



# Facilities 101

03/12/2009

Creative City Network 2002  
Conference

1

# Introduction

- ◆ So you want a new facility...
- ◆ Who for?
- ◆ What type?
- ◆ Are you ready?
- ◆ Capital funding strategies
- ◆ Operating realities

# Before You Fall in Love...

- ◆ Get a plan
  - The Strategic Plan
  - The Facility Plan
- ◆ Focus on need, not on an “opportunity”
- ◆ Know when to get professional help
- ◆ Know what kind of help you need

# Facilities Strategic Plan

- ◆ Community involvement
- ◆ Mapping physical and cultural resources
- ◆ Gap analysis
- ◆ Risk assessment
- ◆ Want vs. need
- ◆ Renovate vs. new facility
- ◆ Partnerships

# Facilities Strategic Plan

- ◆ Regional context & co-ordination
- ◆ Order of magnitude capital and operating estimates
- ◆ Funding strategies
- ◆ 10+ year horizon
- ◆ Keep some flexibility
- ◆ Get Council approval

# The Facility

- ◆ A clearly articulated, shared vision
  - Driven by the artistic vision
  - Embraced by all involved
  - Within the community's capacity
  - Future-focused
  - Reality tested

# The Facility

## ◆ “The Iron Triangle”

- ◆ Mission
- ◆ Organizational capacity
- ◆ Capital structure

# The Facility

- ◆ An organizational capacity assessment
  - SWOT analysis
  - Demonstrated track record
  - Ability to manage process
  - Access to \$ and time for planning
  - Access to right kind of expertise
  - Ability to grow and change



# The Facility

## ◆ Model programme

- Map out existing programming/exhibitions/floor area
- Make reasonable growth assumptions
- Look for partners to fill the gaps
- Focus on core business
- 1st, 5th and 10th year projections

# The Facility

## ◆ Building programme

- Articulate design principles
- Space descriptions
  - ◆ Function
  - ◆ Size
  - ◆ Character
  - ◆ Finishing
  - ◆ Equipment & Furniture
- Functional relationships

# The Facility

## ◆ Site options

- Evaluation criteria:
  - ◆ Public accessibility
  - ◆ Size
  - ◆ Partnership/growth potential
  - ◆ Zoning
  - ◆ Costs
  - ◆ Revenues
- Map public resources
- Keep more than one option open

# The Facility

## ◆ Existing buildings

- Adaptive reuse assessment
- Zoning issues
- Building Code issues
- Heritage issues and opportunities

# The Facility

- ◆ Conceptual design
- ◆ Preliminary capital cost estimates
  - Get a specialized quantity surveyor
  - Plan for inflation

# The Facility

## ◆ The Operating Business Plan

- Governance
- Management/Staffing
- Facility overhead
- Programming costs
- Realistic revenue potential
- Capital Replacement Fund
- Operating deficit
- The Endowment Fund

# The Facility

- ◆ Capital funding feasibility study
  - Case Statement
  - Capital + Endowment = Campaign Goal
  - Test the support
  - Identify leadership
  - Competition, climate & timing

# The Facility

- ◆ Prerequisites for funding success:
  - A positive image;
  - A perceived need;
  - Capable community leadership;
  - Favorable economic climate.



# The Facility

## ◆ The Comprehensive Case for Support

- Vision
- Program
- Preferred Site/Building
- Business Plan
- Capital & Operating Costs
- Funding Plan
- Economic impact/community benefits

# Funding

- ◆ The Capital Plan
- ◆ Loans and mortgages
- ◆ Senior Governments
- ◆ Community Fund Raising
- ◆ Zoning Incentives

# Other Ways to Assist

- ◆ Technical advice
- ◆ Information
- ◆ Workshops & training
- ◆ Nominal leases/maintenance
- ◆ Grants programs
  - Access to planning \$
  - Grants = Rent

# Learning More

- ◆ <http://www.artspaceprojects.org/>
- ◆ <http://nonprofitfinancefund.org>
- ◆ <http://www.orgspaces.org/>
- ◆ <http://www.torontoartscape.on.ca>