasons for using facilities located outside of Kawartha Lakes to carry out cultural activities (n=16 respondents)



Source: Kawartha Lakes Arts Centre(s) Feasibility Survey, 2021-2022

- Approximately 16 respondents to the survey were themselves facility owners or operators mainly for **live performance, education and training** or **administration** (see chart)
- According to the survey, some 77% of cultural sector AND facility operator respondents (n= 26) indicated that their programming involves **hosting audiences in their space**, and the majority of the spaces they use have a **capacity of 0-50 people (75%)**.

Figure 14 Facilities required to run organization/practice - Cultural facility owner/operators (n=16 respondents)



Source: Cultural Centre(s) Feasibility Study Survey, 2021-2022 | n=16-26

Appendix C. Size Calculations

Below is a detailed breakdown on the calculations found in Section 3.1.

Program Requirements - Medium Scale, Option 1				
Recommended sq. ft. range: 25000-45600				
<i>Below is a detailed breakdown of how the above recommended sq. ft. range has been calculated. These numbers are general estimates based on existing conditions, precedents, and/or Building Code requirements. For accuracy, they will require further study in next phase of project once programming needs are finalized.</i>				
Program	Requirement	Number	Sq. Ft.	Notes
MUST HAVE				
ARCHIVE / STORAGE				<i>Existing space at 31 Mary is 21800 sq. ft. - the reason this is smaller is because 21k is for the entire building, include the second floor City offices, which were not included in these calculation needs.</i>
Archive Shelving Area	4130 sq. ft.		4130	<i>The existing archives currently includes 60 moveable shelves in 4130 sq. ft. area, this will either need to remain at 31 Mary St or if archives are moved then need to be recreated.</i>
Archive Cage Area	3 @ 340 sq. ft.	3	1020	<i>The current space at the archives is 340 sq. ft.; it has been identified that more space is needed.</i>
Artifact Collection Mixed Storage Systems			5000	<i>Number provided by City of Kawartha Lakes staff, according to 10-15 projected life span.</i>
Outside Heritage Organizations Storage			3000	<i>Number provided by City of Kawartha Lakes staff, according to 10-15 projected life span.</i>
Areas for Large Desks to Examine Materials	150 sq. ft.	1	150	<i>150 sq. ft. for a typical office.</i>
Cold Storage Room/Freezer	225 sq. ft.		225	<i>Based on City of Vancouver's Cold Storage for Photographs.</i>
Isolation/Receiving Room	2 @ 710 sq. ft.	2	1420	<i>710 sq. ft. current area for accessioning, cleaning, storage prep of artifacts.</i>
Storage for Collection material			50	<i>boxes, tissue, gloves, etc. based of janitor closet size.</i>
Lockers for Researchers and Mud Room			50	<i>6'8" x 7'2" standard locker room size.</i>
Research Area / Reading Room			600	<i>desks, microform readers, AV equipment, scanners, photocopiers, reference library, record carts.</i>
Office Spaces	4 @ 100 sq. ft./person	4	400	
Kitchenette for Staff and Researchers	2 @75 sq. ft.	2	150	<i>one for staff, one for researchers.</i>

Program Requirements - Medium Scale, Option 1				
Janitor Closet			50	
Washrooms	2 @ 65 sq. ft.		130	
SUB-TOTAL			16375	For summary chart, range is assumed to be 11000-16000 sq. ft. for storage, with the low range accounting for the fact that less new construction space will be needed to be built if existing archives remain at 31 Mary St. The extra 600 sq. ft. for research area is provided as a separate column in the summary chart.
SHARED EXHIBITION / PUBLIC GATHERING SPACE				
Exhibition Space / Lobby	6 sq. ft./person, 19.9 sq. ft./person for education space	175	1050	Program activations, dynamic space, flexible space for gallery, exhibit, event hosting, etc. Note that design guidelines should include Indigenous considerations i.e. ceremonial accommodations / ventilation.
Chair and Table Storage			100	
First Aid Room			100	
Art Gallery Storage			300	
Janitor Closet			50	
Patron / Concierge Service Desk	100 sq. ft.		100	Within public space.
Restrooms			200	36 sq. ft. / accessible stall, 15 sq. ft. / stall.
FOH Equipment Storage			300	
Loading Dock			300	
Receiving Area/Workshop			400	
Custodial Supply and Work Room			300	
SUB-TOTAL			3200	For summary chart, range is assumed to be 3000-3400 sq. ft. , to give flexibility.
ADMINISTRATION				
Offices	5 @ 100 sq. ft.		500	City staff offices or community organization offices.
Storage	100 sq. ft.		100	
Kitchenette	75 sq. ft.		75	
Washrooms	2 @ 65 sq. ft.		130	
Janitor Closet			50	
SUB-TOTAL			855	For summary chart, range is assumed 700-1000 sq. ft. for this sub-total, to give flexibility.
Net Area of Non-Service Spaces			20430	

Program Requirements - Medium Scale, Option 1				
SERVICE SPACES / CIRCULATION	factor of sq. ft. (25% +/-)			
Garbage and Recycling			200	
Circulation	25%		5107.5	
Electrical Room/AV/IT	5%		1021.5	
Mechanical Room	10%		2043	
Structure & Build-up	10%		2043	
Inaccessible Areas	5%		1021.5	
Total Services Area			11436	<i>For summary chart, range is provided recognizing that the non-service spaces each have ranges which would impact service areas</i>
Total Net Area			31866	
Parking Requirements	1 spot / 377 sq. ft.		84.00	<i>For summary chart, range is provided recognizing that the number of people at The Centre at one time will depend on programming schedule. Also since parking availability will depend on site selection (if centrally located/walkable, if multiple locations, etc.)</i>
SHOULD HAVE				
Black Box Theatre (100 people)			0	<i>Part of Shared Exhibition Space, given that exhibit space is big enough to accommodate 100 people. Below items would be added though as support spaces to allow for flexibility of a black box.</i>
Sound, lighting, spot booths	1 @150 sq. ft.	1	150	
Dimmer, rack rooms	1 @100 sq. ft.	1	100	
Platform/Seating Storage			250	
AV, lighting, tech storage			300	
Flexible Event Space (50 people)	500 sq. ft./50 people	50	500	
Sound, lighting, spot booths	1 @150 sq. ft.		150	
Dimmer, rack rooms	1 @100 sq. ft.		100	
Platform/Seating Storage			250	
AV, lighting, tech storage			300	
Storage			200	
Additional Washrooms			200	
Change Rooms	120 sq. ft. m, 200 sq. ft. w		320	

Program Requirements - Medium Scale, Option 1				
Classrooms	15 @19.95 sq. ft. /person	15	300	With storage (+100 sq. ft.)
Studios	1@ 20x40sq. ft.		800	Ceramics with sinks (20x40sq. ft.)
Total Net Area			35786	
COULD HAVE				
Flexible Space			1300	Catering/Kitchen Facilities with pantry and storage (600 sq. ft.), Daycare (700 sq. ft.)
Café Dining Area	11.84 sq. ft./person	10	118.4	
Café Bar Supports			200	
Specialized Maker/Creator Spaces	350 sq. ft./15 people	15	350	
Studio Storage			100	
Additional Office/Tenant Spaces	5 @100 sq. ft.		500	
Additional Washrooms			200	
Coworking Space	75sf/person	20	1500	
Total Net Area			40054	

Program Requirements - Large Scale, Option 2				
Recommended sq.ft. range: 37100-65700				
Below is a detailed breakdown of how the above recommended sq. ft. range has been calculated. These numbers are general estimates based on precedents and/or Building Code requirements. For accuracy, they will require further study in next phase of project once programming needs are actually finalized.				
Program	Requirement	Number	Sq. Ft.	Notes
Must Have				
ARCHIVE/STORAGE				Existing space at 31 Mary is 21800 sq. ft. - the reason this is smaller is because 21k is for the entire building, include the second floor City offices, which were not included in these calculation needs.
Archive Shelving Area			4130	currently 60 moveable shelves in 4130 sq. ft. area.
Archive Cage Area	3 @ 340 sq. ft.		1020	340 sq. ft. current cage area.
Artifact Collection Mixed Storage Systems			7000	Number provided by City of Kawartha Lakes staff, according to 10-15 projected life span.
Outside Heritage Organizations Storage			5000	Number provided by City of Kawartha Lakes staff, according to 10-15 projected life span.
Areas for Large Desks to Examine Materials	150		150	150 sq. ft. for a typical office
Cold Storage Room/Freezer	225 sq. ft.		225	Based on City of Vancouver's Cold Storage for Photographs.

Program Requirements - Large Scale, Option 2				
Isolation/Receiving Room	2 @ 710 sq. ft.	2	1420	710 sq. ft. current area for accessioning, cleaning, storage prep of artifacts.
Storage for Collection material			50	boxes, tissue, gloves, etc.
Lockers for Researchers and Mud Room			50	6'8" x 7'2" standard locker room size.
Research Area / Reading Room			600	desks, microform readers, AV equipment, scanners, photocopiers, reference library, record carts.
Office Spaces	4 @ 100 sq. ft./person	4	400	
Kitchenette for Staff and Researchers	2 @75 sq. ft.	2	150	one for staff, one for researchers.
Janitor Closet			50	
Washrooms	2 @ 65 sq. ft.		130	
SUB-TOTAL			20375	For summary chart, range is 15000-20000 sq. ft. , with lower number based on if 31 Mary St is kept/used as is, higher range assuming entirely new archives must be built replacing existing storage
EXHIBITION / PUBLIC GATHERING SPACE				
Exhibition Space / Lobby	6 sq. ft./person	175	1050	Program activations, dynamic space, flexible space for gallery, exhibit, event hosting, etc. Note that design guidelines should include Indigenous considerations i.e. ceremonial accommodations / ventilation.
Chair and Table Storage			300	
First Aid Room			120	
Art Gallery Storage			100	
Art Gallery	6 sq. ft./person	200	1200	Closed dedicated gallery space.
Janitor Closet			50	
Patron / Concierge Service Desk			200	Within public space.
Restrooms			400	36 sq. ft. / accessible stall, 15 sq. ft. / stall
Coat Room			200	
Front of House Equipment Storage			300	
General Storage			300	
Loading Dock			1200	1 bay (loading and building services).
Receiving Area/Workshop			600	
Custodial Supply and Work Room			300	
AV, lighting, tech storage			400	

Program Requirements - Large Scale, Option 2				
Flexible Education Space	19.9 sq. ft./person	40	796	<i>Dance classes, in conversations with, workshops, lectures, etc.</i>
SUB-TOTAL			7516	<i>range in summary chart breaks this section out into exhibition, gallery, and education space, each with a slight range</i>
ADMINISTRATION				
Offices	4 @ 100 sq. ft.		400	<i>City staff and/or other community organization offices</i>
Board Room			375	
Storage			100	
Kitchenette			75	
Washrooms	2 @ 65 sq. ft.		130	
Janitor Closet			50	
SUB-TOTAL			1130	<i>range for summary chart is 1000-1200 sq. ft., recognizing that these numbers are flexible.</i>
Net Area of Non-Service Spaces			29021	
SERVICE SPACES / CIRCULATION	factor of sq. ft. (25% +/-)			
Garbage and Recycling			200	
Circulation	25%		7255.25	
Electrical Room/AV/IT	5%		1451.05	
Mechanical Room	10%		2902.1	
Structure & Build-up	10%		2902.1	
Inaccessible Areas	5%		1451.05	
Total Services Area			16161	<i>For summary chart, range is provided recognizing that the non-service spaces each have ranges which would impact service areas.</i>
Total Net Area			45182	
Parking Requirements	1 spot / 377 sq. ft.		119.00	<i>For summary chart, range is provided recognizing that the number of people at The Centre at one time will depend on programming schedule. Also since parking availability will depend on site selection (if centrally located/walkable, if multiple locations, etc.)</i>
SHOULD HAVE				
Black Box Theatre (100 people)			2000	
Sound, lighting, spot booths	1 @150 sq. ft.	1	150	
Dimmer, rack rooms	1 @100 sq. ft.	1	100	
Platform/Seating Storage			250	

Program Requirements - Large Scale, Option 2				
AV, lighting, tech storage			300	
Flexible Event Space (100 people)	500 sq. ft./50 people	100	1000	
Sound, lighting, spot booths	2 @150 sq. ft.		300	
Dimmer, rack rooms	2 @100 sq. ft.		200	
Platform/Seating Storage			250	
AV, lighting, tech storage			300	
Storage			200	
Additional Washrooms			200	
Change Rooms	120 sq. ft. m, 200 sq. ft. w		320	
Classrooms	30 @19.95 sq. ft./person	30	700	<i>with storage (+100 sq. ft.)</i>
Studios	2 @ 20x40sf		1600	<i>Ceramics with sinks (20x40 sq. ft.)</i>
Total Net Area			53052	
COULD HAVE				
Flexible Space			1300	<i>Catering/Kitchen Facilities with pantry and storage (600 sq. ft.), Daycare (700 sq. ft.)</i>
Café Dining Area	11.84 sq. ft./person	20	236.8	
Café Bar Supports			200	
Specialized Maker/Creator Spaces	350 sq. ft./15 people	30	700	
Studio Storage			200	
Additional Office/Tenant Spaces	7 @100 sq. ft.	7	700	
Additional Washrooms			200	
Coworking Space	75 sq. ft./person	40	3000	<i>100-250 sq. ft./person on average.</i>
Optional Retail Space for Galleries			500	
Total Net Area			60089	

Appendix D. Location and Site Configuration Analysis

Section 3.2 provides the recommendations on location considerations. While no single site has been recommended, the study process did include an analysis that aimed to determine if a single site or configuration could be identified as feasible at this time. This process included:

- Asset and Facility Review: a long list asset and facility review, followed by a development of a short list based on key criteria and a site visit in Phase 1-2
- Site Feasibility: Once Phase 1-2 were completed and a MoSCoW was produced, size calculations were possible. The short-listed sites were thus assessed in terms of size and scale feasibility developed in Phase 3.
- Configuration Analysis: Since the site feasibility produced no clear options, three configuration approaches were developed and applied to these short-listed sites.

While the results did not produce a final recommended site or configuration, the insights of this process should be considered and applied when assessing future sites. In particular, the process clarifies which sites are not feasible and reasoning for this. Furthermore, the three configuration approaches, and their associated opportunities and challenges, offer a framework for considering future site selection.

Asset and Facility Review

Two initial site inventory reviews were undertaken at the start of the project: the first was a mapping exercise to understand various arts, culture, heritage, community, and civic assets found throughout Kawartha Lakes. This allowed for an understanding of distribution of assets already existing. The second was a detailed review of over 50 City facilities, based on a list provided by the City. This review included looking at available Building Condition Assessment reports, current use of the buildings, and location and size.

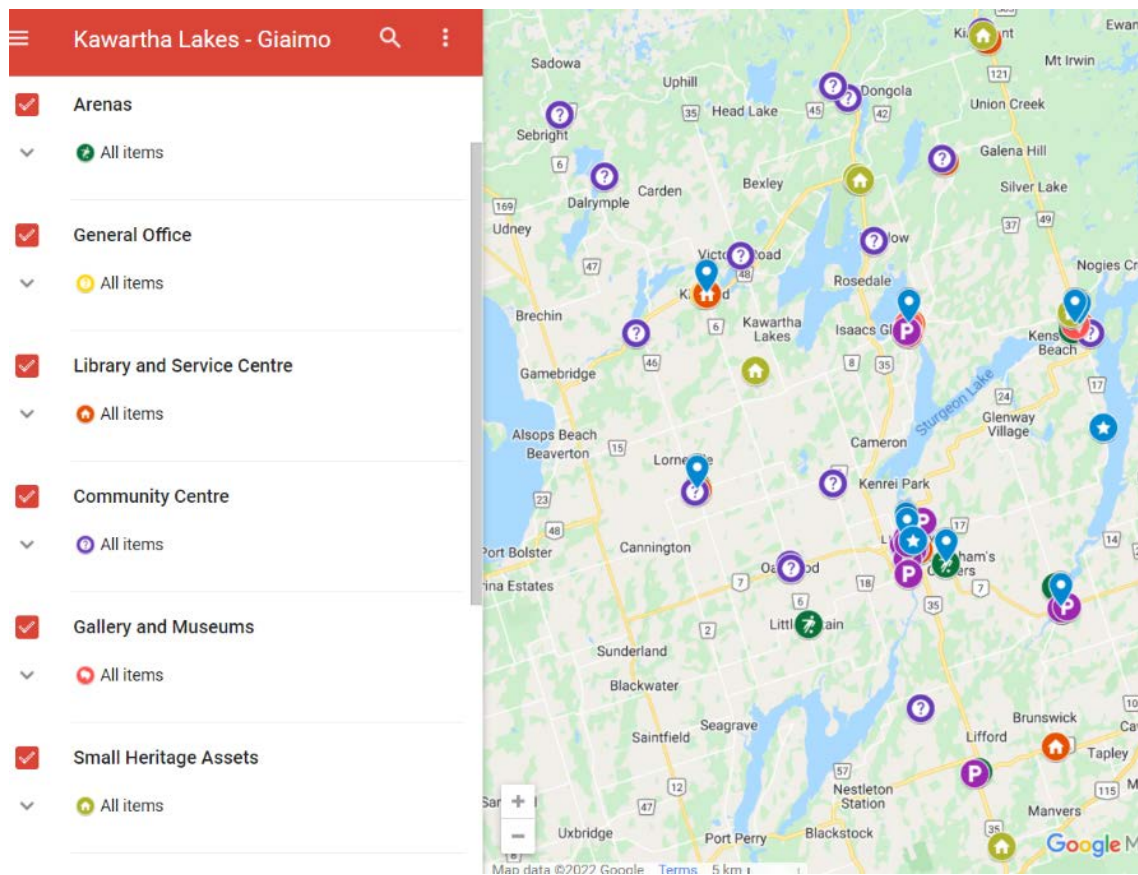


Image: Google Maps by Giaimo Architects of initial facilities reviewed.

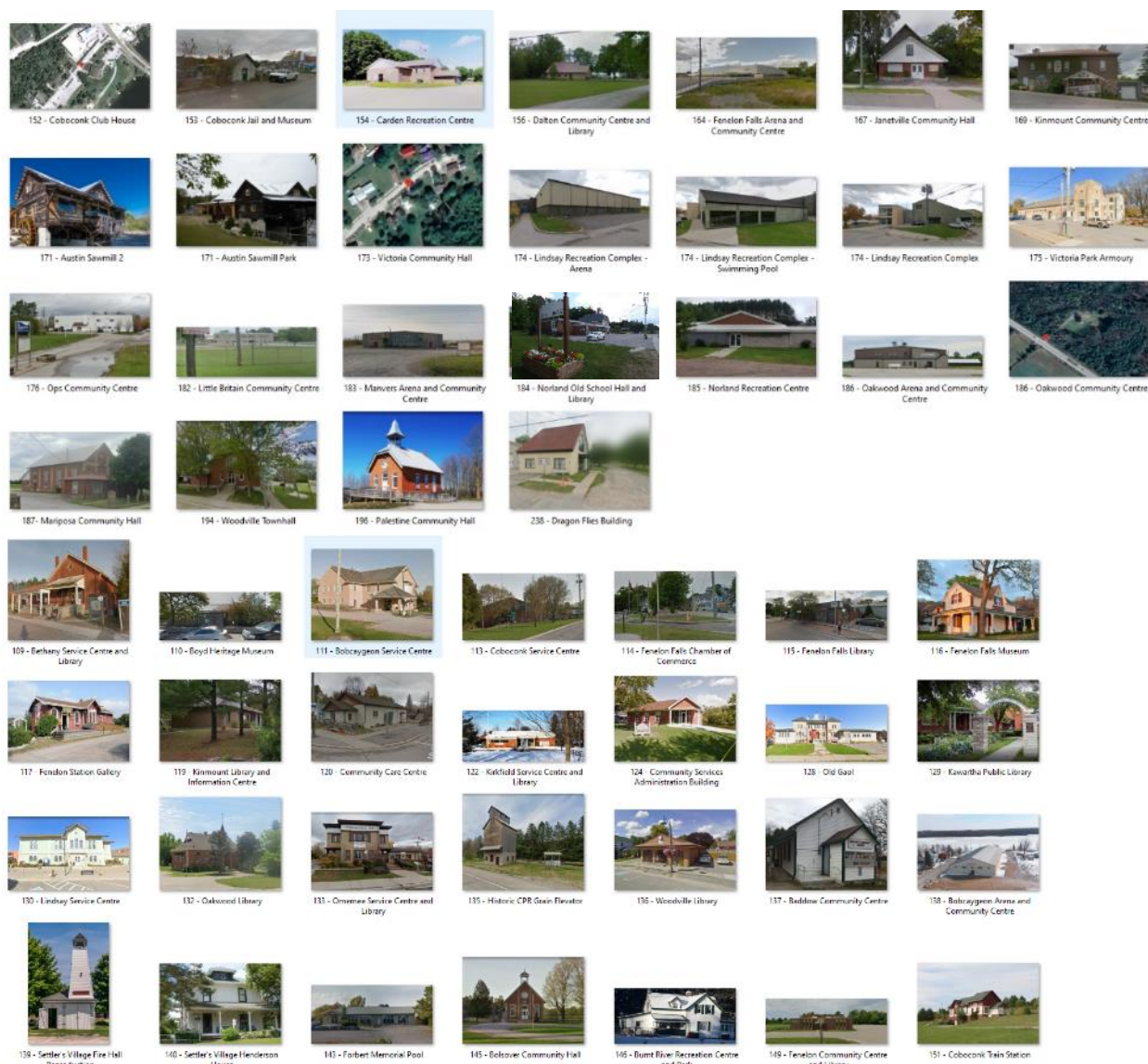


Image: Image grid of facilities in the long list.

From this, a short-list was developed based on the following:

- geographic spread
- location needs from the perspective of sustainability, demographic and highest use potential, accessibility, walkability
- facility size and capacity limits
- availability of the facility
- community consultation including survey feedback, stakeholder roundtables, and inputs from the TAC and Task Force

Site Feasibility

Through this process, several sites were identified and assessed as potential hubs or spokes in terms of the site feasibility in relation to the sq. ft. requirements determined in 3.1 Size and Sale. These sites include:

Table 10 Short-List Site Feasibility Analysis

Sites	Address	Reason for Assessment	Feasibility as a Hub or Outlying Hub
Victoria Park Armoury	210 Kent St W, Lindsay	Historic building in downtown Lindsay with a large footprint to accommodate various programming and spaces. Given that the building is centrally located and well-established as a "community hub", there is potential to leverage and expand upon this existing asset.	Given that the building is actively used year-round, the adaptive reuse of this building would displace current tenants and programming. Opportunities for sharing the existing space were explored but based on feedback from TAC it was determined that there were no time periods in which the building would be sufficiently vacant to support activities of a Cultural Centre. The idea of a new construction addition to this building was also considered, however it would require building either above the existing structure, in the parking lot, or in the park. Due to the large sq. ft. required for a cultural hub, and the space limitations described above, this location would not be feasible as a hub.
Ops Community Centre	2569 Hwy 7, Lindsay	The current building is planned to be demolished which provides an opportunity for a new build. The area is large and is not surrounded by other buildings.	There is a plan to develop a large-scale neighbourhood nearby which may increase foot traffic and transportation to the area. This site offers considerable amount of vacant land, large enough to allow for the construction of a new cultural hub.
Bobcaygeon – Kawartha Lakes Public Library and Boyd Heritage Museum	21 Canal St E, Bobcaygeon	A historic building that is both a library and museum. There are future plans to relocate the Kawartha Lakes library to a new location, and no firm plans on what will replace this future vacant space. Located in Bobcaygeon, providing cultural services to the local community, distributed throughout Kawartha Lakes.	There is an opportunity to renovate the future-vacant library space so that it can serve as a place for flexible programming. This, combined with the existing museum, allows for this location to be considered a spoke. Due to the large sq. ft. required for a cultural hub, this location would not be feasible as a hub.

Sites	Address	Reason for Assessment	Feasibility as a Hub or Outlying Hub
Maryboro Lodge (Fenelon Falls Museum)	50 Oak St, Fenelon Falls	A historic building that is a museum that hosts programs for the community. Located in Fenelon Falls, providing cultural services to the local community, distributed throughout Kawartha Lakes.	Due to the large sq. ft. required for a cultural hub, this location would not be feasible as a hub. No vacant spaces for renovation or additions were found at this site, given the existing museum's active programming. However, this location can work as a collaborative spoke model and can host various programming.
Kirkfield and District Historical Society Museum	992 Portage Rd, Kirkfield	This site was not originally assessed through the Study process. However, it has been added in Phase 4 of the process from recommendations from the TAC due. Located in Kirkfield, providing community services to the local community, distributed throughout Kawartha Lakes.	No assessment was completed through this study as the site was under construction/renovation during the study. However, the site has been added to this section for consideration as a potential spoke due to location and programming.
City of Kawartha Lakes Records and Archives Building	31 Mary St W, Lindsay	A building that currently houses the Kawartha Lakes records and archives, as well as other City offices. Located in Lindsay, the archives are currently only used by the City and are not publicly accessible.	Throughout the Study, it was determined that more storage space for the City archives and select community collections are needed. Through discussions with TAC, it was also determined that the existing building will need to move in the future due to the fact that the site is within a flood plain, and the water treatment plant will expand long-term to accommodate the growing population of Kawartha Lakes. As such, renovating and/or expanding this building into a hub or research centre is not feasible.
Coronation Hall	1 King St W, Omemee	A historic building that currently hosts live performance events with a stage and seating. Located in Omemee, providing cultural services to the local community, distributed across Kawartha Lakes.	Due to the large sq. ft. required for a cultural hub, this location would not be feasible as a hub. This location can work as a collaborative spoke model and can host various programming. There is limited opportunity for it to expand.

Sites	Address	Reason for Assessment	Feasibility as a Hub or Outlying Hub
Olde Gaol	50 Victoria Ave N, Lindsay	A historic building that is a museum. Given that the building is centrally located and well-established as a “community hub”, there is potential to leverage and expand upon this existing asset.	Given that the building is currently actively used as a museum by the Victoria County Historical Society, adaptive reuse of this building would result in the displacement of the current tenant. Designing and building a new addition was explored, however the site is not large enough to accommodate all programming needs identified in this Study. Due to the large sq. ft. required for a cultural hub, and the space limitations described above, this location would not be feasible as a hub.

Configuration Analysis

Given that size was the main factor preventing the feasibility of these sites to be used as a cultural hub, a variety of configuration approaches were explored that could distribute the sq. ft. in different ways. These configurations include:

1. Multi-site configuration
2. Single-site new construction
3. Single-site adaptive reuse

Each are described further below.

Multi-site configuration: Multiple new construction additions and renovations to existing sites as per below.

Table 11 Detailed Description – Multi-site configuration

Asset	Proposed Programs	Potential Site Area	Explored Concept
Olde Gaol <i>as a medium hub</i>	Art gallery, shared exhibition, flexible exhibit and event space, ceremonial space, educational programming, and some offices.	With the recent removal of the Olde Gaol exterior walls, there are proposed plans to replace this space with a courtyard and parking. The proposed courtyard includes 8000 sq. ft. and proposed new parking includes 4000 sq. ft. This Study explored the possibility of creating a new construction addition on a space of 5000 sq. ft. , which would use a partial amount of the proposed courtyard and a partial amount of the proposed parking. 5000 sq. ft. of the courtyard would remain on the north, and 2000 sq. ft. of parking would remain on the south.	On this 5000 sq. ft. site, this Study explored the possibility of a 1-3 storey 5000-15000 sq. ft. new construction addition attached to the Olde Gaol. This addition would allow the current tenant and programming at the Olde Gaol to remain as is, while providing some new space for an art gallery, exhibit space, co-working space, and offices. It would also be possible to connect this new construction to the building repairs required for the existing building which were identified in a previous 2021 Building Condition Assessment report.

Asset	Proposed Programs	Potential Site Area	Explored Concept
Archives as a research centre	Archives and research rooms	In this configuration, the existing archives at 31 Mary St would still be used as-is with a 11000 sq. ft. new construction addition to accommodating expanding space needs. There is approximately 11000 sf of available space directly west and south of the archival building.	On this 11000 sq. ft. site, a 1-2 storey new construction addition could be built to meet all archive needs.
Boyd Museum as a spoke	Studios, classrooms, workshops, rehearsals, or as a small co-working space.	There will be 2600 sq. ft. of future vacant space where the library currently lives.	The vacant flexible space can be used as a spoke with space for a range of programming. Minor renovations would be required to accommodate this. It would also be possible to connect this new construction to the building repairs required for the existing building which were identified in a previous 2021 Building Condition Assessment report.
Coronation Hall as a spoke	Flexible event space for performances, rehearsals, and education.	Coronation Hall has approximately 2200 sq. ft. of existing hall space and 800 sq. ft. of support areas at the back of the stage with an additional kitchen attached to the hall.	The hall space can be used as a flexible space for various events. No renovations would be required to accommodate these programs.

Strengths and Opportunities	Weakness and Challenges
<ul style="list-style-type: none"> - Leverages existing assets, especially heritage buildings. - By distributing programming across multiple sites, the configuration accommodates a range of communities within Kawartha Lakes. - Given that there are multiple small-scale additions and renovations proposed as part of this option, there is also opportunity to use a phased approach to implementation, design, and construction. This would allow some aspects of the option to be built sooner, as opposed to all construction happening all at once, allowing for flexibility in timeline and budget. For example, some aspects of the “must have” programming may be considered an urgent need within the next 3-6 year, while other aspects are still a “must have” but are only needed in a 10-15-year timeline. 	<ul style="list-style-type: none"> - Potential impacts to existing tenants that would require significant coordination to ensure no displacement occurs. - The area around Olde Gaol is restrictive in terms of adding an addition, especially if it is desired that additional parking is added to the site as per the current proposed plans for the site. It would ultimately involve using partial space that is dedicated to parking and a courtyard, reducing the amount of proposed new parking and outdoor space. - Through this process, it was revealed that 31 Mary St. will require relocation in the long-term future to allow for the eventual expansion of the Water Treatment Plant. As such, investment into this site is not recommended. Without the use of this site, this configuration is not able to meet the medium or large sq. ft. space needs of a cultural hub.

Conclusion: Even with the sq. ft. distributed across multiple sites, the amount of sq. ft. required for a cultural hub could not be accommodated as the sites assessed have limited space available. In particular, it has been identified by City staff through the Technical Advisory Committee that 31 Mary St will require relocation in the future and the site would not be available to build on due to the likely need for the expansion of the adjacent Water Treatment Plant. As such, the sites explored here in this configuration are not recommended as they are not feasible for achieving the needs of the cultural hub. However, the concept of a multi-site configuration may be possible to apply to other vacant sites in the future.

Single-site New Construction: One new construction hub on a vacant site as described below.

Table 12 Detailed Description – Single Site New Construction

Asset	Proposed Programs	Potential Site Area	Explored Concept
Ops Community Centre Site <i>as a large hub</i>	Archives and storage, research rooms, shared exhibition space and displays, art gallery, Ceremonial Space, Office Spaces, Education Spaces, Rehearsal Spaces, Studios and Classrooms, Flexible Event Spaces, Specialized Maker Spaces, Café and Retail, Additional Offices, and Coworking Space.	The Ops Community Centre has been decommissioned and scheduled for demolition. Our understanding is that there are no future plans for the site once the building is demolished, however, the land will still be owned by the City. The current community centre building which will be demolished has a footprint of 23500 sf. There is an additional 23000 sf directly to the west of the building and 10000 sf directly east of the building which brings the potential building footprint to a total of 56,500 sq. ft. at one storey and 113,000 sq. ft. at two storeys	Given the large amount of vacant space found at this site, the new construction building could accommodate all size and programming options found in section 1.1 and thus serve as a medium or large-scale cultural hub all within a single building.

Table 13 Strengths and Weaknesses – Single Site New Construction

Strengths and Opportunities	Weakness and Challenges
<ul style="list-style-type: none"> - Does not disrupt existing programming or tenants on the site. - Archives, collections, and artifacts storage located within the hub, allowing for easier collaboration access between the collections and exhibition space. This also allows visitors to access all cultural services in one location. - Accommodates all programs and associated sq. ft. requirements in one central location, with an opportunity for expansion in the future due to the site's large size. The vacancy of this site also 	<ul style="list-style-type: none"> - The site selection goes against the responses received from the public consultation requesting a new Cultural Centre to leverage heritage assets and existing buildings in Kawartha Lakes. - Given the current isolated state of the location, which is not walkable, accessible via public transportation, or within downtown Lindsay near other amenities, there is higher risk associated with the success of this option when considering accessibility and placemaking. In particular, one key variable that impacts the success of this location becoming a vibrant hub

Strengths and Opportunities	Weakness and Challenges
allows for more flexibility in design and facility footprint.	for cultural services is the development of a future nearby neighbourhood. This neighbourhood development is planned for the future, and thus is not an existing community that was consulted throughout the process of this Study. The development of the cultural hub would need further studies and revisions to the design long-term to coordinate with these larger city-planning considerations.

Conclusion: Potentially feasible, but given the identified weaknesses and challenges, as well as other unknowns at this time, it is recommended that further consideration and investigation be undertaken before finalizing Ops Centre as the recommended site for the cultural hub. If the Ops Community Centre site becomes unavailable or it is determined that it's not feasible, there is still potential for this configuration to be feasible at a different site such as a greenfield development given that a number of new residential developments that are proposed throughout Kawartha Lakes. This alternative would require significantly more consideration and discussion between the City and potential developer partners.

Single-site Adaptive Re-use: One hub within a vacant existing building that could be adaptively re-used.

No single vacant existing building with sufficient sq. ft. was identified during the location analysis, and thus this Study was unable to explore this concept further and develop an analysis of strengths, opportunities, weaknesses, and challenges. It is possible that a vacant site could become available in the future, in which case this approach could be further considered within the context of that specific site.

The idea of using Central Senior School was examined through the Study process, however there is currently no indication that it would be available for adaptive re-use. The building is currently being used as a school, and the Trillium Lakelands District School Board has not declared any disposition or divesting of property as of yet. Eventually, Trillium Lakelands District School Board will re-start the process of developing their Long-Term Accommodation Plan which may influence the future of this and other school sites.

Appendix E. Archive Standards

In addition to the standards and guidelines outlined in 3.3.5., the City of Kawartha Lakes staff have provided the following recommendations:

- Separate, well ventilated, isolation room for new donations and workspace for accessioning, cleaning, storage preparation of artifacts and storage for collection material (boxes, tissue, gloves, etc.);
- Filtration system for pollutants: a large cause of cellulose deterioration is photo-oxidation. Sulphur dioxide (SO₂) and nitrogen dioxide (NO₂), as well as high humidity levels, speed up deterioration. Particulate, primarily dust but also smoke and exhaust, filtration using intake filters that remove better than 50% of 0.5-micron particles
- The storage space must be large enough to accommodate the existing collection as well as the projected growth of the collection over the next 10 years. Museum storage also:
 - incorporates aisles at least 48" wide or wider between rows of equipment; this width allows safe handling and movement of drawers, cabinet doors, and larger objects- Compact Shelving
 - requires ceiling height sufficient to accommodate raised and stacked cabinets without interfering with lighting and protection systems
 - provides adequate access to the collections that are safe for staff and the collections
 - requires shelving at least 10 – 15 cm above the floor + shelving units of steel either powder coated or baked enamel
- Several large, flat surfaces near the storage area for examination of maps, plans, drawings, and contents of archival documents
- Set of double doors (ideal)- exhibits, moving artifacts, etc.
- Wall space for rolled storage- quilts, flags, etc.
- If the storage space has windows, ensure they are physically blocked and insulated in a reversible manner to eliminate natural light, reduce environmental fluctuations, and enhance security. Dimmable lighting.
- Insulate the space so it will maintain a stable environment that protects the objects from adverse temperature and relative humidity conditions and damage from biological infestations:
 - Cold storage: fur vault temperature of 4°C, RH 50–60%, good air circulation and backup control system- and Anoxic storage- kept at 45%- 50% RH and 20°C; this information will be monitored using museum data loggers Archival use for this would be for black and white silver gelatin on triacetate base and colour film
 - Textual storage: Combined stacks 18° - 20° (21°C max) for collection and RH of 45% ± 10%
 - Cool storage: ability to maintain different temperatures and RH from textual main storage for photographs, film, magnetic tapes, glass plates, CDs, DVDs, etc.
 - Freezer storage: separate from the rest of the collections to be able to store deteriorating cellulose acetates and nitrate negatives as well as records that may have become wet and need to be stored until able to conserve -18°C.

- Use space with as few exterior walls as practical. This will minimize the chance of condensation on walls and windows during seasonal and diurnal temperature changes, enhance security, and increase energy efficiency.
 - Verify that the space is free of water and sewer pipes and valves that can burst or leak and cause damage.
 - Paint walls and ceilings using acrylic emulsion latex, vinyl acrylic, or acrylic urethane coatings. Other coatings may off-gas at unacceptable levels. Do not use any oil-based paints.
 - Damage from visible light and ultraviolet (UV) radiation is cumulative and irreversible. The appropriate type of lighting will need to be selected to minimize the intensity and duration of lighting in collection storage spaces:
 - Eliminate ambient light sources that can damage objects (i.e., unblocked windows and skylights) that can damage collections.
 - Use LED or UV-filtered fluorescent lighting. Remove or replace incandescent lighting to reduce energy costs over time. Do not use quartz or halogen lights; they emit unacceptable levels of UV and infrared radiation. Lighting levels- should not exceed 200 lux or 20 footcandles.
 - Lux meter to monitor light levels and UV monitor to measure the amount of UV light being emitted from any light sources (> 75 MW/lumens is acceptable for display purposes).
- Sign-In area with lockers/cubby holes and spots available (outside of the reading room/research area) for researchers to be able to eat lunch or consume beverages or perform other tasks that are not allowed in the research area. The lockers are for researchers to be able to store purses, backpacks, satchels, coats, etc.
- Research/Reading room with tables/desks and chairs for researchers to be able to sit with archival documents, microform readers, AV equipment, scanners, and photocopiers.
- Reference library with finding aids and access to local history books
- Staff needs to be able to monitor the area.
- Space needs to accommodate records carts.

Appendix F. Financial Forecasts Assumptions

Other Revenue – Assumptions and Notes

- Sponsorships – Based on available data from similar facilities in Ontario, it is estimated that sponsorable events, activities, and activations (including but not limited to naming campaigns, flagship programs, and community events) can bring in \$15,000 per year in revenue; with a larger facility, this figure can double to \$30,000 because of the increased amount of sponsorable programming offered.
- Donations/fundraising – similar to sponsorships above, based on available data from similar facilities in Ontario, it is estimated that a smaller facility could bring in \$75,000 in donations from either private citizens of the area or from local businesses. Donations and fundraising possibilities increase significantly the more space and programming is offered, because more can be added to the donation narrative; donors see more reason to donate.
- Heritage Organization Development Grant - An annual, statutory-based operating grant that provides local historical societies, smaller community museums, and other heritage associations with a portion of their annual operating support. The maximum grant allowance is \$1545. For the purposes of this project, we estimated that \$1000 could be received each year.

Earned Revenue – Assumptions and Notes

- Gallery - The City of Kawartha Lakes 2020-2030 Culture Master Plan indicates that the gallery receives approximately 8500 visitors per year, which we use to guide our forecasted visits and associated revenue. The annual cost of membership is \$32.50, and members are assumed to visit an average of 3 times per year. 100 members are forecasted for Year 1 of the Centre, and this is projected to grow at a compound annual growth rate of 5%. 8200 non-members are forecasted to visit in Year 1, and this is also forecasted to grow at a CAGR of 5%. Private tours cost \$40 and 2% of visitors are assumed to take a tour.
- Facility rentals:
 - For the purposes of this model, the hourly rental rate for the Centre's rehearsal space is \$45-\$60 per hour (averaging to \$52.50 per hour), based on industry benchmarks.
 - Occupancy rates for this space is estimated to be 25%-75%, averaging to 50% occupancy, in the larger facility. Occupancy rates are estimated to be only 15%-25%, averaging to 20%, in the medium facility because the space is shared with (and thus likely heavily used by) the gallery.
 - For the purposes of this model, the hourly rental rate for the Centre's classroom and studio space is \$60-\$80 per hour (averaging to \$70 per hour), based on industry benchmarks. Occupancy rates for these spaces are estimated to be 25%-75%, averaging to 50% occupancy.
 - For the purposes of this model, the hourly rental rate for the flexible event space is \$70-\$110 per hour, based on local industry benchmarks. Occupancy rates are estimated to be 25%-50%, averaging to 38% occupancy. We chose to assume a lower occupancy rate for this space because of the number of existing flexible event spaces available in the Kawartha Lakes region.
- Office and co-working space:

- We are assuming that one anchor tenant will rent office space in the Centre. Average level office space in Lindsay ranges in price from \$15 per square foot per month to \$25 per square foot per month, depending on the type of office. Therefore, a fair price for an anchor tenant to rent office space would be \$1500 to \$2500 per month, averaging to \$2000 per month.
- Desk space memberships range from \$150 to \$400 per month based on other local co-working space fees, which average to \$275 per month. 50 desks are included in the facility plan, and occupancy is expected to range from 25% to 50%, averaging to 25%.
- Other makerspaces in Lindsay are available to the public for free, so hourly rental rates for a makerspace at the Centre were kept quite low for the purposes of this model, averaging to \$15 per hour. Because other spaces offer facilities and services for free, occupancy is also expected to be low at an average of 15%.
- Board room hourly rental prices range from \$25 per hour to \$50 per hour, averaging \$37.50 per hour. Occupancy is estimated to be 10% to 30%, averaging to 20%.
- Gift Shop – Assuming an average spend of \$10-\$30 per gift shop purchase, with 10% of Centre visitors making a purchase. Thus, \$1-\$3 per visitor. Revenue for the gift shop is calculated based on the number of visitors to the facility.
- Café – Assuming an average spend of \$3.00-\$7.50 per café purchase (based on food and beverage prices of other Kawartha Lakes-based cafés and coffee shops), with one-third of Centre visitors making a purchase. Thus, \$1.00-\$2.50 per visitor. Revenue for the café is calculated based on the number of visitors to the facility and the duration of their visit.

Expenses – Assumptions and Notes

- Facility maintenance – research performed by Nordicity on similar past projects indicates that a fair assessment of maintenance costs for a facility are \$1.25-\$1.75 per square foot per year, depending on the size of the facility and the interior amenities. For the purposes of this project, we assumed \$1.25 per square foot for the medium-scale facility, and \$1.75 per square foot for the larger facility.
- Utilities – costs are estimated based on financial data available from comparable facilities in Ontario.
- Custodial services – one full time employee plus supplies
- Building administrative staff – for the larger facility, we have budgeted for three full time employees and one part time employee. Executive Director, \$70,000; Finance and Admin, \$60,000; Operations, \$60,000; Development and Fundraising, \$25,000. For the smaller facility, we have budgeted for two full time employees and one part time employee. Executive Director- FT, 70000; Operations and Finance - FT, 60000; Fundraising and Development - PT, 25000.
- Archive staff – 3 full time employees averaging \$55,000 per year each.
- Gallery staff – 4 part time employees. Executive Director, \$30,000; Administrator, \$20,000; Bookkeeper, \$15,000; Admin Assistant, \$10,000.
- Curatorial – based on a recent job posting for a digital curator position at the Kawartha Art Gallery.

- Office operations and marketing – based on data available from similar facilities in Ontario, we estimate that office operations (including phone, supplies, equipment, banking, etc.) and marketing and promotion (including signage, digital marketing campaigns, digital asset management including website, etc.) will be roughly \$25,000 for a medium-scale facility with only must-have amenities, and roughly \$50,000 for a large-scale facility with all amenities.
- Fundraising expenses – Assuming fundraising expenses are 25% of the fundraising revenue. The Canada Revenue Agency has a framework for evaluating fundraising expenses based on the percentage of fundraising costs to fundraising revenue. 25% falls within the “generally acceptable” range.
- Insurance – estimated based on previous Nordicity projects as well as available data from comparable facilities in Ontario.
- Café COGS and labour – According to Industry Canada’s financial performance data for limited-service eating places, the cost of goods sold and labour expenses for the café would be 47% of the revenue it generates.
- Gift shop COGS and labour – According to Industry Canada’s financial performance data for office supply, stationery and gift stores, the cost of goods sold and labour expenses for the gift shop would be 45% of the revenue it generates.