



Prince George Regional Performing Arts Centre Feasibility Study

November 3, 2008

1. Highlight results of completed Phase 1 – Needs Assessment Study
2. Report on phases 2 & 3
 1. Physical Plan
 1. Space Program
 2. Capital cost estimates
 3. Locating new facility
 2. Business plan
 1. Programming the facility
 2. Operations
 3. Economic impacts
3. Next Steps

1. Highlights of Phase 1

Prince George Performing Arts Facilities

Performing Arts Facility	Capacity	Condition	Availability
College of New Caledonia Auditorium	100	Fair	High
Artspace at Books & Company	150	Fair	Moderate
St. Andrews united Church	200	Fair	Moderate
Theatre NorthWest	232	Fair	None
Treasure Cove Show Room	250	Good	High
St. Michael and All Angels Church	250	Fair	Low
Prince George Playhouse	295	Good	Low
Canfor Lecture Theatre	350	Fair	Low
Vanier Hall	788	Fair	Low
Prince George Civic Centre	2,000	Good	Moderate
Fort George Park Band Shell	2,000	Poor	High
CN Centre	6,000	Good	Moderate

1. Highlights of Phase 1

- ✦ Facilities required
 - ✦ 800 seat theatre
 - ✦ 9 user groups
 - ✦ 120 uses per year
 - ✦ average 640 occupancy
 - ✦ 250 seat flex. perform. space
 - ✦ 11 user groups
 - ✦ 500 uses per year
 - ✦ average 135 occupancy
 - ✦ Multi-use room
 - ✦ instruction user groups
 - ✦ 400 uses per year
 - ✦ Average 12 occupancy

Groups indentified to date

- CNC Film Festival
- Enchainement Productions
- Excalibur Theatre Arts Co
- PG Cantata Singers
- PG Celtic Club
- PG Community Band
- PG Conservatory of Music
- PG Dance Festival
- PG Folkfest Society
- PG Theatre Workshop
- PG Symphony Orchestra
- School District 57
- Serious Moonlight Productions
- Speech Arts & Drama Club
- The Blues Underground Network

1. Highlights of Phase 1

Theatre Seats by Facility Condition

<u>Community</u>	<u>CMA pop</u>	<u>Excellent</u>		<u>Good</u>		<u>Fair</u>		<u>Total</u>	
		<u>seats</u>	<u>/1000</u>	<u>seats</u>	<u>/1000</u>	<u>seats</u>	<u>/1000</u>	<u>seats</u>	<u>/1000</u>
Prince George	83,225	0	0	232	3	1,083	13	1,315	16
Nanaimo	92,361	804	9		0	294	3	1,098	12
Victoria	330,088	1,434	4	2,338	7	800	2	4,572	14
Kamloops	92,882	871	9		0		0	871	9
Kelowna	162,276		0	1,188	7		0	1,188	7

Data based on 2006 stats



2.1. Physical Plan

2.1.1. Space Program

- ★ **The Core PAC Facility**
 - ★ 800 seat multi-purpose proscenium theatre
 - ★ 250 seat flexible performance space
 - ★ Multi-use room
 - ★ Administration offices
 - ★ Foyer
 - ★ Food service
 - ★ Parking off site

- ★ **Also the PAC:**
 - ★ Must be green
 - ★ Must embrace and include First Nations, as well as other partners
 - ★ Must act as the community “living room”
 - ★ Is expected to replace the PG Playhouse
 - ★ Will continue the dialogue with Theatre North West
 - ★ Will benefit from a site and policies that promote associated commercial facilities

2.1.2. Capital Cost Estimate

COST SUMMARY	800-seat Theatre	250-seat Theatre	Admin Offices	Multipurpose Room	Total
Net square feet (NSF)	32,895	12,875	3,800	3,500	53,070
Net-to-gross multiplier	1.65	1.65	1.65	1.65	1.65
Gross square feet (GSF)	54,277	21,244	6,270	5,775	87,566
Construction Cost/GSF Ranges					
Cost bracket #1	425	325	200	200	
Cost bracket #2	475	350	225	225	
Cost bracket #3	525	375	250	250	
Construction Cost Ranges					
Construction Cost #1	\$23,067,619	\$6,904,219	\$1,254,000	\$1,155,000	\$32,380,838
Construction Cost #2	\$25,781,456	\$7,435,313	\$1,410,750	\$1,299,375	\$35,926,894
Construction Cost #3	\$28,495,294	\$7,966,406	\$1,567,500	\$1,443,750	\$39,472,950
Soft cost multiplier	1.3	1.3	1.3	1.3	1.3
Capital Cost Ranges					
Const. cost #1 plus soft costs	\$29,987,904	\$8,975,484	\$1,630,200	\$1,501,500	\$42,095,089
Const. cost #2 plus soft costs	\$33,515,893	\$9,665,906	\$1,833,975	\$1,689,188	\$46,704,962
Const. cost #3 plus soft costs	\$37,043,882	\$10,356,328	\$2,037,750	\$1,876,875	\$51,314,835

2.1.3. Locating New Facility

★ Criteria

- ★ Site area, footprint, boundaries, & expandability
- ★ Parking
- ★ Local patron access
- ★ Regional access
- ★ Service access
- ★ Noise isolation
- ★ Cost & financial considerations
- ★ Site conditions & topography
- ★ Visibility, views and architectural impact
- ★ Availability
- ★ Downtown development impact

2. 2. Business plan

2.2.1. Programming the Facility

- ★ Results of the Scheduling Charrette
 - ★ Cost of access and additional services are key
 - ★ City viewed positively as operator
 - ★ It's all about mission
- ★ Programming plan
 - ★ Community rentals
 - ★ Presenting
 - ★ School and College use
- ★ Utilization and access
- ★ Resident organizations

- ★ Ownership issues
 - ★ A function of where the site and funding come from
- ★ Operating options
 - ★ Nonprofit organization
 - ★ User-run (of the Co-op)
 - ★ Government-run
 - ★ School-run
 - ★ Commercially-run
- ★ Recommend the City as operator
 - ★ The skills to manage, present, partner and maintain
 - ★ Positively viewed
 - ★ Potential economies of scale
 - ★ Can build organization from within

★ Likely operating goals:

- ★ Facilities as busy as possible with wide range of programs serving local, regional and visiting audiences
- ★ Spaces should support growth and development of local arts organizations and educational programs
- ★ Present entertainment and cultural activity to increase use and utility, to promote the development of local talent, and to attract culturally significant programs in service to the local community
- ★ Annual funding requirements should be both achievable and sustainable

2.2.2. Operations

- ★ A live model based on growth over time – 2011 to 2015
- ★ Activity drives revenue and expenses
- ★ Not an exact forecast, but a reasonable projection

Large Theatre Activity		2012	2013	2014	2015
	Performances	106	111	122	133
	Event Days	86	91	100	110
	Prep Days	37	38	42	45
	Total Days	123	129	142	155
	Total Attendance	63,104	57,512	63,304	69,208
	Ticket Sales from Presented Events	\$282,000	\$231,754	\$294,109	\$364,051
	Rent Collected	\$93,000	\$104,208	\$123,302	\$143,083

Small Theater Activity		2012	2013	2014	2015
	Performances	129	136	151	166
	Event Days	103	111	130	143
	Prep Days	67	78	90	91
	Total Days	170	189	220	234
	Total Attendance	23,410	20,770	23,031	25,315
	Ticket Sales from Presented Events	\$48,125	\$38,077	\$47,185	\$57,326
	Rent Collected	\$41,688	\$49,335	\$60,840	\$68,335

2.2.2. Operations

Fiscal Year	2011	2012	2013	2014	2015
Attendance		86,514	78,282	86,335	94,523
Earned Income	\$0	\$837,514	\$792,810	\$955,464	\$1,124,009
Operating Expenses	\$456,789	\$1,459,380	\$1,459,488	\$1,654,939	\$1,790,267
Funding Requirement	\$456,789	\$621,866	\$666,678	\$699,475	\$666,259
Earned Income as % of Op Exp	0%	57%	54%	58%	63%

2.2.2. Operations

- ✦ Multiple sources developing over time
- ✦ The case for private support
- ✦ The importance of seeking endowments
- ✦ Staff for fund raising

Funding Operations	2011	2012	2013	2014	2015
Individuals	\$ 25,000	\$ 35,000	\$ 50,000	\$52,000	\$54,080
Corporate	\$ 25,000	\$ 75,000	\$ 125,000	\$130,000	\$135,200
Foundation	\$ 25,000	\$ 75,000	\$ 125,000	\$130,000	\$135,200
Local Government	\$ 100,000	\$ 350,000	\$ 400,000	\$416,000	\$432,640
Federal Government	\$ 50,000	\$ 100,000	\$ 100,000	\$104,000	\$108,160
Endowment Income	\$ 17,500	\$ 26,250	\$ 35,000	\$43,750	\$52,500
Allocation from Capital Budget	\$ 300,000	\$ 100,000	\$ -	\$0	\$0
Sub-total	\$ 542,500	\$ 761,250	\$ 835,000	\$ 875,750	\$ 917,780

2.2.3. Economic Impact

Section One: Quantifying Economic Impacts

- ★ New economic activity induced by the development and operation of new facilities
- ★ The direct impacts of construction, operation and ancillary spending
- ★ Indirect impacts through a multiplier effect

One-time Impacts of Construction on British Columbia		
	Construction Budget	\$ 36,000,000
	Final Demand Multiplier	Project Outputs
Output	1.57	\$56,520,000
Employment (person-years of employment)	10.05	362

2.2.3. Economic Impact

Impacts of the New Organization on British Columbia					
Bill of Goods Approach (2012 Budget)	Inputs	Multipliers		Outputs	
Category	Pro-forma Purchases	Output (dollars)	Empl't (jobs)	New Sales (\$000's)	New Empl't (jobs)
Power generation and supply	\$ 100,000	1.24	3.32	\$ 124,000	0.3
Natural gas distribution, water, sewage, etc.	\$ 50,000	1.24	4.26	\$ 62,000	0.2
Retail Trade	\$ 75,000	1.48	20.40	\$ 111,000	1.5
Transit & passenger transportation	\$ 20,000	1.51	16.87	\$ 30,200	0.3
Motion picture and sound recording industries	\$ 10,000	1.48	12.43	\$ 14,800	0.1
Professional, scientific and technical services	\$ 30,000	1.50	15.56	\$ 45,000	0.5
Finance, insurance, real estate rental and leasing	\$ 40,000	1.44	6.02	\$ 57,600	0.2
Administrative and support services	\$ 150,000	1.46	24.75	\$ 219,000	3.7
Other services	\$ 75,000	1.42	24.12	\$ 106,500	1.8
Travel, entertainment, advertising and promotion	\$ 150,000	2.12	10.66	\$ 318,000	1.6
Arts, entertainment and recreation	\$ 50,000	1.61	24.39	\$ 80,500	1.2
Accommodation services	\$ 50,000	1.44	19.06	\$ 72,000	1.0
Food services and drinking places	\$ 50,000	1.53	23.55	\$ 76,500	1.2
Averages and Totals	\$ 850,000	1.50	15.80	\$ 1,317,100	13.7

2.2.3. Economic Impact

★ Ancillary Spending Impacts

Estimated Attendance		
Total Projected Attendance (2012)		86,514
Less Relocated Attendance		43,257
Projected Incremental Attendance		43,257
British Columbia	75%	32,443
Regional (non-BC) Attendance	25%	10,814

Ancillary Spending Impacts	Per Capita Expenditure Estimate	Total Direct (Induced) Expenditures	Output Multiplier	Total New Outputs (Sales)	Job Creation Multiplier	Total New Jobs
Resident Attendance						
Food services and drinking places	\$8.15	\$264,408	1.5300	\$404,545	23.5500	6.23
Retail Trade	\$2.80	\$90,840	1.4800	\$134,443	20.4000	1.85
Transit & passenger transportation	\$4.27	\$138,531	1.5100	\$209,181	16.8700	2.34
Accommodation services	\$0.96	\$31,145	1.4400	\$44,849	19.0600	0.59
Miscellaneous	\$0.60	\$19,466	1.4977	\$29,154	15.7992	0.31
<i>Sub-total</i>		\$544,389		\$822,171		11.32
Non-resident (Stay-over) Attendance						
Food services and drinking places	\$15.28	\$165,242	1.5300	\$252,820	23.5500	3.89
Retail Trade	\$8.70	\$94,084	1.4800	\$139,244	20.4000	1.92
Transit & passenger transportation	\$5.82	\$62,939	1.5100	\$95,038	16.8700	1.06
Accommodation services	\$19.97	\$215,961	1.4400	\$310,983	19.0600	4.12
Miscellaneous	\$3.29	\$35,579	1.4977	\$53,286	15.7992	0.56
<i>Sub-total</i>		\$573,804		\$851,371		11.55
Total Impact of Ancillary Spending	Total	\$1,118,193		\$1,673,543		22.87
	Excluding Provincial Attendance	\$573,804		\$851,371		11.55

2.2.3. Economic Impact

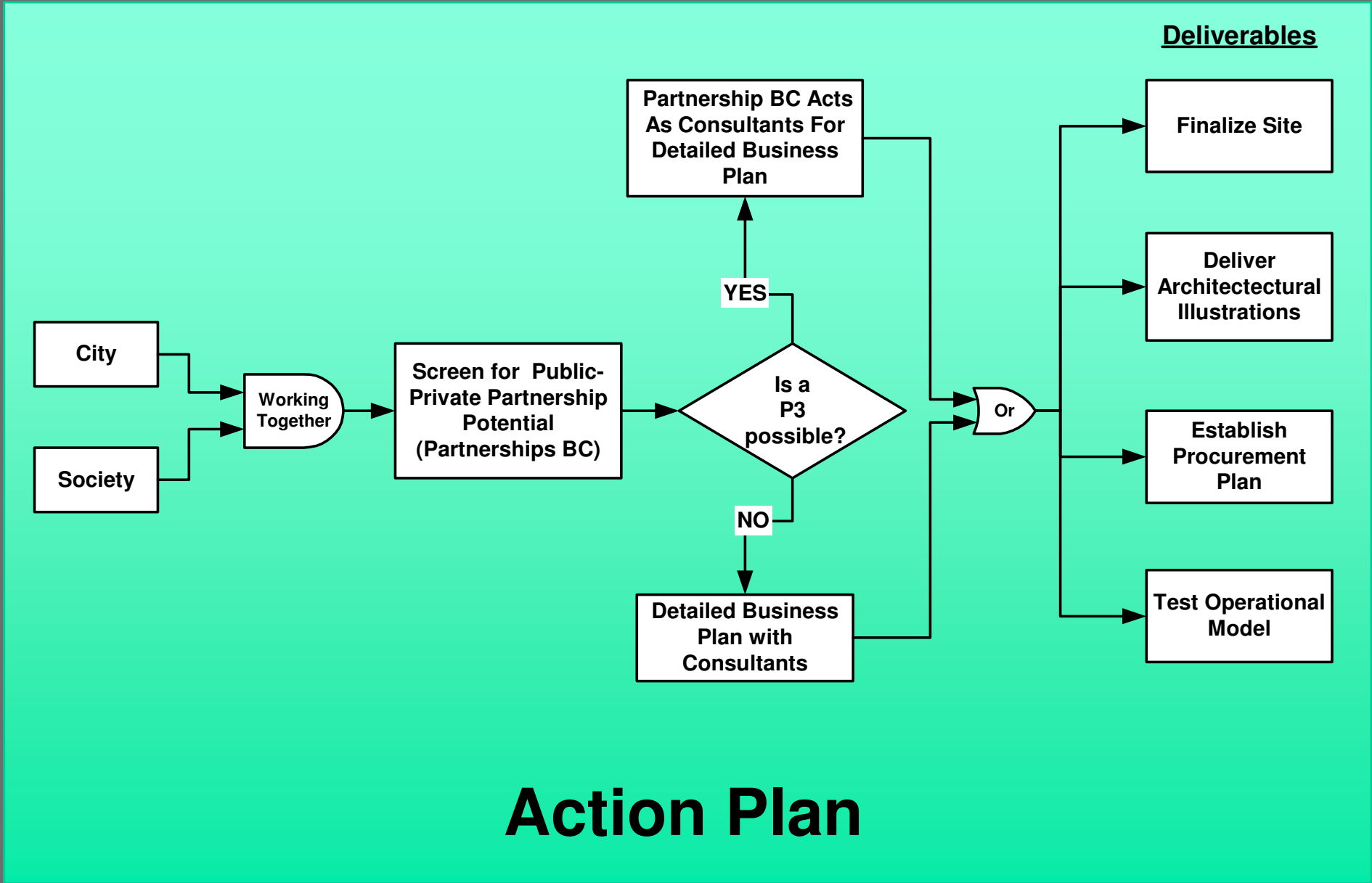
Section Two: Qualitative Economic Impacts

- ★ Downtown Economic Development
- ★ The Meeting and Event Business
- ★ Corporate Recruitment
- ★ Richard Florida and the Creative Class
- ★ Cultural Tourism
- ★ Teaching Innovation and Creativity
- ★ Role and Impacts of Culture
 - ★ Small and mid-sized communities

3. Next Steps

- ★ Working together with the city to:
 - ★ Meet the requirements of the Provincial Government
 - ★ Screen for Public-Private Partnerships
(Partnerships BC)
 - ★ Develop a Detailed Business Plan
 - ★ Finalize a site
 - ★ Establish procurement plan (financial sources & deal structure)
 - ★ Testing the operational model
 - ★ Deliver a site specific design concept and illustrations

3. Next Steps



★ Next step costs	<u>estimated cost</u>	<u>completion time</u>
★ Screening (PBC)	\$ 7,000	nov. 2008
★ Detailed business plan	\$ 65,000	
★ Consultants		
★ Communications		
★ Travel		
★ Design concept & illustration	\$ 43,000	
Total Estimate	\$115,000	
★ feasibility study project financial status		
★ Estimated remaining funds	\$ 15,000	
★ Total additional funds requested	\$100,000	



Questions