

Cultural Centre Feasibility Study Findings

Committee of the Whole Meeting – City of Kawartha Lakes

June 7, 2022

Donna Goodwin - EDO Arts and Culture

Council Support and Structure

- Council struck a Task Force to shepherd the study and report back to Council June 2022

- Susan Taylor – Kawartha Lakes Arts Council (KLAC)
- Athol Hart – Kawartha Lakes Culture and Heritage Network (KLCHN)
- Patrick Murphy – Community Member at Large
- Barbara Doyle – Community Member at Large
- Councilor Tracy Richardson
- Councilor Kathleen Seymour-Fagan

Former members – Beverly Jeeves (KLCHN) and Dianne Lister (Creative Economy representative)

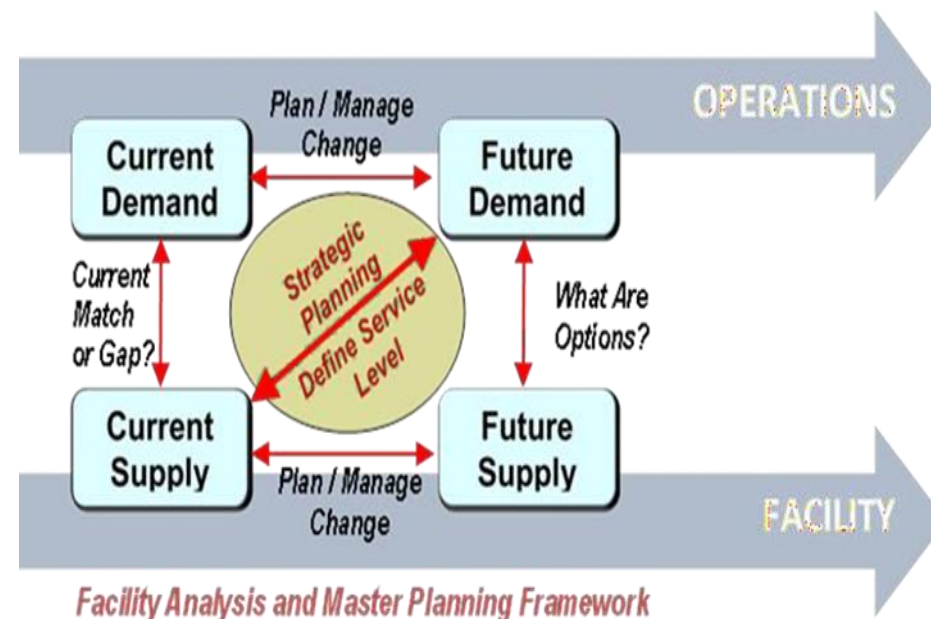
- Recording Secretary for the Taskforce and Project Manager of the study through Economic Development with a interdepartmental technical team (TAC) as staff support

Process

The study was founded on the municipal Facility Analysis and Master Planning Framework.

The framework was engaged to ensure that the analysis was based on current demand and future demand to plan and manage for that change.

The findings to be presented reflect this process and give valuable information that has informed our next steps.



Background

A Request for Proposals to conduct a Cultural Centre Feasibility Study was issued in July 2021.

Nordicity with Giaimo Architects were the successful consultants.

The study was completed between September 2021 and May 2022.



Nordicity

Giaimo

Feasibility Study for a Cultural Centre in City of Kawartha Lakes Presentation

Delivered to:

Committee of the Whole

June 7, 2022

Prepared by:

Nordicity & Giaimo



Feasibility Study – Overall Conclusions

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

Vision for Cultural Centre

The Kawartha Lakes Cultural Centre will be a facility that **responds to the space needs reported by the City and the cultural sector**. The Centre would aim to set in place a **viable operating model** that invites Kawartha Lakes' cultural organizations and artists to **share space and programming assets**. The Centre would:

- **Celebrate** Kawartha Lakes' rich cultural and heritage assets and support greater public access to those assets
- **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; and
- **Respond effectively** to the community's cultural and heritage uses



Location Analysis

Giaimo's process for this Study began by investigating over 50 sites and assets:

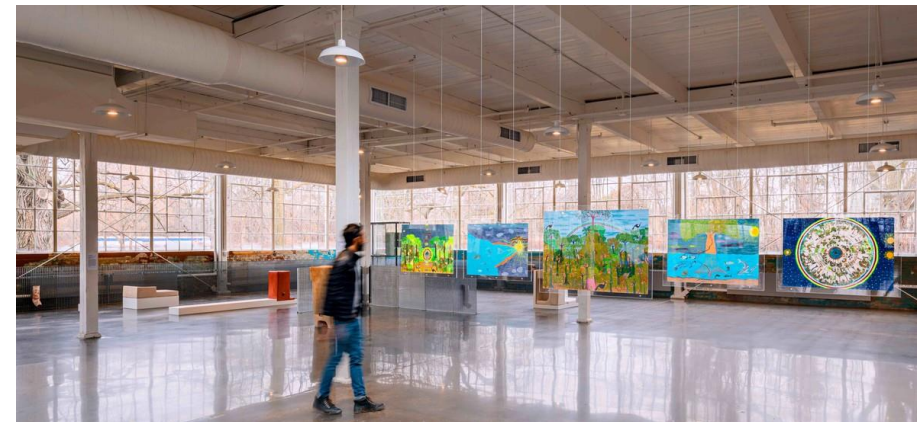
- Through assessment of existing conditions and programming, facility availability, site visits, and the responses from public consultations (that better defined location needs), this list was narrowed
- **The result of this process is a recommendation on a feasible size range with two scale options for the Cultural Hub: medium or large.**
- No specific site was identified as feasible at this time, however the location analysis provides insights into key factors that should be further considered to identify a site in the future.
- Regardless of which scale, medium or large, is selected for the Cultural Centre, a key component will be establishing the Centre as a place that can connect with other existing cultural facilities and resources within Kawartha Lakes.

Design and Standards Guidelines

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

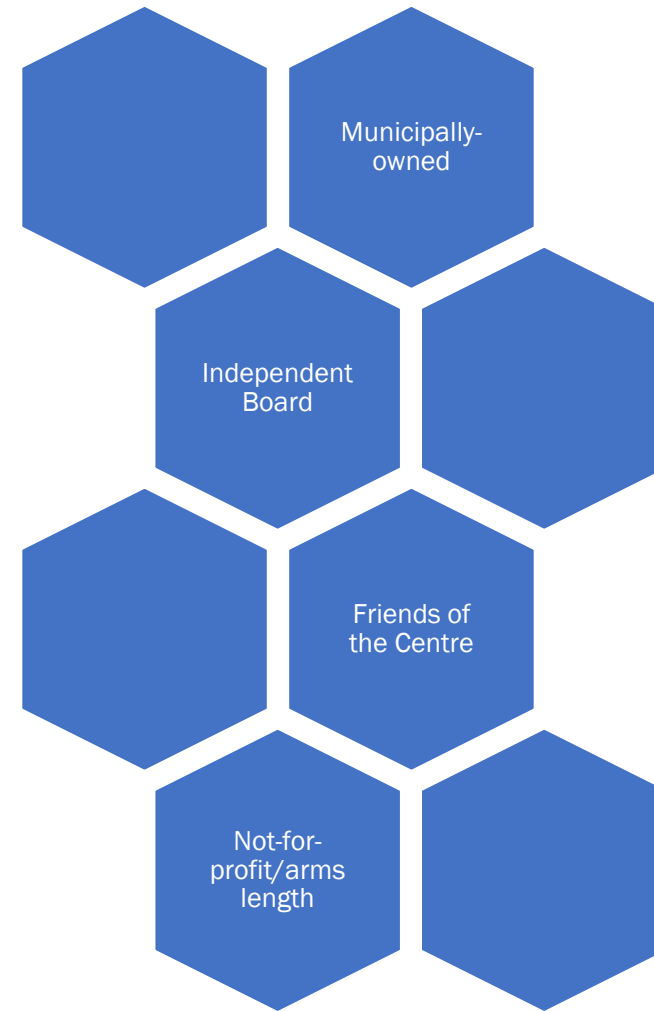
- Supporting Culture through Design Excellence
- Leverage Heritage for Placemaking
- Social, Economic, and Environmental Sustainability
- Designing with Indigenous Communities
- Archive and Collection Storage

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



Governance Priorities & Model

- Seek balanced municipal and community input in future stages
- Build trust e.g., via shared services model
- Ensure affordable access
- Represent and amplify existing cultural destinations/attractions
- Identify partnerships
- Accommodate future growth



Next Steps

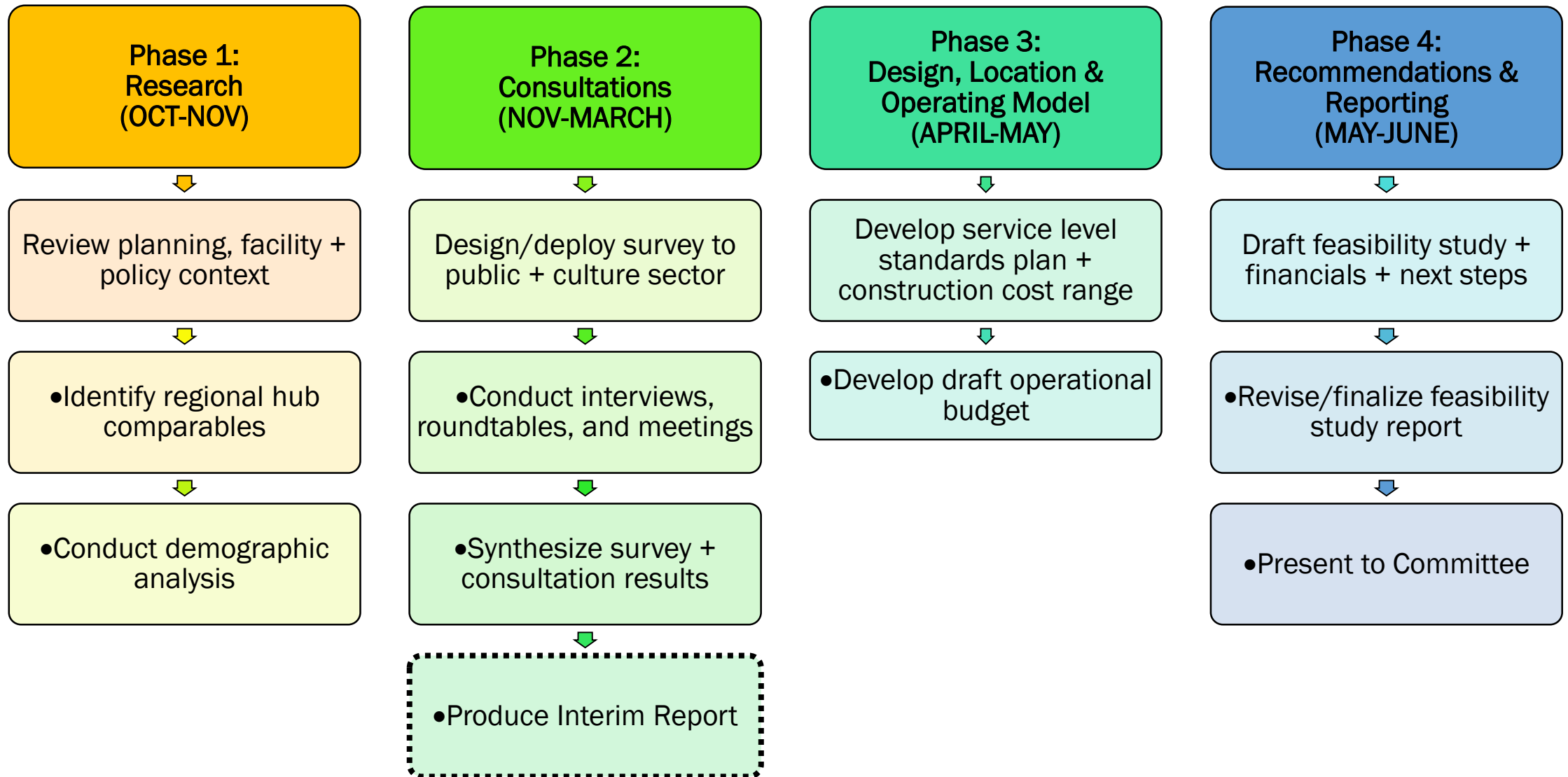
1. City to share the results of the study
2. Undertake further site exploration, selection and feasibility analysis
3. Refine operating and capital cost estimates presented in this report
4. Identify/initiate a fundraising and financing strategy
5. Design and award RFP for full Architectural Services

Questions and Discussion



Appendices

Project Overview



Size and Scale Recommendations

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

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

Construction Cost Estimates



Medium
Scale



Large
Scale

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

Business Model Considerations/Estimates



Medium
Scale



Large
Scale

Potential Earned Revenue Sources	Potential Other Revenue Sources	Expenditure Category Examples	Operating Income By Year 5
Facility Rentals Memberships, Admissions & Tours	Sponsorships Donations/ Fundraising Grants	Maintenance & Utilities Staff Marketing & Ops Insurance	-\$460,000
Auxiliary Visitor Spend (Café, Gift Shop) Facility Rentals Memberships, Admissions & Tours Co-working	Sponsorships Donations/ Fundraising Grants	Maintenance & Utilities Staff Marketing & Ops Insurance COGS (Café, Gift Shop)	-\$140,000