

Creative Lab North

Feasibility

September 2020

Prepared for
Creative Lab North Society

Prepared by
Inga Petri
Strategic Moves
Whitehorse, Yukon
www.strategicmoves.ca

Acknowledgements

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.

We acknowledge the support of the Digital Strategy Fund at the Canada Council for the Arts.

We acknowledge the support of the Government of Yukon through the Department of Economic Development



Canada Council
for the Arts

Conseil des arts
du Canada

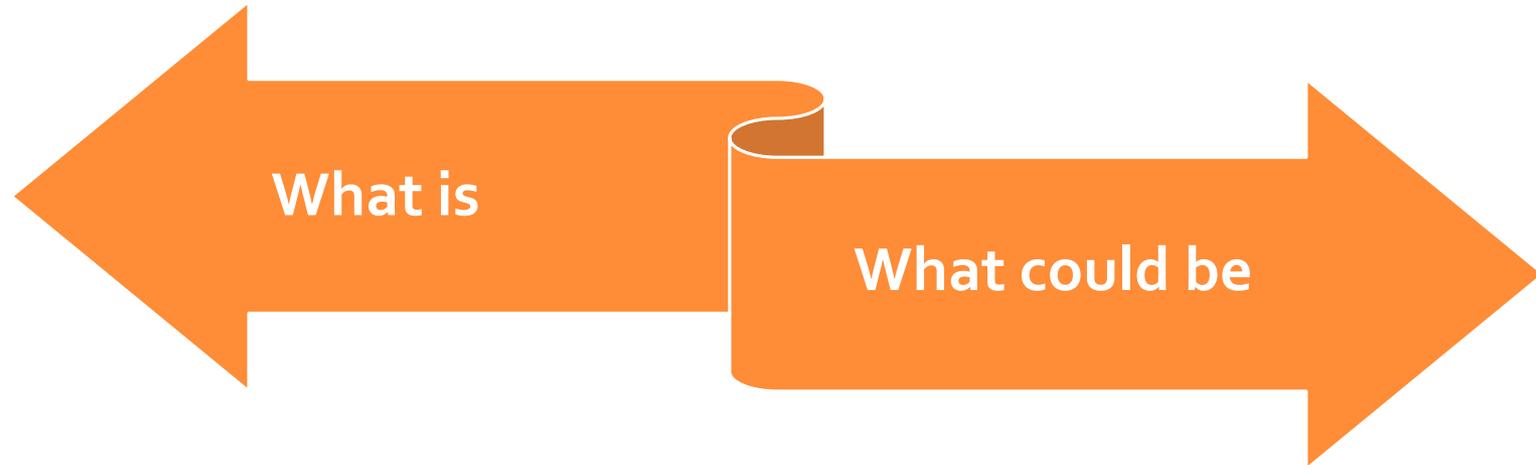


Table of Contents Feasibility section

- 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



- **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**

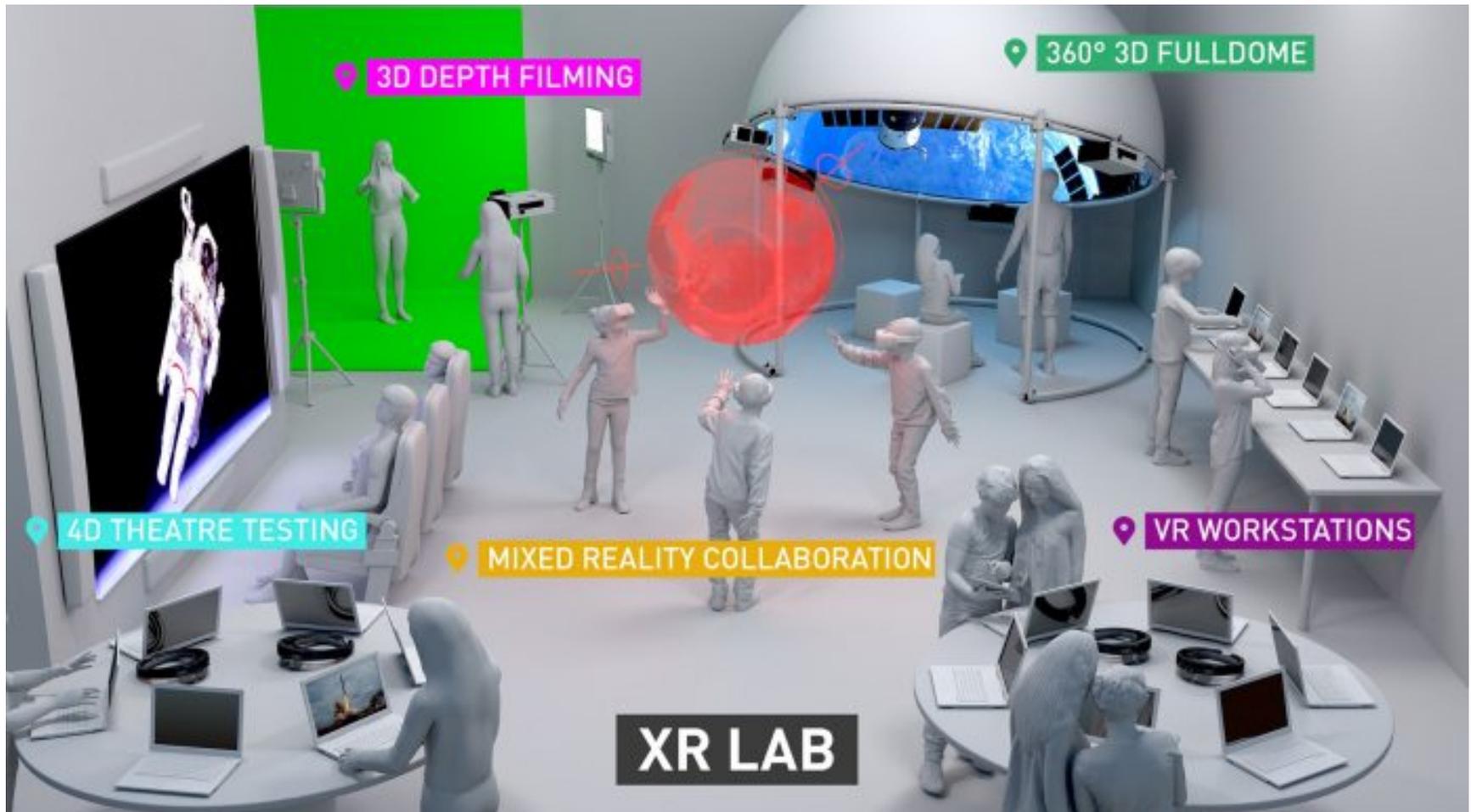


Our Goals

- 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

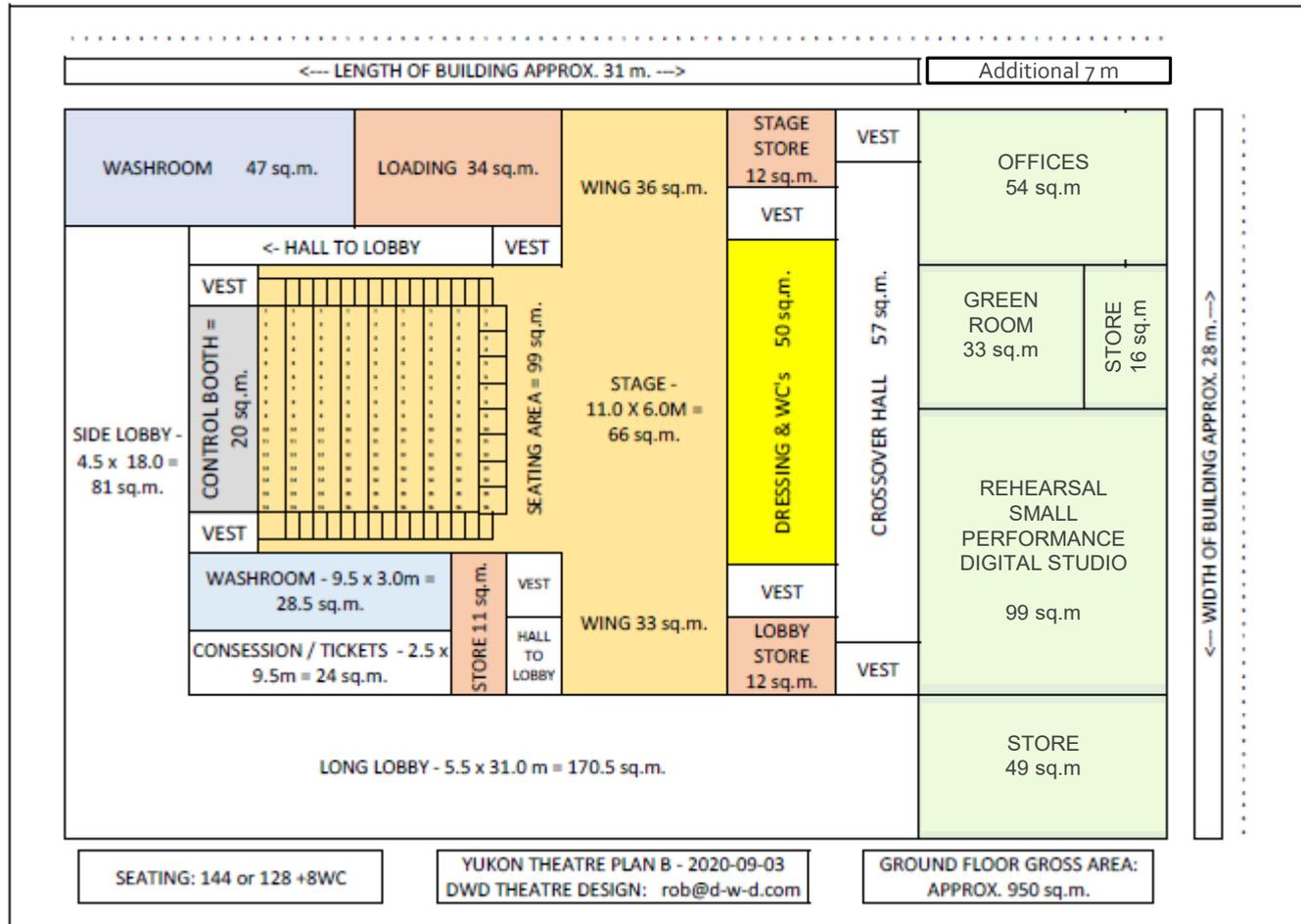


Modular room suited for green screen, sound stage, motion capture productions, flexible, sound proof set up to allow multiple uses at different times



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

- 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

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

- **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

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

OPERATING NOT-FOR-PROFIT SOCIETY

Our members

- 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

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

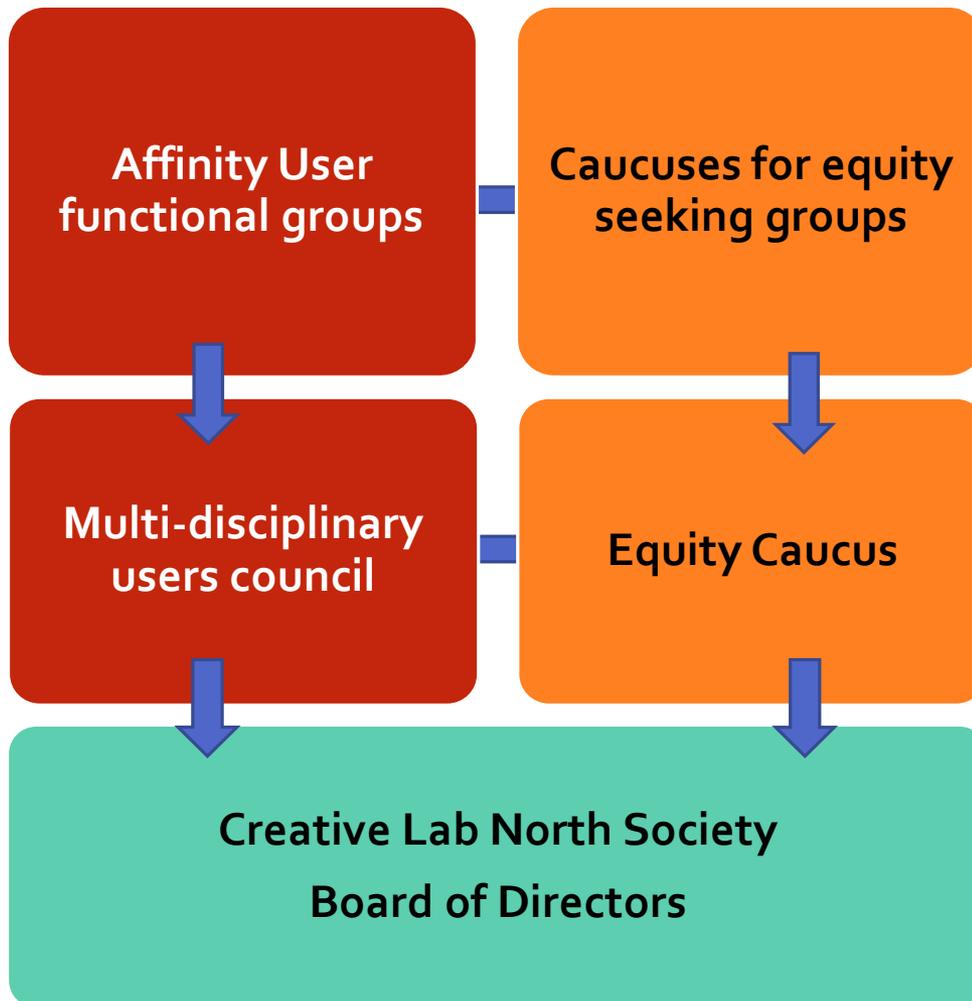


Our Values: Future Proof

- 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

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

Financing – significant capital to be raised

- **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

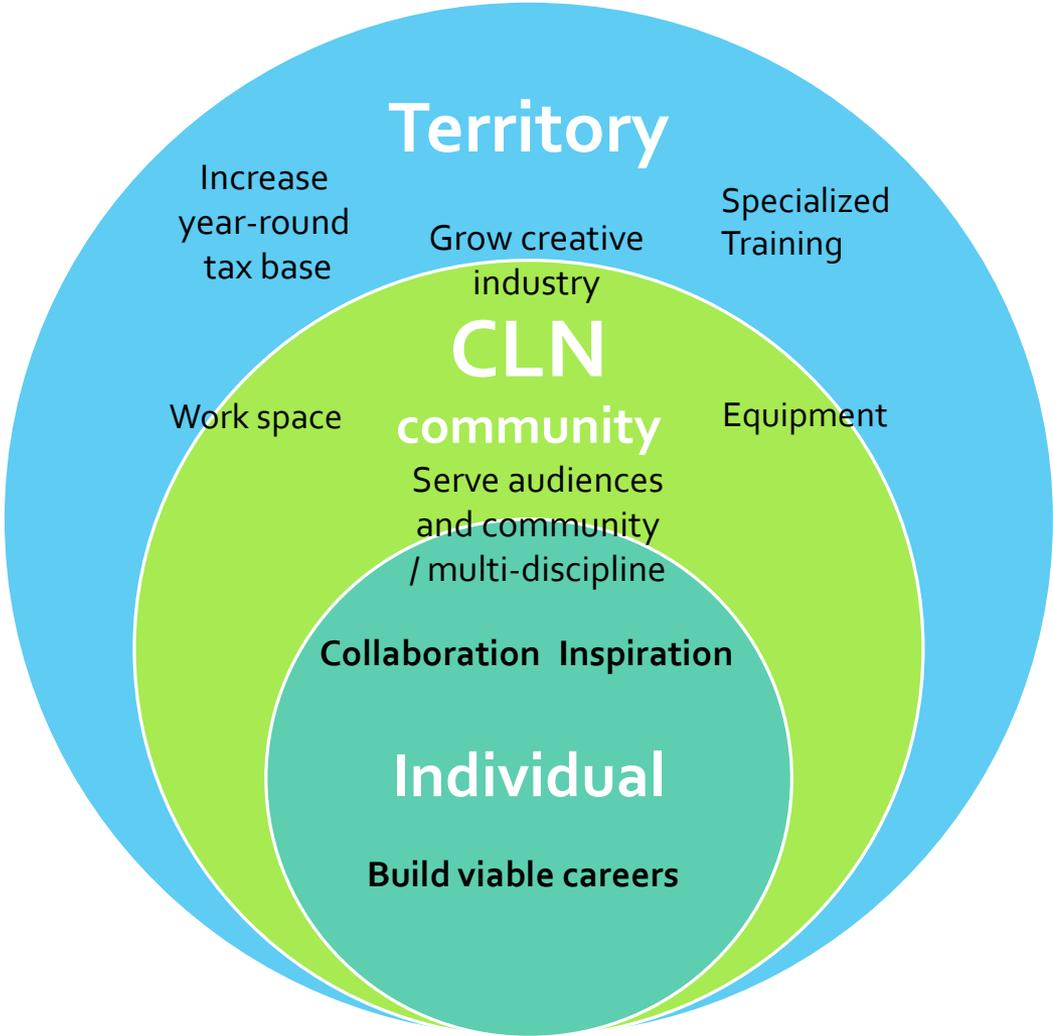
<https://www.cannor.gc.ca/eng/1385477070180/1385477215760>

Earned Revenue Streams

- 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

- **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**

