

Bowen Island Community Hall and Arts Centre

Proposal



Business Plan

Prepared by:
Community Hall and Arts Centre Committee
(Sub-committee of Bowen Island Arts Council)

Preparation Date:
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1 Executive Summary

1.1 Background

In response to one of the many recommendations detailed in the Cultural Master Plan* (CMP) dated January 20, 2003, Bowen Island Arts Council (BIAC) was designated as the leading advisory organization to Bowen Island Municipal Council (BIM) for arts and cultural development, with responsibility to direct the implementation of the island's Cultural Master Plan.

One of the four themes resulting from the CMP included the recommendation for BIM to actively support and make a public priority the acquisition and expansion of arts and cultural facilities that are accessible to the community at large. This was based on public feedback that established the need for arts and cultural facilities on Bowen Island. When asked if the arts and cultural facilities were adequate on Bowen Island, two out of three respondents (63%) said 'No'. Specific details on availability of current facilities are detailed in Section 2.1.

To this end, a sub-committee of BIAC was created and named the Community Hall and Arts Centre Committee (CHAC Committee) in February 2004. Its mandate is to plan, design, locate and realize the creation of a Community Hall and Arts Centre on Bowen Island.

Membership of this committee includes representatives from a broad section of the arts community: actors, producers, directors, musicians, literary artists, singers, arts entrepreneurs, theatre technicians and audience. The diverse nature of the committee members facilitates the goal to plan, design and locate a Community Hall and Arts Centre that meets most of the needs of each grouping.

At the same time as CHAC Committee was established, an account specifically designated to receive donations in support of the creation of a Community Hall and Arts Centre on Bowen Island was opened. Despite minimal direct fundraising initiatives up to the current date, the 'Building Fund' has received over \$10,000 from supporters within the community. Moreover, organizations such as Bowen Island Music Association (BIMA) and Bowen Island Film Society (BIFS) have made a commitment to donate \$1 to the 'Building Fund' from every ticket sold to their events.

Bowen Islanders are demonstrating their desire for a Community Hall and Arts Centre.

**Note: The Cultural Master Plan (CMP) project was funded by BIM in early 2001, which subsequently led to the establishment of the Bowen Island Cultural Master Plan Steering Committee and hiring of planning consultants in Fall 2001. Presentation of the CMP took place in January 2003.*

1.2 Business Plan Objective

The objective of this plan is two-fold:

- i. Based on the needs of the community at large, determine the best possible location, facility type and compatible multi-purpose usage (bearing in mind that a primary use is for the performing arts) whilst keeping building and ongoing operating costs as low as possible.
- ii. Use the completed Business Plan as a marketing and financing tool to assist in fundraising efforts both on and off-island.

1.3 Business Plan Approach

The CHAC Committee mandate is to plan, design, locate and realize the creation of a Community Hall and Arts Centre on Bowen Island. The CHAC Committee is proposing to build a facility whose primary focus would be to act as a community hall and performing arts space for Bowen Islanders and visiting performers alike. The facility will also be flexible enough to accommodate a wide range of events*:

- Community/public meetings
- Community dance-hall
- Community exhibitions
- Performance events for adult and youth audiences such as theatre, music, spoken word and dance
- Festivals
- Cinematic events
- Conference centre
- Seasonal fairs and events (Haunted house, volunteer fair, etc)
- Art gallery and exhibitions (3D art, sculptures, oversize installations, etc).
- Weddings and other celebrations
- Bingo nights
- Fundraisers

** Note: In defining the requirements for an effective performing arts facility on Bowen, serious consideration has been given to the potential for additional uses of the facility for the benefit of the community.*

Based on detailed market research performed by the CHAC Committee in recent months, together with the results of the research completed through the CMP, the Business Plan will:

- Demonstrate the need for a Community Hall and Arts Centre facility on Bowen Island including a listing of current facilities and their shortcomings
- Show community support for such a facility
- Define potential users of the facility
- Identify potential locations for the Community Hall and Arts Centre on Bowen Island
- Provide a preliminary building requirements description

- Provide a preliminary description of the interior space requirements
- Describe the Community Hall and Arts Centre's ownership
- Detail the Community Hall and Arts Centre ongoing operation
- Outline the financials: capital costs, ongoing operating costs, revenue, financing strategies
- Describe the next steps: securing land, fundraising, implementing the communication plan.

2 The Need for a Community Hall and Arts Centre

2.1 Current Community Assembly on Bowen

Over the course of many years, a variety of locations across Bowen Island have been used for community assembly and performance.

- The Legion was used in the 1950's for dances, bands, theatre and community events.
- Union Steamship Company's Evergreen Hall, later the Miller residence, was used in the 1970/80's for theatre, music and community events.
- Since 1980, Bowen Island Community School (BICS) has been used for theatre, concerts, recitals, band performances and a large variety of community events.
- The CNIB Lodge and Collins Hall have been used for concerts, film, community events and some theatre.
- The Old General Store was used for theatre, concerts, exhibits and community events and is presently the home of the Library.
- The Gallery at Artisan Square has been used for coffee houses, concerts, dance, Tai Chi, community recitals and events.
- Camp Bowlsle has been used for theatrical performances by TOTI and Tir-na-nOg.
- Gavin's Place has been used for musical and theatrical events.
- Since 1999, Cates Hill Chapel has been used for concerts, theatre and community events.
- A temporary tent was used to house the 2002 Arts Festival.

Many of these venues are no longer available. The few that remain have significant limitations regarding access, availability, production values and technical considerations. The list below details some of the challenges faced in producing public events and performances in existing venues.

- Stages must be custom built, lighting and sound consoles must be set up and subsequently removed after each performance to ensure the availability of the space in its entirety for the next user group.
- All lighting, sound equipment, props, costumes and set pieces must be removed off the premises as no storage facilities are available.
- Seating must also be removed after each performance.
- A lack of rehearsal space in the venue or limited access for rehearsal means that the dress rehearsal is often the first opportunity to work in the space – an unnerving situation for performers.
- As the spaces are not designed for artistic performances, there are ongoing problems with restricted electrical supply.
- Lack of proper acoustics is an ongoing problem in every performance space.
- Some locations provide limitations on content and use of language, thus impacting the artistic creativity of writers and performers alike.
- Blacking out windows adds to the complexity of mounting professional quality productions.
- Some locations are not properly ventilated, making it difficult to run an event in the height of summer.
- Large numbers of volunteers required to set up the event(s) is a challenge.

- BICS is particularly problematic as no access is possible for theatre set up, set construction, technical and dress rehearsals any day but Sunday for 10 months of the year.
- The new Tir-na-nOg space is a privately owned and operated theatre school, and is not approved or zoned for public assembly. The Directors have indicated that this venue will not be available for general community use.

2.2 CMP Findings

The CMP, completed in 2003, focuses on 4 major themes or issues with recommendations and strategies for action to BIM Council on how to resolve these issues. The first recommendation on the theme of Arts and Cultural Facilities recommends that “acquiring and expanding arts and cultural facilities that are accessible to all be recognized and actively supported by municipal council as a public priority; and that every form of assistance be considered for arts and cultural facility options, including location on municipally owned land / parkland. (Set aside land for arts/cultural uses when it comes available)”

Through surveys and focus groups the CMP clearly identified the community’s support for adequate arts facilities. Strong response was given to the questions about arts facilities:

- 63% of the responses indicated that facilities for arts and culture are not adequate.
- 82% agreed that Bowen Island needs a new community building that includes spaces for arts and cultural activities, as well as other uses *

** Note: Statistics derived from the CMP are statistically valid and are accurate nineteen times out of twenty.*

2.3 Growing population of Bowen

In the past 10 years the permanent population of Bowen Island has grown from approximately 2000 to well over 3300, and swells by an additional 1000 during the summer months. Growth continues at an annual rate of approximately 1.6% on Bowen, compared to a provincial average of less than 1%. Based on our Official Community Plan (OCP) estimates, it is generally accepted that population levels will increase to approximately 7000 in the foreseeable future.

As the population has grown so has attendance at arts events on Bowen. More popular events, such as theatre performances, community dances and local music performances, regularly attract audiences of more than 100 to each performance.

The recent film festival attracted more than 150 attendees to watch 10 hours worth of locally made documentary films. Bowen has also gained a number of new restaurants on island that add to the social and cultural pleasure of attending arts performances on island. More and more, islanders are choosing to stay on-island for their entertainment needs.

Along with the growth in population and the growth in arts events has also come the reduction of venues and of availability within those venues for arts performance. The few venues available and adequate for performance are booked heavily, and are used by other groups and agencies between performances, making it difficult to run an arts event for longer than two days.

2.4 Conclusion

The work of the Cultural Master Plan clearly identifies the need for an arts and cultural facility that is publicly accessible. The current facilities available (though often inadequate) are either privately owned or run by organizations with limitations on access, content and use.

As Bowen's population continues to grow so does the demand for community space. Many venues previously used for performance and community gathering are no longer available or are heavily booked. The growth in population has also meant an increase in audience size and in the number and quality of performances and events. The island is home to a large number of performers and artists who hope to perform and market their art on island, but who find it increasingly difficult to find adequate venues for their work.

A community hall and arts centre would provide a space designed specifically for performance and community events with staging, seating, lighting and sound equipment, located and stored on site. The building will provide a truly public venue for community assembly, as well as meeting the specific technical needs of performing arts events.

3 Community Support

3.1 Groups as Supporters

The most recent research conducted to assess the desires and wishes of permanent residents in relation to arts and culture on Bowen formed an integral part to the resulting CMP. Appendix D of the CMP documents a recent picture of arts and cultural organizations on Bowen. See this Business Plan's Appendix A for a copy. See also Appendix B for Letters of Support.

In 2002, the CMP identified a wide variety of arts and cultural groups:

- 8 coordinating agencies
- 16 musical groups
- 7 theatre groups
- 6 visual arts groups
- 6 literary arts groups
- 2 dance groups
- 2 media arts groups
- 3 heritage and history groups
- 4 environmental groups
- 1 service club
- 2 sports groups
- 6 age specific groups
- 7 educational groups
- 6 churches plus other unaffiliated religious groups

3.2 Commercial Enterprises on Bowen

Having a fully functional performance facility in or near the commercial core of Bowen Island will have a significant positive economic impact on local businesses including:

- Chamber of Commerce general membership
- Bed & Breakfasts and other accommodation providers (listed on www.biac.ca)
- Restaurants: Blue Eyed Mary's, Tuscany, Bowen Bistro, and Doc Morgans
- Coffee shops / bakeries: The Oven Door, The Snug, The Happy Italian, The Village Baker, Cocoa West Chocolatier
- Pubs: Doc Morgans, Bowen Pub
- Arts / crafts / artisan shops
- Galleries: BIAC's Gallery, Arts Pacific Co-Operative

Respondents of the CMP survey and focus groups felt strongly about the role of arts in the island's economic development strategy:

- 78% of respondents said arts are a viable part of the island's economic future.
- 79% saw arts as a way of attracting tourists to the island.
- 83% supported the idea of helping island artists to sell off-island.

3.3 Individual Supporters

In addition to support from the various organizations across Bowen, there is significant interest from individuals on Bowen, as evidenced by the following findings of the CMP. Some key results to note:

- 385 completed surveys were received
- 85% of respondents indicated arts and culture were important to them personally
- 40% of survey respondents volunteer with one or more arts or cultural organizations on-island
- 70% - 80% of Bowen Islanders had attended an arts event in the previous 12-month period

3.4 Conclusion

A high level of support for performing arts and community events exists in the community. The CMP not only identified more than 30 performing arts groups in the community, but also a large percentage of community members who feel that arts and culture is important to them personally, who regularly attend arts events, and who believe that the arts are a viable part of the island's economy.

These well supported areas of community events and arts performances require an adequate and publicly available facility in order to continue and grow.

4 Potential Users of the Community Hall and Arts Centre

Through detailed research of all events posted in the Undercurrent for the year 2002, it is evident that a broad range of groups and individuals will make use of a facility specifically designed for performances, community gatherings and a variety of other uses.

4.1 Bowen-based Performers and Presentations

Without having to look any further than our own community, there are a total of 51 active performance groups on Bowen likely to take advantage of a designated performance facility.

In 2002, there were a total of 400 presentations* offered on Bowen Island involving 1,690 volunteers, support staff and presenters. Total attendance for the 2002 events amounted to approximately 13,395 – this equates to each Bowen resident attending three events per year.

See Appendix C for a complete breakout of 2002 Arts and Culture Overview (presenting groups, event types and facilities used).

As well as the current schedule of events that take place year round, it is also expected that the following event types will be accommodated:

- Special interest BIM Council meetings where high numbers of the public are expected to attend
- Group meetings and rehearsal space
- Community exhibition space
- Art exhibitions: 3D art, sculptures, oversize installations, etc.

** Note: During 2002, only three events were too large to be accommodated in a 155-seat auditorium: The Venerable Lahkdor's lecture, Jim MacDonald's Memorial, and the "Endangered Species" concerts. These events were adequately staged in the BICS Gymnasium, using the school's portable stage, lighting and sound system. Endangered Species would benefit from a proper performance space with better acoustics, and could likely be fully accommodated by such a space if it was configured to multi-purpose use with 185 seats.*

4.2 Off-island Performers and Presentations

Bowen Island is a desirable destination for off-island performers. Less than an hour's travel from Vancouver, we are seen as an easy and attractive place to come and perform for many artists. Vancouver's Fringe Festival brings performers from around the world who do a "Fringe tour" across Canada, ending up in Vancouver. In the past, Bowen Island has been host to a number of Fringe shows, as well as Vancouver productions of either music or theatre that find Bowen an easy trip to a beautiful destination for a few extra performances.

Our research of presentations and performances in 2002 found at least 12 of the 400 total presentations were by visiting off-island performers. Harder to count are the number of arts performances that have not come to Bowen due to inadequate or unavailable facilities to host them.

While statistics are not kept on events that don't happen (potential events enquired about or attempted), anecdotal evidence suggests that the number of off-island performances or events would increase significantly if an adequate facility existed. Suggestions or requests are received by local theatre or music groups, BIAC and individual artists to bring touring shows, or local Vancouver productions over to Bowen for extra performances, but are often unable to be accommodated due to limited venues and limited availability of those few venues.

When Theatre-on-the-Isle (TOTI) rented a small space for a "studio" style theatre in the fall of 2003, through word-of-mouth only, they received three requests in the first two weeks to book the 35 seat space for touring and visiting performances. TOTI was subsequently unable to rent the space for performance due to building code and zoning restrictions. Nonetheless, the desire and opportunity for off-island productions and events to come to Bowen Island remains. The CHAC Committee estimates that the number of off-island presentations coming to Bowen Island would easily double (24 per year, or an average of two per month) if a dedicated performance space were available. More touring shows could easily be drawn to Bowen Island if the facility required more bookings.

4.3 Conference Facility

There is a growing desire of Lower Mainland based organizations to locate quarterly sales meetings, Annual General Meetings, University program retreats, etc outside of the office environment to rural locations where participants can experience BC's natural splendour.

Building a Community Hall and Arts Centre flexible enough to accommodate such meetings will fill the facility between performances and generate income for the local community. Interest in locating such meetings to a facility on Bowen has already been expressed by a number of organizations in the following industries:

- Retail Banking
- Investment Management: institutional and private client firms
- Hedge Fund Managers
- Aboriginal service providers
- Government Bodies.
- Universities, Colleges and 3rd level educational schools

4.4 General Community Use

The proposed Community Hall and Arts Centre will be a public facility accommodating a variety of general community uses such as:

- BIM meetings
- Workshop/Lecture Tours
- Weddings and Memorials
- Exhibitions and Trade Shows
- Fundraisers

4.5 Conclusion

There are currently more than 1500 Bowen Islanders per year looking for a venue in which to perform or present in their home community. The users of a Community Hall and Arts Centre would include those current performers and presenters, as well as potential uses by visiting or touring events, conference and educational use, and increased community use for meetings, exhibits, weddings and fundraising events that are not well accommodated in the current venues.

Our lack of either a community hall or a performance space does not arise from a lack of users. On the contrary, we believe that the lack of such a facility is seriously limiting the number and type of event that can occur on Bowen Island.

5 Community Hall and Arts Centre Concept

The CHAC Committee has conducted detailed research on the needs and requirements of a broad range of potential users for a Community Hall and Arts Centre on Bowen Island.

The CHAC Committee enlisted the expert assistance of a theatre design consultant to prepare conceptual plans based on this research. Douglas Welch Design Associates Limited is a Vancouver based firm specializing in design and technical consulting for the performing arts and related industries. Specifically, they provide comprehensive theatre consulting services for professional theatre, community theatre, churches and other public assembly facilities. Their work has involved design of performing arts facilities within municipal and educational structures, as well as private and stand-alone facilities. Recent projects include:

- Capilano College Theatre, North Vancouver, BC
- Maple Ridge Arts Centre, Maple Ridge, BC
- Kaslo School Multi-Use Auditorium, Kaslo, BC
- Firehall Arts Centre, Vancouver
- The Performance Works on Granville Island, Vancouver, BC
- Port Moody Council Chamber/Theatre, Port Moody, BC
- Evergreen Cultural Centre, Coquitlam, BC
- Renovation: Stanley Theatre, Vancouver, BC
- Renovation: Orpheum Theatre, Vancouver, BC

Please refer to Appendix D for Douglas Welch Design Associates Ltd. information.

Douglas Welch and his design partner Robert Hamilton have provided two options as follows:

Option 1 Proscenium Style *

- Flexible seating (can be moved to thrust or arena or other layouts).
- 152 seats plus 4 wheelchair spaces
- Ground floor footprint is 5,432 SF (square feet).

** Note: This is a presentational "arch" or "picture frame" style theatre.*

Option 2 Black Box Style **

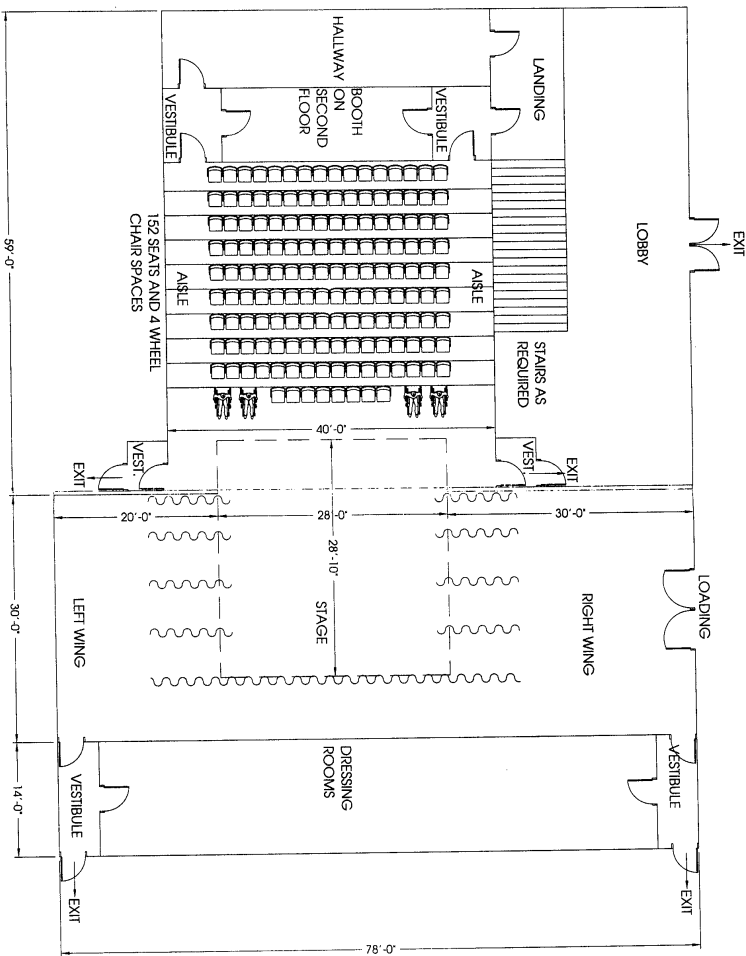
- Flexible seating (can be moved to thrust or arena or other layouts).
- 153 seats plus 2 wheelchair spaces
- Ground floor footprint is 4,928 SF.

*** Note: This is a technical term for a certain style of theatre, and does not imply that it is a black room, only that it can be "blacked out" from light.*

See over for conceptual plans.

FOR
COORDINATION
ONLY

LOBBY AND
WASHROOMS
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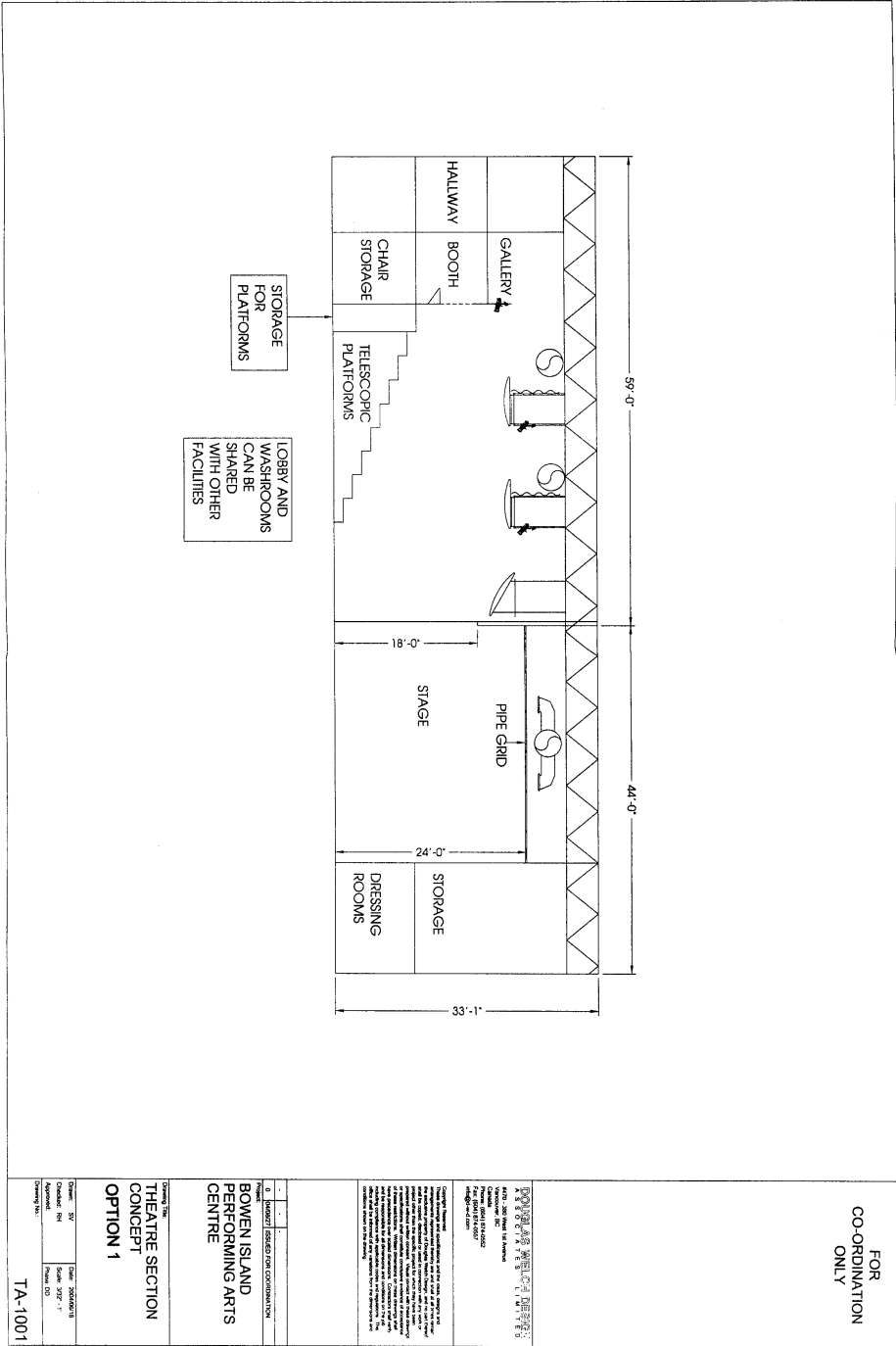


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ARCHITECT: [Name]
DATE: [Date]

THEATRE PLAN
CONCEPT
OPTION 1
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FOR CO-ORDINATION ONLY

DATE: 20th March 1974
 DRAWN BY: [Name]
 CHECKED BY: [Name]
 APPROVED BY: [Name]

THEATRE SECTION
CONCEPT
OPTION 1

THEATRE SECTION
 CONCEPT
 OPTION 1

TA-1001

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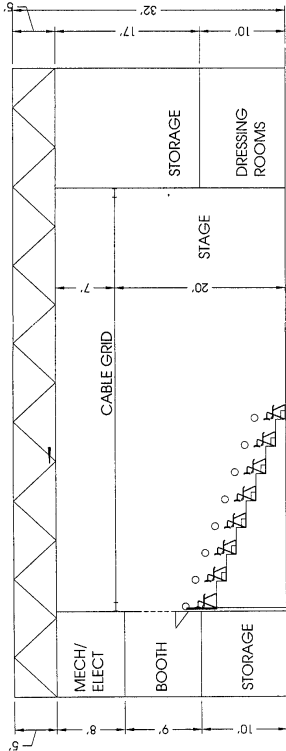
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Approved reason for issuance
BOWEN ISLAND
PERFORMING ARTS
CENTRE

Drawings Title
THEATRE SECTION
CONCEPT
OPTION 2

Client: JAG
Drawn: JM
Checked: RH
Approved: [Signature]
Drawing No.:

DATE: 20/04/2015
SCALE: AS SHOWN
PROJECT ID:
TA-1001



LOBBY AND
WASHROOMS
CAN BE
SHARED
WITH OTHER
FACILITIES

5.1 Practical comparison of floor areas – Proscenium Style vs. Black Box Style

When a practical SF comparison is done, it is clear that the Black Box Style of theatre is not only cheaper to build, as it is approximately 500 SF smaller, but also has more usable area. After considering the advantages and drawbacks of each option, we have concluded that the Black Box style is more versatile for the needs of a multi-purpose Community Hall.

5.2 Community Hall and Arts Centre optimum specifications

Having surveyed local users, researched similar facilities, and consulted with our professional advisors, the following optimum community use and performance space specifications were created.

- 5000 SF auditorium, exclusive of lobby
- 155 seat performance space, or 185 seats when configured for multi-purpose hall, both accommodating wheel chairs.
- 90' x 84' footprint of building. Subject to change if necessary
- Stage area - 36' x 24', or 77' x 24' when wings are included
- Moveable riser units for use as additional stage
- House height – 20' (27' with lighting grid)
- House dimensions when configured for performance – 28' x 57'
- Hall dimensions when configured as multi-purpose – 52' x 57'
- 2 backstage dressing rooms with washrooms, showers and makeup tables. Folding partition between them allowing for crossovers
- Access from backstage to Front-of-House without going into the house
- Loading bay with double doors directly onto stage
- Maintenance room with deep sink
- Secure storage for miscellaneous equipment, props, set pieces, etc.
- Moveable or telescoping risers for audience seating, plus storage for risers
- Folding or stacking padded locking chairs, plus storage for seating
- Permanent Tech (sound and lighting) booth, with secure storage for lighting and sound equipment
- Projection facilities for film-screen, projection booth, and patch to house sound system
- All structural and electrical infrastructure included in initial construction to allow updating of theatre equipment at a future date, as funds permit
- Soundproof structure with good acoustics for theatre and music
- Lobby with kitchen/concession
- Box office
- Administration office space
- 2 Public washrooms off lobby
- Possible visual arts gallery*/rehearsal/general purpose meeting space
- Partially covered exterior entrance
- Wood frame, steel, and split-face cement block construction may be used for economy, durability, and effective acoustic properties

** Note: The visual arts community has expressed a firm desire that if a Gallery is included in any facility, it be a dedicated space, not just ancillary to, or included in, a Community Hall Lobby and hallways.*

6 Location and Building Description

6.1 Location

Current options for location include:

- GVRD surplus lands (See Appendix E for map).
- Municipal land on Carter Road (otherwise known as the Library Lands which become available December 2004).
- Behind BICS (The Snake Field).
- Potential locations incorporated into development proposals at Cates Hill or Artisan Square.

The design options presented in this plan are location independent, with the possible exception of the Civic Centre concept. Location may be affected by the ability to provide adequate parking area. Other location options will be reviewed if and when they become available. Our preference would be to locate the Community Hall and Arts Centre in the Snug Cove area.

6.2 Building Description

The CHAC Committee has researched community halls in other communities of a similar size and nature to Bowen Island (see Appendix F) and come up with the following concepts for building design:

- New concept - Mt. Strahan Lodge – CHAC Committee (See Appendix G for conceptual plans).
- Revised concept for the Bowen Island Civic Centre - Don Nicholson of the BTY Group. (See Appendix H for revised concept usage breakdown).
- Basic Community Hall and Arts Centre (See Appendix I for conceptual plans).

6.2.1 Mt. Strahan Lodge

This option proposes to re-create the old Union Steamship Hotel, "Mt. Strahan Lodge" (also known as the "Terminal Hotel"), as a performing arts theatre, art gallery and community hall. This structure, which was destroyed in the late 1950's or early 1960's, was the jewel of the Union Steamship Resort in times past and is arguably the most distinct historic structure ever to grace our shores. The visual appeal of such a re-creation would be very attractive to locals and visitors alike, and would fit in well with the historic ambience of the island.

With modern construction techniques, we believe a slightly modified replica of the original building could be realized at a reasonable cost, while allowing enough flexibility to accommodate a wide variety of community needs. The modest footprint and slab-on grade construction of this structure would allow it to be situated in a variety of locations without difficulty.

The building would house a 155 to 185 seat multi-purpose performance space/community hall with lobby/art gallery, kitchen/concession, and lounge. Also

included are offices and a generous multi-purpose space that could be used for rehearsals, yoga and intimate gatherings. Although not a truly dedicated space, the prominent location in this option of the lobby within the building, and its' ability to be used separately from the hall itself, could possibly meet the gallery needs of the visual arts.

The rebirth of this wonderful building has the potential to bring together many diverse interests on Bowen Island in a single, practical, workable project. Funding sources and opportunities may be enhanced by the fact that we would be resurrecting an historic structure. Revenue from events such as weddings, which would be attracted by a photogenic venue, could be significant.

6.2.2 Revised – Bowen Island Civic Centre

This option details the projected costs of a Community Hall and Arts Centre (including lobby, washrooms, kitchen, offices, and gallery) that would be part of a larger Civic Centre facility. This structure may include a Municipal Hall and various Parks and Recreation areas such as craft rooms, weight room, meeting rooms, etc.

This proposal was first brought forward in 1994 as a feasibility report commissioned by the Bowen Island Parks and Recreation Task Force, and was completed in January 1995 by Nicolson Tamaki Architects. A new initiative to revive and explore this concept was undertaken by Bowen Island Parks and Recreation (BIPRC) and BIAC in July of 2004, and a Municipal Taskforce has been struck with the mandate of potentially bringing a revised version of the original to Referendum in the November 2005 Municipal election.

Revisions may include a recommendation that use-specific buildings such as a Community Hall and Arts Centre, Municipal Hall, and Recreation facility be modular, possibly clustered and stand-alone, and constructed in phases over a number of years according to public priorities.

6.2.3 Basic Community Hall and Arts Centre

The Basic Community Hall and Arts Centre option addresses the concept of a "Basic Barn" approach to a facility. It includes the simplest theatre design provided by Douglas Welch Designs (the Black Box), and only the essential ancillary areas such as washrooms, lobby, kitchen, offices, general meeting room and storage.

This pares the building down to its most rudimentary elements and smallest square footage, while remaining feasible, attractive, and practical in terms of future use and growth of community arts and culture on Bowen.

7 Costs

The square footage cost of an adequate performing arts facility is much higher than for standard community use or residential buildings because of enhanced structural demands for lighting grids, soundproofing, ventilation, heating, electrical infrastructure, and acoustic engineering. Two theatre/public facility design experts have independently estimated that the cost of such buildings should be calculated at between \$150.00 and \$200.00/SF, with the higher cost reflecting far better quality and a more attractive facility.

7.1 Construction Costs

The projected construction costs of this facility reflect the advisability of building, in the inaugural phase, all necessary infrastructure and structural strength for future upgrading of mechanical and electrical systems, audio, lighting, ventilation and soundproofing.

In the following proposals, GST is not included in order to provide consistency with the BTY Group (Civic Centre) estimates. BTY Group excludes GST payable amounts as GST rebates vary according to corporate, non-profit or municipal ownership of the facility. Land costs are also excluded from the following proposals.

7.1.1 Mount Strahan proposal

Item- Mt Strahan	\$	Comment
Community Hall Auditorium	962,500.00	5000 SF X \$175 /SF + 10% contingency
Kitchen/Concession	33,320.00	196 SF X \$170 /SF
Public Washrooms	54,400.00	320 SF X \$170 /SF
Lobby/Gallery/Lounge/ Meeting Rooms/Offices	741,000.00	4940 SF X \$150 /SF
Sub-total	1,791,220.00	10,456 SF x \$171.31 /SF
Landscaping Cost		Dependent on location
Design & Engineering Fees	268,683.00	15% of building cost
Legal Fees	35,824.00	2% of building cost
Total	2,095,727.00	

This estimate includes a large 866 /SF multi-purpose room (23' x 38'), a 182 /SF meeting room, and a 480 /SF lounge, which the Civic Centre option does not include.

These estimates include:

- General contractor's overhead, profit, design contingency, construction contingency, and P.S.T.

These estimates exclude:

- Cost escalation beyond August 2004.
- Planning and administrative costs, legal expenses and financing fees, building permits, development cost charges, fixtures, furniture, and equipment, site preparation costs, and G.S.T.

7.1.2 Bowen Island Civic Centre

Item- Civic Centre	\$	Comment
Community Hall Auditorium	1,000,000.00	5000 SF X \$200 /SF
Kitchen/Concession	144,000.00	800 SF X \$180 /SF
Public Washrooms	144,000.00	600 SF X \$240 /SF
Administrative Offices	96,000.00	600 SF X \$160 /SF
Lobby/Gallery	408,000.00	2400 SF X \$170 /SF
Sub-total	1,792,000.00	9,400 SF X \$191 /SF
Landscaping Cost		Dependent on location
Design & Engineering Fees	268,800.00	15% of building cost
Legal Fees	35,840.00	2% of building cost
Total	2,096,640.00	

This estimate does not include a large multi-purpose room, meeting room or lounge.

These figures include:

- General contractor's overhead, profit, design contingency, construction contingency, and P.S.T.

These figures exclude:

- Cost escalation beyond August 2004.
- Planning and administrative costs, legal expenses and financing fees, building permits, development cost charges, fixtures, furniture, and equipment, site preparation costs, and G.S.T.

Key points:

- Current total estimated construction cost for the Civic facility as a whole is \$5,676,000.
- Includes an allowance of \$250,000 for site services, connections, roads and parking.
- The building cost includes general contractor's overhead and profit, design contingency and construction contingency.

See Appendix H for "Program Estimate #1" document dated June 2, 2004.

7.1.3 Basic Community Hall and Arts Centre

Item- Basic	\$	Comment
Community Hall Auditorium (Kitchen/Concession, Admin/Ticket Office included)	858,000.00	4875 SF X \$160 /SF + 10% contingency
Additional kitchen costs	2,600	130 SF x \$20.00/ SF
Public Washrooms	46,800.00	312 SF X \$150 /SF
Lobby/Hallways/Landing/ Meeting Room	256,950.00	1713 SF X \$150 /SF
Sub-total	1,164,350.00	6,900 SF X \$168.00 /SF
Landscaping Cost		Dependent on location
Design & Engineering Fees	174,653.00	15% of building cost
Legal Fees	23,287.00	2% of building cost
Total	1,362,290.00	

This estimate is for a "bare bones" structure, and does not include the cost of enhanced acoustics, ventilation or soundproofing associated with a quality performing arts auditorium. It also does not allow for certain infrastructure upgrades in the future, a dedicated Gallery space or desirable cosmetic features.

This design includes an 1158 SF lobby, a 286 SF (13' x 22') meeting room, Administration/ ticket office, and Technical office.

These figures include:

- General contractor's overhead, profit, design contingency, construction contingency, and P.S.T.

These figures exclude:

- Cost escalation beyond August 2004.
- Planning and administrative costs, legal expenses and financing fees, building permits, development cost charges, fixtures, furniture, and equipment, site preparation costs, and G.S.T.

7.2 Furniture, Fixtures and Equipment (FF&E)

Lighting and sound equipment costs can initially be kept to a minimum by augmenting existing equipment through judicious purchases and rentals. Future donations in kind of equipment from potential individual or corporate supporters could also build up our inventory significantly over time, without incurring large cost.

Item	\$	Comment
Audio	30,000.00	
Drapes & Rigging	45,000.00	
Grid	60,000.00	
Lighting	30,000.00	
Miscellaneous	30,000.00	
Retractable seating risers	85,000.00	
Stacking multi purpose seats	20,000.00	
Sub-total FF&E Costs	300,000.00	

7.3 Total Costs

- These estimates may be reduced by up to \$150,000 if FF&E is introduced on a phased basis.
- These estimates do not include site costs.

Mt Strahan	\$2,395,727.00	Total Cost
Civic Centre	\$2,396,640.00	Total Cost
Basic Community Hall and Arts Centre	\$1,662,290.00	Total Cost

7.4 Site Costs

Item	\$	Comment
Land Purchase	0.00	Gift of Municipal Land
Site Servicing	125,000.00	
Roads & Parking	75,000.00	
Sub-total Site Costs	200,000.00	

Note: For the purposes of comparison, Tir-na-nOg Theatre School's new 72-seat space at Cates Hill is 3400 SF, and it is estimated that to bring this wood frame and drywall building to occupancy stage will cost \$450,000, or \$132/SF. To complete the building to a basic finished level (including finishing such as flooring), the expected cost will rise to \$150/SF totaling \$510,000 exclusive of FF&E, detailed finishing, a fire sprinkler system, most site preparation costs or purchase of the land.

8 Ongoing Operations

BIAC will oversee the operations of the Community Hall and Arts Centre through an "arms length" administrative and management group. The administrative and management group will hire staff, set policy for operations, and ensure the financial security of the facility. Staff will be responsible for the day-to-day operations and will develop and manage bookings in the facility.

The CHAC committee has determined the expected operating costs for the facility (See section 8.1) based on similar facilities on Bowen and in the Lower Mainland, and based on our estimates for bookings. Proposals for operation are included in this business plan and are dependent upon the amount of volunteer help expected and on the final decision for ownership and location.

Ongoing operating costs may be reduced in the "Civic Centre" option, as expenditures such as heating, maintenance, fire protection and security could be shared with a Municipal Hall or Bowen Island Parks and Recreation.

8.1 Annual Operating Costs

Item	\$	Comment
Utilities (hydro, property tax, water)	8,000.00	
Office Supplies	800.00	
Photocopying	500.00	
Advertising	5,000.00	
Postage & Delivery	1,000.00	
Insurance	8,000.00	
Professional Fees (accounting)	1,500.00	
Telecom	3,000.00	
Security	600.00	
Computer Support	1,440.00	\$30/hour X 4 hours/month X 12 mths
Memberships	1,000.00	
Misc Fees (GST, AGM, bank charges)	800.00	
Sub-total Operating Costs	31,640.00	

Note: Operating costs exclude any loan / mortgage payment that may be required.

8.2 Salaries

Item	\$	Comment
Technical Manager	10,000.00	\$20/hour X 10 hours/week X 50 wks
Lighting Operator	9,600.00	\$20/hour X 12 hours/week X 40 wks
Sound Operator	9,600.00	\$20/hour X 12 hours/week X 40 wks
Administrator	15,000.00	\$20/hour X 15 hours/week X 50 wks
Cleaning & Maintenance	3,750.00	\$15/hour X 5 hours/week X 50 wks
Book-keeper	5,000.00	\$20/hour X 5 hours/week X 50 wks
Concession	0.00	Volunteer
Usher	0.00	Volunteer
Front of House	0.00	Volunteer
Payroll costs	3,707.00	7% of total salaries: \$52,950
<i>Sub-total Salaries</i>	<i>56,657.00</i>	
<i>Costs</i>		
<i>Total Costs</i>	<i>\$88,297.00</i>	

9 Revenue

The primary source of funds for ongoing operations will be the revenue gained from the booking of the facility by local and off-island users. Added to revenue from bookings will be an endowment fund established by BIAC for the continued operation of the Community Hall and Arts Centre. The endowment fund comprises an essential part of our financial plan (see section 12) and will ensure the coverage of ongoing costs during times of limited facility bookings.

The CHAC Committee expects that the revenue from bookings will not cover the operating costs, and that a shortfall of approximately \$11,800 (13% of operating costs) will need to be covered by the endowment fund. A conservative estimate expects that an endowment fund of \$250,000 will provide interest revenue in excess of the shortfall, allowing a surplus of approximately \$5700 to cover any additional shortfall. An ongoing donation drive to increase the endowment fund will be expected and planned, thus ensuring increased income from this revenue stream.

9.1 Expected Revenue

Item	\$	Comment
Local Daily Rate (includes Technical Manager for 2 hours)	12,500.00	100 days per year @ \$125 per day*
Visiting Daily Rate (includes Technical Manager for 2 hours)	20,000.00	100 days per year @ \$200 per day
Concession	10,000.00	\$250 per week X 40 weeks
Sub-total Expected Revenue	42,500.00	

* Note: Sliding scale for local usage. Also includes reduced rates for rehearsal time.

9.2 Potential Revenue

Item	\$	Comment
Cultural Series	TBD	
Light / Sound Operators	24,000.00	\$20 an hour X 24 hours per week X 50 weeks
Bar (special use license)	10,000.00	\$500 per week X 20 weeks
Sub-total Potential Revenue	34,000.00	

9.3 Endowment Fund Revenue

Item	\$	Comment
Endowment Fund Interest	17,500.00	Total endowment fund of \$250,000 X 7% interest
Sub-total Endowment Fund	17,500.00	
Total Revenue	\$94,000.00	

10 Proposed Ownership

A variety of ownership options exist for the land and the building. CHAC Committee sees the operations and management of a Community Hall and Arts Centre being a BIAC responsibility, and as BIAC has the legal capacity to hold title to land and buildings, ownership of the facility and/or land by BIAC is possible.

We see a more likely scenario being the ownership of property taken on by the Bowen Island Municipality, or a private developer or organization, and the building itself being owned by BIM, BIAC or a private landlord. BIAC is prepared to enter into partnerships with government agencies, corporations and individuals in order to secure the realization and operation of a Community Hall and Arts Centre.

A number of proposals for land and buildings are being researched and evaluated, including a joint facility with BIPRC and BIM, a stand alone facility on GVRD surplus land or the "Library Land" on Carter Road with BIM, or a stand alone facility in part of a development proposal. As proposals are received or recommended, they will be assessed and proposed ownership will be reviewed on a case-by-case basis.

11 Risk Assessment

Risk	Risk Mitigation
1. Shortfall of raising sufficient capital funds to cover site, construction, project and fitting costs.	This is a show-stopper.
2. Insufficient or non-existent endowment fund to cover off ongoing operating costs. A quick calculation shows the need for an endowment fund of approximately \$250,000 in order to generate \$17,500 in revenue to sufficiently cover operating costs.	Any shortfall would be covered off by applying for grants and producing additional fundraising events.
3. Escalating costs as time progresses, or estimates are out of date.	Costs will need to be updated every 6 months.
4. Deficiencies in the facility design.	Hire a professional theatre design consultant.
5. Granting agencies may not all respond positively.	Assume a conservative success rate of 20%.
6. Pledges are not met.	Secure written confirmation from the guarantor to ensure payment in full.
7. Revenue affected if booking fee is over-priced.	Based on the demographics of Bowen Island, it is expected the population will not support a price higher than we have suggested in Section 10.

12 Financing Plan

As soon as land has been secured, fundraising for the construction of the Community Hall and Arts Centre will commence. It is assumed that the services of a professional fundraiser will be essential to the success of the financing plan. Particular focus will be on the following funding sources:

12.1 Prospective Fundraising Sources

Government Grants
Federal Department of Heritage Canada <ul style="list-style-type: none"> ▪ Potentially 33.3% of capital costs and ▪ Potentially 50% of fitting costs
Federal Government <ul style="list-style-type: none"> ▪ Legacy projects
Provincial BC 21 Funds – Community Grants Division <ul style="list-style-type: none"> ▪ Potentially 33.3% of capital costs
Olympics 2010 <ul style="list-style-type: none"> ▪ Capital projects - Legacy 2010
BC Gaming Grant <ul style="list-style-type: none"> ▪ Capital project funds up to \$100,000 and program funding
Private Foundation Grants
United Way – Technical Assistance Program <ul style="list-style-type: none"> ▪ Funding for provision of technical assistance as construction progresses.
Private Foundations <ul style="list-style-type: none"> ▪ Some 200 private and family foundations in Canada are potential granting agencies for this project. Various conditions apply.
Community / Individual Donations
Bowen Island Municipal Council
Bowen Island Foundation
Proceeds from fundraising events and individual donations <ul style="list-style-type: none"> ▪ \$10,000 already donated and sits in the BIAC Building Fund.
Corporate Donations
Corporate Foundations <ul style="list-style-type: none"> ▪ Some 200 private and family foundations in Canada are potential granting agencies for this project. Various conditions apply.
Corporate donations
Donations in Kind
Construction supplies and expertise
Equipment

12.2 Levels of Support

It is anticipated that a fundraising plan will include specific levels of donor support, with appropriate recognition given for each level of donation.

We expect a "Key Donor" to contribute upwards of \$500,000 and be recognized through naming of the facility. Diamond and Platinum donors in the range of \$100,000 to \$250,00 would be recognized through room names or other appropriate acknowledgment. Donors at these levels are expected to be corporate donors or granting agencies.

All other levels of support will likely be individuals and smaller organizations or foundations from the Bowen Island community and from the Greater Vancouver area.

See over for suggested donation levels and recognition.

Suggested donation and recognition levels

Donors	
Key Donor (\$500,000)	Community Hall and Arts Centre named by or for one Donor at this level. Plus name on Donor Board
Diamond Donor (\$250,000)	Auditorium named by or for Donor Plus name on Donor Board
Platinum Donor (\$100,000 – \$200,000)	Maximum of three rooms: <ul style="list-style-type: none"> ▪ Multi-purpose Room named by or for Donor - \$200,000 ▪ Lobby/Gallery named by or for Donor - \$200,000 ▪ Lounge named by or for Donor - \$100,000 Plus name on Donor Board
Gold Donor (\$10,000 - \$49,999)	Name on Donor Board
Silver Donor (\$5,000 - \$9,999)	Name on Donor Board
Bronze Donor (\$1,000 - \$4,999)	Name on Donor Board
Supporter (\$250)	Sponsor a seat or decorative brick on the entry walkway with the donor's name.
Donations in Kind	
Construction supplies and expertise	Name on Donor Board
Equipment	Name on Donor Board
Specific Events	
Media Sponsors	Name in Program
Production Sponsors	Name in Program
Event Sponsors	Name in Program

13 Professional Resources

Theatre & Design Expertise
Kim Selody, Artistic Director, Carousel Theatre for Young Audiences, St. Catherine's, ON
Rob Hamilton/Douglas Welch, Douglas Welch Theatre Design, Vancouver, BC
Gary Ferguson, Freelance Theatre Design, Construction and Landscape Contractor/Project Mgr. Bowen Island, BC
Paul Hooson, Artistic and Technical Director, Cirque Alexander Productions Ltd. Bowen Island, BC
Architectural Expertise
Michael Lightbody Architect Bowen Island, BC
Graphic Arts Expertise
Bob Doucet Graphic Artist and Illustrator Bowen Island, BC
Financial / Business Expertise
Doug Hooper Entrepreneur Bowen Island, BC
Paul Stratford Accountant Bowen Island, BC
Legal Expertise
Susan Munro Lawyer Bowen Island, BC
Project Management Expertise
Peter Mulholland Management Consultant Bowen Island, BC

BIAC's Community Hall and Arts Centre Committee

Ian Davidson,
Master Carpenter, Lighting Designer and Technician,
Bowen Island, BC

Paul Hooson,
Performer,
Bowen Island, BC

Matt Maxwell,
Entrepreneur, Musician, Singer/Songwriter,
Bowen Island, BC

Tina Nielsen,
Librarian, Actor, Director, Producer,
Bowen Island, BC

Martin Clarke,
Entrepreneur, Actor, Director, Writer, Storyteller
Bowen Island, BC

Kate Coffey,
Business System Analyst, Audience Member,
Bowen Island, BC

14 Communication Plan

Timeline	Task
Ongoing	Regular articles and publicity in BIAC's Lieben, Undercurrent, BIAC web page.
Ongoing	Representation on the Civic Facility Taskforce.
October 2004	Present Business Plan to BIAC Board for approval.
	Present to Civic Facility Taskforce.
	Release to BIAC membership and supporters. Simultaneously, release notice of BIM's official addition of the CMP to the Official Community Plan.
November 2004	Release to general public. Make hard copies available in: <ul style="list-style-type: none"> ▪ BIAC / The Gallery ▪ Library ▪ Parks & Recreation Office ▪ Municipal Hall ▪ Chamber of Commerce ▪ Heritage Society
	E-copies available on: <ul style="list-style-type: none"> ▪ BIAC Website ▪ Forum Website
	Secure mention on CBC Radio 1 – North By Northwest.
	Run public information session, include supporting BIM Councillors.
	Lobby BIM to consider Library Lands and/or Surplus Lands for the Community Hall and Arts Centre.
	Include update as topic for ongoing articles.
December 2004	Release Christmas CD - fundraiser for the Community Hall and Arts Centre.
	December, or when BIM makes the land decision, significant publicity around the topic.
Early 2005	Once land has been allocated, commence fundraising.

15 Appendices

Appendix A – Arts and cultural organizations on Bowen Island

Appendix B – Letters of support

Appendix C – Arts and Culture Overview - Bowen Island, November 2002

Appendix D – Douglas Welch Design Associates Limited biography

Appendix E – GVRD surplus lands map

Appendix F – Community halls in other communities of a similar size

Appendix G – Mt. Strahan Lodge

Appendix H – Revised concept for the Bowen Island Civic Centre

Appendix I – Basic Community Hall and Arts Centre