

City of Mississauga

Corporate Report



<p>Date: May 24, 2022</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Jodi Robillos, Commissioner of Community Services</p>	<p>Meeting date: June 15, 2022</p>

Subject

Living Arts Centre Space Program Study – Project Overview

Recommendation

That the Corporate Report dated May 24, 2022 entitled “Living Arts Centre Space Program Study - Project Overview” from the Commissioner of Community Services be received.

Executive Summary

- The Living Arts Centre is a 225,000 square foot arts and culture facility that hosts performing arts and event rentals, and provides community and education programming.
- In the fall of 2019, the City took over the management and operations of the facility under the direction of the Culture division.
- The LAC is a key asset within the Culture Division's portfolio and supports a vision of attracting and growing artistic and creative talent in the city.
- In March 2022, the Culture Planning unit, supported by CMS Business Planning, embarked on the LAC Space Program Study.
- The City's overarching goal for this project is to maximize the potential of the building and property as part of a vibrant downtown core. The LAC is optimally positioned to meet multiple city objectives related to culture, downtown development and tourism.
- The key study objectives are to i) validate the existing amenities; ii) identify service gaps and future space needs in the community; and iii) evaluate market opportunities for the building and site by way of RFEOL.

Background

The Living Arts Centre (LAC) opened in 1997 and was managed and operated by a non-profit organization for over twenty years.

The LAC is a 225,000 square foot arts and culture facility that hosts performing arts and event rentals as well as provides community and educational programming. The facility provides expansive amenities, including three theatres, seven professionally equipped artist studios, multiple meeting rooms, and restaurant and food services.

Each year the LAC supports emerging and mid-career artists and artisans in developing and maintaining their art and design practice through its Resident Artist Program. The LAC is also the temporary home to the Central Library's pop-up location during the development project. Over 400,000 visitors enjoy the LAC yearly.

In the fall of 2019, the City took over the management and operations of the facility under the direction of the Culture division.

Comments

In March 2022, the Culture Division, supported by CMS Business Planning, embarked on the LAC Space Program Study. With the LAC's 25th anniversary this year, the time was right to review the building and property to maximize its potential. The LAC is optimally positioned to meet multiple city objectives related to culture, downtown development and tourism.

As an arts and cultural facility, the LAC is a key asset within the Culture Division's visual arts, performing arts and cultural space portfolio. The LAC's theatres, professionally-equipped studios and Resident Artist Program support the Culture Division's vision of attracting and growing artistic and creative talent in the city.

With the LAC, the Culture Division also has a new opportunity to offer a full suite of cultural venues for community and corporate use. The LAC joins a robust and growing catalog of spaces — from arenas and theatres to small scale multipurpose spaces — that can support a dynamic range of cultural programming and experiences and event rentals.

The LAC is also advantageously located in the civic precinct and supports activation of the downtown cultural district alongside Celebration Square, Central Library and Civic Centre. Programming both within the facility and around the grounds of the LAC can boost the city's cultural offering and build new audiences. An active LAC building and dynamic public realm will support the city's tourism objectives as well, by drawing more residents and regional visitors to the downtown.

The City's overarching goal is to maximize the potential of the building and property as part of a vibrant downtown core.

The key project objectives include:

- Validating existing amenities
- Identifying service gaps and future space needs in the community
- Evaluating market opportunities for the building and site through RFEOI

This large-scale project is composed of eight major phases that culminate into the final evaluation of options:

LAC Amenity Assessment

- Review core elements/amenities and assess space flow.
- Review historical performance and related KPIs.

Targeted Consultation with Key Stakeholders

- Identify key internal and external stakeholders for interviews and surveys.
- Implement engagement strategy (consultation by invitation).

Market Assessment

- Conduct market assessment of current and future proposed facilities in the community.
- Identify service gaps in the community.
- Review complimentary cultural facility background studies.

Competitive Analysis & Benchmarking

- Research industry trends and similar facilities in Canada.
- Identify KPIs and competitive advantages for comparable facilities.
- Summarize key findings as inputs for the space program and feasibility study.

Space Program Definition

- Identify updates/revisions to space program.
- Evaluate viability of other arts/cultural service relocations to LAC.

RFEOI

- Assess market opportunities for site through RFEOI.

Feasibility Study

- Identify opportunities for new revenue streams to improve utilization.
- Develop operating model to ensure space program is financially and operationally sustainable.

Design & Costing

- F&PM to lead the design and costing for the space program revision recommendations.
- This project phase will be conducted concurrently with the in-market RFEOI.

Evaluation of Options

- Multi-divisional Steering Committee to assess the available options (City-led program revisions and market proposals) and provide final recommendation.

The outlined scope of work will transpire between March 2022 and September 2023, as outlined below:



Engagement and Consultation

As identified above, the project scope includes robust engagement with internal and external stakeholders. The project core team will be consulting with over 25 internal stakeholders across the organization as well as identified external stakeholders, including building tenants, rental accounts, resident artists, promoters/booking agents, developers and local cultural organizations.

The key insights gleaned from these engagement sessions will be synthesized into the final space program recommendations.

Financial Impact

There are no financial impacts resulting from the Recommendations in this report.

Conclusion

This report provides an overview of the project scope and timeline for the LAC Space Program Study. The project commenced in March 2022 with completion estimated for September 2023.

Jodi Robillos, Commissioner of Community Services

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