

# Creative Lab North

## Feasibility

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Prepared for  
Creative Lab North Society

Prepared by  
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# Acknowledgements

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We are grateful to live, work, meet and travel on the Traditional Territories of the Ta'an Kwäch'än Council and the Kwanlin Dün First Nation, self-governing nations that negotiated modern treaties (2002; 2005) under the Umbrella Final Agreement (1993) between the 14 Yukon First Nations and the Governments of Canada and Yukon.

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Canada Council  
for the Arts

Conseil des arts  
du Canada



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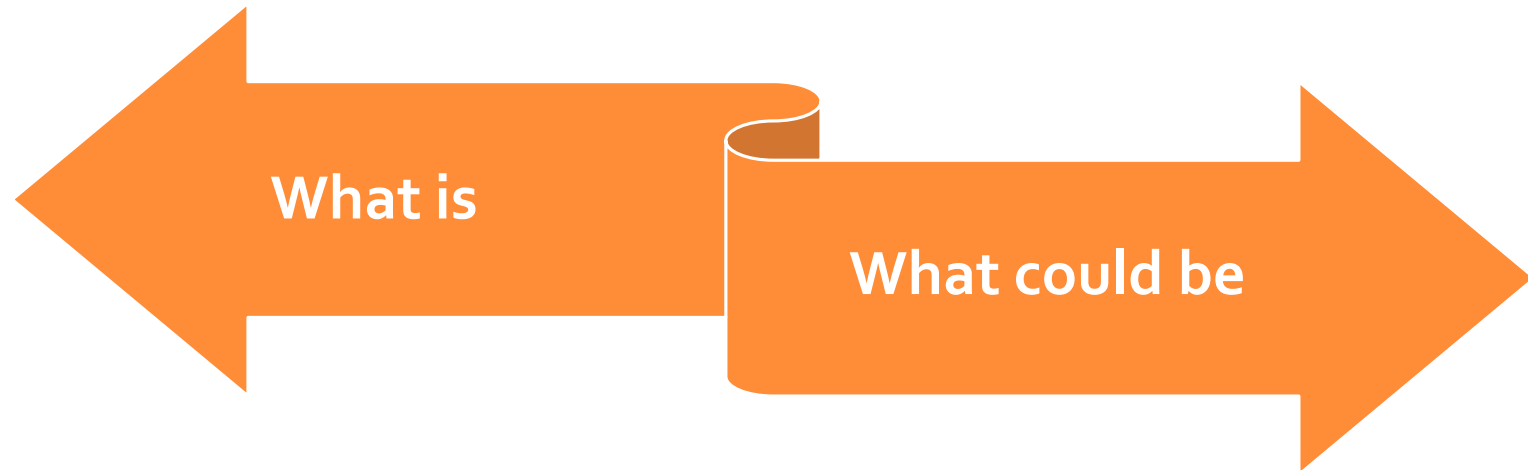
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- A bold vision
- A motivated and engaged community (founding board, community advisory)
- Our values
- Our members
- Spaces and digital infrastructure we need and want
- What happens in the spaces – user groups, training and learning, publics and audiences, day in the life of, year-round schedule 2022; 2030; 2040
- What we will realize through these spaces (year-round employment; attract creative entrepreneurs and employees; build a more resilient economy; develop our people)
- Governance – user community consensus building, facility management, creative ecology leadership
- Programming and Services
  - Training, education, learning
- Human resources to run the facility
- Financial management and budget – capital, annual operating, sustaining fund
- Options – a) one large purpose-built new building; b) downtown campus / creative district; c) distributed buildings in various parts of the city; d) existing infrastructures that can be modernized to current building code standards, earthquake safe, climate change adapted, Net Zero building
- Next steps



# A Bold Vision

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- **Build creation, production and presentation space(s) at the confluence of art, culture, creativity and technology**
- **Catalyze and grow a new creative industries high tech industry in the Yukon**



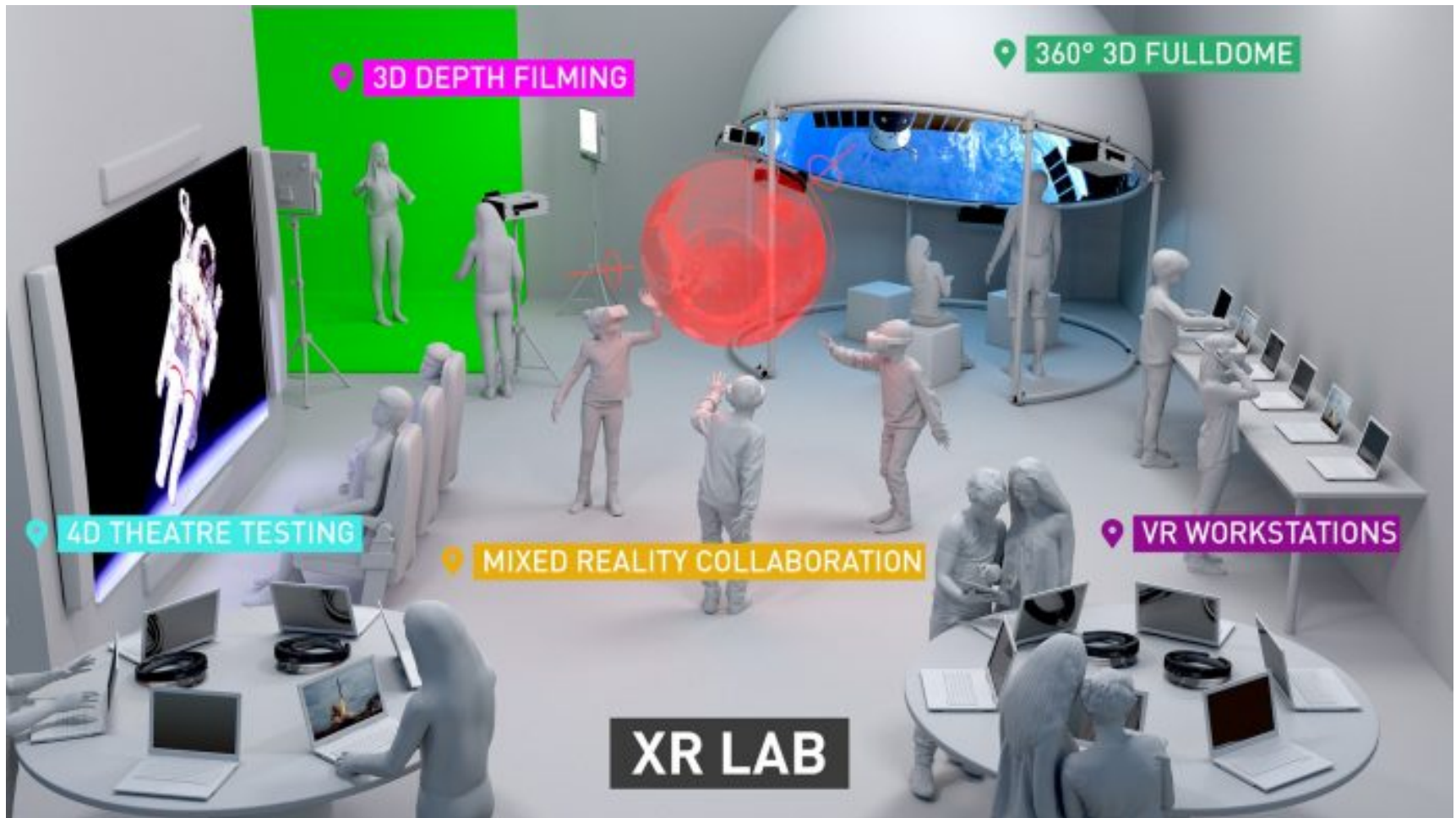
# Our Goals

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- All Yukon artists and creatives have access to state-of-the-art digital technology infrastructure
- Creative minds meet, collaborate and innovate across artistic and commercial endeavours including emergent digital creation, presentation and dissemination forms
- To build a world-renowned Northern high tech creative industry



# Fast-Growing Digital Technologies ~5,000 to 10,000 sq feet



# Films, VR, AR, Gaming production ~ 12,000 to 15,000 sq feet

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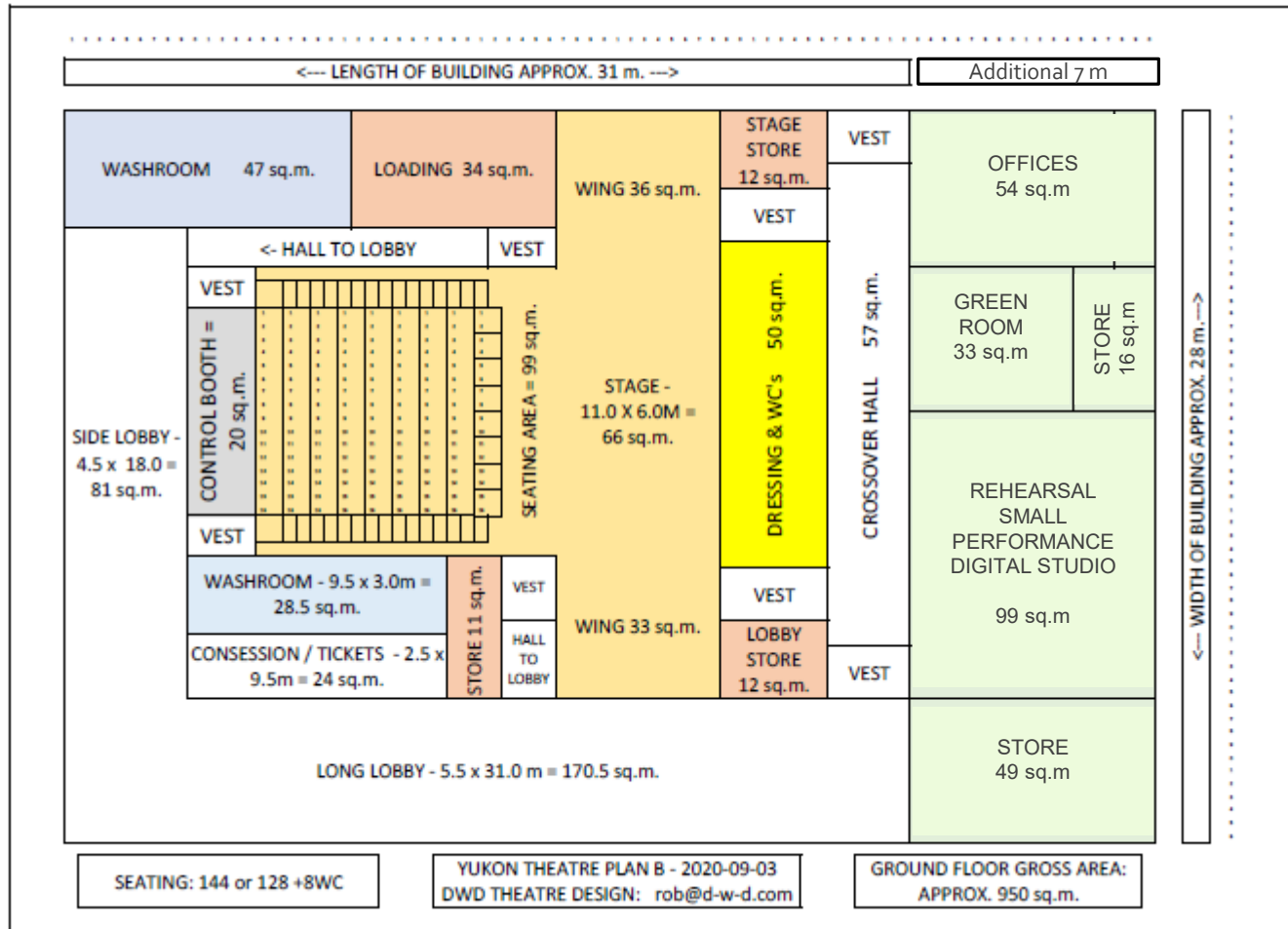


Modular room suited for green screen, sound stage, motion capture productions, flexible, sound proof set up to allow multiple uses at different times



# Black box theatre ~13,000 to 16,000 sq feet

Concept only



Theatre can provide some use for movie production sets as green screen, soundstage, but also need dedicated space

Repertory movie screenings with screen in front of any theatre sets



# Training and Workshops ~ 5,000 to 10,000 sq feet

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- It's important to expand career options to stay in the Yukon
- Develop pre-professional training as well as college / university level educational pathways in creative and digital media fields
  - Bring professionals in to teach and enrich local eco-system
  - Keep students here to create and innovate
  - Bring students in for learning experiences in a unique environment
- Class rooms with digital creative lab
- Meeting rooms with state-of-the-art digital collaboration/video conferencing hardware, high speed Internet
- Private instruction and creation spaces



# Office, common spaces ~ 5,000 to 12,000 sq feet

- Modular working areas with private (lockable) and shared working areas
- Storage areas for community members
- Working spaces for 50 to 100 individuals
- Common areas with various degrees of privacy
- Gallery
- Kitchen, WCs, showers and lockers

## Office Storage

add 20% of usable space  
~ 1,000 to 2,500 sq feet



# Potential anchor tenants

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## STORAGE AREA

- Yukon Permanent Collection
- Fully secure and environment controlled storage for art works with small office
- Broadcasters (Northeastel, CBC, APTN, etc)

## RETAIL / PUBLIC SPACE

- Food
- Cafe
- IT/IM supplier
- Digital, media technologies
- Arts and design sales
- Made in Yukon storefront
- Gym
- Professional services



# Space Summary

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- **Fast-Growing Digital Technologies: ~ 5,000 to 10,000 sq feet**
- **Films, VR, AR, Gaming production (green screen, sound stage, ~ 12,000 to 15,000 sq feet**
- **Black box theatre / cinema / rehearsal / production/storage ~13,000 to 16,000 sq feet**
- **Training and Workshops ~ 5,000 to 10,000 sq feet**
- **Office, common and retail spaces ~ 5,000 to 12,000 sq feet**
- **Office Storage add 20% of usable space ~ 1,000 to 2,500 sq feet**
- **SUB TOTAL 41,000 to 65,500 square feet**
- **Plus 30% to arrive at gross area = 54,000 to 85,000 sq feet**
- **Plus anchor tenants (retail) and Yukon Permanent Collection – TBD**



# Discussion: Where

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## GRAND DREAM: ONE COMPLEX

- Build a brand new Creative Lab North complex in downtown Whitehorse with all uses under one large roof
- Replace infrastructure
- Build for the future with space to expand
- Net Zero building
- Digitally fully enabled, 5G ready building infrastructure

## FOUND SPACES: CREATIVE DISTRICT

- Find spaces that aren't used or that are abandoned, e.g. Roundhouse, warehouse spaces
- Retrofit for Net Zero, HVAC and digital infrastructure
- Build some new spaces





# Stakeholders and Governance

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OPERATING NOT-FOR-PROFIT SOCIETY

# Our members

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- Graphic designers
- Photographers
- Videographers
- Musicians/recording
- Film makers
- Film production
- Digital media animators
- Virtual reality artists
- Creative/web/ad agencies
- Theatre companies – 4 to 6 → 6 to 8
- Dance company – 1 → 2 to 4
- Visual artists
- Gallery / exhibition and retail space
- Programming: teaching, community facilitation

# Expressions of Support appended

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1. Borealis Soul
2. Larriken Entertainment
3. Nakai Theatre
4. Ramshackle Theatre
5. Something Shows
6. Splintered Craft
7. Talia Woodland, filmmaker
8. Yukon Arts Centre
9. Yukon First Nations Tourism and Culture Association
10. Yukon University, Entrepreneurship and Innovation
11. Yukonconstruct Society





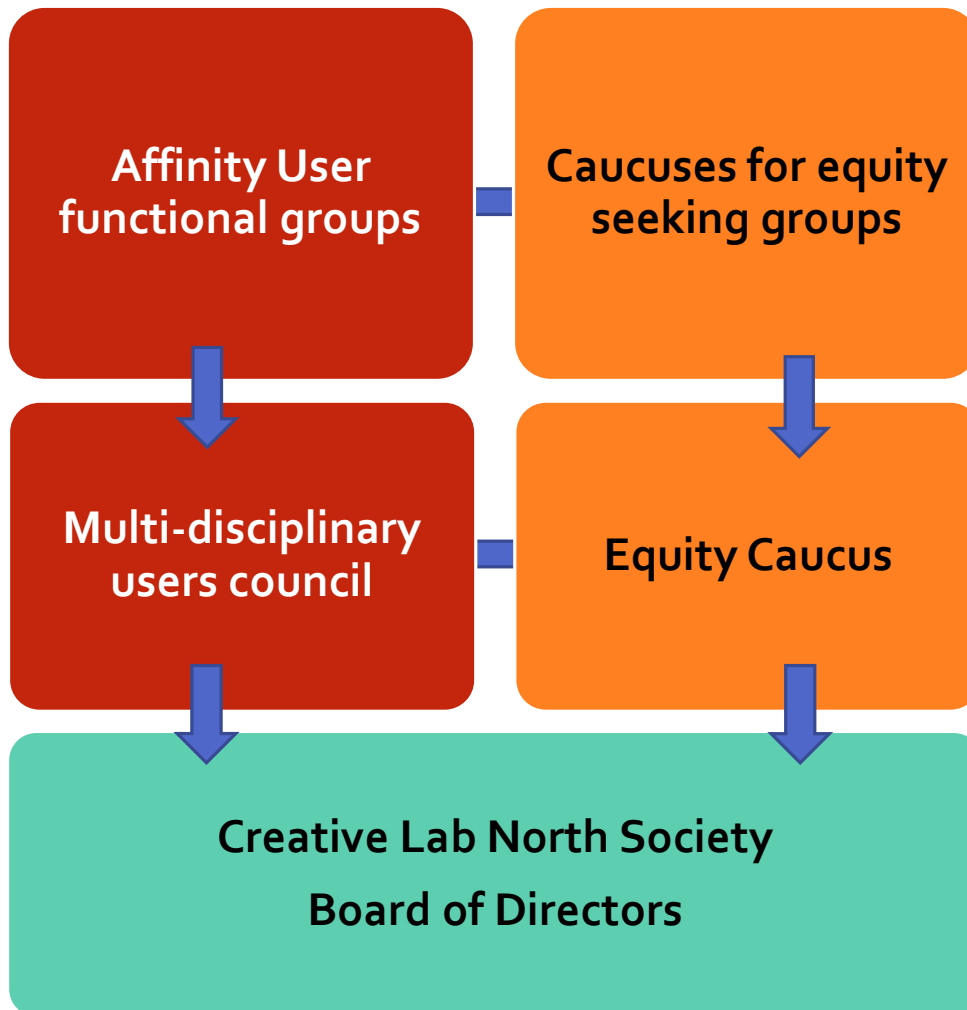
# Our Values: Future Proof

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- Balance
- Reciprocity
- Respect
- Courage
- Humility
- Consensus
- Open
- Accessible
- Inclusive
- Collaborative
- Work together in a good way for the good of each other



# Community Governance: Consensus Decision-Making



CLN Board of Directors is elected by all members – it can include directors who are member users of CLN as well as people with skills that are desired for the organization to function well, i.e. lawyer, finance, HR – meets 4 to 8 times a year, board committees work as needed

Facility Users are always part of their sectoral affinity user group; members from equity-seeking groups can also join a caucus.

Each affinity group and caucus delegates one member to join the multidisciplinary council user and the equity caucus. Both entities can raise concerns with staff and the board directly. Both can develop positions to take to the organization’s board.

Meetings can be scheduled as needed, quarterly in first year and then as needed but at least twice a year.

# Community Governance: Voice and Decisions

## Creative Lab North Society Board of Directors

Executive  
Committee  
(monthly)

Finance  
Committee  
(quarterly)

Human  
Resources  
(supervises ED  
and policies)  
(twice a year)

Facility  
Committee  
(quarterly)

Justice /  
Inclusion  
Committee  
(quarterly)

CLN Board of Directors is elected by all members. It should be comprised of 5 to 12 members.

5 Standing Committees of the Board. Committees should be chaired by a board member; but can include non-board members with interest or expertise in an area. Meeting frequency can be increased as board projects require.

# Staff to run facility at minimum 9 full-time

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## Executive director

## Chief Financial Officer

- Government and stakeholder relations
- Fund development

## Communications LEADER

- Marketing
- Outreach
- Internal communications

## Facility MANAGER

- Security/reception
- Maintenance and Upkeep
- Janitorial and cleaning

## IT/IM Infrastructure MANAGER

- Maintenance and Upkeep
- Security and Upgrades

## Community FACILITATOR

- Rental of facilities – long term
- Short term rentals

## Theatre FACILITATOR

- Technical operations
- Rental

## Training FACILITATOR

- Education programs
- Community learning

## Innovation FACILITATOR

- Programs



# Financing

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# Financing – significant capital to be raised

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- **Capital - \$46 to \$70 million for the build**
  - Government of Yukon
  - CanNor, IDEANorth
  - Canadian Heritage's Cultural Spaces (50%, maximum)
  - City of Whitehorse
  - First Nations government (Ta'an; Kwanlin Dun)
  - First Nations Economic Development agencies (all FN)
  - Develop private investments /legacy funding / naming rights / endowment
- **Operating – \$1.5 to \$3.5 million**
  - Key anchor tenant – e.g. Yukon Permanent Collection
  - Retail operations pay commercial rent and serve both the building and street traffic
  - Earned revenue from members and rentals
  - Training funding from YG
  - Project funding from CanNor
  - Educational equipment upgrades from Technology suppliers

<https://www.cannor.gc.ca/eng/1385477070180/1385477215760>

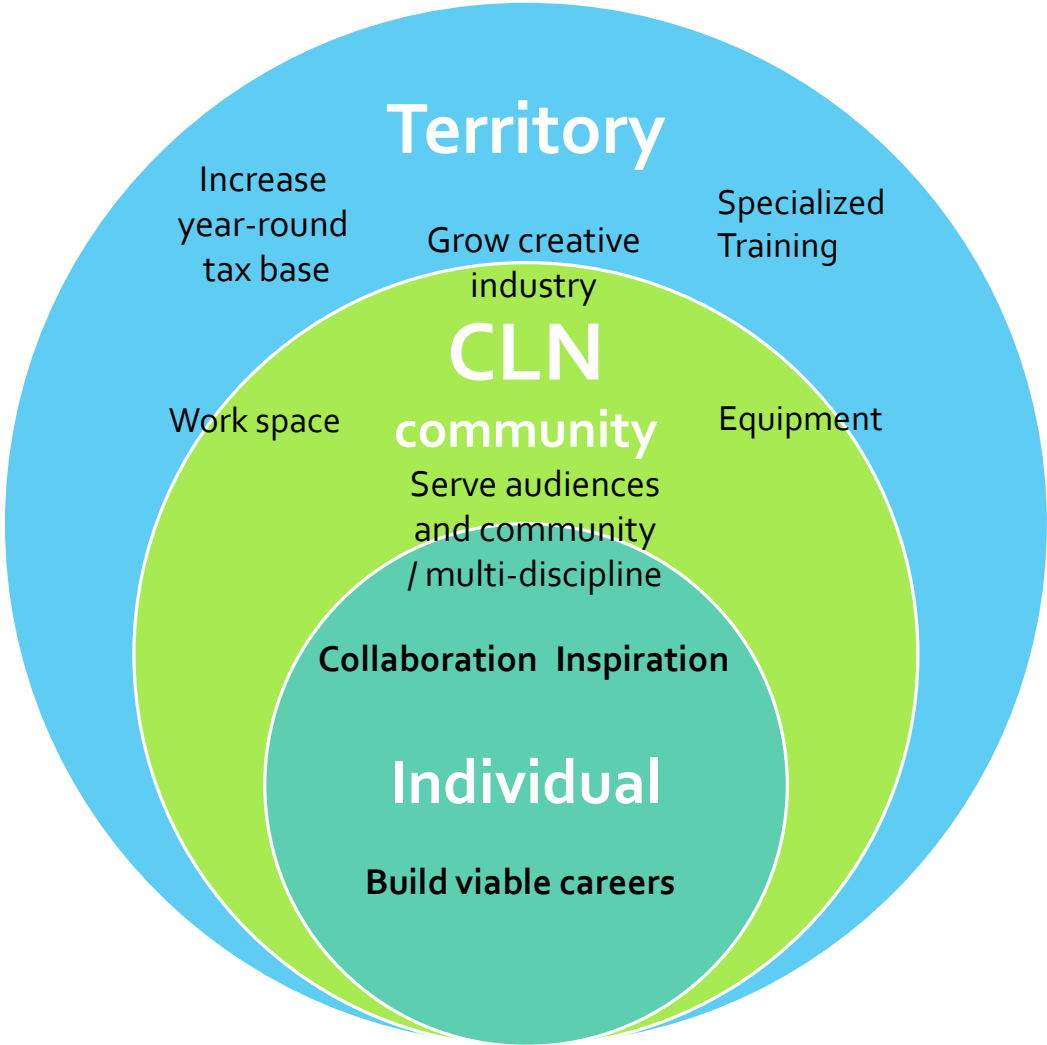
# Earned Revenue Streams

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- Memberships
- Rental fees for offices, workspaces
- Rentals for digital technologies
- Rental for theatre / cinema
- Rental for rehearsal space
- Rental fees for green screen, soundstage
- Training for pre-professional
- Professional training and development arm
- Community programming
- Rental of meeting spaces
- Naming rights / corporate sponsorship
- Anchor tenants leases/rents

Note, artists have benefitted from low commercial rents, near free rehearsal spaces and friendly support. We cannot expect that we can raise significant funds from those members for these services imminently. Further, members are not the primary target for programming and training.

# Expected Benefits are multifaceted





# Next steps

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- Secure initial project funding and begin to deliver some programming – can be digital training – and some limited in person if a space can be found - until COVID-19 pandemic subsides
- Architectural concept planning
- Digital technology equipment preliminary list
- Stakeholder meetings with all four levels of governments to validate the Creative Lab North concepts, explore financing and land acquisition/lease, identify potential facilities to repurpose and retrofit to current building code standards
- Financing – raise capital from public, FN and private sources
- Evolve detailed operational plan scenarios

