



FEASIBILITY STUDY FOR THE GP REGIONAL PERFORMING AND MEDIA ARTS CENTRE

March 3, 2017

GRANDE PRAIRIE REGIONAL PERFORMING AND MEDIA ARTS CENTRE FEASIBILITY STUDY

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Project No.: 144204015



March 3, 2017

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1.0 EXECUTIVE SUMMARY

This report is intended to assist the City in its long term strategic planning for performing and media arts.

In March 2016, the City of Grande Prairie issued a Request for Proposals to conduct a Feasibility Study for the Grande Prairie Performing and Media Arts Centre. Stantec was invited to perform the study and a wide range of stakeholders including the citizens of Grande Prairie and Region, Arts Community, City of Grande Prairie, School Boards and Educational Institutions, and Neighboring Municipalities: County of Grande Prairie; Municipal District of Greenview; Town of Beaverlodge; Town of Sexsmith; Town of Wembley; and the Village of Hythe.

The opportunities for this facility already identified for this facility include:

1. To provide more arts and cultural opportunities for the region
2. To strengthen relationships and build new opportunities with the arts community
3. To generate economic and social benefits for region
4. To foster the development of children and youth through active involvement in the arts
5. To enhance the Montrose site with a modern, esthetically, and available resource for the community

Stantec has provided the following updated needs assessment, functional program, concept drawings along with siting, and financial assessments to inform the difficult decision of whether to proceed with building an exciting new performing and media arts facility at the South Montrose Site.

fea si bil i ty stud y

noun

1. An assessment of the practicality of a proposed plan or method

When we are performing a feasibility study, Stantec uses a capital planning model that allows for ever increasing degrees of granularity in cost estimates, the further along we proceed along the continuum of planning. For the purposes of this study, we are midway through the planning stage, Evaluate. (See Figure 1)

The options presented in this report were determined, in part, through Class 'C' order of magnitude construction cost estimations as well as the ensuing capital planning implications.

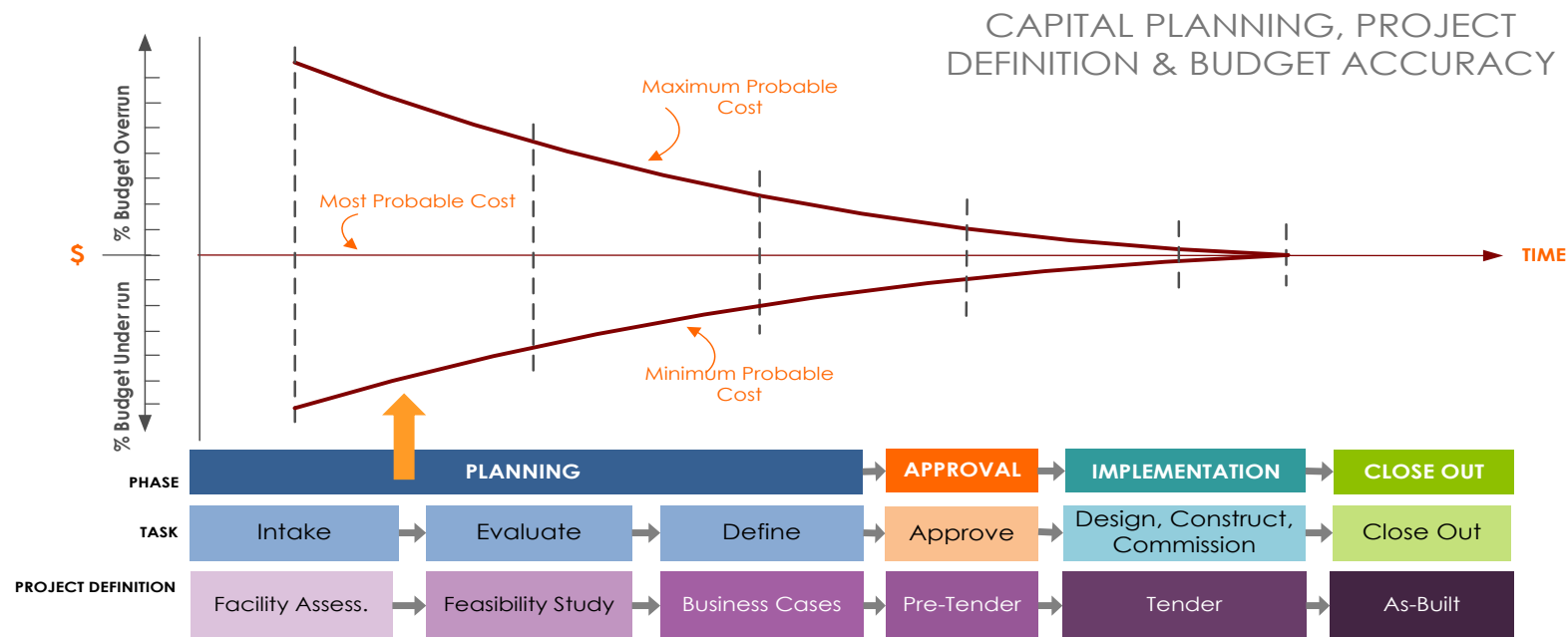


Figure 1 : Capital Planning, Project Definition and Budget Accuracy

Users - The facility will be used by the public, schools, and performing and media arts organizations throughout the Grande Prairie region.

Size - The facility footprint will be 119,614 sq. ft. as the Option 1 or 152,311 sq. ft. as Option 2 which would have all the nice to have elements. A two-level underground Parkade of 103,222 sq. ft. will accommodate 274 vehicles.

Costs – The following are our estimated financials

Capital costs for Option 1 is \$ 99,900,000

Total expenses in year 1 are \$2,065,489

Total revenue in year 1 is \$1,310,726

Annual Capital Renewal Allowance is \$1,511,000

Annual municipal contribution after capital renewal, starting in year 3, is about \$7.2 million.

Schedule – The development of such facilities typically require three years.

Economic Impacts - The development of PMAC would add about \$78 Million to Alberta's Gross Domestic Product (GDP) and 699 man years of employment on a 1-time basis. From centre operations, annual impacts include an additional 25 jobs, with Labour income from those jobs exceeding \$1.4 Million, while contributing an increase to Alberta GDP of \$2.6 Million.

Governance Model -Based on best practices, Stantec recommends that:

- The City of Grande Prairie own the facility
- A new, non-profit organization, dedicated to the performing and visual arts, operate the facility
- The City and the non-profit organization share responsibilities for facility management.

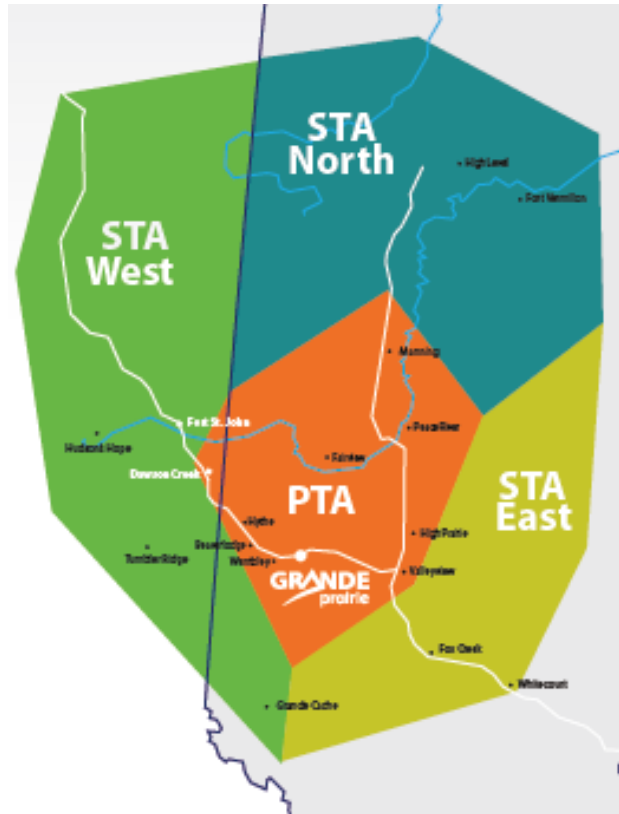
Partnership Opportunities -Partnerships with other municipalities in the region should be pursued. A Public-Private Partnership is impractical, and there are no existing non-profit organizations with the financial and organizational strength to become a partner and share in the project's financial risks.

Regional Funding Model - Two regional funding models are examined – one based on share of population and the other based on share of all property taxes the municipalities within the Grande Prairie Region. If the regional municipalities participate based on their relative population or property taxes (depending on the model chosen), the impact on the City of Grande Prairie is significant. Even at the 50% level a possible reduction the annual financial subsidy carried by the City would be about \$1.3 to \$2.2 Million per year.

Competitor Impacts - GPRC would experience the most impact as result of the PMAC, because they have 3 performance venues. To mitigate the possible negative impact, the City should engage GPRC in discussions, to prepare and better manage the change.

2.0 INTRODUCTION

2.1 PROJECT BACKGROUND



According to the 2015 City of Grande Prairie Economic Profile, Grande Prairie is a city of 68,556 people and caters to a surrounding region of approximately 281,000 people in the Secondary Trading Area. For the purpose of this study,

the Grande Prairie primary trading area includes the City of Grande Prairie, the County of Grande Prairie, Greenview County, the Towns of Beaverlodge, Sexsmith, Wembley, and the Village of Hythe.

The City of Grande Prairie's commitment to the arts both as producers and as patrons sets an example for Albertan communities, large and small. The City has been proactively investing in arts and culture in recent years, evident in the new Montrose Cultural Centre and Library, Art Gallery and Centre for Creative Arts. Investment in arts and culture is key to creating a well-rounded, healthy city, and an excellent strategy for retaining citizens ready to invest long term in their community.

In 2011, the City adopted the Cultural Master Plan. The Master Plan provides clear strategic directions that create a framework for development of culture for the Region of Grande Prairie. These include the following:

- Foster a stable and sustainable environment for culture
- Increase public awareness of the value of the arts
- Engage a growing and diverse population
- Increase access to the arts, including aboriginal programming.
- Foster outdoor programming
- Develop state of the art, flagship spaces
- Foster collaboration amongst the various performing media arts groups

The Master Plan also identified the need for a new Performing Arts and Media Arts Centre feasibility study. The Centre would be located on the South Montrose site in downtown Grande Prairie. A Master Plan for the South Montrose Site was adopted by council in July 2016; it provides several options for the development of the site as a cultural hub. The South Montrose Master Plan provides a stepping stone for the feasibility study. The need for the feasibility study was influenced by the following drivers:

- Commitment by the City to promote culture as one of the tenets of sustainable development
- Development of the Montrose site as a cultural hub
- Positive feedback from potential stakeholders including the Grande Prairie Live theatre, Broadway Live Broadway, Ovarions Dinner Theatre, Peace Region Independent Media Arts Association, Grande Prairie Boys Choir, the dance community and ethno cultural groups

2.2 PURPOSE OF THE PROJECT

The purpose of this study is to undertake a feasibility study that will assist with the business case for a Regional Performing and Media Arts Centre at the Montrose site. The study includes the following:

- Identify if there is a need for a Regional Performing and Media Arts Centre
- Undertake market analysis and benchmarking

- Identify a functional program that meet current and long term needs
- Identify a vision for the facility
- Identify any site related issues
- Generate a preliminary concept
- Provide an Economic Analysis
- Implementation

2.3 KEY SUCCESS FACTORS

The study follows the City's guiding beliefs:

- To provide more arts and cultural opportunities for the region
- To strengthen relationships and build new opportunities with the arts community
- To generate economic and social benefits for region
- To foster the development of children and youth through active involvement in the arts
- To enhance the Montrose site with a modern, esthetically and available resource for the community

2.4 PRELIMINARY SCOPE DESCRIPTIONS AND MILESTONES

A feasibility study report is the final deliverable issued to the City of Grande Prairie, and requires inputs by the Needs Assessment, Concept Development and Economic Analysis. Hence there are three distinct deliverables:

- Needs Assessment and Projections
- Conceptual development Report
- Economic Analysis Report for recommended option

2.4.1 NEEDS ASSESSMENT AND PROJECTIONS

- A high level needs assessment is completed to determine space requirements
- Stakeholders include the following¹:
 - The citizens of Grande Prairie and Region gave independent input via public survey, key representatives from within the City of Grande Prairie and Regional Arts Community; The Regional School Districts, Municipal representatives from County of Grande Prairie; Municipal District of Greenview; Town of Beaverlodge, Town of Sexsmith, Town of Wembley; The Village of Hythe; and Grande Prairie Regional College.

Key Activities during this phase of the project includes the following:

- Region of Grande Prairie Public Opinion Survey
- Region of Grande Prairie Arts Community Needs Assessment Survey
- Stakeholder Workshop
- Demographic Analysis, Grande Prairie & Region; Forces & Trends; Benchmarking
- Evaluate Current Situation, Existing Reports reviewed and analysed
- Develop Needs Assessment
- Project Core Team to review Needs Assessment

2.4.2 CONCEPT DEVELOPMENT REPORT

Once the program objectives are well understood and defined in the needs assessment, this information will be used to develop design concepts for the Performing and Media Arts Centre.

- Concept Design Options
 - Identify two Potential Options
 - Evaluate each option based on the identified criteria
 - Review any site related issues
 - Develop blocking diagram for each option
 - Develop a recommended option

¹ A detailed list of stakeholders can be found in section 6.1

Key Activities during this phase of the project includes the following:

- Conduct concept design planning workshop (includes all appropriate stakeholders)
- Discuss evaluation criteria
- Project Core Team to review options and develop a recommended option
- Submit interim report

2.4.3 ECONOMIC ANALYSIS REPORT FOR RECOMMENDED OPTION

The following costs will be analyzed for the concept design:

- Order of Magnitude Cost estimate
- Capital Costs
- Operating Costs
- Funding Options
- Implementation Factors

Key Activities during this phase of the project includes the following:

- Stantec will develop a detailed 5-year cash flow projection including all life-cycle costs

2.4.4 FEASIBILITY STUDY

The development of the feasibility study will be informed by the Needs Assessment and Concept Design and will be compiled into a Feasibility Study report. It will provide conclusion and recommendations for the proposed facility as well as provide an implementation strategy and risk analysis.

3.0 TRENDS IN ARTS PARTICIPATION

Following is a brief overview of the trends affecting the arts and culture sector in Alberta. The data is drawn from Statistics Canada General Social Surveys OF 1992, 1998, 2005 AND 2019. Overall the report finds that all residents participated in at least one arts, culture or heritage activity in 2010

3.1 CONSUMER SPENDING ON CULTURE²

- Albertans' cultural spending is the highest of all provinces at \$963 per resident. Albertans' \$963 in cultural spending is 15% higher than the Canadian average of \$841 and well above the \$905 per

² Consumer Spending on Culture in Canada, the Provinces and 12 Metropolitan Areas in 2008, Hills Strategic Research., 2010

capita spent by Saskatchewanians, the second-highest per capita level.

- Albertans spent over \$3 billion in cultural spending
- Performing arts spending is 65% higher than spending on live sports events
- 40% growth in cultural spending between 1997 and 2008

3.2 ARTS CULTURE AND HERITAGE ACTIVITY IN 2010³

- All Albertans participated in an arts, culture or heritage activity in 2010
- Albertans' participation in arts, culture and heritage activities has increased over the past 18 years

³ Provincial Profiles of Arts, Culture and heritage Activity in 2010, Statistical insights on the arts, Hills Strategic Research., 2010

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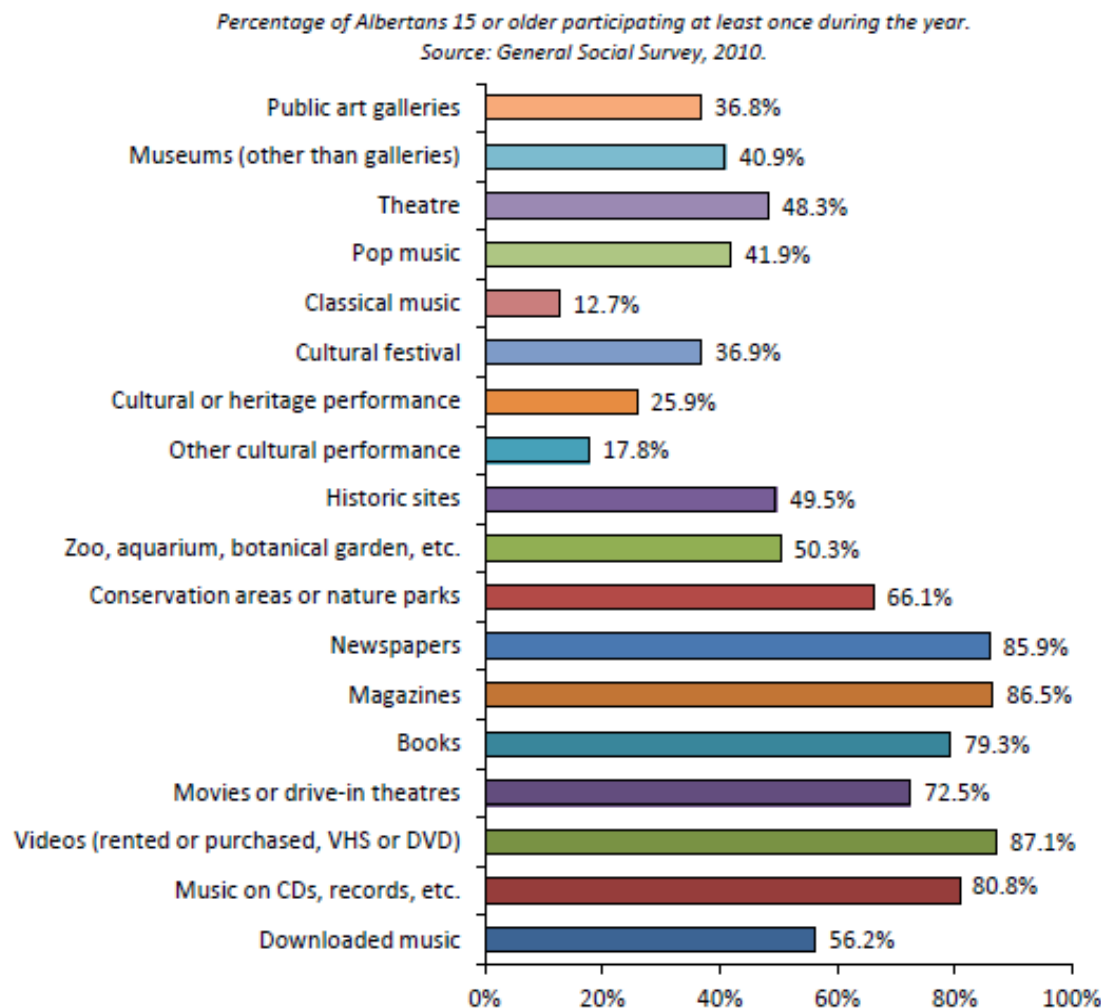


Figure 2 : Albertans' Arts, Culture, and Heritage Activities in 2010

While a larger percentage of Albertans participated in these arts, culture, and heritage activities in 2010 than in 1992, these statistics do not necessarily mean that Alberta-based arts, culture, and heritage organizations are achieving record attendance levels, as the survey questions regarding frequency of participation are not specific enough to calculate overall attendance. In addition, the increase in attendance may be spread over a larger number of arts, culture, and heritage organizations in 2010 than in 1992.

4.0 AUDIENCE FOR PERFORMING AND MEDIA ARTS FACILITY

Following is a discussion of some of the regional elements affecting the arts and culture planning in the Grande Prairie Region.

4.1 COMMUNITY PROFILE

4.1.1 Methodology

Stantec's standard practice for the analysis of population profiles for the purpose of facility planning is to use the most recent and consistent data source. In the summer of 2016, we have two possible reliable sources of population and household data, Statistics Canada census data up to 2011, Statistics Canada National Household Survey data from 2011, and Alberta Municipal Affairs Community Profile data through to 2015. By spring of 2017, we updated this data based on the 2016 Statistics Canada Census and Alberta Municipal Affairs Community Profile data through to 2016.

What Stantec has found is for smaller municipal centres in Alberta, the most recent Statistics Canada census data is used by Alberta Municipal Affairs in the Community Profile. For this reason, it is more reliable to base population estimates on Statistics Canada data. It is the source and more consistent than Alberta Municipal Affairs in terms of frequency and method of collection.

Further, many cite the Alberta Economic Development's AED population projections for use in Alberta municipalities. If Stantec employed AED's annual growth rate of 5.6%⁴, the projected 2031 population for the Grande Prairie region would be 267,696. This represents more than the 2031 population figure calculated based on Statics Canada data (154,179). Since the Statistics Canada data yields a more conservative estimate and provides reliable data outside of the City proper, this is the data upon which demographic projections were based.

4.1.2 Demographics

For this feasibility study, we accessed Statistics Canada census data for the Grande Prairie region which includes: the City of Grande Prairie, Grande Prairie County No. 1, MD, Greenview County No. 16, MD, the Town of Beaverlodge, the Town of Sexsmith, the Town of Wembley, and the Village of Hythe. In the following discussion we have referred to this as the City of Grande Prairie Primary Trading Area (PTA).

We found that the Grande Prairie PTA population grew from 50,978 in 1991 to 98,480 people in 2016. In the five-year periods between federal census counts, the region experienced growth rates between 9.76% and 20.92%, which is significantly higher than provincial growth rates that ranged between 5.94% and 11.57%. This growth was also higher than the federal growth rates that ranged between 4.02% and 5.90% between 1991 and 2016.

⁴ 2016 Economic Profile. City of Grande Prairie, Economic Development Department. Pg. 09. 2016.

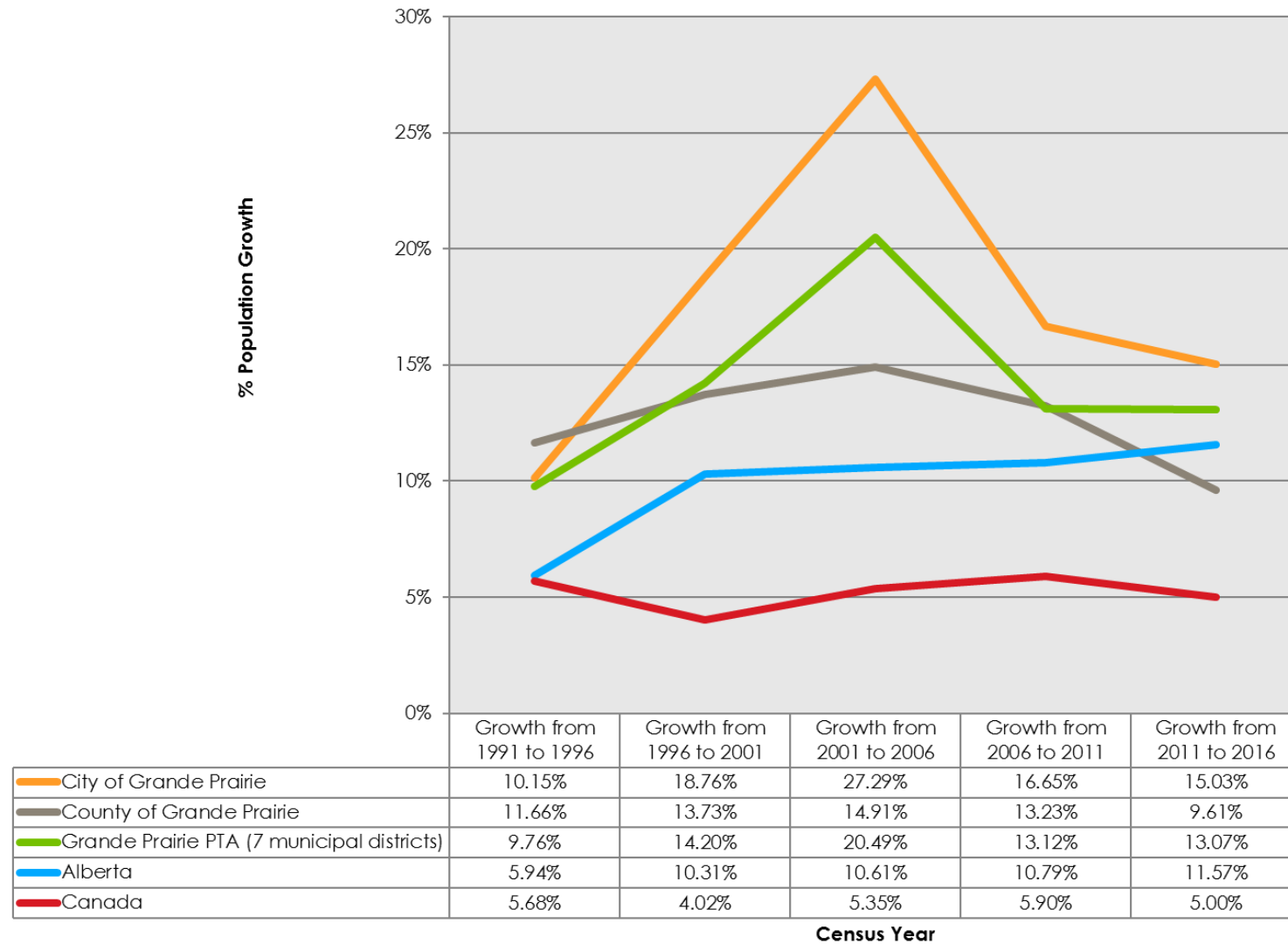


Figure 3 : Grande Prairie Population Growth 1996 – 2016
SOURCE : Statistics Canada Census

We use the trend of growth rates to determine a 'best-fit' trend line to project what growth rates might look like in the years ahead.

Based on an analysis of the population (data attached as Appendix A), we have determined a projection of population. It is apparent that although there is a strong upward growth trend in the City of Grande Prairie, there is a moderate growth rate trend in the County of Grande Prairie. This resonates with the movement across Canada toward urban centres.

There is a strong indication of continued growth through the next 10-year period through to the year 2031. Based on the population and growth analysis, we estimate population in the Grande Prairie primary trading region to grow about **154,179** by the census year, 2031. This is plotted in the following Census Population graphic.

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We will use this projected population figure later in our discussion of benchmarking and planning for the proposed arts facility.

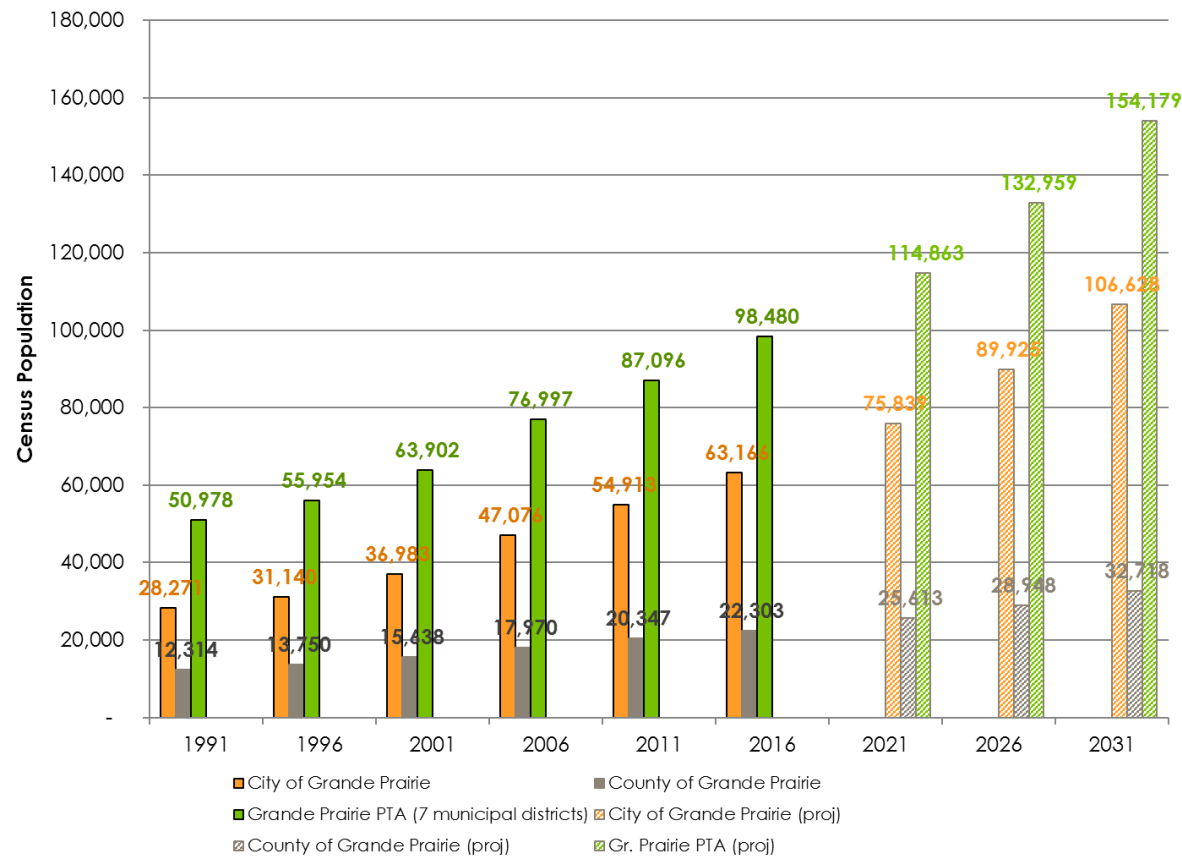


Figure 4 : Grande Prairie Census 1991 – 2016 and Projections 2021 – 2031

SOURCE: Statistics Canada

4.1.3 Age Cohort

When we analyze the age cohort trends for the City of Grande Prairie, it is clear that the youth and seniors are growing in number as well as proportion of the community's population. It would be wise when programming for the community that you continue to plan for programs that meet, engage, and support these demographic populations.

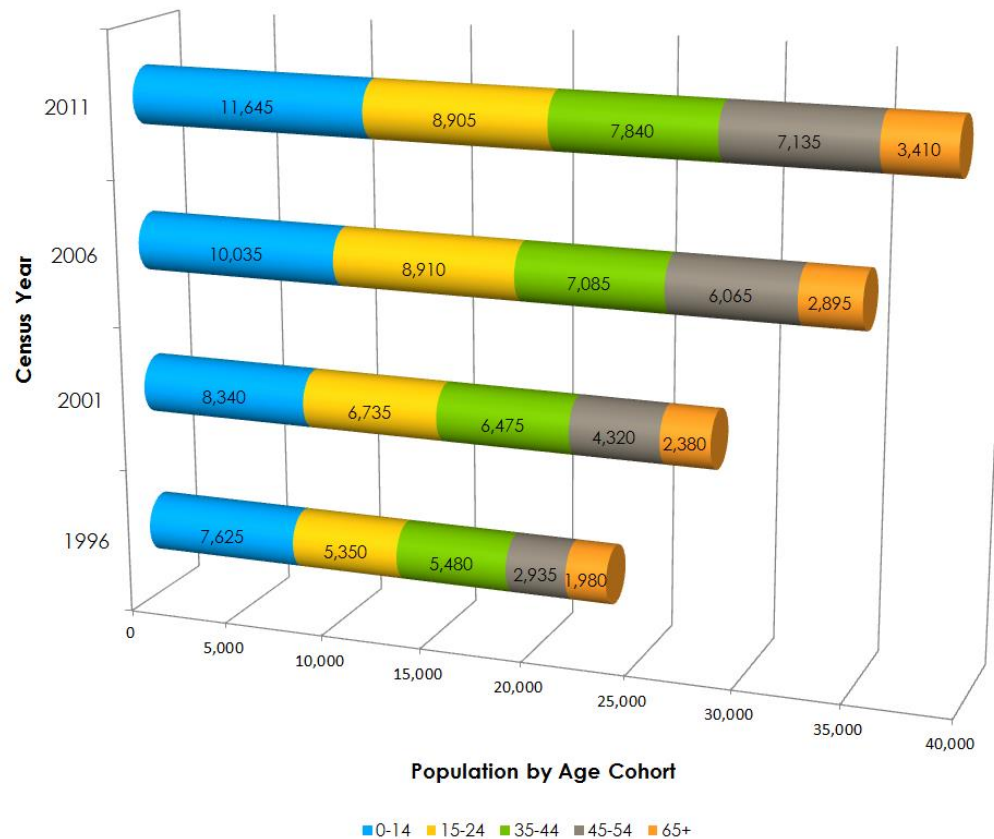


Figure 5 : Grande Prairie Population by Age Cohort

SOURCE: Statistics Canada Census

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It is also interesting to note that the median age in the City of Grande Prairie is young compared to the province and the nation. This would indicate that there is a substantial portion of the population at the peak of their earning years. This could indicate a financial capacity to participate and attend cultural and arts events within the region.

Year	Population							TOTAL	Median Age
	0-14	15-24	25-34	35-44	45-54	55-64	65+		
City of Grande Prairie									
1996	7,625	5,350	6,170	5,480	2,935	1,600	1,980	31,140	
2001	8,340	6,735	6,730	6,475	4,320	1,985	2,380	36,965	28.1
2006	10,035	8,910	9,155	7,085	6,065	2,945	2,895	47,090	29.0
2011	11,645	8,905	11,745	7,840	7,135	4,225	3,410	54,905	30.8
% of Population									
1996	24%	17%	20%	18%	9%	5%	6%	100%	
2001	23%	18%	18%	18%	12%	5%	6%	100%	
2006	21%	19%	19%	15%	13%	6%	6%	100%	
2011	21%	16%	21%	14%	13%	8%	6%	100%	
Alberta:									
1996	614,485	376,945	436,065	479,795	319,675	202,955	266,905	2,696,825	
2001	617,585	438,090	430,225	518,515	420,895	241,095	308,395	2,974,800	35.0
2006	631,520	489,285	474,830	506,130	512,200	322,965	353,415	3,290,345	36.0
2011	684,790	496,680	563,125	518,650	560,340	415,945	405,725	3,645,255	36.5
% of Population									
1996	23%	14%	16%	18%	12%	8%	10%	100%	
2001	21%	15%	14%	17%	14%	8%	10%	100%	
2006	19%	15%	14%	15%	16%	10%	11%	100%	
2011	19%	14%	15%	14%	15%	11%	11%	100%	
Canada:									
1996	5,901,275	3,857,175	4,498,910	4,861,705	3,710,395	2,489,460	3,527,845	28,846,765	
2001	5,725,540	4,009,140	3,994,940	5,101,625	4,419,290	2,868,015	3,888,550	30,007,100	37.6
2006	5,579,840	4,220,875	4,005,810	4,818,725	4,977,900	3,674,490	4,335,290	31,612,930	39.5
2011	5,607,345	4,365,585	4,332,490	4,498,805	5,334,100	4,393,300	4,945,055	33,476,680	40.6
% of Population									
1996	20%	13%	16%	17%	13%	9%	12%	100%	
2001	19%	13%	13%	17%	15%	10%	13%	100%	
2006	18%	13%	13%	15%	16%	12%	14%	100%	
2011	17%	13%	13%	13%	16%	13%	15%	100%	

Figure 6 : Local, Provincial, and National Age Distribution Comparison

4.1.4 Municipal Comparators

There are four comparable Alberta municipalities whose populations in 2016 were similar to the City of Grande Prairie and the primary trading area: Medicine Hat, St. Albert, Strathcona County, and Lethbridge as shown below.

Table 1 : Municipal Comparators

SOURCE: Alberta Municipal Affairs 2016 Community Profiles

Municipality	2016 Population
City of Grande Prairie	68,556
County of Grande Prairie	20,347
Grande Prairie Primary Trading Area	101,215
Medicine Hat	63,018
St. Albert	64,645
Strathcona County	95,597
Lethbridge	96,828

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We also considered employment income in selecting these comparators as illustrated in the following graphic. The supporting data for these and the additional five regional municipalities of the primary trading area can be found in Appendix B.



Figure 7 : Average Annual Employment Income Comparison

SOURCE: Statistics Canada, 2011 National Household Survey

There is one further consideration when speaking of comparative communities. The issue of land area served and population density come into play. The 2011 Population density in the City of Grande Prairie was:

Population density (km ²)	1298.2
Land area (km ²)	42.3

and was most similar to the population density in St. Albert.

Population density (km ²)	1273.4
Land area (km ²)	48.27

SOURCE: Statistics Canada Census

St. Albert and surrounding area has supported the Arden Theatre for over 30 years, even with its proximity to the large municipal centre of Edmonton with all of its cultural amenities. Therefore, we would be wise to draw some knowledge from the Arden, which was built in 1983 when the region's population was only 35,897.

Since all of these municipalities have successful performing and media arts facilities, these municipalities could also provide lessons for the planning Grande Prairie's proposed performing and media arts facility.

4.1.5 Facility Benchmarking

Stantec has researched a number of arts facilities in Western Canada to extrapolate several critical facility planning parameters. When we compared the community profiles above, we noted that there were performing and media arts facilities in each of those centres.

Table 2 : Alberta Facility Benchmarking

Facility Name	City	Notes
Arden Theatre	St. Albert	
Festival Place	Sherwood Park / Strathcona County	
The Esplanade	Medicine Hat	
PAC*	Lethbridge	<i>*Lethbridge is in the process of studying to build a new Performing Arts Centre. Their study documents are available publicly and are dated 2015, hence relevant for Grande Prairie.</i>

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In addition, there are a number of other successful arts facilities throughout Western Canada from which we can learn. We have also polled:

Table 3 : Western Canada Facility Benchmarking

Facility Name	City	Notes
Red Deer Memorial Centre	Red Deer, AB	
Horizon Stage	Spruce Grove, AB	
Suncor Energy Centre for the Performing Arts	Fort McMurray, AB	
Maclab Centre	Leduc, AB	Formerly Black Gold Centre
Rotary Centre for the Arts	Kelowna, BC	
Chan Centre for the Performing Arts	UBC Vancouver, BC	
Conexus Arts Centre	Regina, SK	
Arts Commons	Calgary, AB	

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#	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.
Facility	Red Deer Memorial Centre	Horizon Stage	Arden Theatre	Festival Place	The Esplanade	Suncor Energy Centre for the Performing Arts	Maclab Centre	Rotary Centre for the Arts	Chan Centre for the Performing Arts	Conexus Arts Centre	Arts Commons	PMAC
Location	Red Deer, AB	Spruce Grove, AB	St. Albert, AB	Sherwood Park, AB / Strathcona County	Medicine Hat, AB	Fort McMurray, AB	Leduc, AB	Kelowna, BC	UBC, Vancouver, BC	Regina, SK	Calgary, AB	City of Grande Prairie, AB
Pop. at time of opening	7,200	11,569	35,897	39,614 / 61,559	56,048	101,238	11,603	96,235	554,340	139,469	625,143	118,729
Date Opened/Completed	1951	1983	1984	1994	2005	2011	1980	2002	1997	1970	1985	~2018
# of seats	704	318	509	489	700	350	460	Facility Capacity of 753 Mary Irwin Theatre - 326 seats Galleria - 60 capacity Upper Theatre Lobby - 115 capacity Paint & Drawing Studio - 43 capacity Boardroom - 60 capacity Rehearsal Hall/Dance Studio - 60 capacity South Atrium - 104 capacity Sun FM Dance Studio - 45 capacity	Facility capacity of 1,635 Chan Shun Concert Hall - 1,200 [1,185 +180 choral loft seats] Telus Studio Theatre - 160 to 275 (flex.) Royal Bank Cinema - 160	Facility capacity of 3,431 Main Theatre - 2,031 3 balconies, large stage with front of stage hydraulics accommodate an orchestra pit for up to 100 musicians Convention Hall - 1,000 to 1,400	Facility capacity of 3,682 Jack Singer Concert Hall - 2,000 [1,800 seats and 200 choir loft seats] Max Bell Theatre - 750 Martha Cohen Theatre - 450 Engineered Air Theatre - 185 Big Secret Theatre - 130 to 246 (flex.) Motel - 60	
# of patrons per year			113,866 attendees per year	106,153 attendees per year				225,000 attendees per year			600,000 attendees per year	
			150+ events per year	Between \$700K and 800K in ticket sales per year				18,000 tickets sold in 2015			1,800 events per year	
								6,000 art students per year				
Cost to Build (in 2016 dollars)				\$6,500,000 \$9,826,291					\$25,000,000 \$35,658,915	\$7,700,000 \$48,855,172	\$102,400,000 \$210,352,791	
Costs to Operate (per year)				\$1,700,000				\$1,176,575			\$2,400,000	
(in 2016 dollars)				\$1,725,453				\$1,194,191			\$4,930,144	

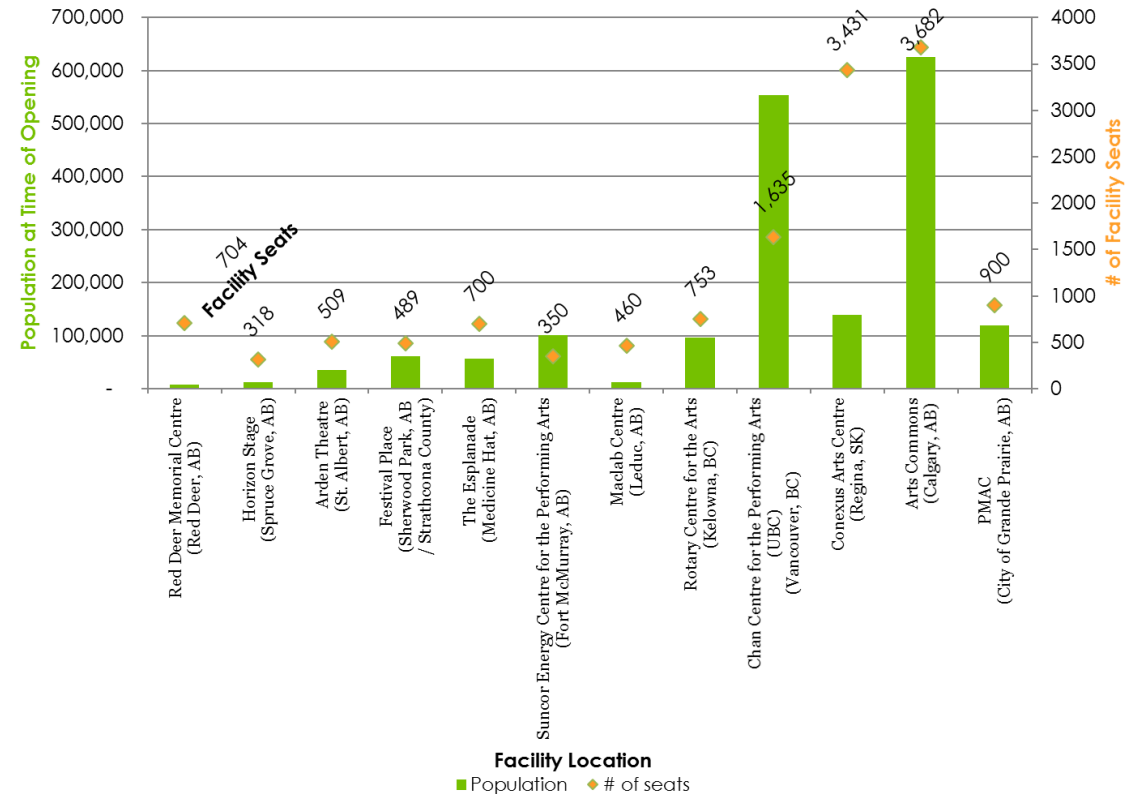
AUDIENCE FOR PERFORMING AND MEDIA ARTS FACILITY
March 3, 2017

Project No.: 144204015

In the above table, we have laid out some key metrics side by side for fourteen facilities including Grande Prairie's proposed performing and media arts centre (col. 14). The capital and operating costs are converted into 2016 dollars for simplicity in comparison.

From this data, it is interesting to note that the City of St Albert's 2016 population (64,645 people) is slightly smaller than the City of Grande Prairie's 2016 population of 68,556. However, St. Albert's Arden Theatre was established when the population (1984 pop. - 35,857 people) was a little over half its recent size; The Arden has been sustained in the community for over 30 years and is currently municipally owned and operated.

As another interesting comparator, Kelowna's Rotary Centre for the Arts (RCA) was opened in 1990 when population was at 96,235 people. This is similar to the 2016 population in the Grande Prairie primary trading region (98,480 people). Kelowna's RCA provides a diverse array of arts spaces from painting studio to dance and rehearsal studios, boardroom and reception space to performing arts theatre. They also continue to see significant patronage with over 225,000 visits per year. There is much to learn from RCA's design and operating model.



AUDIENCE FOR PERFORMING AND MEDIA ARTS FACILITY
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Key Findings from Benchmarking

1. The larger municipal centres with regional infrastructure such as airports, public transportation, and larger populations, are able to support facilities with 1000+ seat theaters.
2. Population centres with less than 100,000 people are more likely to support facilities with theatres between 300 to 750 seat theatres.

In order to plan a facility that will serve Grande Prairie for the next 20 years, Stantec's intent is to plan to serve the projected primary trading area's population.

4.2 SUMMARY

1. The region is large enough to support a performing and media arts centre.
2. There is a growing number and proportion of youth and seniors for whom programming should be addressed during design.
3. St. Albert's Arden Theatre is a good comparator for the size of region served and sustainable operations. Kelowna's Rotary Centre for the Arts provides a good comparator for the variety and efficient delivery of diverse space.
4. The proposed performing and media arts facility should provide flexible and scalable space for between 900 and 1,000 seats.

5.0 EXISTING FACILITIES

The Region of Grande Prairie has identified a number of facilities⁵ that are currently being utilized, some which are purpose built and others that are converted use buildings where resident companies, community groups and arts organizations perform and present their programs. The following existing venues host arts and cultural performances in the Grande Prairie region:



FACILITY NAME	LOCATION	TYPE OF SPACE	MAX CAPACITY
Center for Creative Arts	9904 101 Avenue	Studios (Painting, Drawing, Fibre, Small Open Studio, Classroom or meeting space)	Varies depending on room (typically between 8-13)
Grande Prairie Museum & Heritage Vintage	10329 101 Avenue	Community Rooms, Theater/ Reception/Banquet	
Grande Prairie Regional College	10726 106 Avenue	Douglas J. Cardinal Performing Arts Centre	508 Seats
		Black Box Theatre	200 Seats
		Collins Recital Halls	150 Seats
Heritage Discovery Centre (HDC)	11330 106 Street	Boardroom/Theater/ Reception/Banquet	40/150/200/120
		Interpretive Centres	N/A
Montrose Cultural Centre	9839 103 Avenue	Grande Prairie Public Library	500 - 800 Seats
		Library Boardroom/Theater or Reception/Banquet	18/100/48 capacity
		Art Gallery of Grande Prairie	500 – 800 Seats
		Teresa Sargent Hall	486 Seats

⁵ Through online survey and stakeholder workshop

EXISTING FACILITIES
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FACILITY NAME	LOCATION	TYPE OF SPACE	MAX CAPACITY
Revolution Arena and Bowes Family Gardens (Arena used for concerts)	10017 99 Avenue	Theatre/ Banquet Hall	1400/800 capacity
		Multipurpose Arena used for Concerts	3228 Seats
Second Street Theatre (GP Live Theatre)	10130 98 Avenue	Theatre	165 Seats
Alliance Church	15502 102 Street	Sanctuary Space/Theater/ Community Rooms	36/1120/600/500 capacity
Christian Fellowship	11449 92 Street	Sanctuary Space/ Community Rooms	N/A
People's Church	11850 108 Street	Sanctuary Space/ Community Rooms	N/A
R. Trinity Lutheran Church	10407 100 Street	Community Rooms (Main Floor & Basements)	40/214/286/388 capacity
St Paul's Church	10206 100 Avenue	Sanctuary Space/ Community Rooms	388/40/286/214 capacity
St. Joe's Catholic Church	10404 102 Street	Sanctuary Space/ Community Rooms	N/A
Evergreen Park	South of the City on Resource Road	ENTREC Centre(Boardroom/Theater/ Reception/Banquet)	50/2000/2000/2000 capacity
Grande Prairie Golf & Country Club	Resources Road (T8V 3A7)	Reception Area/ Banquet Hall/ Meeting Rooms	40/150/175 capacity
Muskoseepi Park (Ernie Radbourne Pavilion)	102 Ave 103 Street	Multipurpose Rooms	30/50 Seats
Proposed:			
Grande Prairie Theatre School at Mother Teresa Catholic School	Arbour Hills Boulevard	Black Box Theatre	350 Seats

⁶ Much of the survey feedback was augmented by space rental information provided by the Grande Prairie Meeting Space Facilities Guide and the Library Room Rental website [\[http://www.gppl.ca/EN/main/using-the-library/library-room-rentals.html\]](http://www.gppl.ca/EN/main/using-the-library/library-room-rentals.html)

6.0 NEEDS ASSESSMENT

It is important when considering the feasibility of a proposed facility to consult with those who may be particularly impacted by the potential development. In order to assess demand for a Regional Performing and Media Arts Centre from local arts community stakeholders, community groups, municipalities and the public, consultation was undertaken in June 2016. The stakeholders were first contacted via an online survey. A stakeholder workshop followed on June 22, 2016. Input was collected on the existing facilities and spaces, level of

satisfaction with those spaces, potential use of new spaces as well as required features. The key themes arising from these discovery surveys and workshops are summarized in the Section 7.2.

6.1 STAKEHOLDER LIST – WHO WILL USE THIS FACILITY

The following list comprises all of the potential stakeholders for a new performing and media arts centre. All were contacted, however, it should be noted that not all groups chose to participate stakeholder engagement.

Table 5 : Stakeholder List

		Survey / Workshop Participation
ARTS		
Visual	Art Gallery of Grande Prairie	
	Artists North	
	Art of the Peace Visual Arts Association	✓
	The Centre for Creative Arts (now part of Grande Prairie Figure Drawing Club)	✓
	Courtyard Gallery, QEII Hospital Foundation	✓
	Forbes & Friends	
	Grande Prairie Guild of Artists	
Media Arts	Grande Prairie Photography Club	✓
	Peace Region Independent Media Arts Association (PRIMAA)	✓
PERFORMING		
General	Douglas J. Cardinal Performing Arts Centre	
	Grande Prairie Performing Arts Guild	
Theatre	Broadway Live Broadway	✓
	Grande Prairie Live Theatre	✓
Dance	Across the Floor Dance Studio	

	The Dance Academy	✓
	Dans Connection School of Performing Arts	
	Diverse Dance Company	
	Explosion Dance Studio	
	Flat City Swing	
	The Grande Prairie Dancer's Academy	
	Grande Prairie Gymnastics	
	Grande Prairie Society of Irish Dance	✓
	Knock School of Irish Dance	
	Moondance Shimmy	
	Oranj Fitness Grande Prairie	
	Peace Country Western Dance Club	
	Pey Wapun Dance Group	
	Salsaddiction	
	Scottish Country Dance Society	
Music	Grande Prairie and District Music Festival Association	✓
	Grande Prairie & District Pipes and Drums	
	Grande Prairie Boys' Choir	✓
	Grande Prairie Marching Band	
	Grande Prairie Music Parents Association	
	GP Singers	
	Peace Starts at Home Society of GP	
COMMUNITY		
Cultural Festivals	Bear Creek Folk Music Festival Society	✓
	East Coast Garden Party	✓
	Grande Prairie Highland Games Association	
	Grande Prairie International Street Performers Festival Society	
	Friends of Saskatoon Island	
	Reel Shorts Film Festival	✓
Cultural Industries	Northwest Video Production	
	The Rabbit Hole	
	Velocity Video Productions Ltd	
Educational	Grande Prairie Public School District	
	Grande Prairie and District Catholic Schools	✓
	Peace Wapiti Public School Division No. 76	

NEEDS ASSESSMENT
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<i>Ethnocultural Organizations</i>	Grande Prairie Regional College	✓
	Aboriginal Head Start Program	
	Assn Canadienne Francaise de l'Alberta (ACFA Régionale de Grande Prairie)	✓
	Chinese Association of Grande Prairie	✓
	Grande Prairie Aboriginal Circle of Services	
	Grande Prairie Friendship Centre	
	The Grande Prairie Hindu Association	
	Gursikh Missionary Society of Grande Prairie	✓
	Islamic Association of Grande Prairie and District	
	Metis Local #1990	
	Native Counselling Services of Alberta	✓
	Traditional Paths Society	
	Troyanda Society of Ukrainian Culture & Heritage	
	Blue Bird Dance Troupe	
	Spirit Singers	
<i>Municipalities</i>	City of Grande Prairie	✓
	County of Grande Prairie No.1	
	MD of Greenview	
	Town of Beaverlodge	✓
	Town of Sexsmith	
	Town of Wembley	✓
<i>Other</i>	Village of Hythe	
	Alberta North Destination Imagination	
	Community Futures Grande Prairie	✓
	Grande Prairie & District Golden Age Centre	
	Grande Prairie Downtown Association	✓
	Grande Prairie Public Library	✓
	Grande Prairie Regional Tourism Association	
	Rotary Club of Grande Prairie Sunrise	

6.2 SURVEY HIGHLIGHTS

6.2.1 PUBLIC SURVEY HIGHLIGHTS

An online public survey was conducted from May - June 2016 in order to assess whether or not a new performing and media arts centre would be supported by the local community. Of the 358 respondents, approximately one quarter identified themselves as performing artists (ex: actor, dancer, musician, etc.), another one quarter identified themselves as audience members and the rest of the respondents identified themselves as: theatre production artist, media artist, programmer/teacher, administrator, arts lover/supporter, board member, patron, volunteer, or other. The results concluded that the majority of participants supported a new facility that was focused on the performing arts.

- The Public is **overall supportive** in principle of a new Regional Performing and Media Arts Centre in Grande Prairie

- The average respondent attended a performing or media arts function in the Grande Prairie region **2 to 8 times** per year.
- The majority of respondents spend **\$76 - \$250 / year** on attending performing and media arts functions. **28% spend over \$250 / year.**
- The respondents are willing to spend up to **\$1000 / year.**
- **60%** said they would absolutely attend a new performing and media arts centre with another **25%** saying they would, depending on costs and programming. **100 people** responded to say they would attend up to 52 times per year.
- While public support seems to be strong, approximately **25%** left a comment **expressing concerns** about cost implications for taxpayers and or municipal spending.
- Uses that the public would like to see in the new Centre are indicated in Figure 9 below.

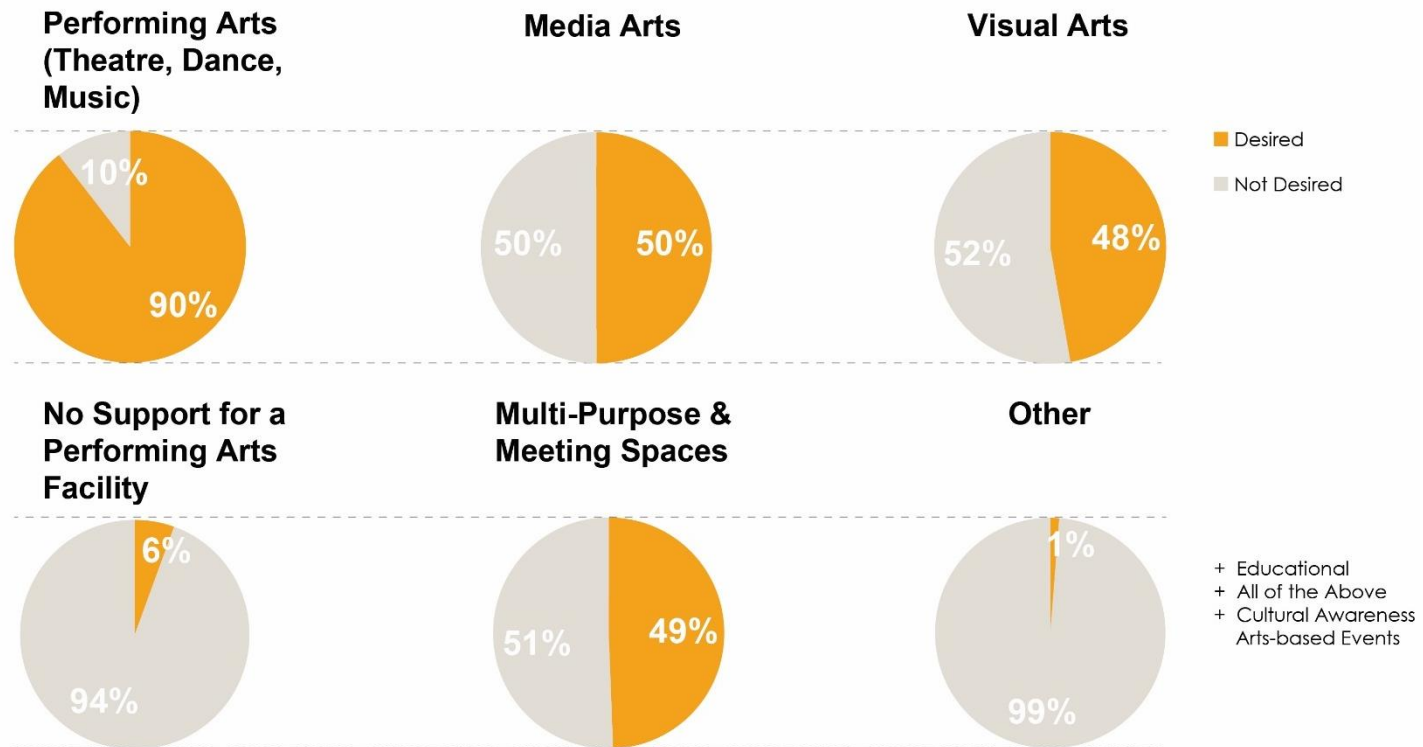


Figure 8 : Online Public Survey Preference for New Facility

6.2.2 REGION OF GRANDE PRAIRIE ARTS COMMUNITY NEEDS ASSESSMENT SURVEY HIGHLIGHTS

A separate online survey tailored towards the local arts community was also conducted between May - June 2016 in order to assess the demand for a new performing and media arts centre. Invitations were sent out to every member on the stakeholder list (Table 5: Stakeholder List). Of the 46 respondents, over half of those who answered the survey stated that they would utilize a new facility. The respondents were distributed across performing, media arts, and visual arts with approximately half representing the dance or music community.

- **58%** of respondents say they would use a new facility.
- **52%** of people who completed the survey declare that they currently have access to appropriate space.
- **80%** of the current Arts Facilities who operated space reported that it was **used daily for the last three years**.

- Organizations funded on average as follows: **48% from federal, provincial, and municipal grants**
 - 29% by ticket sales.
 - 10% from membership fees
 - 13% from fundraising/others
- **Children/Youth** are the highest demographic served by artists/creators. The other include the following:
 - Community based/ Non-Profit
 - Educational
 - Emerging Artists and
 - Professional Arts
- Average number of events held varied between **50 to 99 per year**. See Table 6 on next page
- The average number of people at each event was **403** with the most common number of people at events being **150** and **250**, respectively

NEEDS ASSESSMENT
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Table 6 : Events Survey

Organization*	Number of Events									
	<10	10 to 19	20 to 29	30 to 39	40 to 49	50 to 99	100 to 199	200 to 299	300 to 399	>400
Art of the Peace	✓									
Centre for Creative Arts								✓		
Grande Prairie & District Municipal Festival						✓				
Bear Creek Folk Music Festival Society	✓									
Sikh Music School						✓				
Grande Prairie Society of Irish Dance		✓								
Glen Lyon Highland Dancers	✓									
Grande Prairie Regional College, Department of Fine Arts			✓							
PRIMAA			✓							
Grande Prairie Photo Club		✓								
Grande Prairie Boys' Choir	✓									
Reel Shorts Film Society		✓								
Grande Prairie Live Theatre										✓
Grande Prairie Singers	✓									
Art Gallery of Grande Prairie			✓							
Average Number of Events						✓				

* Does not include municipalities and community organizations

6.2.3 WORKSHOP HIGHLIGHTS



To validate the findings of the online survey, a stakeholder workshop was conducted on June 23rd, 2016 at the Montrose Site. Below is a summary of the responses to some of the questions that were put forward to the stakeholders:

6.2.3.1 EXISTING SPACE

Question 1: What type of space do you currently use now, for what purpose and how often are you using it? What works and doesn't work about these spaces?

6.2.3.2 Capacity and Utilization

There are at least 16 venues that currently accommodate live performances on a regular basis; however only five (5) are purpose built. Refer to section 6.0 for a detailed description. The evaluation indicates the following:

- There is only one theatre in Grande Prairie that can accommodate 508 seats and is built as a performing arts centre, the GPRC Douglas J. Cardinal Performing Arts Centre.
- There are four other purpose built facilities that seat between 150-300 people.
- The five purpose built venues are at capacity and not easily available.
- Affordability drives the community to utilize churches and community halls for events

Most of the programming for the stakeholders was seasonal; however, half reported year round use of their facilities, as demonstrated in Figure 10 on the following page.

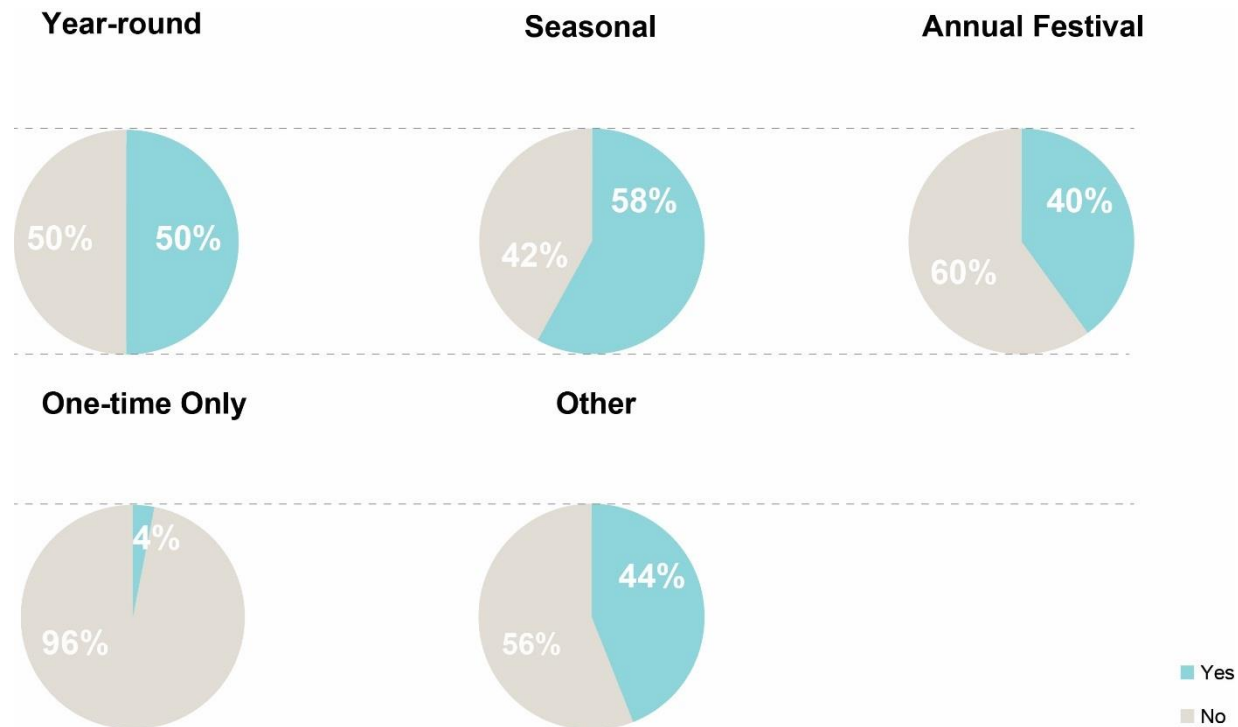


Figure 9 : Types of Programming offered by stakeholders

6.2.3.3 QUALITIES OF EXISTING FACILITIES

Table 7 : Qualities of Existing Facilities



Facility	Size	Acoustics	Technical	Availability	Parking	Cost	Storage	Rehearsal Space	Production Space	Meeting Space	Multipurpose Space
Douglas J. Cardinal Theatre	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Second Street Theatre (GP Live Theatre)	✓	✗	✗	✗		✗	✗	✗	✗	✗	✗
Grande Prairie Regional College	✓	✓	✗	✗	✓	✗			✗		
Churches	✗	✓		✗		✗	✗				
Revolution Place	✗	✗		✗		✗		✗	✗		✗
Montrose Cultural Centre - Teresa Sargent Hall	✗	✗		✗	✓						✗
Parks	✓			✓	✗		✗			✗	✓
Centre 2000 - Al Robertson Room	✗		✗							✓	
Average Capabilities	✓	✗	✗	✗	✓	✗	✗	✗	✗	✗	✗

6.2.4 PROPOSED SPACE

Question 2: What type of spaces do you think the Region of Grande Prairie needs for a new Regional Performing and Media Arts Centre?

The responses from the workshop have been summarized to capture responses from the different groups of stakeholders:

ARTS		Types of Spaces	Size of Space (People)		Comments
	Theatre		800-1000	11%	» Good/flexible acoustics
			1000	11%	» Variety of uses: music, recital, drama, film, video
			1200	45%	» Scalable performance seating/space - multiple configurations
			1200-1400	11%	» Proper acoustic engineering
			1000-2000	11%	» Top end A/V for all potential events; with fly, wings, storage, and a green room
			2000	11%	» Orchestra pit
			150	8%	
	Black Box		150-200	8%	
			200-300	23%	
			250	15%	
			300	15%	
	Cinematheque		300-350	8%	
			350	23%	
			250		
	Small gallery space				» Display space for visual artists
	Arbour/space specifically for cultural groups		Pow-wow plus 750 dancers		» Possible location at Muskoseepi Park
	Large auditorium with screen		600		» Digital Cinema Package, 5.1 sound
	Medium auditorium with screen		350		» Digital Cinema Package, 5.1 sound
	Small auditorium with screen		200		» Digital Cinema Package, 5.1 sound
	Medium performance space		300-350		
	Small performance space		100-120		
	2-3 small performance rooms in the same building		80		» Larger and smaller piano
	Support staff technician				» Tools and equipment
	Tech				» Editing, recording, projection (Digital Cinema Package, 5.1 sound)
PRODUCTION					
	Studios	1 Studio	50-100	14%	» Dance, film and video, workshops, and rehearsal
			100	44%	
			300	14%	
		2 Studios	100 each	14%	
			150 each	14%	
		3 Studios	300 each	14%	
	Rehearsal Space		60		» Multiuse: to stage size, dance, sound stage, etc. » 10' ceilings » Spring floor » Acoustically treated
Dressing rooms				» Main floor; loading and unloading ease; for touring groups	
Green rooms					
Loading dock					

	Types of Spaces	Size of Space (People)		Comments
ADMIN	Storage			• Props, equipment, costumes, media arts equipment, tables, chairs, instruments
	Workshop			• Portable storage room versatility
	Classrooms			• Construction space
	Production space			• For multi-use purposes
	Equipment library storage			• Connected to workshop space, sound space i.e. tools
	Green screen space/productions of video			• Loading dock (accessible outside operational hours)
ADMIN	Reception space			• Multiuse
				• Proper/sufficient admin space
	Office space	5		• Dedicated space for user groups and non-profit artists
				• Location to sell art
				• Event specific
				• Custodial
PUBLIC	Commercial kitchen and catering facility			• Flexible catering options
	Box offices			
	Meeting rooms/Boardrooms			• Available to rent (for regular meetings, space for large group presentations with close access to breakout spaces for artist workshops)
	Lobby			• Concessions / catering
				• Ticketing
				• Connection to the parkade
	Café/restaurant			
	Underground parking	Minimum 500 stalls		
	Residential units			• Located above
	Concessions			
	Retail Space			
	WiFi			• Fast / upgraded
		500	12.5%	
		700	12.5%	• Seating and food service
		800	12.5%	• Break out rooms for 100 people
		900-1500	12.5%	• Large portion balcony
		1000	12.5%	• Fly system
		1000-1200	12.5%	• Video conference options
		1200	24%	
	Conference/convention/trade show space/banquet area			
	Outdoor space			Concerts, movies
	Atrium space in middle of building			Greens, plants
	Hall/foyer for exhibition			
	Space for children/families			

6.2.5 DEFINE STAKEHOLDERS

Question 3: Which organisations would use this facility and for what purpose?

In order to determine the need of a Regional Performing and Media Arts Centre, consultation was undertaken with the list of stakeholders identified in Section 7.1. While there was an enthusiastic response from all stakeholders that they would use this facility, almost all groups qualified this by requesting additional financial information. Further consultation will be required to separate the stakeholders into the following focus groups by determining their individual interests, expectation, and requirements as:

- Users
- Patrons
- Financial Partners
- Administrators

6.2.6 SHARED SPACES

Question 4: What are some strategies for sharing space between artistic disciplines? (i.e.: shared offices/rehearsal space etc.) Do you have any concerns in sharing this space?

The stakeholders exhibited an interest in shared functional spaces such as administrative facilities including offices, meeting rooms and storage. These would offer several benefits to the stakeholders such as low overhead costs to organizations as well as great networking opportunities

6.2.7 BENEFITS AND CONCERNS

Question 5: What are the benefits/concerns for a new Regional Performing and Media Arts Centre for the Region of Grande Prairie?

	Benefits	Concerns
Social:		
	Attracts arts community and tourists	Managing multiple stakeholders
	Promotes public art, education, awareness	Catering to the growing arts community
	Provides skills and opportunity to youth	Affordability
	Recruitment, attraction and retention	Accessible to all
	Promotes culture and heritage	Right combination of spaces
	Improves quality of life	Aesthetics
	Promotes an identity for the local arts community	Needs to address all audience types
	Reinvigorates community by creating a social hub	Needs to be family friendly
	Fosters a stable cultural community	Appropriately sized to meet current & long term requirements
Economic:		
	Attracts new businesses and promotes existing businesses during major events such as national music festivals	Cost and affordability: <ul style="list-style-type: none"> • Capital Cost • Operating Cost • Sustainability
	Attracts tourism professionals	Impact on existing amenities

6.2.8 “MUST HAVES”, “SHOULD HAVES”, AND “NICE TO HAVES”

Question 6: What are the “must have”, “should have”, and “nice to have”?

Table 9 : Must Haves, Should Haves, Nice to Haves

	Must Have	Should Have	Nice to Have
Primary Spaces:			
Theatre	Proscenium Screening/Black Box		
Secondary Spaces:			
	Flex / Multi-purpose	Recording Studio	Workshop
	Rehearsal Space	Meeting Room	Classrooms
	Gallery/Lobby/Reception		Piano Rooms
Support Spaces:			
	Concession/Commercial Kitchen Office	Equipment Storage	

⁷ This question was addressed via email after the workshop

6.3 IMPACT OF EXISTING FACILITIES

The opening of a new facility in the community may have an impact on current facilities. The new centre:

- will increase competition within the existing facilities
- address any pent-up demands in existing facilities
- may make some facilities redundant. Additional analysis will be required to determine the long-term financial impact on existing facilities. This is out of scope of this study

6.4 CONCLUSIONS

- The public, the arts community as well as the municipalities in the Region of Grande Prairie are engaged in the arts. There is a strong inclination to attend art and cultural events.
- Existing facilities in the Region are fairly busy, costly and highly inadequate in terms of technical requirements, quality and amenities
- The stakeholders expressed a strong need for the following spaces:
 - 1200 seat theatre – could be multipurpose
 - 250 seat black box theatre

- Smaller auditoriums with screen, includes Digital Cinema Package(DCP), 5.1 surround sound (600, 350 and 200 seats)
- Three studios to accommodate 100 people that would serve as a rehearsal and workshop space
- Commercial kitchen with catering facility
- Conference capabilities with breakout spaces
- Adequate storage and parking
- Shared administrative facilities
- A proper front of house and back of house

- The new centre would vitalize the Montrose site by promoting community engagement, tourism and become a major destination for the Region of Grande Prairie.

6.5 RECOMMENDATIONS

Based on the stakeholder engagement, an understanding of the benchmarking and community profile, we would recommend the development of the following spaces:

- **MAIN STAGE THEATRE** with a seating capacity of 1000 seats, including a fly tower and a balcony that can be configurable to accommodate a smaller

audiences, while providing the required acoustics and intimate theater experience

- A 350 retractable seat **BLACK BOX THEATRE** which will also allow full flat floor configurations that can be used for non-theatrical events such as a small movie theatre or a banquet
- Three (3) **Studios** that can serve as rehearsal, breakout, and workshop spaces
- **Front of House**
 - Lobby
 - Public washrooms
 - Bar/concessions
 - Coat check
 - Box office
- **Back of House**
 - Dressing Rooms
 - Green rooms
 - Chorus dressing room
 - Large dressing room
 - Small dressing room
 - Washrooms
 - Circulation spaces
 - Multi-use spaces
- **Support Areas**
 - Loading and receiving
 - Workshop spaces for facility maintenance
 - Back of House offices
 - Storage for theater and music equipment
 - Dimmer/power controls room
 - Server/ IT room
 - Wardrobe maintenance room

- A/V equipment/ amp room
- Served/ serving pantry

- **Administration**

- Reception
- Offices
- Staff room with lockers
- Print/copy room
- Washroom
- Back of house offices
- Storage for theater and music equipment

- **“Nice to have” Amenities:** In addition to the core building components, a number of “nice to have” were identified during the workshop. These can be included based on the budget for the proposed facility.

- Office for community arts group
- Rentable conference rooms
- Commercial kitchen and catering facilities
- Scenery construction shop
- Video recording/ broadcast room
- Cafeteria
- Art gallery

6.6 GROSS UP FACTOR

The recommended gross up factor for the new Performing and Media Arts Centre is 40%. This number includes mechanical, electrical, and service spaces as well as circulation and wall thickness.

7.0 CONCEPT DEVELOPMENT

7.1 PLANNING CONCEPTS AND PRINCIPLES

The concept development of the Grande Prairie Regional Performing and Media Arts Centre not only takes into account public and stakeholder engagement but also acknowledges planning principles from previous planning documents adopted by the City of Grande Prairie. They are the South Montrose Master Plan (2016), 2004 Downtown Enhancement Area Redevelopment Plan, the Cultural Master Plan, the Downtown Rehabilitation Project and the applicable Land Use Bylaw.

7.1.1 Land Use Bylaw C-1260

Permitted Uses

Under the City of Grande Prairie Bylaw C-1260, the Grande Prairie Regional Performing and Media Arts Centre is designated as a Central Commercial District (CC). The CC designation permits the development of commercial, residential, institutional, cultural, and other related uses in this area in accordance with the Downtown Enhancement Redevelopment Plan (DEP).

Site Standards

- **Setbacks:** The development setback, from right of way, is 1.9m for 101st Avenue
- **Site Coverage:** 95% maximum
- **Floor Area Ratio:** Four times site area, maximum

7.1.2 South Montrose Master Plan (2016)

The goal of the concept plan for the Grande Prairie Regional Performing and Media Arts Centre is to provide a vision that responds to the **six principles** identified in the South Montrose Master Plan to guide future design:

- Strong Arts and Cultural Identity
- Community Gathering Place
- Flexible Programming and Ample Amenities
- Site Access, Connectivity, and Views
- Environmental Consideration and Seasonal Comfort
- Integrated Design

7.1.3 2004 Downtown Enhancement Area Redevelopment Plan

Grande Prairie's DEP is a policy guide for land use and development activity within the Downtown core. The DEP includes: pedestrian linkages between buildings, lighting for evening hours, all weather canopies, a public square and a greenway, tree lighting through decorative lights, and reconstruction of 99th Street with a strong emphasis on slowing vehicular traffic and promoting pedestrian traffic.

7.1.4 The South Montrose Green Concourse (2012)

The South Montrose Concourse, currently under construction, will consist of a linear series of paved plazas and soft landscape areas spanning the entire South Montrose site to link City Hall to the east with the Centre for Creative Arts to the West, as well as linking the Montrose Cultural Centre to the proposed Performing and Media Arts Centre.

7.1.5 Downtown Infrastructure Assessment, Streetscape Enhancement, and Rehabilitation Project (DIASERP; 2015)

DIASERP's concept for 101st Avenue is pedestrian focused, it involves a curb-less street with a uniform unit paving pattern that blurs the line between sidewalk and roadway

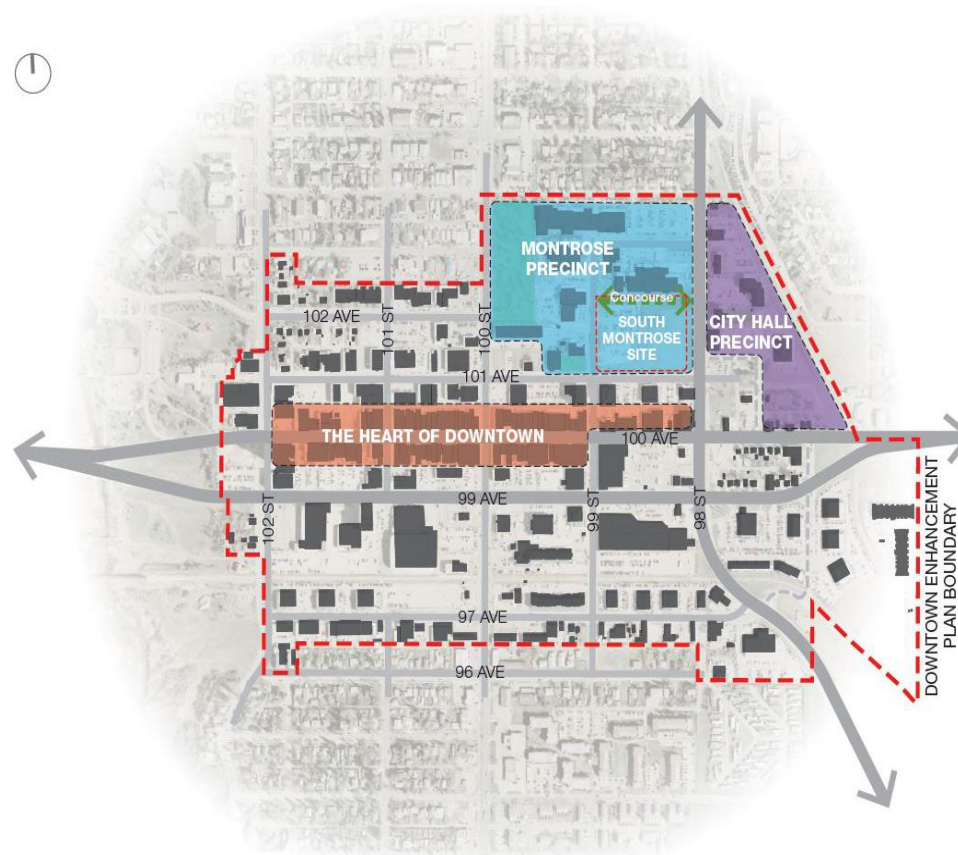


Figure 10 : Grande Prairie Downtown Context (South Montrose Masterplan, 2016)

7.2 SITE ANALYSIS

7.2.1 Site Location and Context

The Performing Media and Arts Centre is to be located in the heart of Grande Prairie, on the east side of the South Montrose Site in the larger Montrose Precinct.

The South Montrose Site is a City-owned 2.2 hectare vacant property within the Montrose Precinct defined in the DEP⁸. Along with the South Montrose Site, the Montrose Precinct currently consists of major civic and provincial facilities, such as a courthouse, provincial building, art gallery, public school board, RCMP building and Centre for Creative Arts. Located adjacent to the Montrose Precinct is the City Hall Precinct to the east, and the 'Heart of Downtown' (100th Avenue) to the south. (NAK Design, 2016)

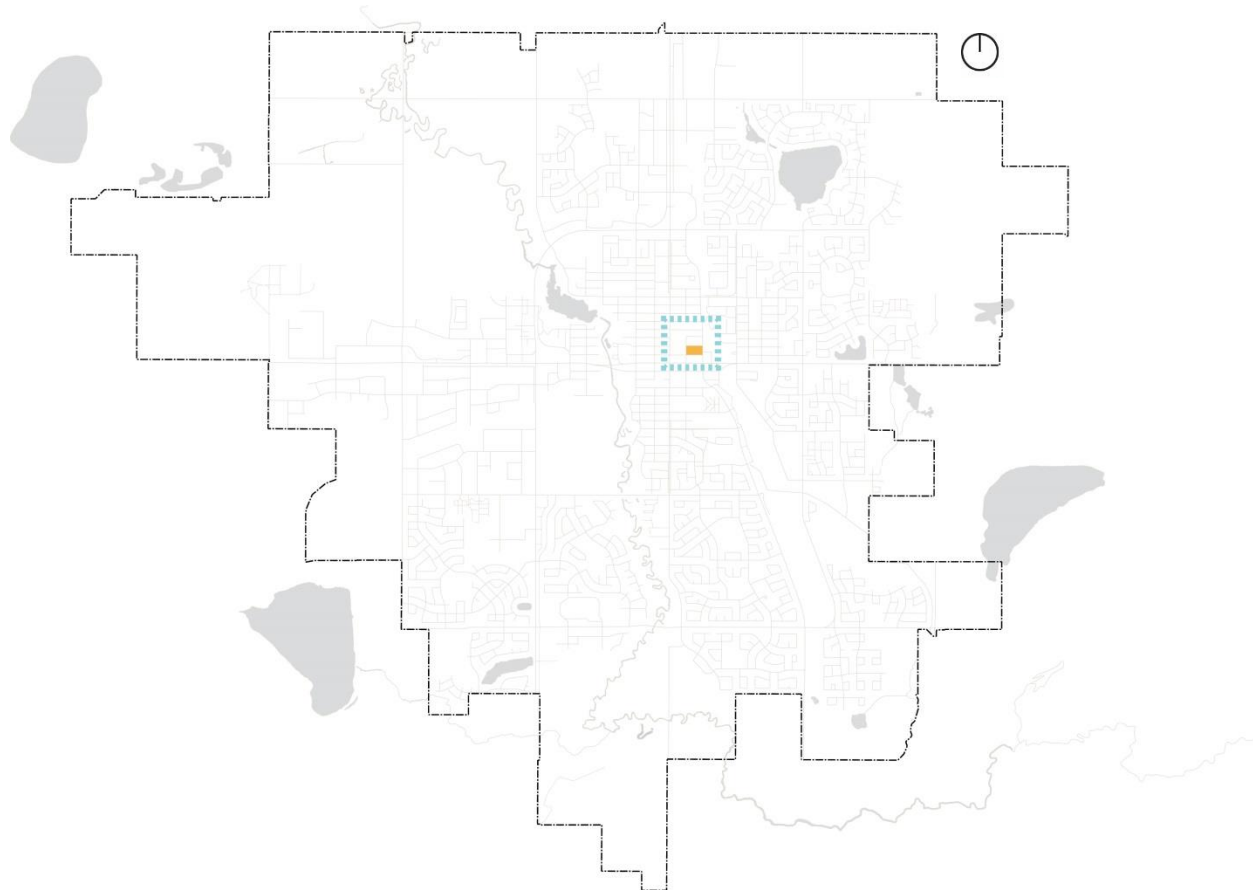


Figure 11 : Site Context within the City of Grande Prairie, Alberta

■ Site
■ Surrounding Area
-- City Boundary

⁸ Downtown Enhancement Redevelopment Plan (DEP)

The South Montrose Site is bordered by 98th Street to the east, 103rd Ave to the north, 99th Street to the west and 101st Ave to the south. The Site is located centrally in a civic district that includes several major facilities in close proximity: the courthouse, the RCMP, the Centre for Creative Arts, the public school board, the Montrose Cultural Centre and the City Hall. In addition, it is in close proximity to central business district of Grande Prairie. Currently, the 2.2 hectare Site sits vacant, mainly consisting of grass with a temporary surface parking lot on the west side of the site.

The Performing and Media Arts Centre Site occupies approximately 85,000 sq. ft. (0.8 hectares) of the eastern portion of the South Montrose site.

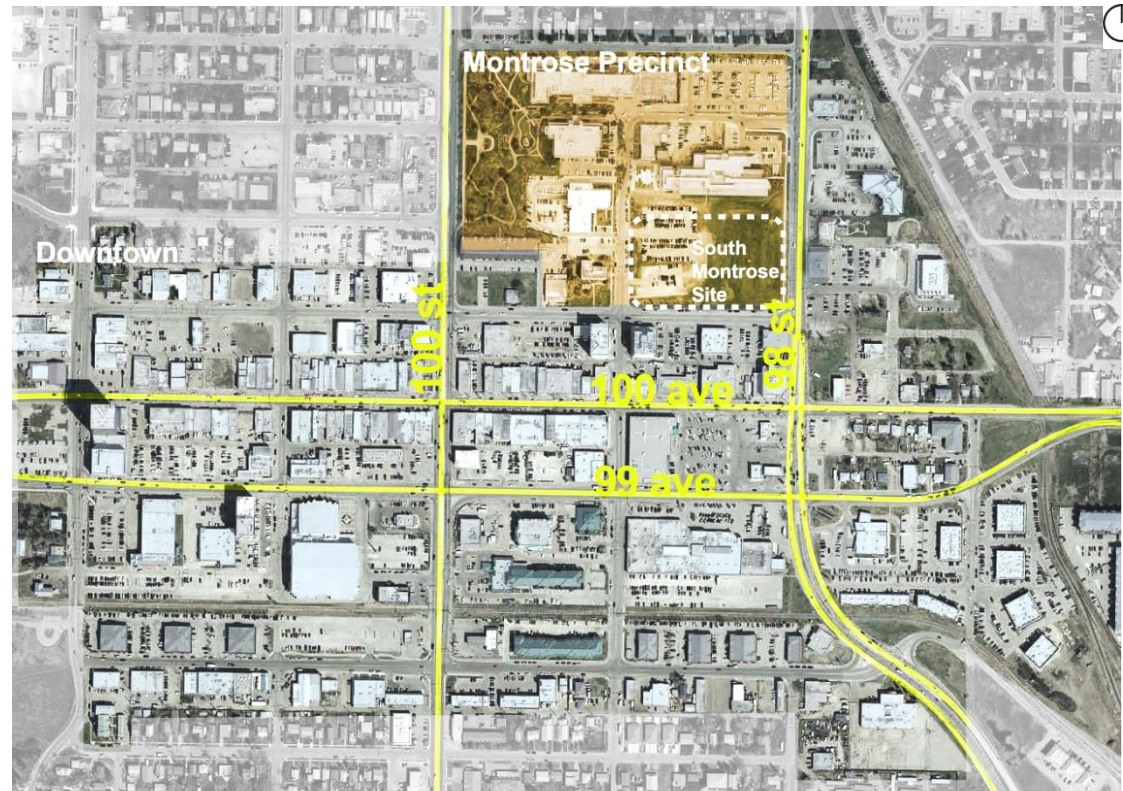


Figure 12 : South Montrose Site within Area Context Site Plan

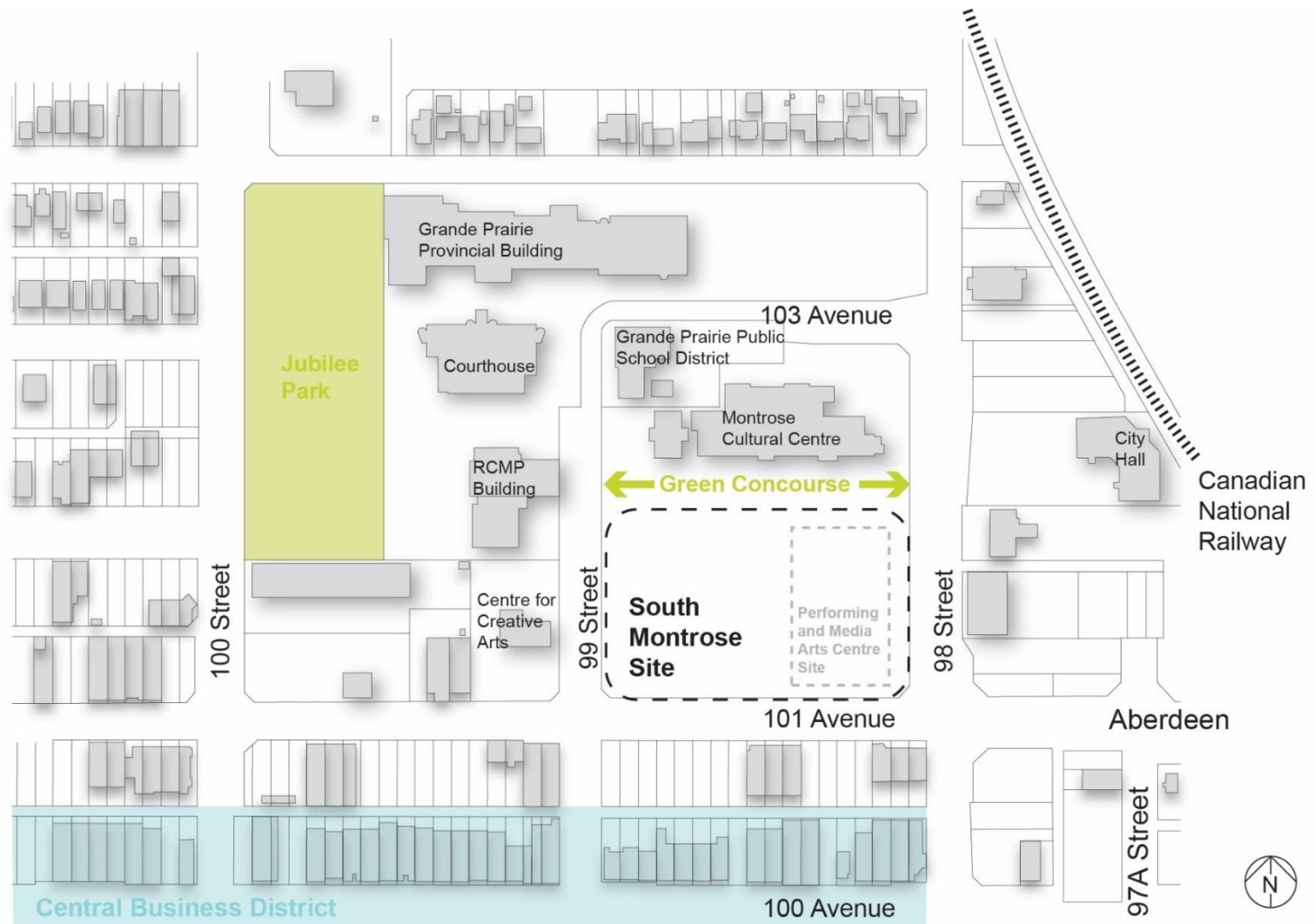


Figure 13 : Site Plan

The site and adjacent properties are zoned "Central Commercial", with the purpose to provide for the development of commercial, residential, institutional, cultural, and related uses in the City's central business district in accordance with the Downtown Enhancement Area Redevelopment Bylaw.

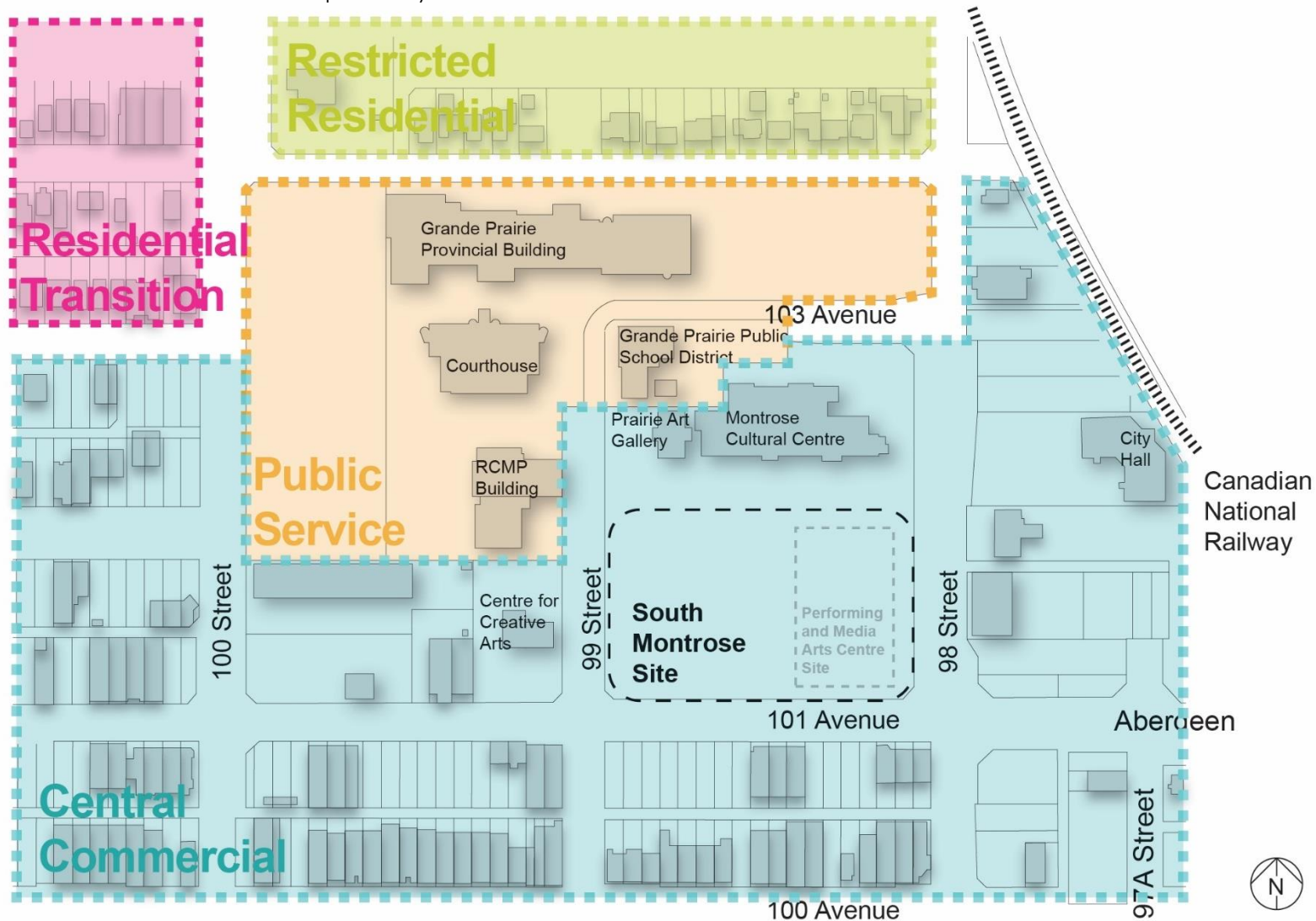


Figure 14 : Zoning Map

North: Montrose Cultural Centre, Art Gallery of Grande Prairie, Green Concourse



West: RCMP Building, Centre for Creative Arts, Jubilee Park



East: City Hall



South: The Heart of Downtown



7.2.2 Site Boundaries

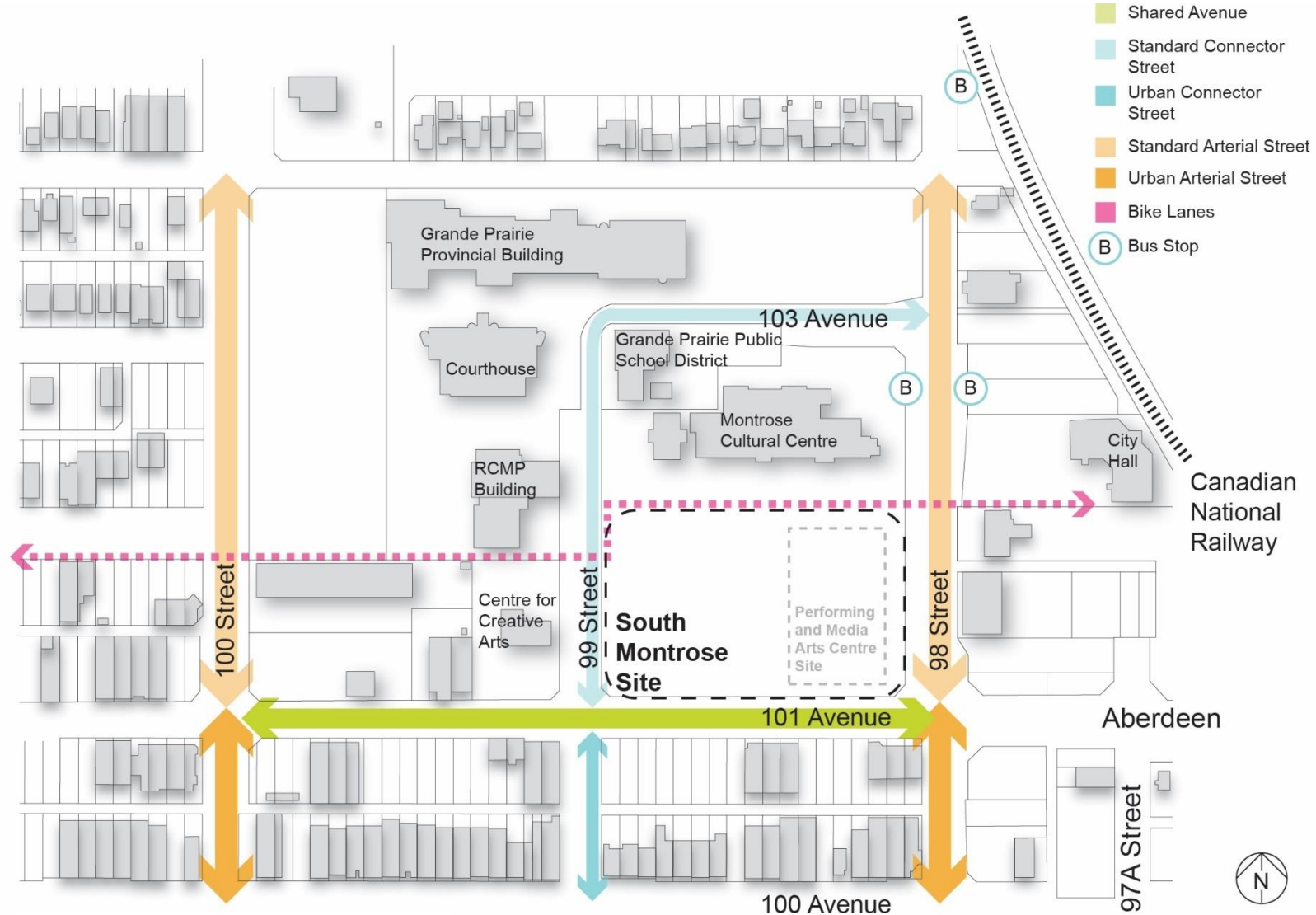


Figure 15 : South Montrose Site Traffic

The proposed GP Regional Performing and Media Arts Centre (GPR PMAC) site is surrounded by the following streets:

1. **98th street** on the east – This is a standard arterial street and will be used as the main access into the facility.
2. **101 Avenue** on the south – This has been defined as a shared avenue in the DEP. This would provide access to the GPR PMAC for pedestrians and also create an opportunity for locating programs that would benefit from pedestrian interaction.
3. Proposed **Plaza** on the west – As per the South Montrose Master Plan – the centre of the south Montrose site or the west side of the GPR PMAC site would be home to an outdoor plaza. The plaza, framed between the future mixed-use building and PMAC, serves as an outdoor “Living Room” space for residents and visitors of Grande Prairie to meet, socialize, relax and experience related art and cultural activities. (NAK Design, 2016)
4. The northern edge of the South Montrose Site, adjacent to the rear of the Montrose Cultural Centre, will incorporate a 30m wide **concourse**. This concourse serves as a linear open green space and an east-west route from City Hall to Jubilee Park.
5. The intersection of 101st Avenue and 98th Street serves as a key junction toward 100th Avenue.

7.2.3 Site Parking

The South Montrose Master Plan (2016) analyzed the existing and potential parking options for the site, the findings are summarized below:

Underground Parking: The preferred option to resolve the parking issue on site is to develop two levels beneath the PMAC on the eastern portion of the site. Should this option be chosen by the City of Grande Prairie, access to the parkade would be integrated along 98th Street. Two levels would generate approximately 262 parking stalls with an approximate total area of 118,000 sq. ft.

Surface Parking Structure: The second option designates three potential sites adjacent to the South Montrose Site for a surface parking structure; there are several City-owned public and private surface parking lots that may also be an option for this development.

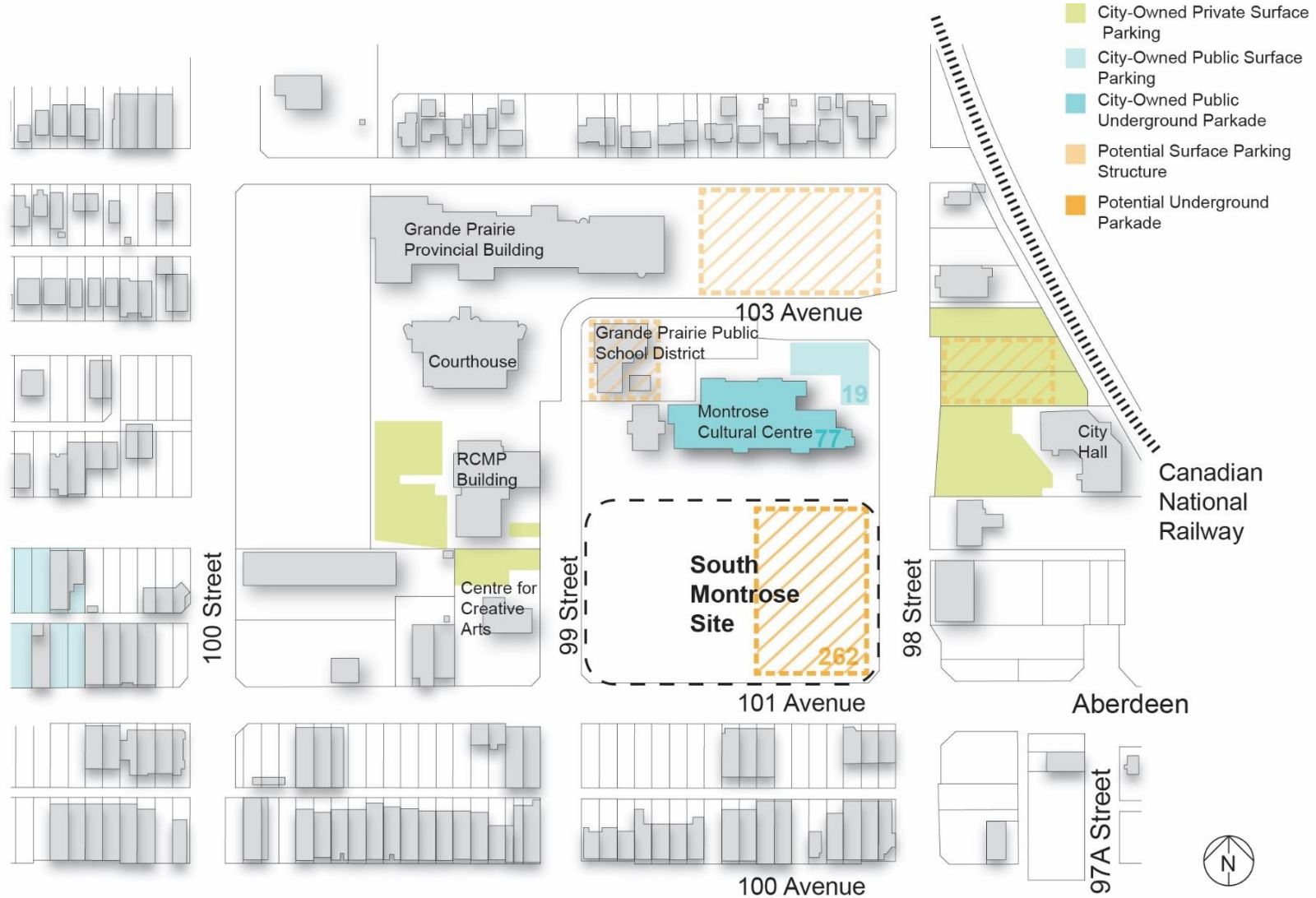


Figure 16 : Site Parking. Adapted from the South Montrose Master Plan (2016)

7.2.4 Site Servicing and Parking Access

The South Montrose Master Plan (2016) proposes an underground service corridor, summarized below:

Service Corridor: The sub-surface service channel runs east-west along the concourse, allowing multiple at grade and sub-surface elements to connect to the channel. One-way travel through the channel is efficient and covers less area. Saw-tooth loading from the service channel is most desirable as it minimizes large turning radii for service vehicles. By placing the channel underground there is no visual impact to the concourse and more building faces can be activated.

Parking Access: If the underground parking option is selected, in and out vehicular access will be provided from 98th Street.

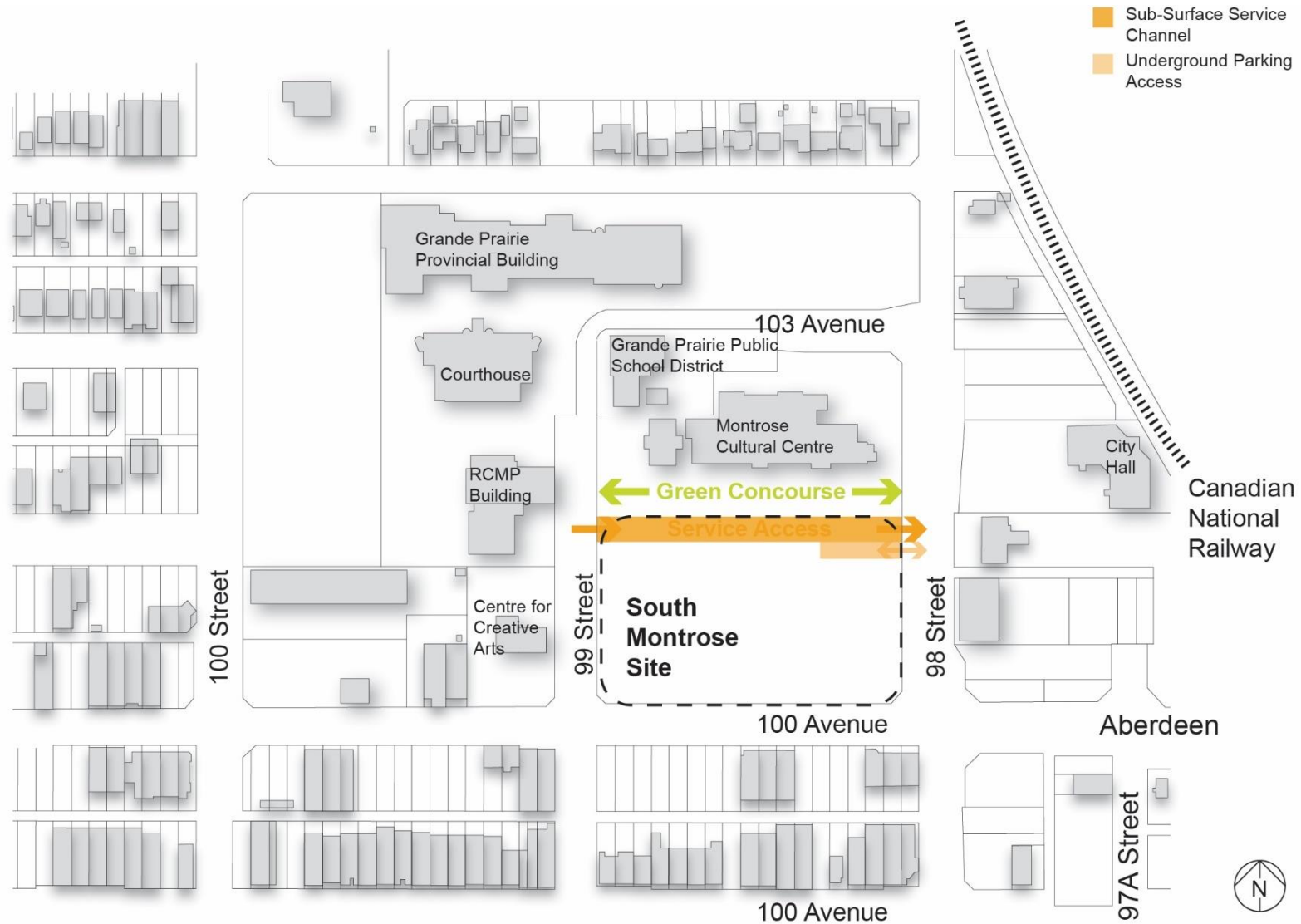


Figure 17 : Site Service and Parking Access. Adapted from the South Montrose Master Plan (2016)

7.2.5 Site Environmental Conditions

Climatic conditions contributing to the South Montrose Masterplan (2016) are summarized below:

Wind Study: The PMAC, the Mixed-Use Building, and the Montrose Cultural Centre block the public plaza and green concourse from majority of the prevailing winds. However, some cool winds will enter the plaza from the south west during the winter and summer.

Sun Study: Positioning the PMAC on the south east corner of the site is favourable in terms of sun exposure. The building casts minor shadows on the plaza during summer and winter months and dominant shadows on the green concourse during winter months.

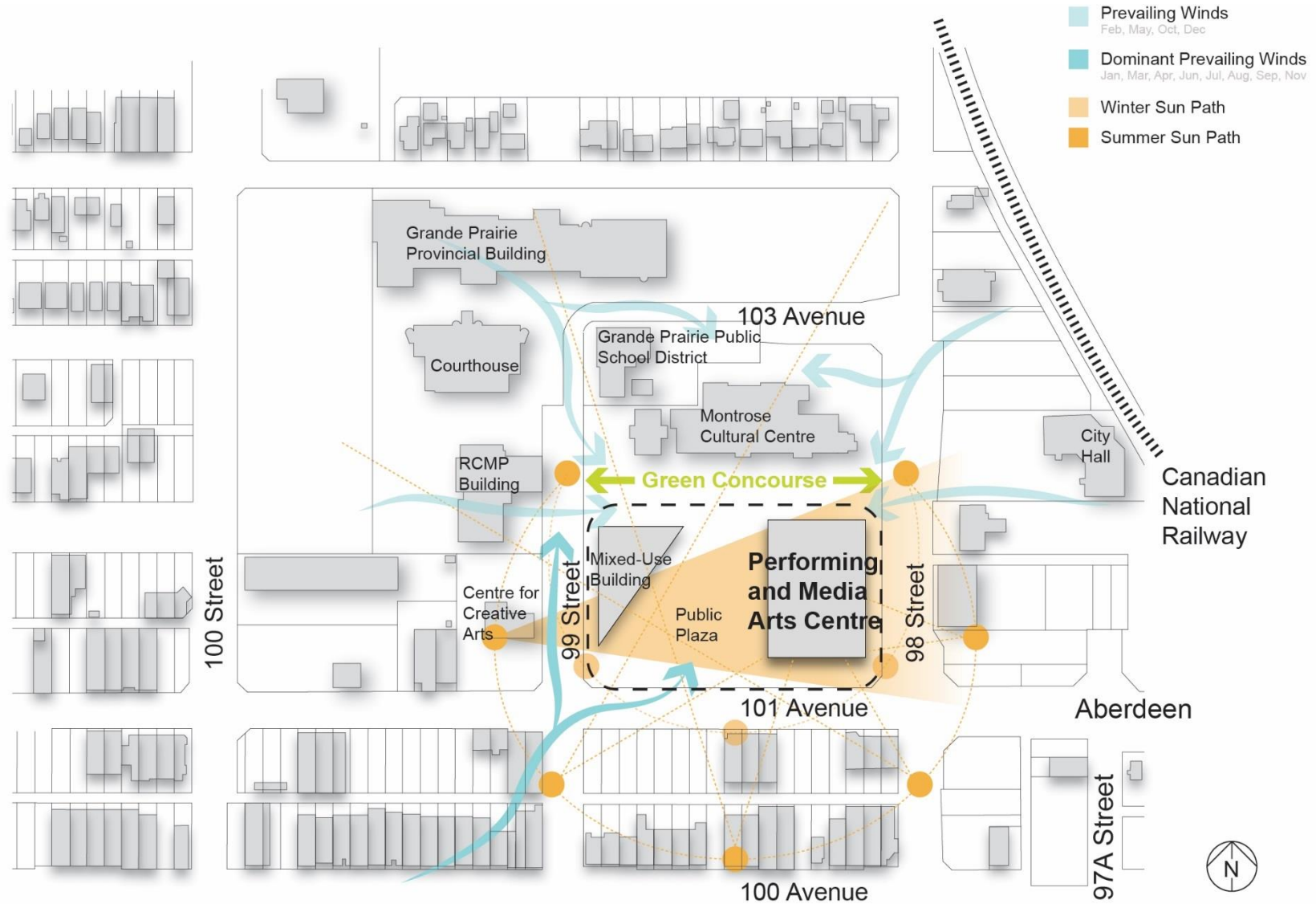


Figure 18 : Site Environmental Conditions. Adapted from the South Montrose Master Plan (2016)

7.3 FUNCTIONAL PROGRAM

7.3.1 Methodology

The Performing and Media Arts Centre (PMAC) is planning to accommodate all facilities and site requirements to meet to the needs of the stakeholders operating in this location.

In the summer of 2016, as indicated above, a stakeholder workshop, a survey assessing the needs for the region of Grande Prairie arts community, and an online public survey were completed to establish the programmatic requirements of this facility.

The Functional program identifies two options:

- Option 1: This option identifies the minimum requirements for a Performing and Media Arts Centre.
- Option 2: This option includes additional programs which would bring value to the proposed Performing and Media Arts Centre but are not essential.

7.3.2 Space Standards and Gross Up Factors

7.3.2.1 Space Standards

The following space standards have been applied to the net space requirements identified in the functional program:

Space standards resources include:

- Theatre consultant, DWD Theatre Design's, in house project documents
- Stakeholder groups
- Past projects of similar size and scope
- Existing theatre facilities of a similar program
- Existing facilities and communities of a similar size with a similar presentation/programming calendars
- Direct conversations with production and administration professional in the performing arts community
- Industry trends in production/presentation technology and practice
- Performing arts industry newsletters and journals
- Alberta Building Code (2014)
- City of Grande Prairie Land-Use Bylaw C-1260 (2013)

7.3.2.2 Gross-Up Factors

Based on theatre best practices, all programmatic spaces in the PMAC will have a grossing factor of 40% applied to their net area.

7.3.3 Requirements

7.3.3.1 Functional Program

Table 10 : Programmatic requirements and desirable amenities for the PMAC

Option 1 Program

	Area (sq.ft)	Area (sq.m)
Theatre		
Main Stage Theatre (1000 seats)		
Stage/ Fly Tower	4,800	445.93
Sound & Light Locks	576	53.51
Audience Chamber (Orchestra level)	7,500	696.77
Audience Chamber (Balcony level)	2,400	222.97
Tech. Booth	500	46.45
Spot Booth	200	18.58
Sound Rack Room	150	13.94
Crying Room	72	6.69
	16,198	1,505
Black Box / Media Theatre (350 seats, retractable)		
Flat Floor	6,500	603.87
Tech Booth	250	23.23
Sound & Light Locks	400	37.16
Storage	600	55.74
Screen		
	7,750	720
Studios		
Breakout	750	69.68
Rehearsal	2,000	185.81
Workshop	750	69.68
Rehearsal Storage	500	46.45
<i>section subtotal:</i>	4,000	372

CONCEPT DEVELOPMENT
March 3, 2017

Project No.: 144204015

Front of House

Lobby		9,000	836.13
	To include gallery space & donor wall Crush Space Concession - floating		
Men's Washroom Lower		200	18.58
Women's Washroom Lower		400	37.16
Men's Washroom Upper		200	18.58
Women's Washroom Upper		400	37.16
Gender Inclusive Washroom Lower		150	13.94
Gender Inclusive Washroom Upper		150	13.94
Coat Check		400	37.16
Box Office		300	27.87
Bar - Balcony		200	18.58
Bar - Lower		200	18.58
Bar Storage		200	18.58
Storage		400	37.16
First Aid Room		150	13.94
Janitor's Closet		150	13.94
section subtotal:		12,500	1,161.29

Admin Spaces

Executive Director's Office		100	9.29
6 Additional Offices		480	44.59
Small Meeting Room		180	16.72
Small Reception Area		200	18.58
Staff Room/Lounge/ Lockers		500	46.45
Staff Washroom		60	5.57
Printer/Copy Room		50	4.65
Server Room		50	4.65
Counting Room		100	9.29
section subtotal:		1,720	159.79

CONCEPT DEVELOPMENT
March 3, 2017

Project No.: 144204015

Back of House

Loading/Receiving		800	74.32
	Security	300	27.87
Workshops			
	Tool Storage	80	7.43
	Flammable Storage	60	5.57
	Maintenance	400	37.16
Washrooms		600	55.74
Dressing Rooms			
	Large	2,250	209.03
	Single	450	41.81
	Chorus	1,600	148.64
Laundry Room		150	13.94
Theatre Green Room		600	55.74
Black Box Green Room		250	23.23
Offices			
	Stage Manager	150	13.94
	BOH Workers (2)	300	27.87
Storage			
	Music	360	33.45
	Theatre	500	46.45
	Piano	150	13.94
	Tech	800	74.32
	Receiving	1,000	92.90
Freight Elevator		100	9.29
Public Elevator		120	11.15
Dimmer Room		100	9.29
Servery		300	27.87
Janitors Closet		150	13.94
Multipurpose Room		400	37.16
section subtotal:		11,970	1,112.05

CONCEPT DEVELOPMENT
March 3, 2017

Project No.: 144204015

Building Systems

Mechanical Room - HVAC	5,000	464.52
Mechanical Room - Water	1,000	92.90
Electrical Room	1,250	116.13
Electrical Closets	400	37.16
Tel./Communications Room	200	18.58
IT Room	100	9.29
Security Equipment Room	100	9.29
Maintenance Storage	800	74.32
Garbage/Recycling Room	300	27.87
<i>section subtotal:</i>	9,150	850.06
<i>Subtotal:</i>	63,288	5,879.65
<i>Gross up Factor (35%)</i>	22,151	
<i>subtotal:</i>	85,439	
<i>Gross up Factor (40%)</i>	34,176	3,175.01
Option 1 Total:	119,614	11,112.53

CONCEPT DEVELOPMENT
March 3, 2017

Project No.: 144204015

Option 2 Program

		Area (sq.ft)	Area (sq.m)
Theatre			
Video Recording/Broadcast Room		1,000	92.90
Front of House			
Rentable Meeting Room			
	Large	600	55.74
	Small	300	27.87
Commercial/Retail Space		800	74.32
Artists Studios		1,800	167.23
Office for community arts groups		300	27.87
Commercial kitchen and catering facilities		1,000	92.90
Cafeteria		1,500	139.35
Conference Rooms (Rentable, 500 Capacity, includes Storage)		5,000	464.52
Back of House			
Archive Storage		3,000	278.71
Scenery construction shop (full construction shop)		2,000	185.81
	Subtotal:	17,300	1,607.22
	Totals:	80,588	
	Gross up Factor (35%)	28,206	
	Subtotal:	108,794	
	Gross up Factor (40%)	43,518	4,042.91
	Option 2 Total:	152,311	14,150.18

7.3.3.2 Parking

The City of Grande Prairie Land-Use Bylaw C-1260 (2013) states that there is, "no required parking stalls for any development within the Central Commercial District (Section 75.2). The Montrose Master Plan outlines two scenarios for parking, the first being surface parking adjacent to the South Montrose site, and the second being two levels of underground parking generating 262 stalls. Based on the development of the program and its placement on site, the building can accommodate 274 parking stalls over two underground levels.

Table 11 : Parking requirements for the PMAC

Concept 1 & 2 Parking

	# Stalls	Area (sq.ft)	Area (sq.m)
Parkade			
Regular Stalls*	269	101,222	9,403.83
Accessible Stalls**	5	2,000	185.81
Base Program Total:	274	103,222	9,589.64

*Based on the City of Grande Prairie Land-Use Bylaw, " No required parking stalls for any development with the Central Commercial District (Section 75.2)

** Based on the Alberta Building Code (2014):

4 accessible stalls / 51-100 stalls are required, plus 1 accessible stall for each additional 100 stalls, or part of

Area for accessible stalls is calculated assuming the access aisle is shared

7.3.4 Program Description

7.3.4.1 OPTION 1

7.3.4.1.1 Theatre

Main Stage Theatre

The Main Stage Theatre is to be a 1,000 seat multi-purpose venue capable of playing live performances in theatre, music, and dance for both local and road show groups.

The finish of the Theatre should complement the cultural attitude of the City of Grande Prairie and acknowledge the aesthetic of the adjacent Montrose Cultural Centre.

Includes: **Fly Tower, Sound and Light Lock, Audience Chamber (orchestra and balcony level), Tech Booth, Spot Booth, Sound Rack Room, Crying Room**

Critical Adjacencies:

- Lobby
- The tech booth is best be located on the short end of the theatre, with an unobstructed view of the stage, and close to a washroom

Black Box Theatre

The Black Box Theatre is a flat floor venue for screening film, theatre, music, dance, and other arts. With 350 retractable seats the space is very flexible.

The design of the Black Box Theatre is to be more practical than that of the Main Stage Theatre, though it should still be comfortable and inviting place to view a performance.

Critical Adjacencies:

- Lobby

Studios

The studios are to be designed as multi-purpose spaces for practice and can be rented out for other activities, such as yoga.

There are three studio spaces allocated for the Performing Media and Arts Centre: **Breakout Studio, Rehearsal Studio (with Rehearsal Storage)**, and the **Workshop Studio**.

Critical Adjacencies:

- Lobby

7.3.4.1.2 Front of House

Lobby

The Lobby is a gathering and mingling space with multi-purpose capabilities. The multi-level space offers an opportunity to provide a grand staircase as an architectural element.

Includes: **Gallery Space, Donor Wall, Floating Concessions**

Critical Adjacencies:

- Main stage theatre, black box theatre, servery, washrooms, and close to the bar

Women's and Men's Washrooms

Critical Adjacencies:

- Lobby (main floor and balcony) to help reduce potential lineups
- Should be located conveniently and be easily accessible

Box Office

Critical Adjacencies:

- Lobby, near the main entrance

Coat Check

Critical Adjacencies:

- Lobby, Main Stage Theatre, Black Box Theatre

Bar (Balcony and Lower)

Two bars are to be accommodated for the Performing and Media Arts Centre. A fully equipped bar (with **Bar Storage**) should be located in the lobby and a secondary bar should be located in the upper balcony to help reduce lineups.

Critical Adjacency:

- Lobby (main floor and balcony)

First Aid Room

Janitor's Closet

Critical Adjacency:

- Should be located to serve all areas of the facility: theatres, public areas, administrative office, and rehearsal spaces

7.3.4.1.3 Admin Spaces

Executive Director's Office

The Executive Director's Office should be capable of holding a small meeting of up to four people.

Critical Adjacencies:

- Other admin offices, Printer/Copy Room

Additional Offices

Six additional offices are required for general staff use.

Critical Adjacencies:

- Executive director's office, printer/copy room

Small Meeting Room

A small meeting room is to be designed for up to six people.

Critical Adjacency:

- Admin offices

Small Reception Area

Critical Adjacency:

- Admin offices

Staff Room/Lounge/Lockers

Critical Adjacency:

- Lobby

Staff Washroom

Critical Adjacency:

- Admin offices

Printer/Copy Room

Critical Adjacency:

- Admin offices

Server Room

Counting Room

The Counting Room is to be a secure location to handle money and it is to be complete with a safe.

Critical Adjacencies:

- Box Office
- Close proximity to the bars

7.3.4.1.4 Back of House

Loading/Receiving

Clear access to both stages from the loading/unloading area is necessary to ensure efficient assembly and disassembly of show sets, particularly for road shows.

Includes: **Receiving Storage, Security**

Critical Adjacencies:

- Main Stage Theatre, Black Box Theatre

Workshops

The Workshops are intended for general maintenance of the facility and set assembly, opposed to being a fabrication workshop for stage sets.

Includes: **Tool Storage, Flammable Storage, Maintenance**

Critical Adjacencies:

- Loading/Receiving, Main Stage Theatre, Black Box Theatre

Women's and Men's Washrooms

Critical Adjacency:

- Dressing Rooms

Dressing Rooms

The Dressing Rooms are to be complete with a unit washroom and shower, make-ups stations, a costume rack, program sound, and a video monitor of the performance stage.

There are three difference types of dressing rooms:

- **Large Dressing Room** for 8 performers
- **Single Dressing Room** for the featured performer to relax in; includes a small lounge
- **Chorus Dressing Room** for 16 performers

Critical Adjacencies:

- BOH Washroom, Green Room
- Should be reasonably close to the performance stage, some of the dressing rooms should be on the same level and others can be located on a different floor if necessary

Laundry Room

The Laundry Room is intended for the maintenance and cleaning of facility garments, fabrics, and other miscellaneous textiles.

Critical Adjacency:

- Dressing Rooms

Green Rooms

Green Rooms are the social heart of the back of house of a theatre facility and allow for staff, crew, and performers to gather and mingle on a daily basis. They accommodate many needs: lounge, cast meetings, rehearsal break room, staff and crew lunchroom, and an informal reception room following performances.

Separate green rooms are intended for each venue:

- **Theatre Green Room**
- **Black Box Green Room**

Critical Adjacencies:

- Dressing Rooms
- Very close proximity to the Main Stage Theatre and the Black Box Theatre

Offices

Includes: **Stage Manager Office, BOH Workers Office (2)**

Storage

This Storage space is for performance related storage, that is, any general theatre, music, piano, lighting, sound, and rigging equipment storage.

Various storage rooms need to be individual rooms as they are accessed by different groups or have specific functional requirements. These include:

- **Music Storage** used to store music stands and other related equipment
- **Theatre Storage** with oversized double doors to accommodate large equipment and or components of stage sets
- **Piano Storage** dedicated solely for the storage of a piano, must be climate controlled in order to protect and maintain the tuning of the instrument
- **Tech Storage** is a secured room for the storage of performance lighting and sound equipment, theatrical rigging, and props

Critical Adjacencies

- Main Stage Theatre, Black Box Theatre

Freight Elevator

Public Elevator

Dimmer Room

The Dimmer Room accommodates stage and house lighting dimmer racks and related switchgear and panel boards.

Critical Adjacency:

- Tech Booth, in case it needs to be accessed during a performance

Servery

The Servery is a catering kitchen for outside food service.

Critical Adjacencies:

- Should be discretely located and with direct front of house access, should have a means of access to the back of house

Janitors Closet

Multi-Purpose Room

The Multi-Purpose Room serves a similar function as the Green Rooms. It can be used as staff room for road companies, ad-hoc show production planning room, overflow dressing room for some shows that have large numbers of performers beyond the programmed dressing rooms, and many other functions.

Critical Adjacencies

- Dressing Rooms, easy access to the Main Stage Theatre and the Black Box Theatre

7.3.4.1.5 Building Systems

Mechanical Room – HVAC

The Mechanical Room will need to accommodate multiple HVAC units, enlarged duct sizes, and provide mitigating features to address noise and vibration.

Mechanical Room – Water

A separate pump room will help to mitigate noise and vibration generated by the equipment.

Electrical Room

The Electrical Room will include transformers for performance lighting and audio power requirements. It is possible that the electrical room will be a high voltage environment, if so, it will need to be a fire rated room.

Electrical Closets

Telephone/Communications Room

The Telephone/Communications Room is for the distribution of communication and IT cabling throughout the building.

IT Room

Security Equipment Room

The Security Equipment Room is a separate room for security equipment (usually an independent vendor).

Critical Adjacency:

- IT Room

Maintenance Storage

Garbage/Recycling Room

Critical Adjacency:

- Loading/Receiving

7.3.4.2 OPTION 2

7.3.4.2.1 Theatre

Video Recording/Broadcasting Room

The Video Recording/Broadcasting Room is to allow for live broadcasting of performance events held in the PMAC. The room will include a green screen and is intended to be used by newscasters and other broadcasting groups.

Critical Adjacencies:

- Tech booth, Main Stage Theatre, Black Box Theatre

7.3.4.2.2 Front of House

Rentable Meeting Room

This space is considered an attractive amenity for local and traveling arts groups to consider booking at the PMAC. Two Rentable Meeting Rooms are to be included:

- **Large Meeting Room** accommodating up to 20 people
- **Small Meeting Room** accommodating up to 12 people

Critical Adjacencies:

- Lobby, Admin Spaces

Commercial/Retail Space

The Commercial/Retail Space is for the sale of show merchandise and/or local goods deemed appropriate for sale in a performing arts centre.

Critical Adjacencies:

- Lobby, near main entrance
- Street frontage

Artists' Studios

The Artists' Studios are to be open, flexible spaces for visiting/resident artists or leasable studio space. They will be independently operated by lease.

Critical Adjacencies:

- Incorporated along the street edge to help animate the space during the day
- Commercial/Retail Space

Office for Community Arts Groups

The Office for Community Arts Groups is rentable space.

Critical Adjacency:

- Lobby, close to main entrance

Commercial Kitchen and Catering Facilities

Cafeteria

Conference Rooms

The Conference Room (with storage) is to be a rentable, flexible space with a 500-person capacity.

7.3.4.2.3 Back of House

Archive Storage

The Archive Storage is a climate and humidity controlled environment for permanent collection archival storage. A separate entrance through the underground parkade is preferred.

Critical Adjacency:

- Freight Elevator

Scenery Construction Shop

The Scenery Construction Shop is to be a full workshop to build stage sets.

Critical Adjacencies:

- Loading/Receiving, Main Stage Theatre, Black Box Theatre

7.3.5 Adjacency Diagrams

Adjacency diagrams have been developed for both options. These illustrate spatial positioning and relationships between spaces by bubble diagrams.

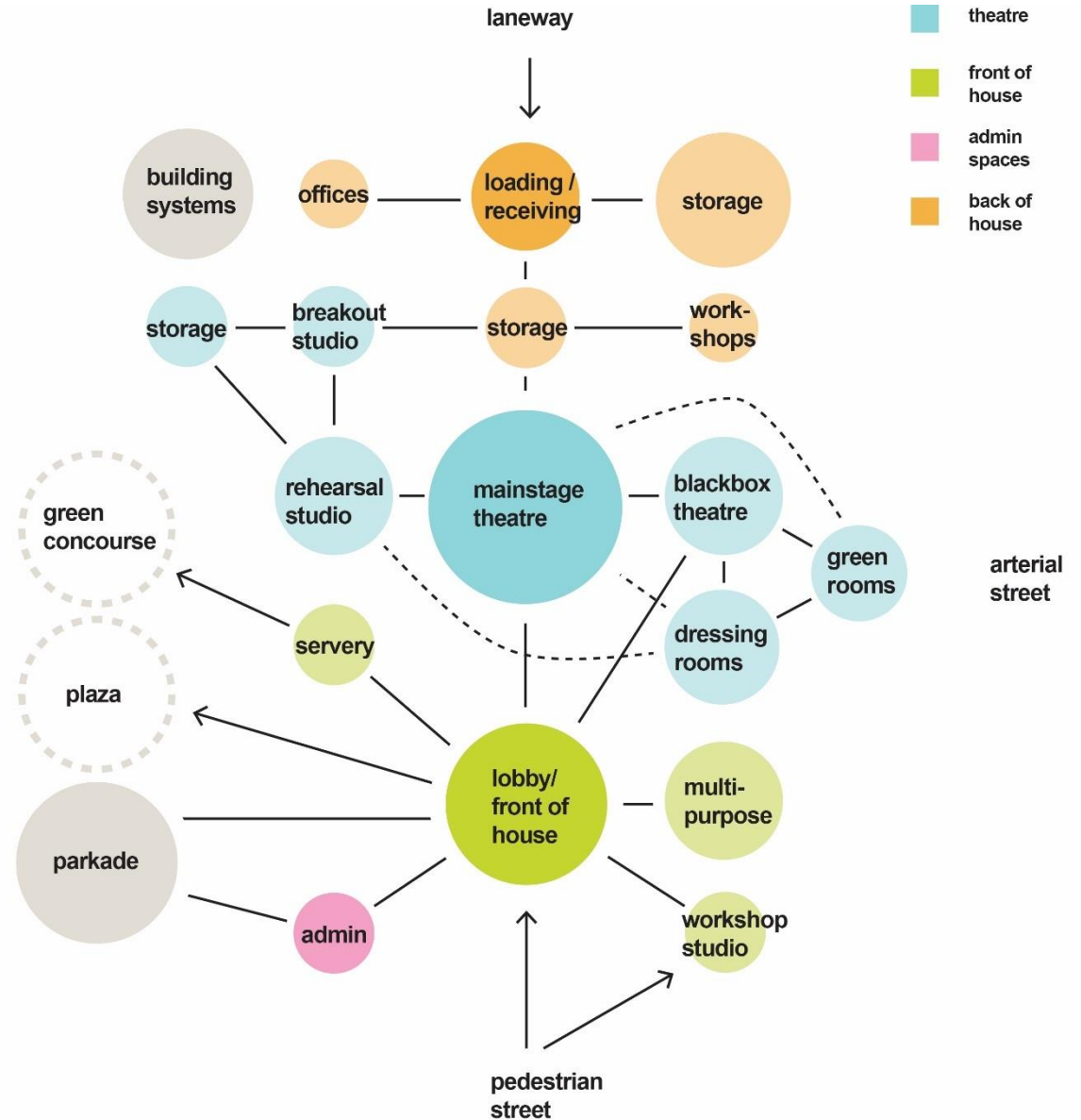


Figure 19 : Option 1 Program Adjacency

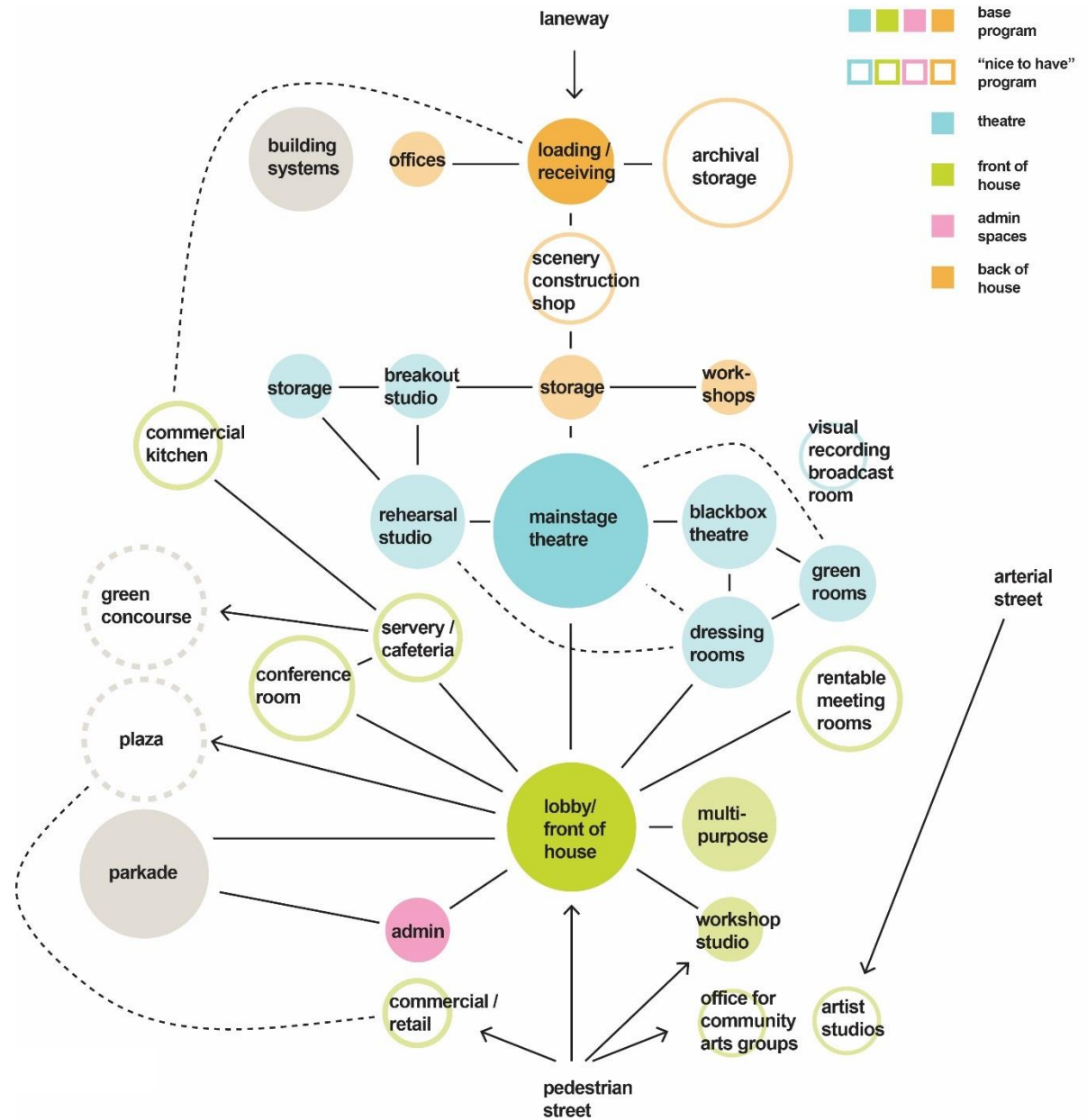


Figure 20 : Option 2 Program Adjacency

7.3.6 Blocking Plans

7.3.6.1.1 Option 1 Program

The conceptual floor plan further develops the program and site adjacencies by applying programmatic area requirements for each element of the new performing and media arts centre.

On the main floor, the lobby is situated directly adjacent to the plaza allowing for porosity into the most public areas of the facility with front of house program pushed to the interior of the lobby. The lobby wraps around to the south end of the building to address future visitors from the proposed pedestrian street. The south face of the building also acts as the "administrative face" housing the office functions of the facility. A workshop studio faces the south pedestrian street, allowing for it to become a rentable space to the community. The bar is located directly adjacent to the green concourse permitting patrons to spill out onto an outdoor patio in the summer; while in the winter, the greenery provides a backdrop for the indoor seating and ambience of the bar. The back of house program is adjacent to the loading and receiving area on the northeast end of the site. The location of the server allows for both back of house and front of house access. Embedded display cases activate the east façade that faces onto the arterial traffic corridor, promoting upcoming shows and artists to those passing by.

On the second floor, patrons can overlook the lobby and plaza space from an open balcony. Access to the upper balcony of the main stage theatre is through generous circulation space, large enough to support a free standing bar and mingling space. A multi-purpose room that can service either the community or theatre related functions is located at the end of the hallway alongside the washrooms. The single and large dressing rooms are located further down the hallway.

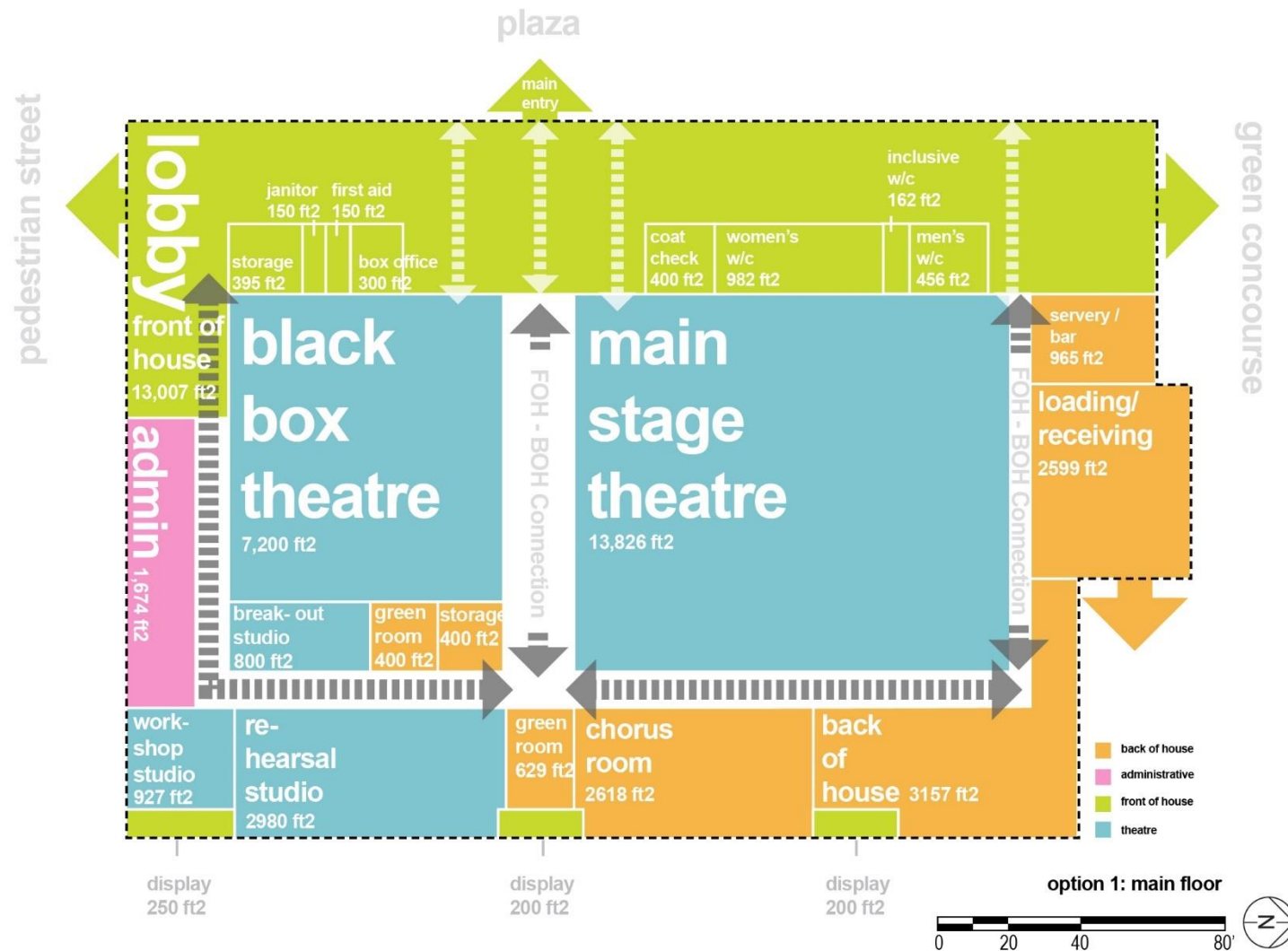


Figure 21 : Option 1 Main Floor Plan

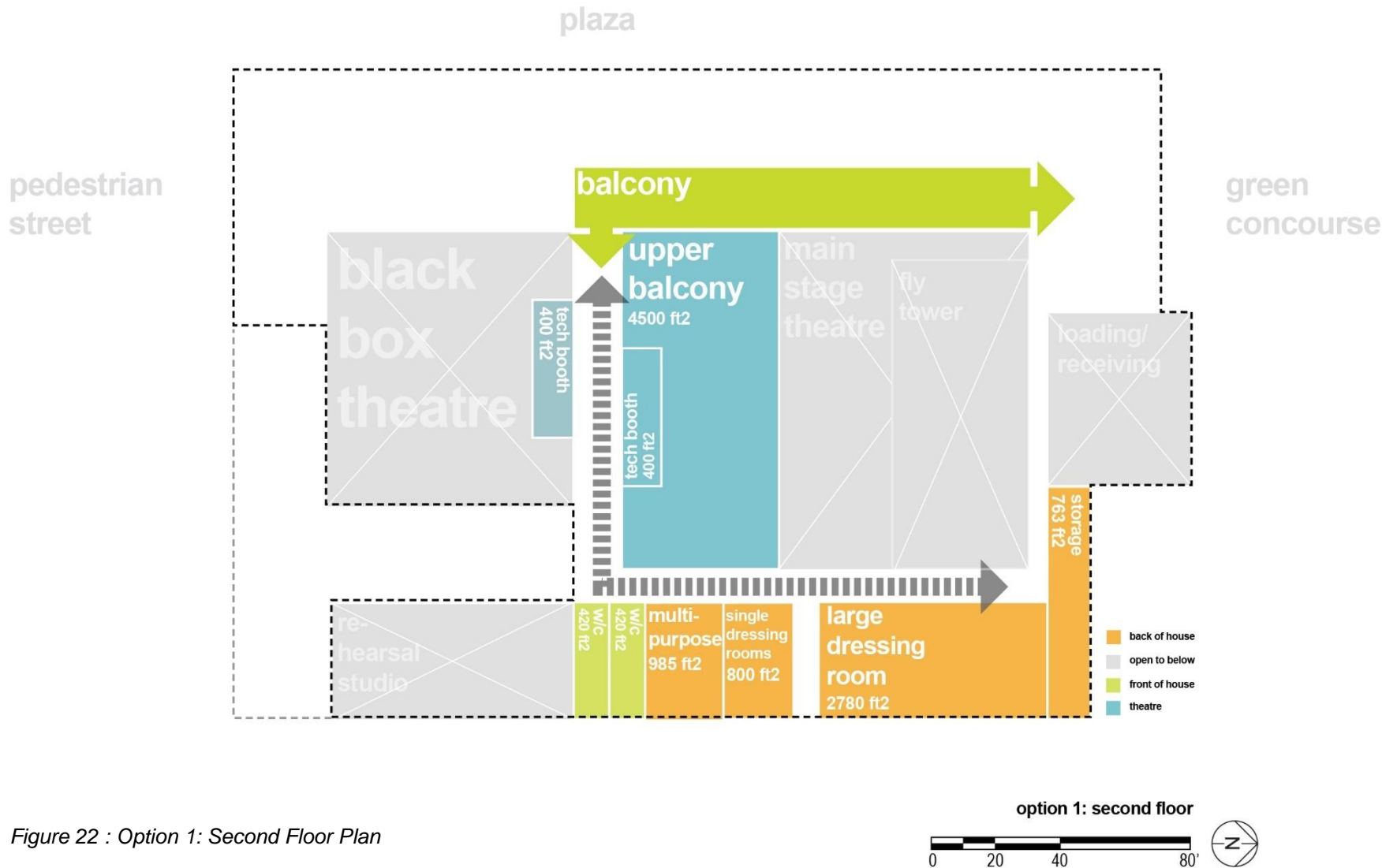


Figure 22 : Option 1: Second Floor Plan

7.3.6.1.2 Option 2 Concept Plan

The administrative program has partially been moved to the east side of the building, allowing for street frontage for the commercial and retail, and community arts office. In addition, artist's studios have been placed relatively close to the pedestrian street side at the south end of the site, reinforcing the south end of the building to be more of a community hub. The commercial kitchen has been placed near the loading and receiving entrance for ease of operation but remains close to the servery and cafeteria. The conference room on the second floor can also be easily serviced by the location of the kitchen. The rehearsal studio has been moved to the second floor along with the workshop studio, reinforcing the east side of the second level as an area for back of house theatre activities.

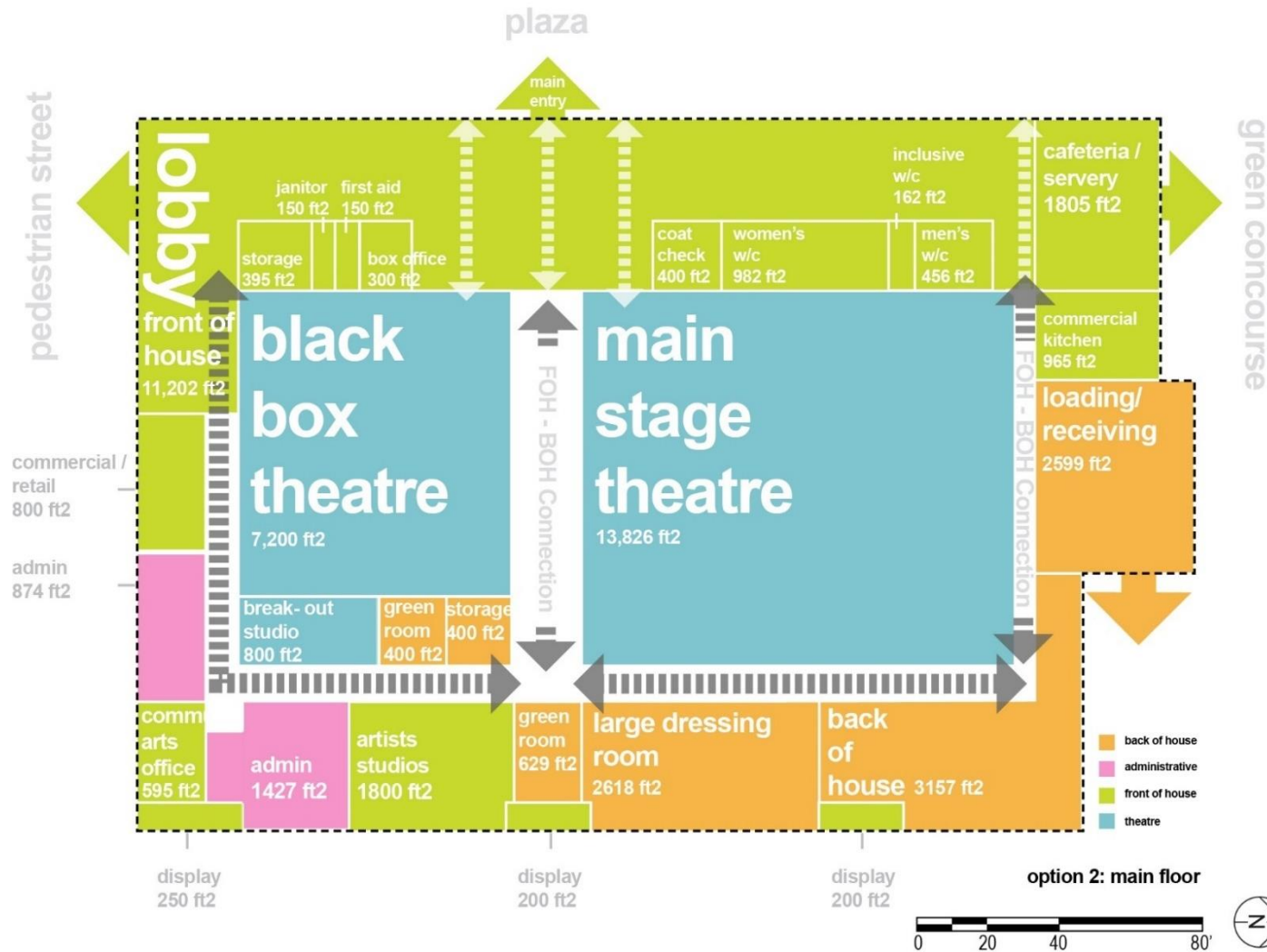


Figure 23 : Option 2: Main Floor Plan

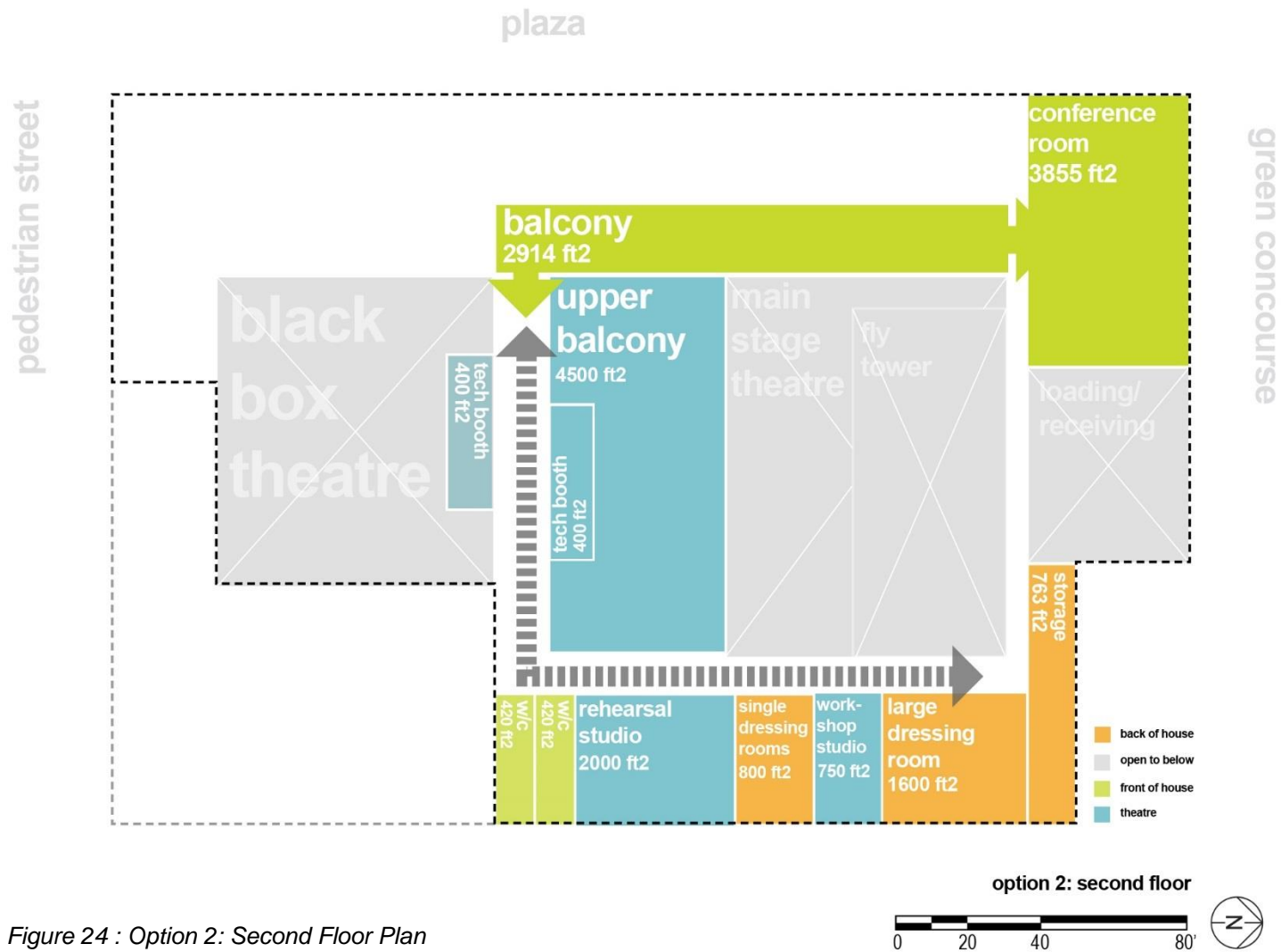


Figure 24 : Option 2: Second Floor Plan

7.4 CONCEPT DESIGN

7.4.1 Conceptual Site Plan

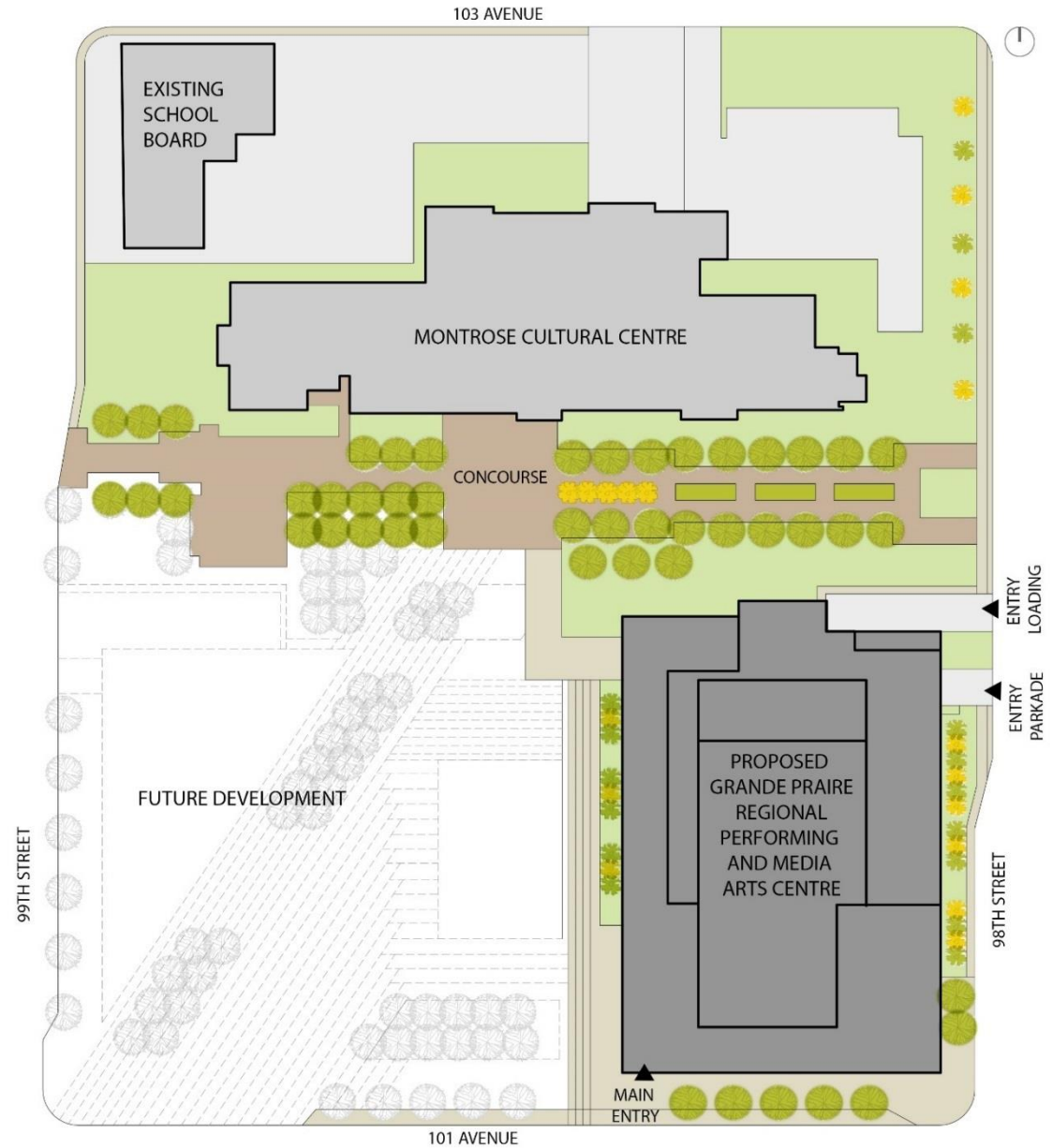


Figure 25 : Conceptual Site Plan

7.4.2 Conceptual Floor Plans Option 1

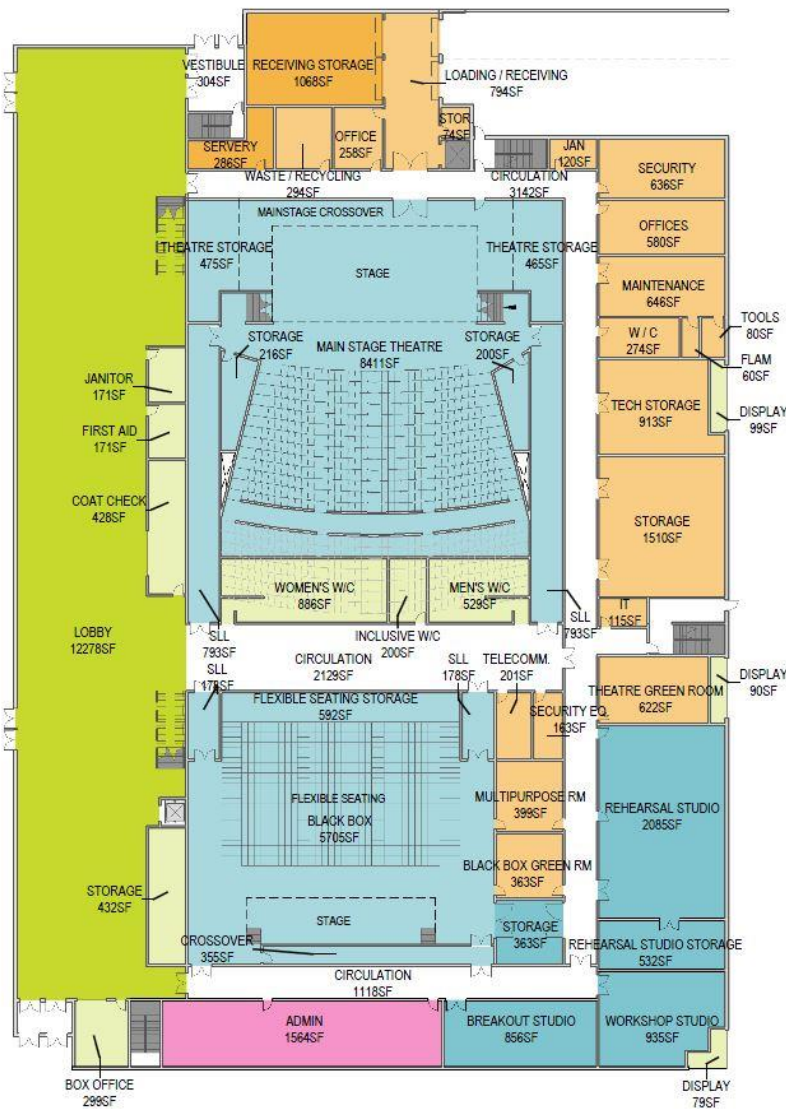


Figure 26 : Option 1: Main Floor

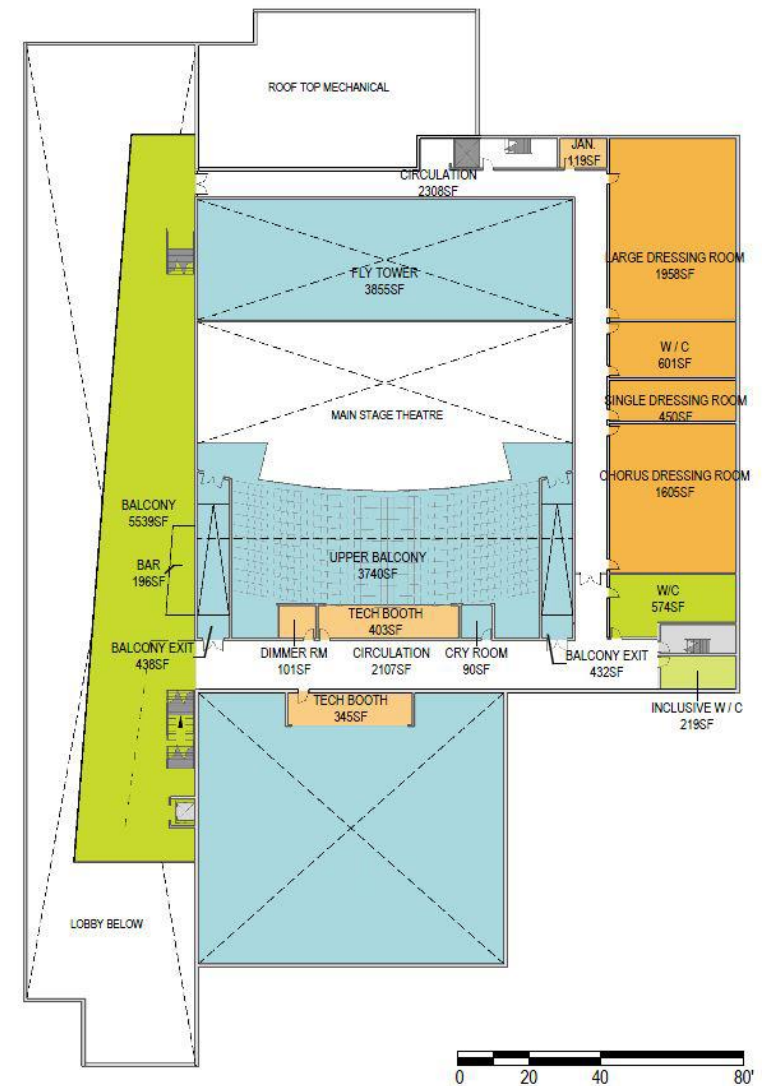


Figure 27 : Option 1: Second Floor



Figure 28 : Option 1: Parkade Level 1

7.4.3 Conceptual Floor Plans Option 2

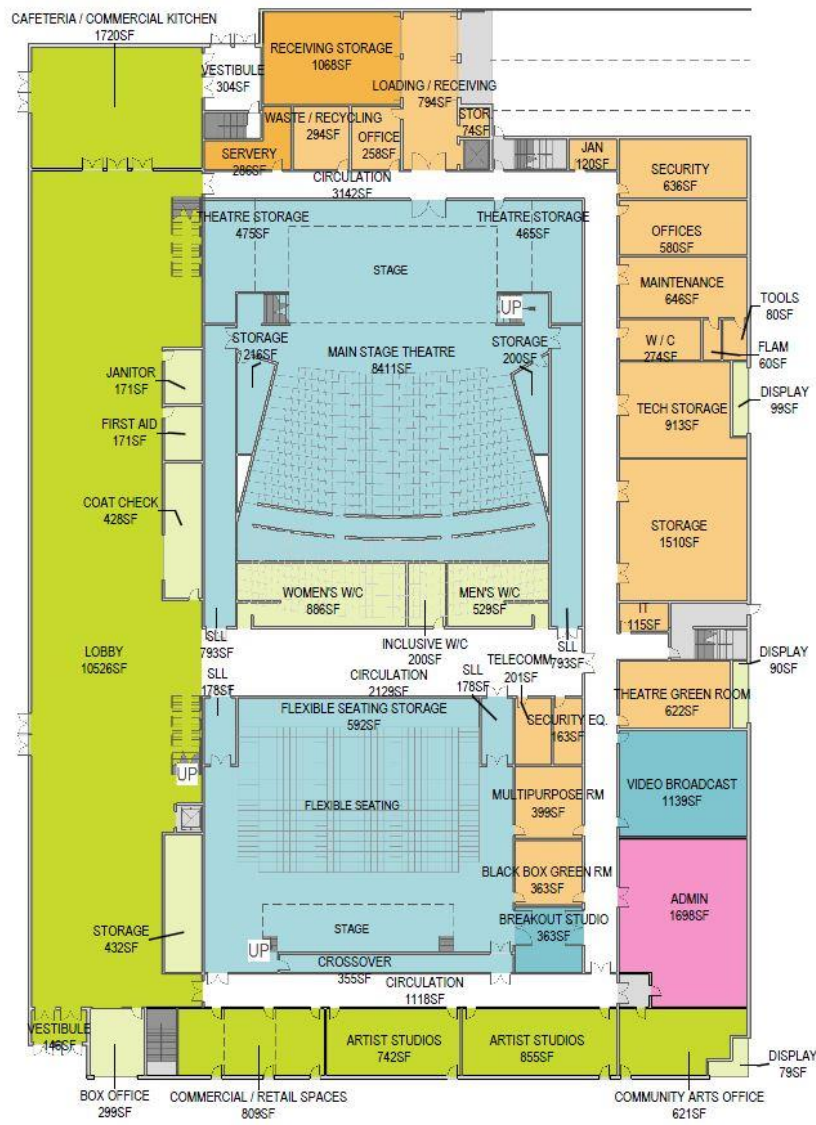


Figure 30 : Option 2 Main Floor

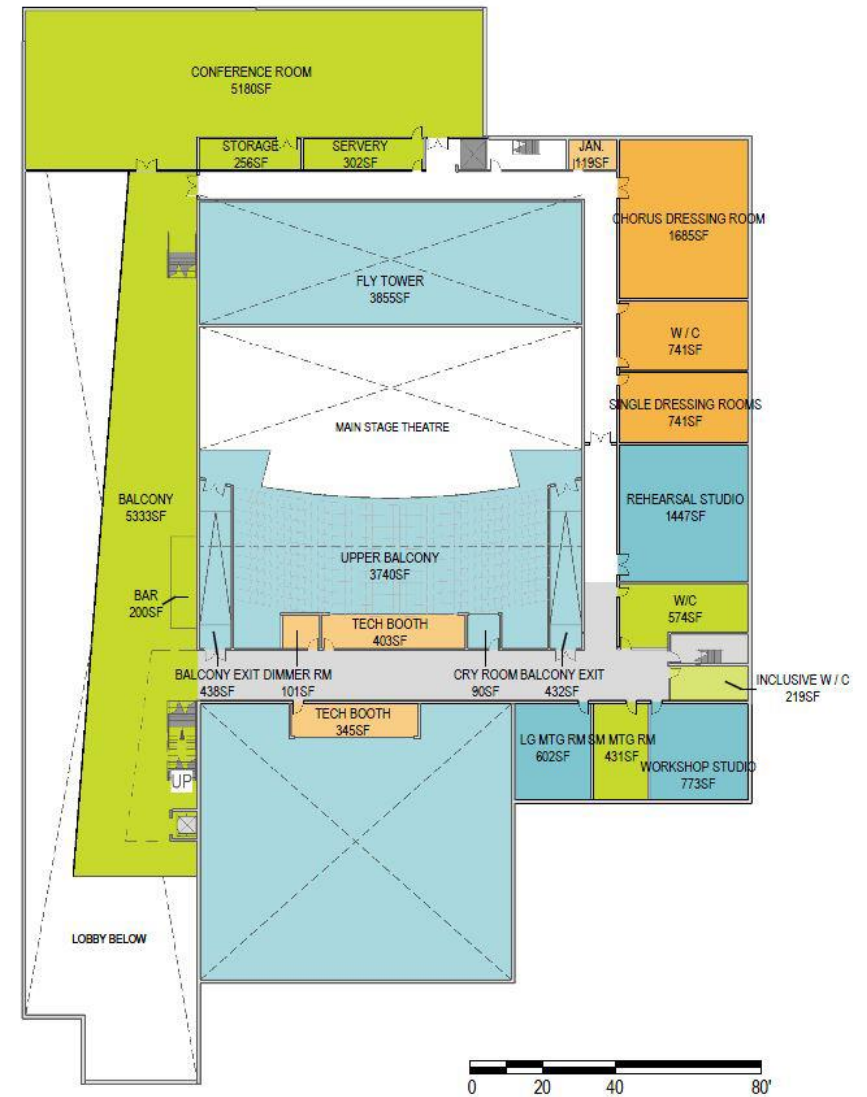


Figure 29 : Option 2 Second Floor

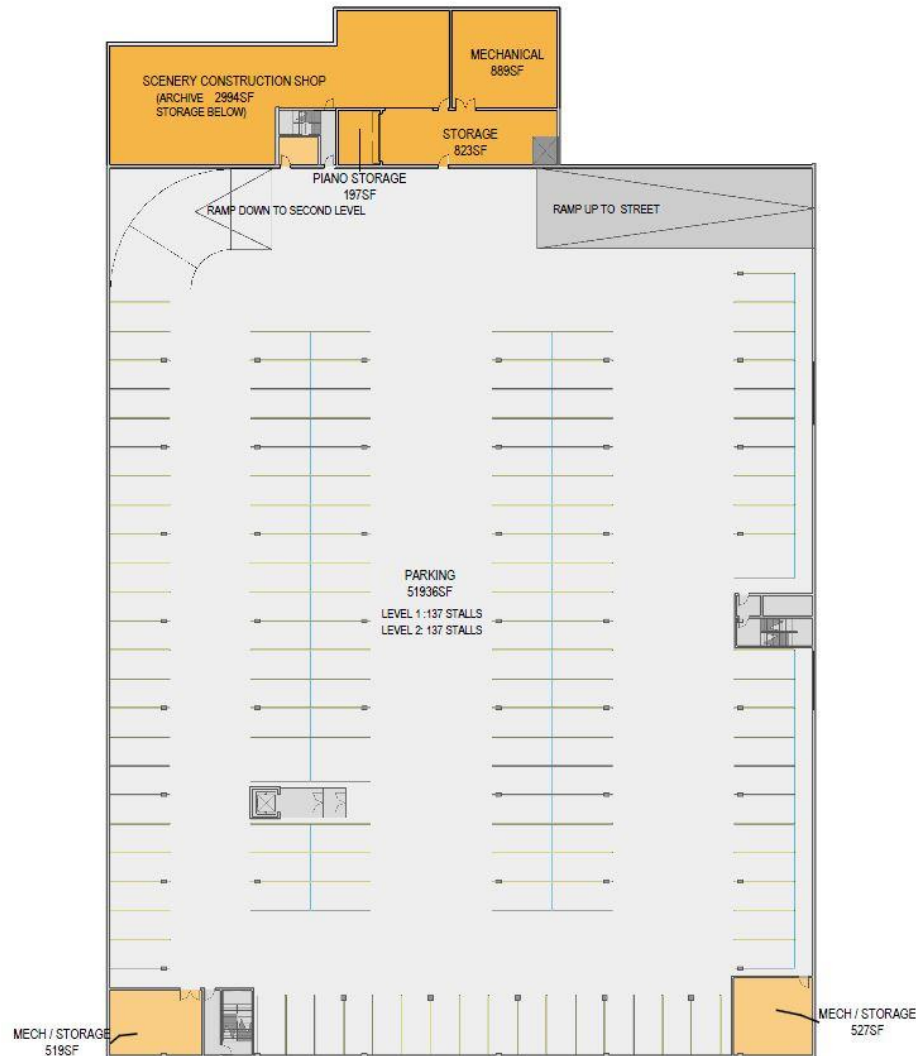


Figure 31 : Option 2 Parkade Level 1

7.4.4 Conceptual Site Program Massing

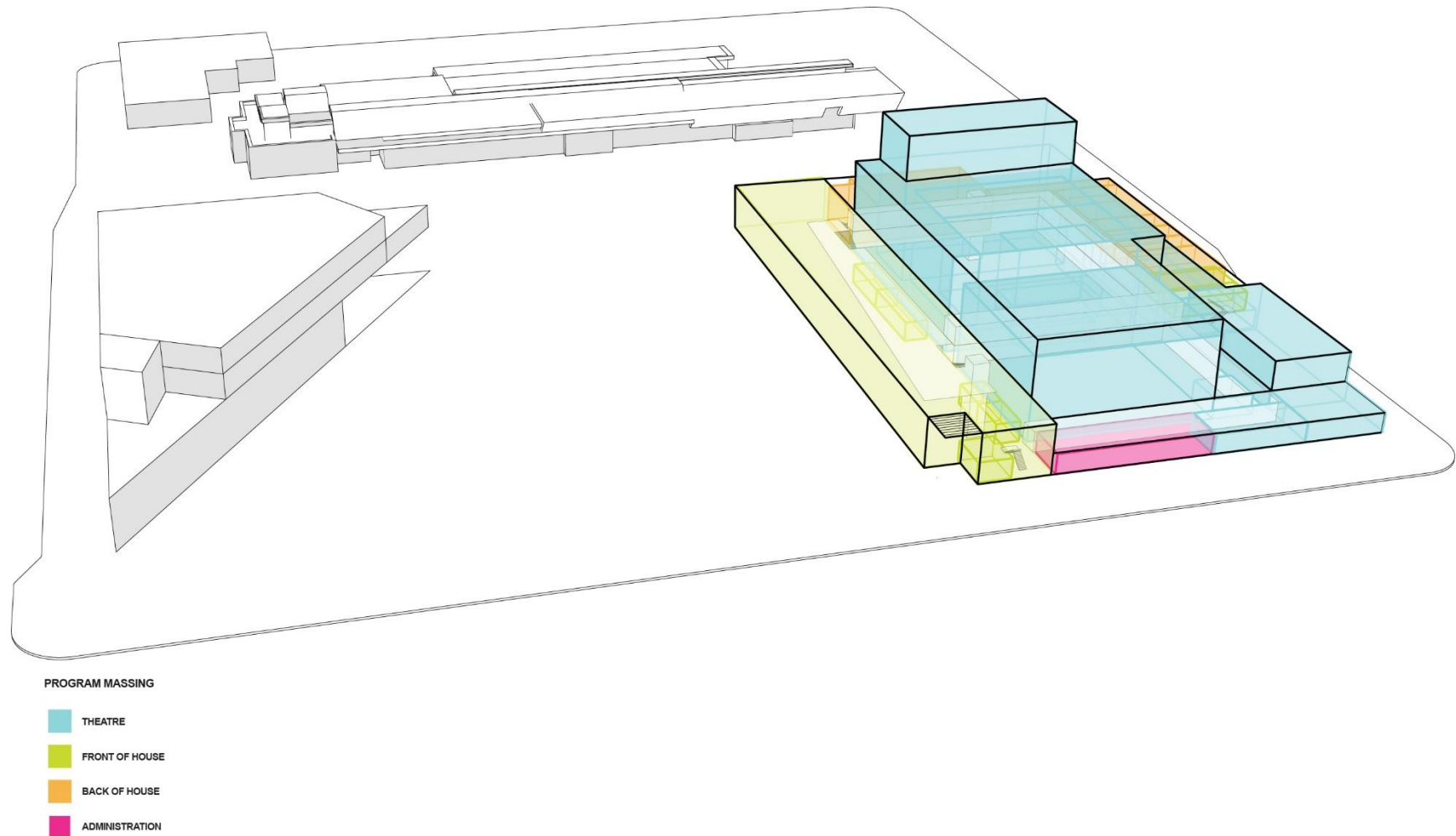


Figure 32 : Site Program Massing

8.0 FINANCIAL ANALYSIS

8.1 COSTING ANALYSIS (QUANTITATIVE ANALYSIS)

8.1.1 Capital Cost Projections

A capital cost estimate is provided in the tables below. Note that these figures are representative of Class C estimates⁹.

Using the functional program and the ensuing concept designs from Section 7.3 and 7.4, a capital cost estimate was generated. Applying standard construction costs outlined in the 2016 Canadian Cost Guide¹⁰, RS Means, and construction cost databases for similar performing arts centre projects, we determined that the Construction Cost estimates per square foot would be as follows:

Table 12 : Cost Database Sources

Source/Data Base	Location	Building Type	Construction Cost per sq. ft. ¹¹
Altus Capital Cost Guide 2016	Edmonton	Performing Arts Centre	\$450
RS Means, 2016	Edmonton	Garage, Underground Parking	\$139

⁹ A Class C or IV level is a level of estimate associated with evaluation or feasibility level costing. This level of costing inherently carries a variance of +30% and -20%.

¹⁰ Altus Group. 2016. *Canadian Cost Guide*. Altus Group.

¹¹ Figures displayed have been rounded to the nearest dollar.

Our key quantitative assumptions for capital costing are:

Table 13 : Key Quantitative Assumptions for Capital

	PMAC	Parkade
Construction Costs per gross sq. ft. Edmonton ¹²	\$450	\$139
Location Adjustment for Grande Prairie	10%	10%
Construction Cost per gross Sq. Ft. Grande Prairie	\$495	\$152
Site Work as % of Construction Costs	1%	NA
Soft Costs including Architecture, Engineering & Project Mgmt., as % of Construction Costs ¹³	15%	15%
Contingency, as % of the total development cost	15%	15%

Further assumptions include:

- Definition - This cost estimate is a Class C or IV level with a variance of +30% and -20%. It represents the summation of all identifiable project elemental costs and is used for program planning, to establish a more specific definition of client needs and to obtain preliminary project approval.
- Building Construction Type – Precast concrete on Steel frame was assumed.
- Location - The closest location that we have estimates for is Edmonton. It was assumed that development costs are higher in Grande Prairie, compared to Edmonton, by 10%.
- Furniture, Fixtures & Equipment - Construction cost estimate includes estimates for furniture, fixtures and equipment
- Site work - costs have been estimated at 1% of facility development costs. This provides an allowance for such expenditures as surface parking, landscaping, lighting and pedestrian connections

¹² Figures displayed have been rounded to the nearest dollar.

¹³ Other soft costs may include permitting, insurance, geotechnical and soil testing, survey, legal, pile monitoring, and commissioning.

- Land - land costs have not been included; the land is already owned by the City of Grande Prairie
- Utilities - No costs have been included for any underground or surface utility extensions or upgrades.
- Soft Costs - Construction costs exclude soft costs. For soft costs, a total of 15% of hard costs was used, comprised of the following:
 - Architecture - 6%
 - Engineering - 6%
 - Project Management - 2%
 - Other soft costs - 1%, which may include permitting, insurance, geotechnical & soil testing, survey, legal, pile monitoring, commissioning.
- The underground parkade cost estimate was prepared separately, but applying the same soft costs and contingency percentages used for the facility

- The cost estimate is for current dollars (Fall, 2016), since no specific construction date has been determined. However, see next item – *Contingency*.
- Contingency - The current contingency rate (15%) could be used for scope changes and/or inflation and labour and material costs between now and contract award. As the project moves close to construction start, the contingency can be reduced reflecting reduced risks of escalating costs.

Based on the functional program, gross areas are estimated to be 119,614 square feet for the performing and media arts centre, and 103,222 for the underground parkade (approximately 274 stalls including 4 accessible stalls). These figures yield a total capital cost of **\$99,900,000** which averages \$448.31 per square foot of constructed space.

Below is the summary of the estimates for Capital, first the Option 1 followed by the Option 2:

Table 14 : Summary of Capital Cost Estimate, Option 1

Type	Gross Area (sq. ft.)	Rate ¹⁴	Total	PMAC only	Parkade Only
Capital Estimate of Future Costs					
Facility Construction	119,614	\$495	59,208,930	59,208,930	
Parkade Construction	103,222	\$152	15,729,278		15,729,278
Sub-Total, Facility Construction	222,836		\$74,938,208	\$59,208,930	\$15,729,278
Site Work		1%	592,089	592,089	-
Sub-Total, Facility & Site Construction Costs			\$75,530,297	\$59,801,019	\$15,729,278
Soft Costs incl. Architecture, Engineering & Project Mgmt. ¹⁵		15%	11,329,545	8,970,153	2,359,392
Sub-Total, Facility Development excluding Contingency			\$86,859,842	\$68,771,172	\$18,088,670
Contingency		15%	13,028,976	10,315,676	2,713,300
Total Facility Development Cost including contingency			\$99,888,818	\$79,086,848	\$20,801,970
Rounded to			\$99,900,000	\$79,100,000	\$20,800,000
All in Costs/Sq. ft.			\$448.31	\$661.29	\$201.51

¹⁴ Figures displayed have been rounded to the nearest dollar.

¹⁵ Other soft costs may include permitting, insurance, geotechnical and soil testing, survey, legal, pile monitoring, and commissioning.

Table 15 : Summary of Capital Cost Estimate, Option 2

Type	Gross Area (sq. ft.)	Rate ¹⁶	Total	PMAC only	Parkade Only
Capital Estimate of Future Costs					
Facility Construction	152,311	\$495	75,393,945	75,393,945	
Parkade Construction	103,222	\$152	15,729,278		15,729,278
Sub-Total, Facility Construction	255,533		\$91,123,223	\$75,393,945	\$15,729,278
Site Work		1%	753,939	753,939	-
Sub-Total, Facility & Site Construction Costs			\$91,877,162	\$76,147,884	\$15,729,278
Soft Costs incl. Architecture, Engineering & Project Mgmt. ¹⁷		15%	13,781,574	11,422,183	2,359,392
Sub-Total, Facility Development excluding Contingency			\$105,658,737	\$87,570,067	\$18,088,670
Contingency		15%	15,848,811	13,135,510	2,713,300
Total Facility Development Cost including contingency			\$121,507,547	\$100,705,577	\$20,801,970
Rounded to			\$121,600,000	\$100,700,000	\$20,800,000
All in Costs/Sq. ft.			\$475.87	\$661.15	\$201.51

¹⁶ Figures displayed have been rounded to the nearest dollar.¹⁷ Other soft costs may include permitting, insurance, geotechnical and soil testing, survey, legal, pile monitoring, and commissioning.

Capital Contributions from Major Federal-Provincial Programs

In this case, it's appropriate to use the Municipal Sustainability Initiative (MSI) - Capital and the Federal Gas Tax Fund (GTF) to include in a "Straw Dog" or preliminary funding model. Although a straw dog model is not a Capital Funding plan, it does give us an example of what and how various funding sources could be used for the proposed performing and media arts centre. The following table shows potential contributions from the major federal and provincial funding programs available to municipalities, which are based on population size, as defined by Alberta Municipal Affairs,

Table 16 : Potential Capital Contributions from Provincial & Federal Funding Programs

Parameter	MSI ¹⁸	GTF ¹⁹
Alberta Population	4,049,407	4,049,407
City of Gr. Prairie Population ²⁰	105,314	105,314
City of Gr. Prairie's Share of Alberta population	2.600726477%	2.600726477%
City of Gr. Prairie's Share of Alberta Population (Rounded)	2.60%	2.60%
Total Annual Funds Available to Alberta in Fund	\$1,180,000,000	\$219,100,000
Estim. Maximum Annual Allocation to City of Gr. Prairie	\$30,680,000	\$5,696,600
No. of Development Years for Project	5	5
Estim. Max. Allocation to the City of Gr. Prairie During Development Period	\$153,400,000	\$28,483,000
Estimated City's Share Allocation to Project ²¹	10.00%	10.00%
Estimated City's Allocation to Project	\$15,340,000	\$2,848,300

The estimated city's allocation of funding to the performing and media arts centre under the MSI and GTF funds, is then used as the basis for calculating our financing need and potential capital repayment.

¹⁸MSI = Municipal Sustainability Initiative (MSI) - Capital

¹⁹ GTF = Federal Gas Tax Fund

²⁰ SOURCE: Alberta Municipal Affairs 2015 Community Profile

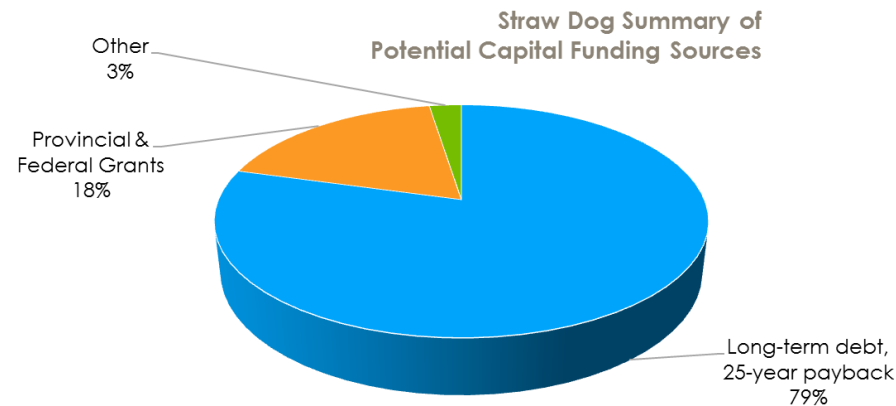
²¹ This project would "compete" against other City of Gr. Prairie infrastructure projects including roads and utilities. Hence, we have assumed the PMAC might be one of 10 infrastructure projects occurring at a given time. This would need to be adjusted to reflect the actual allocation closer to the time of tender.

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Table 17 : *Straw Dog*²² - Capital Funding Estimates by Source

No.	Source	Amt.	Comment
1	Municipal Sustainability Initiative (MSI) - Capital	\$15,340,000	See Table 16 for assumptions and calculations
2	Federal Gas Tax Fund (GTF)	\$2,848,300	
3	Furniture & equipment vendors - financing/lease to own	\$1,500,000	Approx. 2% of Bldg. costs. Pmts. over 5 years
4	Proceeds from sale of naming rights for the entire facility	\$500,000	
5	Charitable capital contributions from individuals	\$200,000	
6	Charitable capital contributions from corporations, incl. Gifts-in-Kind	\$300,000	
7	Reserves - Accumulated surplus funds not yet designated for spending		Not yet determined.
8	Long-term debt, 25-year payback	\$79,211,700	ACFA rate of 3%. Annual pymts. of \$4,549,000.
Total Capital Funding		\$99,900,000	



²² This table is an example of what and how various funding sources could be used for the Grande Prairie PMAC, not a proposed Capital Funding plan.

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We can use the estimates above to calculate possible long term debt repayments.

Table 18 : Debt Repayments Estimate

Principal	\$79,211,700
Amortization Period (yrs.)	25
Number of Payments	25
Payments Made at	End of Period
Interest Rate Posted on ACFA	2.6500%
Rounded Interest Rate	3.00%
Annual Payments	\$4,548,959.29
Annual Payments, Rounded	\$4,549,000

Source: Alberta Capital Finance Authority
Web site <http://www.acfa.gov.ab.ca/nav/rates.html>
Date 15-Sep-2016

Other Key Assumptions are:

- Potential funding contributions through provincial and federal programs are based on current programs (MSI, GTF) and may change over time as governments, policies and programs change and evolve.
- The dollar amounts suggested from these programs are based on several factors outlined in the associated table in Appendix C, Funding Options.
- Partnerships with public, non-profit or private entities are possible, but none have been assumed in the "Straw Dog".
- User groups are more likely to contribute to equipment, furnishings and if they are a tenant, to Tenant Improvements, but none have been assumed in the Straw Dog.
- Non-profit, community groups have the ability to apply for and access funds from the Alberta Lottery Fund but none have been assumed in the Straw Dog.
- It may be possible to sell naming rights for components (e.g. Black Box Theatre) of the PMAC, but none have been assumed in the Straw Dog.

8.1.2 Operating Costs

To begin to estimate the operating figures for the proposed Grande Prairie facility and program, there are many assumptions that must be adopted. We have listed our assumptions below.

- The aggregate of three years' operating data from 2013 to 2015 would give a good snap shot of the distribution of revenue streams from each of the subject facilities.
- The amount expressed in the operating years' dollars would not be converted to current year dollars since we are aggregating those figures.
- Since a facility of this size and program has not operated in the Grande Prairie Region before, we must 'borrow' from the experience of other facilities and their operating figures.
- Using publicly available information in a standardized format would provide the most consistent way to compare. Except in the case of Strathcona County's Festival Place, we have gathered information from the T3010 Charities Information Return on file with Revenue Canada because that provides a consistent format. Although this may only represent facilities operating under a not-for-profit governance model, this information does allow us to draw some conclusions on the patterns of revenue and expenditures.

Festival Place's data comes from interviews with their general manager, Gavin Farmer. Festival Place was operated by a non-profit society until 2012. Since then, the facility has been municipally owned and operated. Mr. Farmer indicated that the municipally operated model yielded expenditures that are on average \$650K more than society operated model.

- We also investigated the detailed operating data for a number of benchmarked facilities but have limited our reporting to four key facilities. They are:
 - Strathcona County's Festival Place (a performing arts centre),
 - Grande Prairie's Centre for Creative Arts Society (CCAS, Grande Prairie - a visual arts facility),
 - Kelowna's Rotary Centre for the Arts (Kelowna RCA - a performing arts and community hub), and
 - Edmonton's Nina Haggerty Centre (a gallery and visual arts training centre)

8.1.2.1 Operating Revenue

The operating revenue figures reported for the years 2013 to 2015 range from a low of \$387,708 to a high of \$1,135,228. Below is a tabulation of these figures:

Table 19 : Benchmarked Arts Facility Operating Revenue

	Benchmarked								
	Festival Place			CCAS, Grande Prairie*			Kelowna RCA		
	Sherwood Park/Strathcona County, AB			City of Grande Prairie, AB			Kelowna, BC		
	2015	2014	2013	2015	2014	2013	2015	2014	2013
Other Revenue:									
Charitable Inc (line 4500, T3010)				11,821	2,285	1,200	18,754	2,976	36,307
Charitable Gifts (line 4510, T3010)				15,380	15,000	9,959	49,226	28,535	18,407
Non-Charitable Gifts Inc (line 4530, T3010)				-	-	-	14,634	18,853	60,897
FEDERAL Gov (line 4540, T3010)				-	-	-	15,000	15,000	15,000
PROV Gov (line 4550, T3010)				56,274	45,125	57,470	34,500	34,500	34,500
MUNICIPAL Gov. (line 4560, T3010)				131,662	124,097	132,817	306,300	310,300	283,800
Interest Inc (line 4580, T3010)				612	1,275	1,107	89	426	338
Net proceeds from disposal of assets (line 4600, T3010)				-	-	-			
Gross Rental Inc (line 4610, T3010)				15,983	15,179	14,136	307,615	298,457	254,378
Members/dues/assoc. Fee Rev. (line 4620, T3010)				-	-	-	660	480	510
Non-charitable fundraising (line 4630, T3010)				868	8,509	14,349	48,352	48,243	39,043
Sales Inc. (line 4640, T3010)				207,614	176,238	173,891	340,098	368,245	379,438
Other Rev. (line 4650, T3010)	600,000	650,000	700,000	38,921	-	-		2,000	
Subtotal Revenue	\$ 600,000	\$ 650,000	\$ 700,000	\$ 479,135	\$ 387,708	\$ 404,929	\$ 1,135,228	\$ 1,128,015	\$ 1,122,618
# of seats/attendances	106,153	106,153	106,153				225,000	225,000	225,000
Average Revenue per attend.	\$ 5.6522	\$ 6.1232	\$ 6.5943				\$ 5.0455	\$ 5.0134	\$ 4.9894
Average Revenue per attend.	\$ 5.5697								

Based on the number of reported attendees at the performing arts spaces, we were able to calculate an average dollar revenue per attendee of \$5.5697. This is a rather crude method of estimating possible revenue, but for the purpose of drawing a straw dog illustration of potential operational revenue, we have applied this figure to an estimated attendance to calculate a possible revenue yield.

Further, from the Table 19 Benchmarked Revenue data, we can see a fairly consistent illustration of the distribution of revenue streams:

Table 20 : Distribution of Revenue Streams²³

	CCAS, Grande Prairie (City of Grande Prairie)	Kelowna RCA (Kelowna, BC)	Nina Haggerty Centre (Edmonton)	Average ²⁴
Rental	4%	25%	0%	10%
Fundraising	6%	11%	45%	21%
Sales	44%	32%	6%	27%
Other	3%	0%	8%	4%
Non-Government Revenue	57%	69%	59%	62%
Federal Funding	0%	1%	0%	1%
Provincial Funding	12%	3%	34%	16%
Municipal Funding	31%	27%	7%	21%
Government Funding	43%	31%	41%	38%

²³ Since we only have high level data for Festival Place, we have excluded that data from this analysis.

²⁴ Percentages displayed have been rounded to the nearest percent.

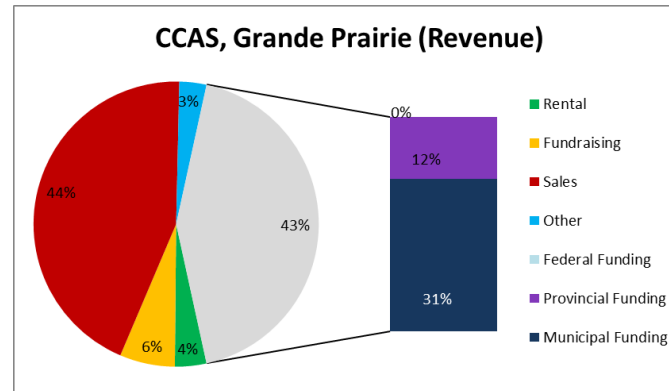
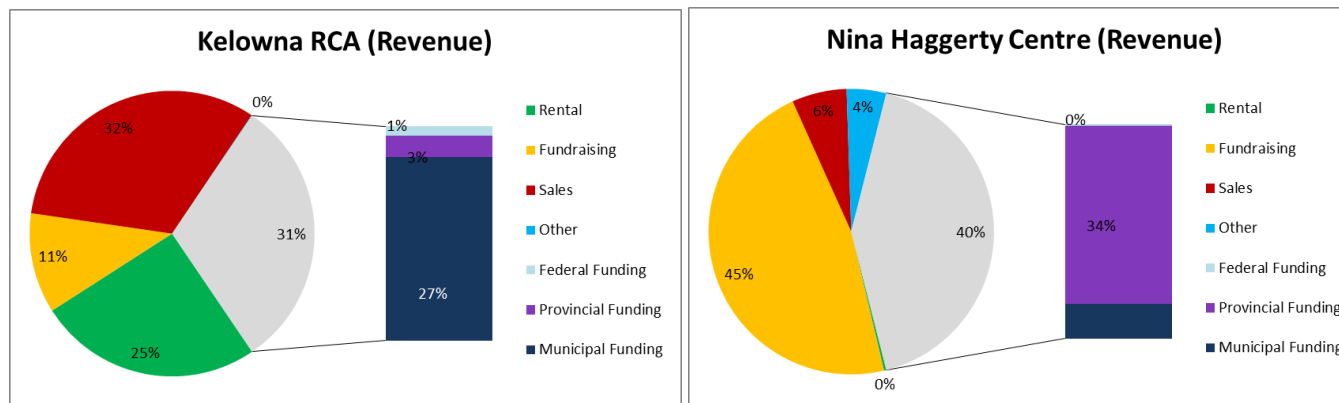


Figure 33 : Distribution of Revenue Categories



The calculation for the projected number of attendees is to take the 2015 attendance at Kelowna RCA (225,000 attendances in a 753-seat facility) and extrapolate attendance based on the proposed 1,000 facility seats for Grande Prairie's PMAC. We have estimated possible attendance of 298,805 at the proposed facility²⁵. Attendances x \$5.57 per visit yields a possible revenue in year 1

²⁵ $225,000 \times 1,000 / 753 = 298,805$

of \$1,664,242. To produce the following distribution, we apply the average distributions among Government Funding, Rental, Sales, Fundraising, and other revenue outlined in Table 20, Distribution of Revenue Streams.

We can project possible revenue for the first five years of operations to look like the following

Table 21 : Projected Operational Revenue²⁶

	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5
Charitable Inc	\$ 61,496	62,726	63,981	65,260	66,566
Charitable Gifts	\$ 91,297	93,123	94,985	96,885	98,823
Non-Charitable Gifts Inc	\$ 77,435	78,984	80,563	82,175	83,818
FEDERAL Gov	\$ 8,498	8,668	8,842	9,019	9,199
PROV Gov	\$ 272,137	277,580	283,131	288,794	294,570
Interest Inc	\$ 1,614	1,646	1,679	1,713	1,747
Net proceeds from disposal of assets	\$ 504	514	524	535	546
Gross Rental Inc	\$ 162,136	165,379	168,687	172,061	175,502
Members/dues/assoc. Fee Rev.	\$ 23,257	23,722	24,196	24,680	25,174
Non-charitable fundraising	\$ 116,765	119,100	121,482	123,912	126,390
Sales Inc.	\$ 454,474	463,563	472,834	482,291	491,937
Other Rev.	\$ 41,113	41,935	42,774	43,630	44,502
Subtotal Revenue	\$ 1,310,726	\$1,336,941	\$1,363,679	\$1,390,953	\$1,418,772

²⁶ The year over year escalation of Revenue is 2%.

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8.1.2.2 Operating Costs

In a similar vein, we have analyzed the operating expenditures for the same four facilities.

Table 22 : Benchmarked Arts Facility Operating Expenditures

	Benchmarked											
	Festival Place			CCAS, Grande Prairie			Kelowna RCA			Nina Haggerty Centre		
	Sherwood Park/Strathcona County, AB			City of Grande Prairie, AB			Kelowna, BC			Edmonton, AB		
	2015	2014	2013	2015	2014	2013	2015	2014	2013	2015	2014	2013
Staffing:												
Salary / Wages				210,946	205,920	204,468	641,214	629,591	606,585			
Payroll Deductions (assume 10% of Salary Wages unless explicitly stated)				23,438	22,880	22,719	71,246	69,955	67,398			
Total Expenditure on all compensation (Line 390)				\$ 234,384	\$ 228,800	\$ 227,187	\$ 712,460	\$ 699,545	\$ 673,983	\$ 430,649	\$ 377,534	\$ 320,147
Advertising & promo (line 4800, T3010)				8,445	6,286	6,008	21,043	20,806	31,890	15,961	30,011	15,057
Travel and vehicle exp. (line 4810, T3010)							2,402	2,062	3,742	11,366	1,135	177
Interest and bank charges (line 4820, T3010)				5,093	3,695	2,855	8,888	8,450	8,553	3,828	7,417	5,147
Licenses, memberships, and dues (line 4830, T3010)				5,854	8,179	8,568	660	553	2,794			
Office supplies & exp. (line 4840, T3010)				13,948	14,251	11,125	13,875	8,450	59,347	18,514	21,441	23,966
Occupancy Costs (line 4850, T3010)				71,889	65,960	63,147	116,514	117,339	109,730	57,021	52,276	45,667
Professional and consulting fees (line 48600, T3010)				10,889	5,372	6,347	16,910	14,980		9,174	12,777	13,514
Education & training (line 4870, T3010)							8,049	6,318	2,372		2,541	
Fair mkt value of donated goods (line 4890, T3010)							13,210	10,667	29,690	1,973	3,406	20,663
Purchased supplies and (non- capital) assets (line 4891, T3010)				51,410	58,950	53,916	82,215	77,648	205,620	109,516	97,670	132,381
Research grants and scholarships issued (line 4910, T3010)							131,852	-				
all other exp, excl. gifts to donees (line 4920, T3010)	1,700,000	1,375,000	1,050,000	55,533	41,459	47,124		126,171	3,900			-
Gifts to qualified donees (line 5050, T3010)										40		
Subtotal Expenses	\$ 1,700,000	\$ 1,375,000	\$ 1,050,000	\$ 457,445	\$ 432,952	\$ 426,277	\$ 1,128,078	\$ 1,092,989	\$ 1,131,621	\$ 658,042	\$ 606,208	\$ 576,719

Again, we see a distribution of costs where compensation represents almost 60% of operations, facility operations 22% and occupancy costs accounting for another 11% of operations.

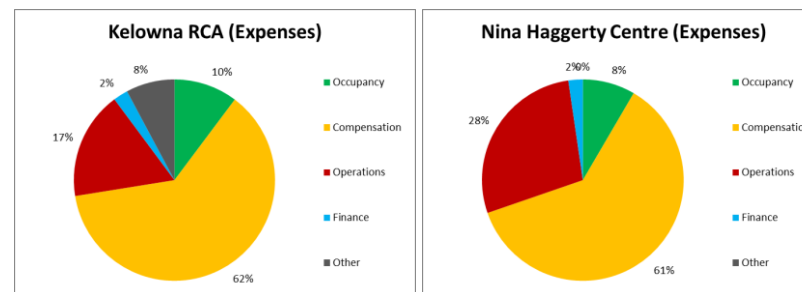
Table 23 : Distribution of Expense Categories

	CCAS, Grande Prairie (Expenses)	Kelowna RCA (Expenses)	Nina Haggerty Centre (Expenses)	Average ²⁷
Occupancy	15%	10%	8%	11%
Compensation	52%	62%	61%	59%
Operations	20%	17%	28%	22%
Finance	1%	2%	2%	2%
Other	11%	8%	0%	6%

CCAS, Grande Prairie (Expenses)

Legend: Occupancy (green), Compensation (yellow), Operations (red), Finance (blue), Other (grey)

Figure 34 : Distribution of Expense Categories



²⁷ Percentages displayed have been rounded to the nearest percent.

Table 24 : Projected Operational Expenditure²⁸

	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5
Staffing:					
Salary / Wages	1,090,215	1,122,921	1,156,609	1,191,307	1,227,046
Payroll Deductions ²⁹	121,135	124,769	128,512	132,367	136,338
Total Expenditure on all compensation	\$ 1,211,350	\$ 1,247,690	\$ 1,285,121	\$ 1,323,674	\$ 1,363,385
Advertising & promo	\$ 48,811	50,276	51,784	53,337	54,938
Travel and vehicle exp.)	\$ 6,427	6,619	6,818	7,022	7,233
Interest and bank charges	\$ 17,535	18,062	18,603	19,161	19,736
Licenses, memberships, and dues	\$ 12,641	13,020	13,411	13,813	14,228
Office supplies & exp.	\$ 61,240	63,077	64,970	66,919	68,926
Occupancy Costs	\$ 233,613	240,622	247,840	255,276	262,934
Professional and consulting fees	\$ 31,634	32,583	33,561	34,567	35,604
Education & training	\$ 4,388	4,519	4,655	4,795	4,938
Fair mkt value of donated goods	\$ 20,740	21,362	22,003	22,663	23,343
Purchased supplies and (non-capital) assets	\$ 287,948	296,587	305,484	314,649	324,088
Research grants and scholarships issued	\$ 27,077	27,889	28,726	29,587	30,475
all other exp, excl. gifts to donees	\$ 102,070	105,132	108,286	111,535	114,881
Gifts to qualified donees	\$ 15	15	16	16	17
Subtotal Expenses	\$ 2,065,489	\$ 2,127,454	\$ 2,191,277	\$ 2,257,016	\$ 2,324,726

²⁸ The year over year escalation of Expenditure is 3%.²⁹ Assume 10% of Salary Wages unless explicitly stated)

8.1.3 Life-Cycle Costing and 5-Year Operating Proforma

In addition to the consideration for revenue, expenses, and capital repayment the best practice of Life Cycle Costing includes a Capital Renewal allowance for the repair, maintenance, and upkeep of the facility. Generally, this allowance is anticipated to be 2% of the construction cost beginning in the third year of operation and continuing through the remainder of the useful life. In the case of the proposed Grande Prairie performing and media arts centre, this useful life would be anticipated to be 50 years.

Table 25 : 5-Year Operating Proforma

	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5
Revenue³⁰					
Rental	162,136	165,379	168,687	172,061	175,502
Fundraising	346,993	353,933	361,011	368,232	375,596
Sales	454,474	463,563	472,834	482,291	491,937
Other	66,488	67,817	69,174	70,557	71,968
Government Contributions:					
Federal Funding	8,498	8,668	8,842	9,019	9,199
Provincial Funding	272,137	277,580	283,131	288,794	294,570
Total Gov't Funding	280,635	286,248	291,973	297,813	303,769
Total Revenue	\$ 1,310,726	\$1,336,941	\$1,363,679	\$1,390,953	\$1,418,772

³⁰ The year over year escalation of Revenue is 2%.

	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5
Expenses³¹					
Occupancy	233,613	240,622	247,840	255,276	262,934
Compensation	1,211,350	1,247,690	1,285,121	1,323,674	1,363,385
Operations	453,089	466,682	480,682	495,103	509,956
Finance	38,275	39,423	40,606	41,824	43,079
Other	129,162	133,036	137,028	141,138	145,373
Total Expenses	\$ 2,065,489	\$ 2,127,454	\$ 2,191,277	\$ 2,257,016	\$ 2,324,726
Net Costs before Adjustments	\$ (754,763)	\$ (790,513)	\$ (827,598)	\$ (866,063)	\$ (905,954)
Adjustments:					
F&E Repayment	300,000	300,000	300,000	300,000	300,000
Debt Repayments	4,549,000	4,549,000	4,549,000	4,549,000	4,549,000
Cap Renewal ³²	-	-	1,511,000	1,511,000	1,511,000
NET CASH FLOW / Muni Support Req'd	\$ (5,603,763)	\$ (5,639,513)	\$ (7,187,598)	\$ (7,226,063)	\$ (7,265,954)
COST RECOVERY CALCULATIONS:					
Cost Recovery ³³ of Operating Expenses	19%	19%	16%	16%	16%
Cost Recovery of Expenses, Debt & Cap Renewal	19%	19%	19%	20%	20%

³¹ The year over year escalation of operational expenses is 3%.

³² Capital Renewal 2% of hard construction costs estimate, excluding soft costs and contingency

³³ Cost Recovery percentages displayed have been rounded to the nearest percent.

8.2 SUMMARY OF FINANCIAL ANALYSIS

Remembering that we have applied a Class C cost estimation and have applied a straw dog model of costing operations, Stantec can restate the results of the Financial Analysis as follows:

Component	Estimate
Capital Cost	\$ 99,900,000
Average capital cost per sq. foot	\$448.31
Projected Borrowing	\$79,211,700
Operating Revenue, yr. 1 (growing 2% each year after that)	\$1,310,726
Operating Expenditure, yr. 1 (growing 3% each year after that)	\$ 2,065,489
Net Cash Flow, yr. 1	\$(5,603,763)
Capital Renewal (beginning in third year of ops.)	\$ 1,511,000
Net Municipal Contribution required, yr. 3 (escalating in subsequent years)	\$(7,187,598)

9.0 IMPLEMENTATION STRATEGY

9.1 COMPETITOR IMPACTS

The following are the five, purpose-built facilities that we feel will be most impacted by the development of PMAC. Trickle up effect means that arts and culture user groups will have more choices and be able to better match their needs to a facility. Groups currently use facilities that are not purpose built, (i.e. churches and schools). The proposed centre would therefore be able to provide higher quality facilities to user groups.

Table 26 : Competitor Impacts

Venue Name	Venue Owner	Capacity	Short Term			Long Term		Legend	
			Capacity Relief	Some Bookings Move	Price Pressure	Trickle up effect	Interest & demand		
Douglas J. Cardinal Performing Arts Centre (Theatre)	Grande Prairie Regional College	508	✓	✗	✗	✓	✓	✓	Positive Impact
Teresa Sargent Hall (Meeting / Banquet Facility)	Montrose Cultural Centre	486	✓	✗	✗	✓	✓	●	Possible Impact
Black Box Theatre (pending-not yet built)	Grande Prairie Catholic Schools	350	✓	●	✗	✓	✓	✗	Negative Impact
Black Box Theatre	Grande Prairie Regional College	200			✗	✓	✓		None or minimal Impact Expected
Second Street Theatre	City of Grande Prairie	165			✗	✓	✓		

Impacts were divided into short term and long term categories to capture the changing impact of the facility over time. In the immediate term, an adjustment period will result from the availability of a new facility. With new capacity, existing venues will experience capacity relief allowing more flexibility in bookings. There is also likely to be an increase in production quality when arts groups are rehearsing and performing in purpose-built facilities. However, this could also represent short term pressure on demand and bookings shifting from existing venues to the new facility. In the long term, existing facilities will benefit from increasing interest in the arts inspired by bolstered arts and culture community as well as the "Trickle up Effect" described in the above table.

As a result of the analysis above, it is apparent that GPRC would experience the most impact as a result of the PMAC. In the short term, there could be pressure on their three venues, however, as interest and participation in cultural and artistic activities increases the venues may return to or exceed current utilization. To mitigate the possible negative impacts, the City should engage GPRC in discussions. This should allow GPRC time to prepare and better manage the change.

It is not anticipated that any existing arts and cultural venues within Grande Prairie would relocate or close as a result of the PMAC facility.

9.2 ECONOMIC IMPACT

To estimate the economic impacts for the development and operation of the new facility, we have drawn on the economic multipliers that are periodically researched and published by the Government of Alberta.

Table 27 : Economic Impacts

Inputs:

All-in 1-Time Development Costs	\$99,900,000
Estim. Annual Operating Costs, yr. 3 (excludes debt service)	\$2,874,679

Outputs:

	Economic Indicator	Multiplier ⁽¹⁾	Impact
One Time Development (2)	GDP at Basic Prices would rise by	0.782	\$78,121,800
	Labour Income would increase by	0.502	\$50,149,800
	Employment would grow by (Man-years)	0.07	699
	Gross Production/Output would rise by	1.743	\$174,125,700
Annual Operations (3)	GDP at Basic Prices would rise by	0.893	\$2,567,089
	Labour Income would increase by	0.502	\$1,443,089
	Employment would grow by (Man-years)	0.086	25
	Gross Production/Output would rise by	1.593	\$4,579,364

Source: **Alberta Economic Multipliers**, Alberta Treasury Board and Finance, 2011, Table 8

(1) Multipliers were sourced from Table 8 - Alberta Total Multipliers (Commodities at Purchaser Prices)

(2) These multipliers were selected from the Commodity title of Non-Residential Buildings

(3) These multipliers were selected from the Commodity title of Information and Cultural Services

In summary, the development of the centre would add about \$78 Million to Alberta's Gross Domestic Product (GDP) and 699 man-years of employment on a 1-time basis. From centre operations, annual impacts include an additional 25 jobs, with Labour income from those jobs exceeding \$1.4 Million, while contributing an increase to Alberta GDP of \$2.6 Million.

9.3 PARTNERSHIP OPPORTUNITIES

What partnership opportunities exist and how would these work with the new facility?

In identifying and assessing such opportunities, we start with a definition from Investopedia:

A partnership is an arrangement in which two or more individuals share the profits and liabilities of a business venture. Various arrangements are possible: all partners might share liabilities and profits equally, or some partners may have limited liability.

Understanding and acceptance of the above definition provides a key requirement of a partnership, that it entails a firm, long-term **financial** commitment. Based on the stakeholder engagement undertaken for this assignment, and Stantec's experience identifying and assessing partnership opportunities for capital investment, we have concluded that:

- None of the current non-profit stakeholder groups are in a position to become a partner in the project
- A Public-Private Partnership (P3)³⁴ does not meet the criteria of investors and should not be considered
- Partnerships with other municipalities in the region should be pursued, as explored below.

Non-profit organizations will still be expected to make important contributions to the project. This includes providing volunteers for a capital campaign and applying to the Alberta Lottery Fund to fund tenant improvement and equipment. The private sector should contribute capital by donating cash, goods and services, and through the purchase of naming rights.

³⁴ According to PPP Canada, Public-Private Partnerships are an approach to procuring public infrastructure where the private sector assumes a major share of the risks in terms of financing and construction and ensuring effective performance of the infrastructure, from design and planning, to long-term maintenance.

9.4 REGIONAL FUNDING MODEL

If the new facility were funded on a regional basis, instead of solely by the City of Grande Prairie, what would that look like? To address this question, first we have narrowed the question to an examination of the annual municipal contribution (or subsidy) required. This includes three major components of costs, totaling over \$6 Million per annum: net operating expenses, capital renewal allowance, repayment of the debt associated with the capital borrowing.

9.4.1 Population Based

We examined the populations of the nearby municipalities including the surrounding counties, and for illustration purposes, showed the impact of “50% participation” and “100% participation” levels

Table 28 : Population Based Funding Model

Municipality	Popl	% of Popl ³⁵	0% Participation ³⁶	50% Participation	100% Participation
Grande Prairie	68,556	67.7%	\$7,187,598	\$6,027,988	\$4,868,379
Grande Prairie County	20,347	20.1%		\$722,453	\$1,444,905
MD Greenview	5,299	5.2%		\$188,149	\$376,299
Beaverlodge	2,365	2.3%		\$83,973	\$167,946
Sexsmith	2,418	2.4%		\$85,855	\$171,710
Wembley	1,410	1.4%		\$50,064	\$100,129
Hythe	820	0.8%		\$29,115	\$58,231
Total	101,215	100%	\$7,187,598	\$7,187,598	\$7,187,598

For example, Beaverlodge with a population of 2,365 represents 2.3% of the total region's population. If they were to contribute to the operating deficit at a level proportional to their population they would contribute approximately \$167,946 ($\$7,187,598 \times .023 \times 100\%$)

³⁵ Percentages displayed have been rounded to the nearest decimal point.

³⁶ \$7,187,598 - Municipal support required taken from Table 26 “5-Year Operating Pro Forma”. Municipal support required includes operating deficit, debt repayment and capital renewal in year three of operations.

each year. If Beaverlodge contributed at 50% of their population proportion, then they would contribute approximately \$83,973 ($\$7,187,598 \times .023 \times 50\%$) each year.

As the above table illustrates, even if the regional municipalities participate at a 50% level, relative to their population, the impact on the City of Grande Prairie is significant, reducing the annual financial subsidy by about \$1.3 Million per year.

9.4.2 Property Tax Based

We examined the property tax (real property and linear property tax) of the nearby municipalities including the surrounding counties, and for illustration purposes, showed the impact of "50% participation" and "100% participation" levels. Hythe was excluded from the analysis as their financial data was not available at the time of publication.

Table 29 : Property Tax Based Funding Model

Municipality	2015 Total (real and linear property tax)	% of Taxes	0% Participation	50% Participation	100% Participation
Grande Prairie	\$127,176,256	38.9%	\$7,187,598	\$4,991,670	\$2,795,743
Grande Prairie County	\$92,257,425	28.2%		\$1,014,057	\$2,028,115
MD Greenview	\$99,249,684	30.4%		\$1,090,913	\$2,181,827
Beaverlodge	\$3,253,452	1.0%		\$35,761	\$71,521
Sexsmith	\$3,550,832	1.1%		\$39,029	\$78,059
Wembley	\$1,470,846	0.4%		\$16,167	\$32,334
Total	\$326,958,495	100%	\$7,187,598	\$7,187,598	\$7,187,598

Municipal support required has been taken from Table 25 "5-Year Operating Pro Forma". Figure includes debt repayment and capital renewal in year three.

As the above tables illustrate, if the regional municipalities participate based on their relative population or property taxes (depending on the model chosen), the impact on the City of Grande Prairie is significant. Even at the 50% level, a possible reduction in the annual financial subsidy carried by the City would be about \$1.3 to \$2.2 Million per year.

9.5 GOVERNANCE MODEL

To identify who should own and operate the new facility, we have examined other similar facilities, such as:

Table 30 : Ownership and Operations of Similar Facilities

Facility Name	Owner(s)	Managed & Operated by
Festival Place	County of Strathcona	County of Strathcona
Arden Theatre	City of St Albert	City of St Albert
Vic Juba Community Theatre	City of Lloydminster	Vic Juba Community Theatre Board
Horizon Theatre	Spruce Grove & Parkland County	City of Spruce Grove Spruce Grove Separate Schools
Vernon & District PAC	Regional District (2 munis & 2 Districts)	Vernon & District Performing Arts Centre Society
Kelowna Rotary Arts Centre	City of Kelowna	Kelowna Rotary Arts Centre Society
Key City Theatre	Southeast Kootenay School District No. 5	Key City Theatre Society

In developing the governance model, we examined three key responsibilities:

- Ownership - Legal ownership of the property and the facility asset
- Operations – Operation of the facility, including programming, staffing, bookings, financial management, and day-to-day operations
- Facility Management – Management and maintenance of the facility asset

Based on best practices, Stantec recommends that:

1. The City of Grande Prairie own the facility
2. A new, non-profit organization (dedicated to the performing and visual arts) operate the facility
3. The City and the non-profit organization share responsibilities for facility management.

9.5.1 Ownership

Some key reasons that municipal ownership is recommended are:

- The municipality provides greater long-term stability than a non-profit organization over the long-term
- The City already owns the land
- By retaining ownership, the City can have significant control or influence over the management of the facility
- The City is eligible for funding sources that a non-profit organization is not eligible for
- The City is in a better negotiating position to request and obtain financial support from surrounding municipalities
- The City has more qualified personnel on staff, who can oversee the complex facility development process

9.5.2 Operations

Some key reasons that operation by a new non-profit organization is recommended are:

- The new non-profit organization will be comprised of representatives of the major arts and cultural organizations in Grande Prairie. Hence stakeholders are in the best position to ensure success, including broad community use of and support of the facility
- The non-profit organization can facilitate volunteer contributions
- The non-profit organization can obtain a charitable tax number, so that financial contributors can receive an income tax receipt which often improves the attractiveness of one's project to potential donors.
- Non-profit organizations are eligible to apply for funding from the Alberta Lottery Fund
- The non-profit organization can hire and manage operational staff without the requirement to conform to the City's personnel policies and union restrictions

The composition of the new non-profit society should include representatives from:

- Grande Prairie Performing and Media Arts Guild
- Grande Prairie Live Theatre
- Centre for Creative Arts Society
- County of Grande Prairie No.1
- City of Grande Prairie

9.5.3 Facility Management

The City, as owner would be responsible for structural repairs and maintenance, which is also known as capital renewal.

The City as owner and the new non-profit organization as operator would develop a written agreement for shared responsibilities for facility management, which include, but is not limited to:

- Preventative maintenance program
- Reactive maintenance program
- Power, gas, water, and sanitary sewer services
- Building and life safety, e.g. fire alarms
- Security services, including monitoring and guard services,
- Waste management and recycling,
- Snow removal and exterior maintenance
- Telecommunications and information technology
- Day-to-day cleaning and janitorial services
- Cyclical cleaning and janitorial services such as carpet and window cleaning

The costs for managing the facility (i.e. all of the above) would remain as a responsibility for the non-profit corporation.

Some of the major factors in evaluating and deciding who should assume responsibility for the above include:

- The City's ability to roll the new PMAC under existing service and purchase contracts, which in turn could enable the PMAC to obtain lower prices and improved services³⁷,
- The City's organization, personnel and system's capacity and preparedness to take the PMAC facility management under its wing
- The specialized expertise that already exists within the City, to provide management oversight and solve the technical issues that arise in facility management

The overall intent of discussions and agreement with the City is to obtain the best possible facility management at the optimal price.

³⁷ For example, the City may have a power purchase agreement with a power supplier. Depending upon the contract, it may be possible that the PMAC, as an affiliate of the City, could gain some of the same benefits as the City itself

10.0 DOCUMENTS REVIEWED

The following documents were reviewed and information derived from these documents was included in the preparation of this report as appropriate.

Documentation Reviewed

	Document Title	Date	Author
1	Consumer Spending on Culture in Canada, the Provinces and 12 Metropolitan Areas in 2008	17 Nov 2010	Hills Strategic Research
2	Culture and Tourism Business Plan 2016 –19	17 Mar 2016	Ricardo Miranda, Government of Alberta
3	Highlights of the Alberta Economy 2012	2013	Government of Alberta
4	2016-17 Government Estimates, <i>General Revenue Fund and Lottery Fund</i>	14 Apr 2016	Joe Ceci, Government of Alberta
5	Government of Alberta Budget 2016, <i>Fiscal Plan 2016-19</i>	2016	Joe Ceci, Government of Alberta
6	Cultural Master Plan	2010	City of Grande Prairie with Catherine C. Cole & Associates, Barr Ryder Architects and Interior Designers, and Topside Consulting (2004) Ltd. 2010.
7	ourMontrose Phase I Engagement Report	Jan 2016	City of Grande Prairie with Nak Design Strategies
8	Our Montrose Phase II Engagement Report	Mar 2016	City of Grande Prairie with Nak Design Strategies
9	Our Montrose, South Montrose Site Master Plan	Jul 2016	City of Grande Prairie with Nak Design Strategies
10	2003 Cultural Opportunities & Facilities Plan	Jan 2003	City of Grande Prairie

DOCUMENTS REVIEWED
March 3, 2017

Project No.: 144204015

11	A Dialogue with Alberta's Arts Sector	Mar 2011	Government of Alberta, Lindsay Blackett, Minister of Alberta Culture and Community Spirit
12	Lethbridge Performing Arts Centre Study	05 May 2010	Ferrari Westwood Babits Architects, Theatre Projects Consultants, Threshold, and Webb Management Services Inc
13	Performing Arts Theatre Study Review and Identification of Funding Opportunities	14 Sep 2011	City of Lethbridge with Schick Shiner and Associates
14	Municipal Development of Cultural Spaces Illuminating the Contributions of Municipal Governments to the Development of Cultural Spaces: A Review of Established and Emerging Public Galleries, Studio Theatres, and Multi-Use Cultural Spaces in Communities across Canada	19 Aug 2005	Lindsay Sinclair & Company. Artspace North society
15	Alberta Foundation for the Arts 2014-15 Annual Report	24 Jun 2015	Alberta Foundation for the Arts, Joan Udell, Chair of the Board of Directors.
16	Canada Council Grant Funding to Artists and Arts Organizations Across Canada 2014-15	06 May 2016	Canada Council for the Arts
17	Canada Council Grant Funding to Artists and Arts Organizations Across Canada 2013-14	06 May 2016	Canada Council for the Arts
18	Canada Council Grant Funding to Artists and Arts Organizations Across Canada 2012-13	06 May 2016	Canada Council for the Arts
19	Provincial Profiles of Arts, Culture and Heritage Activity in 2010, Statistical Insights on the Arts	2010	Hills Strategic Research
20	2016 Canadian Cost Guide	2016	Altus Group
21	Meeting Space Facilities Guide	2014	City of Grande Prairie, Economic Development Department

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<i>Table 28 : Population Based Funding Model.....</i>	<i>9.5</i>
<i>Table 29 : Property Tax Based Funding Model</i>	<i>9.6</i>
<i>Table 30 : Ownership and Operations of Similar Facilities</i>	<i>9.7</i>

APPENDIX A.CITY OF GRANDE PRAIRIE COMPARATIVE POPULATION, PROJECTIONS, AND GROWTH RATES DATA TABLE

City of Grande Prairie Comparative Population, Projections and Growth Rates

From 1991 through 2016, projecting 2021 through 2031

Year	Population		% growth	Source
City of Grande Prairie				
1991	28,271	A		Statistics Canada
1996	31,140	A	10.15%	Statistics Canada
2001	36,983	A	18.76%	Statistics Canada
2006	47,076	...	27.29%	Statistics Canada
2011	54,913		16.65%	Statistics Canada
2016	63,166		15.03%	Statistics Canada
2021	75,839		20.06%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2026	89,925		18.57%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2031	106,628		18.57%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
County of Grande Prairie				
1991	12,314	A		Statistics Canada
1996	13,750	A	11.66%	Statistics Canada
2001	15,638	A	13.73%	Statistics Canada
2006	17,970	o	14.91%	Statistics Canada
2011	20,347		13.23%	Statistics Canada
2016	22,303		9.61%	Statistics Canada
2021	25,613		14.84%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2026	28,948		13.02%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2031	32,718		13.02%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
MD of Greenview, No. 16				
1991	5,384	A		Statistics Canada
1996	5,433	A	0.91%	Statistics Canada
2001	5,439	A	0.11%	Statistics Canada
2006	5,464	o	0.46%	Statistics Canada
2011	5,299		(3.02)%	Statistics Canada
2016	5,583		5.36%	Statistics Canada
2021	5,494		(1.60)%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2026	5,511		0.32%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2031	5,529		0.32%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>

City of Grande Prairie Comparative Population, Projections and Growth Rates

From 1991 through 2016, projecting 2021 through 2031

Year	Population		% growth	Source
Town of Beaverlodge				
1991	1,779	A		Statistics Canada
1996	1,997	A	12.25%	Statistics Canada
2001	2,110	A	5.66%	Statistics Canada
2006	2,264	o	7.30%	Statistics Canada
2011	2,365		4.46%	Statistics Canada
2016	2,465		4.23%	Statistics Canada
2021	2,682		8.81%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2026	2,857		6.51%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2031	3,043		6.51%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
Town of Sexsmith				
1991	1,260	A		Statistics Canada
1996	1,481	A	17.54%	Statistics Canada
2001	1,653	A	11.61%	Statistics Canada
2006	1,959	...	18.51%	Statistics Canada
2011	1,969		0.51%	Statistics Canada
2016	2,620		33.06%	Statistics Canada
2021	2,834		8.17%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2026	3,240		14.32%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2031	3,704		14.32%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
Town of Wembley				
1991	1,347	A		Statistics Canada
1996	1,441	A	6.98%	Statistics Canada
2001	1,497	A	3.89%	Statistics Canada
2006	1,443	...	(3.61)%	Statistics Canada
2011	1,383		(4.16)%	Statistics Canada
2016	1,516		9.62%	Statistics Canada
2021	1,500		(1.06)%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2026	1,518		1.24%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2031	1,537		1.24%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>

City of Grande Prairie Comparative Population, Projections and Growth Rates

From 1991 through 2016, projecting 2021 through 2031

Year	Population	% growth	Source
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Village of Hythe

1991	623	A		Statistics Canada
1996	712	A	14.29%	Statistics Canada
2001	582	A	(18.26)%	Statistics Canada
2006	821	o	41.07%	Statistics Canada
2011	820		(0.12)%	Statistics Canada
2016	827		0.85%	Statistics Canada
2021	900		8.88%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2026	958		6.44%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>
2031	1,020		6.44%	<i>Projection based on Exponential Trendline Analysis of growth rates</i>

Grande Prairie Primary Trading Area (7 municipal districts)

1991	50,978	A		aggregate of Statistics Canada data
1996	55,954	A	9.76%	aggregate of Statistics Canada data
2001	63,902	A	14.20%	aggregate of Statistics Canada data
2006	76,997	...	20.49%	aggregate of Statistics Canada data
2011	87,096		13.12%	aggregate of Statistics Canada data
2016	98,480		13.07%	aggregate of Statistics Canada data
2021	114,863		16.64%	<i>Population figures are the sum of above Population Projections, growth rates are calculated based on projected population.</i>
2026	132,959		15.75%	
2031	154,179		15.96%	

City of Grande Prairie Comparative Population, Projections and Growth Rates

From 1991 through 2016, projecting 2021 through 2031

Year	Population		% growth	Source
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Medicine Hat

1991	43,625	A		Statistics Canada
1996	46,783	A	7.24%	Statistics Canada
2001	51,249	A	9.55%	Statistics Canada
2006	56,997	o	11.22%	Statistics Canada
2011	60,005		5.28%	Statistics Canada
2016	63,260		5.42%	Statistics Canada

St Albert

1991	42,146	A		Statistics Canada
1996	46,888	A	11.25%	Statistics Canada
2001	53,081	A	13.21%	Statistics Canada
2006	57,719	o	8.74%	Statistics Canada
2011	61,466		6.49%	Statistics Canada
2016	65,589		6.71%	Statistics Canada

Strathcona County

1991	56,559			Statistics Canada
1996	64,176		13.47%	Statistics Canada
2001	71,986		12.17%	Statistics Canada
2006	82,511		14.62%	Statistics Canada
2011	92,490		12.09%	Statistics Canada
2016	98,044		6.00%	Statistics Canada

Lethbridge

1991	60,974			Statistics Canada
1996	63,053		3.41%	Statistics Canada
2001	67,374		6.85%	Statistics Canada
2006	95,196		41.29%	Statistics Canada
2011	83,517		(12.27)%	Statistics Canada
2016	92,729		11.03%	Statistics Canada

City of Grande Prairie Comparative Population, Projections and Growth Rates

From 1991 through 2016, projecting 2021 through 2031

Year	Population	% growth	Source
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Alberta

1991	2,545,553		Statistics Canada
1996	2,696,820	5.94%	Statistics Canada
2001	2,974,795	10.31%	Statistics Canada
2006	3,290,340	10.61%	Statistics Canada
2011	3,645,257	10.79%	Statistics Canada
2016	4,067,175	11.57%	Statistics Canada

Canada

1991	27,296,859		Statistics Canada
1996	28,846,761	5.68%	Statistics Canada
2001	30,007,095	4.02%	Statistics Canada
2006	31,612,897	5.35%	Statistics Canada
2011	33,476,688	5.90%	Statistics Canada
2016	35,151,728	5.00%	Statistics Canada

APPENDIX B.CITY OF GRANDE PRAIRIE COMPARATIVE AVERAGE ANNUAL EMPLOYMENT INCOME DATA TABLE

City of Grande Prairie and Region, Average Annual Employment Income

From 1991 through 2011

Year	Average Annual Income	Source
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City of Grande Prairie

1996	\$26,969	Statistics Canada
2001	\$32,788	Statistics Canada
2006	\$45,072	Statistics Canada
2011	\$50,667	Statistics Canada

County of Grande Prairie

1996	\$25,195	Statistics Canada
2001	\$33,455	Statistics Canada
2006	\$47,384	Statistics Canada
2011	\$51,979	Statistics Canada

MD of Greenview, No. 16

1996	\$21,273	Statistics Canada
2001	\$28,749	Statistics Canada
2006	\$37,200	Statistics Canada
2011	\$50,974	Statistics Canada

Town of Beaverlodge

1996	\$24,675	Statistics Canada
2001	\$27,181	Statistics Canada
2006	\$36,766	Statistics Canada
2011	\$42,811	Statistics Canada

Town of Sexsmith

1996	\$21,569	Statistics Canada
2001	\$30,280	Statistics Canada
2006	\$36,083	Statistics Canada
2011	\$50,050	Statistics Canada

Town of Wembley

1996	\$23,271	Statistics Canada
2001	\$28,905	Statistics Canada
2006	\$132,635	Statistics Canada
2011	\$44,355	Statistics Canada

Village of Hythe

1996	\$23,086	Statistics Canada
2001	\$25,223	Statistics Canada
2006	\$38,462	Statistics Canada
2011	n/a	Statistics Canada

City of Grande Prairie and Region, Average Annual Employment Income

From 1991 through 2011

Year	Average Annual Income	Source
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Medicine Hat

1996	\$23,788	Statistics Canada
2001	\$28,202	Statistics Canada
2006	\$36,244	Statistics Canada
2011	\$41,747	Statistics Canada

St Albert

1996	\$30,224	Statistics Canada
2001	\$39,782	Statistics Canada
2006	\$35,895	Statistics Canada
2011	\$58,080	Statistics Canada

Strathcona County

1996	\$30,443	Statistics Canada
2001	\$38,096	Statistics Canada
2006	\$44,336	Statistics Canada
2011	\$61,879	Statistics Canada

Lethbridge

1996	\$23,359	Statistics Canada
2001	\$27,090	Statistics Canada
2006	\$35,498	Statistics Canada
2011	\$40,106	Statistics Canada

Alberta

1996	\$26,138	Statistics Canada
2001	\$32,603	Statistics Canada
2006	\$42,233	Statistics Canada
2011	\$50,956	Statistics Canada

Canada

1996	\$25,196	Statistics Canada
2001	\$31,757	Statistics Canada
2006	\$35,372	Statistics Canada
2011	\$40,650	Statistics Canada

APPENDIX C. FUNDING OPTION

Potential Funding Sources for a Canadian Public or Non-Profit Facility

Type Legend:

C	To Fund Initial Capital Costs
R	To Fund Capital Renewal Costs
TIE	To Fund Initial Capital Costs of Tenant Improvements &/or Equipment
O	To Fund Operational Costs

No.	Funding Source	Type
1	Provincial government's capital grants	C/R
2	Federal government's Gas Tax Fund (GTF)	C/R
3	Furniture and equipment vendors - financing/lease to own	C/R
4	Proceeds from sale of naming rights for the entire facility, and portions within	C/O
5	Charitable capital contributions from individuals	C/R
6	Charitable capital contributions from corporations, including Gifts-in-Kind	C/R
7	Reserves - Accumulated surplus funds not yet designated for spending	C
8	Long-term debt, 25-year payback	C/R/O
9	Capital contributions from a First Nations partner	C/R
10	Capital contributions from a non-profit partner	C/R
11	Capital contributions from a private partner(s)	C/R
12	Capital contributions from a public partner	C/R
13	Capital contributions from user groups	TIE
14	Capital contributions by tenants for leasehold improvements	TIE
15	Capital contributions from charitable foundations	C/R
16	Capital grants from the federal government, e.g. for innovative technology	C/R
17	Gaming revenue generated by volunteers - raffles, casinos, 50-50, sports pools	C/R
18	Profit or revenue sharing with tenants	O
19	Revenue from advertising and sponsorships	O
20	Proceeds from sale of naming rights for facility components	C/O
21	Proceeds from sale of site signage rights	C/O
22	Provincial government's operating grants	O
23	Revenue from lease of space in the facility to tenants	O
24	Revenue from ancillary services - food, beverages, catering, vending, etc.	O
25	Revenue from rental of specialized facility equipment	O
26	Revenue from hosting accredited programs	O
27	Revenue from lease of surplus buildings	O
28	Revenue from lease of surplus land	O
29	Revenue from product placement agreements in media productions at facility	O
30	Revenue from rental of facility venues for special events	O
31	Revenue from renting signage use, including digital signs	O
32	Revenue from renting land for a telecommunications tower on site	O
33	Revenue from sale of rights of way on site	O
34	Revenue sharing from licensing associated with intellectual property	O
35	Revenue from user fees	O
36	Revenue from membership sales	O
37	Revenue from surcharges on ticket sales	O/R
38	Cost-sharing with neighboring landowners or municipalities for infrastructure	C/R
39	Free/subsidized labor from an educational institution, govt. program or volunteers	C/R

No.	Funding Source	Type
40	Revenue from sale of surplus/waste energy	O
41	Special, new tax, levied by a local taxing authority	C/R/O
42	Municipal Tax Incentive (TIF) Financing	C
43	Short-term debt, 10-year payback	C/R/O
44	Grants from provincial gaming/lottery authority	C/R/O/TIE