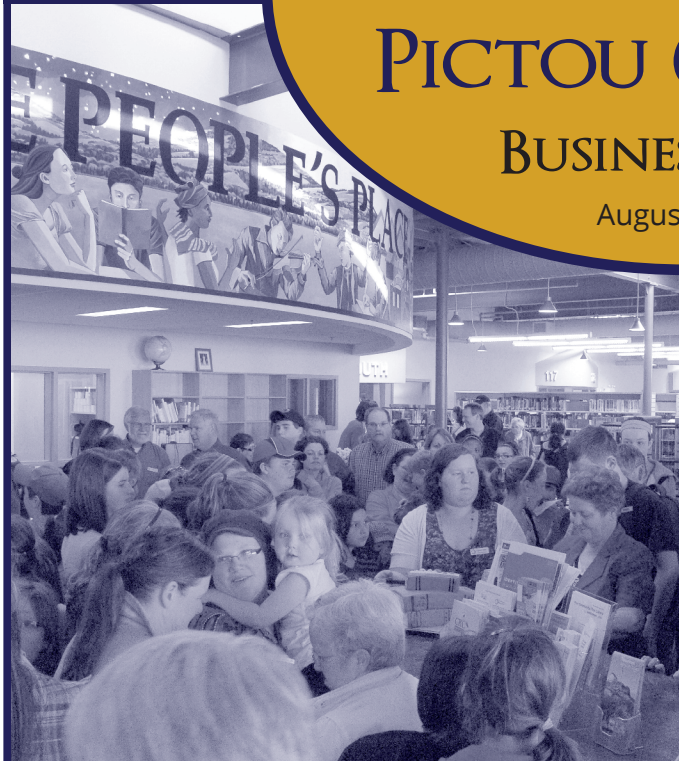



# A CULTURAL HUB FOR PCTOU COUNTY

## BUSINESS PLAN

August 2019

<b>Partners</b> deCoste Performing Arts Centre Pictou-Antigonish Regional Library Town of Pictou Municipality of the County of Pictou	Troy Greencorn deCoste Performing Arts Centre 902-485-8828 troy@decostecentre.ca	Eric Stackhouse Pictou-Antigonish Regional Library 902-755-6031 estackho@nsngp.library.ns.ca
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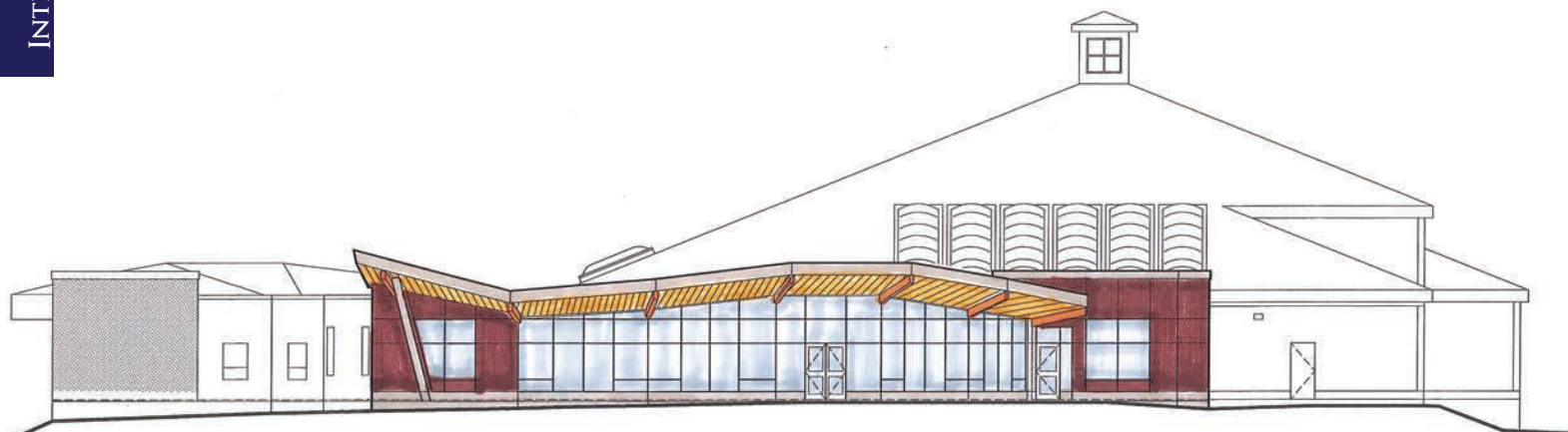
Pictou-Antigonish  
Regional Library



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New entrance from Water Street

“

Fusing two leading cultural organizations in a creative hub will strengthen both and create a homebase for artists and the creative sector in Pictou County.

”



Opening day at the People's Place Library, Antigonish

## EXECUTIVE SUMMARY

We have a wonderful opportunity to create a vibrant new community hub that gathers together people of all ages, backgrounds and abilities around creativity, culture, education, and community well-being.

For 37 years the deCoste has been a leading cultural driver in Pictou County, staging over 3500 events. Annually 20,000 patrons attend shows at the centre, generating an economic impact in excess of \$6 million. In the past 5 years the deCoste has achieved sector-defying growth. To keep up with the growth and momentum the deCoste needs to upgrade its facility. With 61% of patrons coming from outside of the Town of Pictou in 2017/18, the deCoste Centre is truly a regional asset.

The Pictou-Antigonish Regional Library has shown itself an innovator in the design and programming of new libraries. Two libraries in the region have been recognized with national awards, the latest being the Antigonish Town and County Library (popularly called The People's Place). In 2014 the People's Place was named the number one public space in Canada by the Canadian Institute of Planners. A focus on community responsiveness has been the key to success of "place-based designs" as well as nationally and internationally recognized programming and services.

The Pictou Branch Library has served the Pictou Town and Pictou County community over many years. Membership is 55% Town and 45% County. The third busiest library in the region, the Pictou Library facility no longer supports the development of modern library and community technology services, nor allows for partnerships that could support the wider town and county areas. Accessibility is also a major issue. Based upon experience in other projects it is expected the public will respond to a well-designed new library with at least a 200% growth in visitor activity.

A tremendous opportunity comes from the fusion of successful organizations to establish a creative community hub. Across Canada there has been a significant adoption of community hubs as a model of sustainable community development. The rationale for hubs has remained sound throughout history and is particularly applicable for rural areas. As operational funding becomes tighter it often makes sense to bring like-minded groups under one roof, generating cost efficiencies. In Nova Scotia there are major cultural hubs in development in both Halifax and Sydney, with smaller projects lifting off in Yarmouth, Port Hawkesbury, Truro and other communities.

In its very design, this project fosters close cooperation beyond the two key partners, the Regional Library and deCoste. It also reaches out to take into account the needs of the greater community, both town and county. This project will support creative and cultural initiatives, recreation and active living programs, stimulating volunteerism and community development. The local economy will see growth from increased tourism and business activity. *The whole will be more than the sum of its parts.*

## BENEFITS FOR THE COUNTY OF PICTOU

To date, each municipality looks after the cost of building and maintaining library physical assets. The Library Board provides the staff, materials, services, programs, technology, planning and administration. In projects such as the Antigonish People's Place, two municipal units have shared in the capital costs and ongoing costs as both have recognized the benefits accrued in having library spaces merging with other organizations to become hubs. We propose those same benefits apply in this project.

- Enhanced public library services, as described below, to West Pictou individuals and families (Currently 45% of Pictou Library users are County residents).
- A cultural hub, with education and recreation highlights, attracting the entire county.
- A significant signal of support for the creative economy in the greater Pictou County area.
- An economic boost for local artists and artisans by showcasing their talents and products in the building, permanently and temporarily.
- A major visitor and tourism draw for the West Pictou area.



Proposed addition for the new Pictou Library

## BACKGROUND

In 2015 Pictou Town Council approached the Pictou-Antigonish Regional Library Board to replace their public library, a well utilized facility, but inadequate in terms of space, design, and accessibility. The Council had recently visited the People's Place Library in Antigonish and took notice of the rich mix of activities, sharing of spaces, and the use of placemaking principles in the library's vision and design.

With this in mind, Council approached the deCoste Entertainment Centre Board, knowing there was an appetite for growth and a need to upgrade structural elements in the 37 year old facility. The centre is owned by the Town and operated by the deCoste Board. The town asked the deCoste team to come together with PARL for exploratory discussions. The common objectives, cross-over of constituents and many sharing opportunities were immediately obvious and a joint vision began to emerge.

A Project Committee was established with representation from the Town of Pictou, the Municipality of the County of Pictou, the deCoste Centre and the Pictou-Antigonish Regional Library. With funding from the Town of Pictou, Municipality of the County of Pictou, Atlantic Canada Opportunities Agency and the Department of Communities, Culture, and Heritage an architect was selected and a preliminary design created. Public consultations using placemaking principles were conducted with over 200 interested citizens and a unique design was developed for the facility.

The project has moved steadily forward through extensive planning over the past 36 months. In 2018 the working committee determined that a strong, well-detailed business plan was the next step in the moving the project forward to the funding/financing stage.



## THE GOALS OF THIS PLAN ARE TO:

1. Chart a roadmap for the transition from concept and engineering/architectural planning to the actual launch of fundraising and the start of construction within 12 - 16 months.
2. Solidify the commitment and investment of key project partners and funders.
3. Identify the work plan and critical path for the working committee and partner organizations to follow to successfully advance the project.

This business plan describes the community vision, articulates the design of the hub facility, defines both capital and ongoing costs, and explains the financing of the project.

## PLACEMAKING – CREATING A GREAT PLACE



## The Benefits of Place

A key placemaking principle is that “you are creating a place, not a design”. Design is an important part of the process, but the true magic lies in the community outreach and the collective visioning of activities, programs and services that the new place can facilitate. Creating active uses, interesting and engaging programming, synergy amongst tenants and partners and developing corresponding economic opportunities all factor into effective placemaking design.

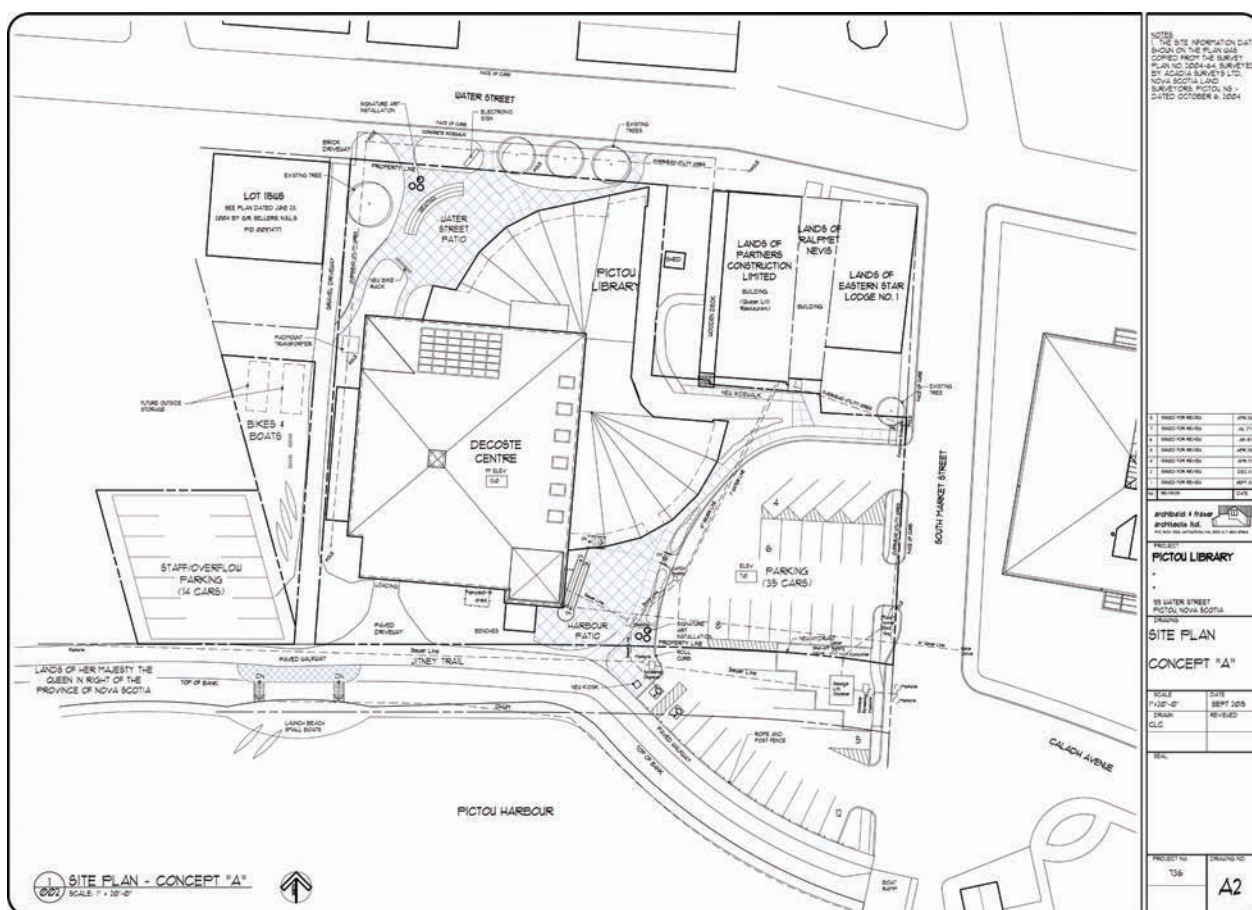
Another placemaking principle is that the place design must come from the community. The vision shared herein was developed in consultation with over 200 citizens and groups from Pictou town and county. When asked what their vision was for a culture hub facility, bringing together a new public library and an upgraded deCoste Performing Arts Centre, the community put forward the following themes.

- **A welcoming space for everyone - residents, newcomers, those from any and all ages, backgrounds and abilities.**
- **A design that encourages many experiences – cultural, educational, and active. The more experiences available, the more successful the place.**
- **A design that celebrates, sustains, and grows artistic development in all its disciplines.**
- **A cultural hub to support and grow the creative economy.**
- A place offering opportunities for informal social interaction, organized activities/events and quiet contemplation.
- A connection between the main street (Water Street) and the waterfront with clear linkages to the surrounding area, especially the Jitney trail and the water.
- A celebration of the history and cultures of the area through the facility design and abundant public art.
- A design that is respectful and celebratory of the surrounding architecture.
- An environmentally sustainable, design incorporating natural features both inside and out, employing leading edge “green” technologies. May include the use of sustainable technologies including VRF (Variable-Refrigerant-Flow) heating and cooling system, solar electrical generation, efficient lighting systems, high degree of insulation and thermal wrapping, extensive daylighting, long-lasting durable materials, and more.
- A design that fosters a seamless, integrated experience for the visitor. A common entrance/atrium, single entry control desk and abundant shared spaces all contribute to this experience.
- A busy, active, year-round facility to encourage downtown economic growth.
- One control desk for both the deCoste and library to foster cooperative, collaborative and efficient service delivery
- Fully accessible facility achieving Rick Hansen Foundation Accessibility Certification.
- A design that features ample community meeting and gathering spaces.
- Exterior presentation and performance spaces suitable for event production with stages, tents etc.
- Exterior seating for waterfront appreciation and interaction.
- A tutoring area for technology training, literacy tutoring, ESL training, etc.
- A community technology/science learning space with computer access, advanced software, makerspace, robotics kits, science supplies, digital imaging, wireless, and training.
- A gallery area for monthly art and artisan displays of local and national content.
- Integrated permanent public art showcased throughout facility (interior and exterior) including work by local artisans.

- Designated space for tourism materials and staff trained to provide visitor advice and recommendations.
- Recreation opportunities including workshops, training, and equipment rental.
- A “trail-head” experience for the Jitney/Cape to Cape/TransCanada trails including kiosks, community way-finding, historical interpretation and more. The Jitney Trail is also accessible.
- Recreational services facilitated: boating, hiking, walking, and cycling experiences.
- Family, children, and youth friendly areas including designated space within the design.
- Opportunities for small scale entrepreneurship such as sidewalk vending and kayak/cycle rental.

*\* Full notes from the 5 public consultation sessions are included as Appendix 1.*

## INTRODUCING THE FACILITY DESIGN



New Site Plan

At the outset of the project a working committee was created and engaged architect Dale Archibald in the design process. Preliminary designs were then used in multiple community information sessions to gather ideas and feedback.



## MERGING MANDATES - NOT SIMPLY A CO-LOCATION

The design process involved much more than simply adding a piece on the deCoste and placing a library in that space. **The working committee set out to truly create a blended facility where the two organizations could deliver their core services, while collaborating each and every day to provide new and expanded services and experiences.** This will be the first facility in Nova Scotia to merge a library and performing arts centre in this fashion. Throughout this document there will be many examples of the synergy that will be created.

### KEY DESIGN ELEMENTS

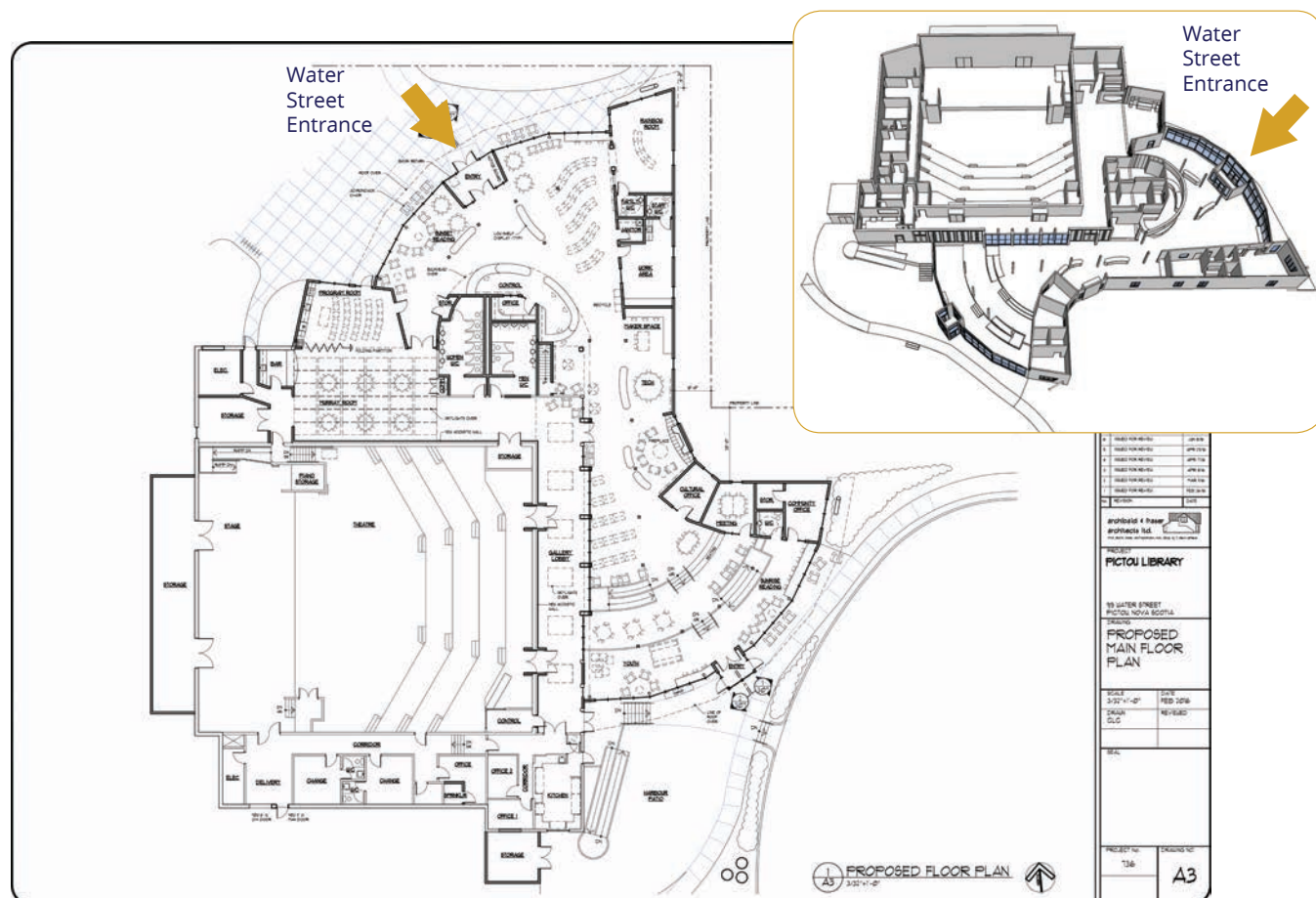
1. The new building has a prominent, glass-filled entry from both Water Street and the waterfront. This will help to draw many more tourists into the building. Many thousands of annual visitors walk the waterfront visiting museums, shops and restaurants. Currently they come upon the rear of the deCoste and the loading dock, with little indication that the building is a busy performing arts centre. At night the building will spill light out from the front and back and draw attention to the busy culture-intensive-space inside. We will explore LED lighting technology that will allow us to cast colored light on the windows, further creating an iconic presence for the building.
2. The building will have new cladding on the exterior, a function of adding insulation to improve heating/cooling efficiency. The building will also be re-roofed completely. Finishes will be chosen that highlight the modern new building envelope, but also fit well with the historic buildings and homes nearby in the downtown core.
3. The current deck which is due for major repairs will be replaced with multiple new courtyard areas and will be highly functional.
4. New gardens and landscaping will be fit around the new complex. These spaces have been designed with a multitude of uses in mind, ranging from passive reading to hosting events outside with a view of the scenic waterfront. The area will be well equipped with proper lighting, electrical supply and space for tents etc.
5. When visitors enter the building from the Water Street main entrance they will walk into a large atrium style space with abundant natural light, public seating/tables, art installations, digital displays etc. From here they can directly access the deCoste, enter the newly expanded Murray Room or enter the new library space.
6. A modern new library will be located in the new section of the building and will allow PARL to greatly expand their services. The new space is rich in technology, outfitted with modern library furnishings and will showcase multiple public art elements. Within the library there will be office and meeting space for other arts and community organizations. Much more design information on the library follows.
7. Parking capacity has been addressed by creation of new overflow parking spaces and proper delineation of the existing parking lot so that space is better used. As the building gets busier parking will need to be addressed on an ongoing basis.
8. The building will use highly efficient heating, cooling and lighting technology. A digital dashboard will share data with users/patrons to show them the energy conservation measures being employed and the resulting impact on the environment. We are continually researching greening technologies and exploring low-tech strategies like adding a "green wall" in the facility.

## A STATE OF THE ART PUBLIC LIBRARY

“

The old clichés simply don't work with the contemporary library. No, it's not your grandfather's library—for Baby Boomers, it's not even the library of their childhood, let alone the library most predictions imagined 20 years ago. If there was one major player in the past century's information ecosystem that observers thought would likely be driven into extinction by the new millennium's digital revolution, it was the public library. Instead, Canada's librarians have, with remarkable adroitness, turned their institutions into a key bridge over what they call the “digital divide” and an essential community hub in modern urban settings.”

- Brian Bethune - MacLean's Magazine, January 25, 2018



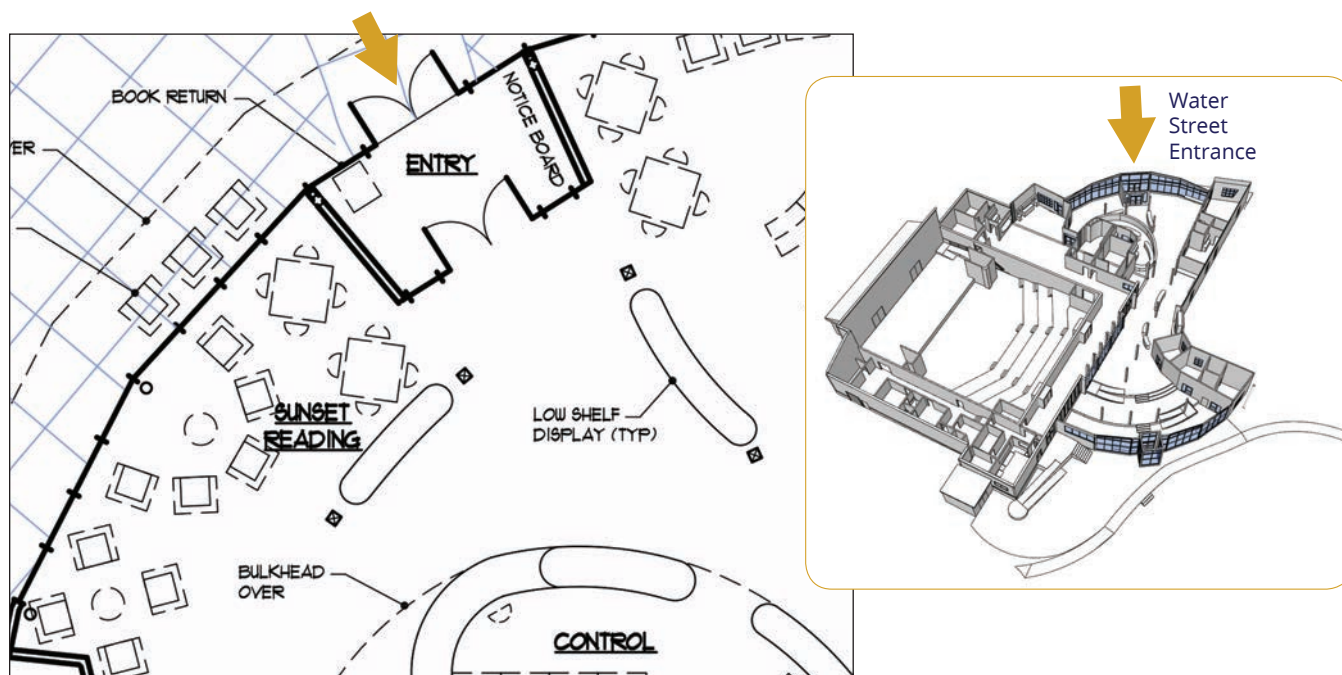
New Floor Plan

Since the advent of the internet public libraries have been changing. Pictou-Antigonish Regional Libraries have been a leader in developing the concept of libraries as public spaces for the people. Collections have expanded to include printed books in many formats, magazines, e-books, e-magazines, online language learning courses, specialized collections, digital history, health resources, and much more. At the same time, as people have “gone online”, there has been a surge in citizens wanting public spaces to gather together around culture, learning, and creativity.

Public libraries have stepped in to fill this role in many communities, not only through design, but as free and welcoming spaces with able staff eager to assist. Antigonish Town and County Library (better known as the People’s Place), Halifax Central Library, Truro Library, and River John Library are just a few examples of these new spaces, each a different scale but all re-invigorating people and communities. Public libraries satisfy the local need to gather and are becoming destinations for travelers. Tourists and visiting-friends-and-relatives of all ages and backgrounds are attracted by the multitude of things going on.

Pictou and the surrounding communities now have the opportunity to create their own unique library space. The new library will offer a vastly expanded range of experiences and services. Community consultations and analysis of best practices from other facilities such as the People’s Place have helped in crafting the Pictou vision.

The Water Street patio and entrance provides a destination feel and gateway to the downtown and waterfront, linking the two areas together. The patio offers a gathering area with a main street feel, capable of hosting events and general mixing. It will also act as a trailhead and orienteering spot for the greater Pictou area. Public art pieces will provide a creative flair representative of the artists and artisans of the region.



New entryway from Water Street



The sunset reading and lounge area immediately inside the front entrance is a comfortable area with a large wall of natural light to read, wait for a show, chat with friends or business acquaintances, use Wi-Fi, pick up local brochures and chat with patrons and staff. Community information will be displayed in both digital and print format and thematic cultural and literary displays will be on offer. A wide range of fiction books, large print for seniors, and more will be on offer.

A welcoming service desk greets visitors as they enter the building. Trained library staff will be available for research assistance, reader's advisory services and general information for locals and visitors, deCoste Centre questions and tickets sales, loan of recreation equipment, technology orientation, community room bookings and more. Staff will also provide literacy-based programming and support to other groups using the facility. Programs and other activities will be planned in conjunction with deCoste staff to offer broad and exciting experiences that will bring and hold people in the downtown.

The children's rainbow room (inspired by input from a young community member) provides a family friendly fun space for children to be creative, surrounded by books and activities. The library will offer reading programming for babies, toddlers, and preschool children. A family friendly washroom will be directly available.

Next to the sunset reading and lounge area is a community program room. Capable of seating up to 60 people in a lecture format, the space can be configured in a variety of ways. It includes a community demonstration kitchen that can also be used for light catering of events. A full multimedia system is included to aid in event/meeting hosting and performances. This would be available to the library, the deCoste, and free-of-charge for non-profits. A sound-proof partition allows the room to be opened into the adjacent Murray Room for larger library or deCoste events, making efficient use of both spaces.

Community technology is now a core service of public libraries. This includes high speed public internet access and Wi-Fi, a full suite of software applications, scanning and printing capabilities. Pictou would now have the enhanced services of a MakerSpace. A MakerSpace is a creative learning lab with 3D printing and scanning, digital audio-visual editing equipment, high end printing, vinyl design and cutting, robotics, coding tools and more. This provides all ages with an opportunity to learn cutting edge technologies in a collaborative space.



Peoples Place Library entryway

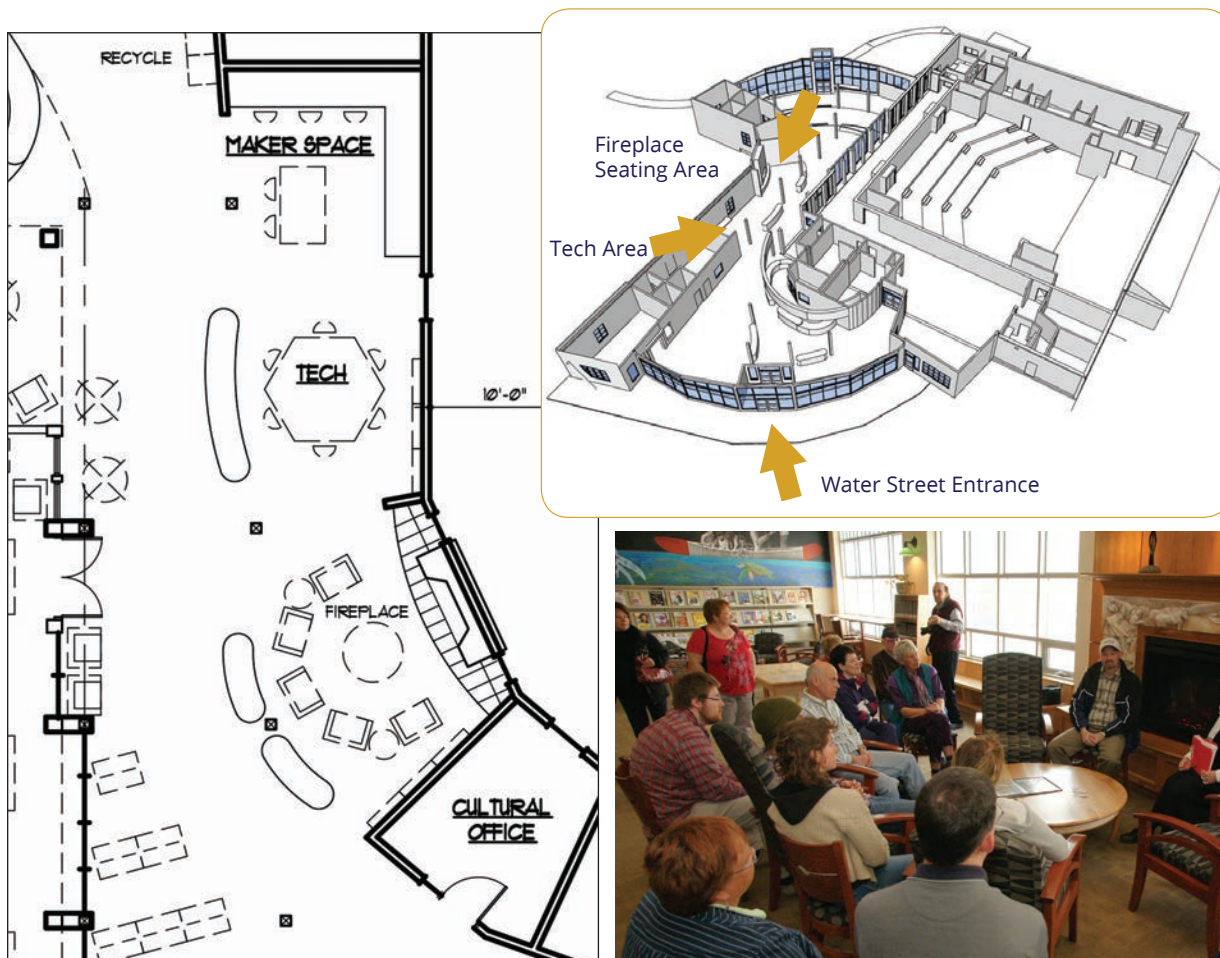


Staff member providing assistance

At the centre of the library is a welcoming fireplace area. This is a comfortable space for relaxing, chatting with friends, or taking part in a library organized program such as a knitting club, Gaelic conversation club, or newcomer English conversation café.

Public art elements will be placed throughout the facility, both as traditional pieces but also as part of the structure, such as banners, stained glass, and other items. These function to highlight the local creative vibrancy and also to reflect the “positives” of the region as well as its hopes and aspirations.

Between the library and the theatre a gallery/lobby acts as a sound buffer. The theatre shell itself will be clad in soundproofing materials and elements, but this buffer is an extra precaution. It will be a destination between deCoste shows and events with a well-designed gallery wall equipped with a flexible hanging system and gallery lighting. Local artists and artisans, as well as travelling exhibits, will be offered this space free of charge on a monthly basis. This has been an overwhelming success in Antigonish, well appreciated and used by the local community. There are fully accessible washrooms in this area which can be used by the library and deCoste.



Community Technology, MakerSpace and Fireplace areas

People's Place fireplace seating area

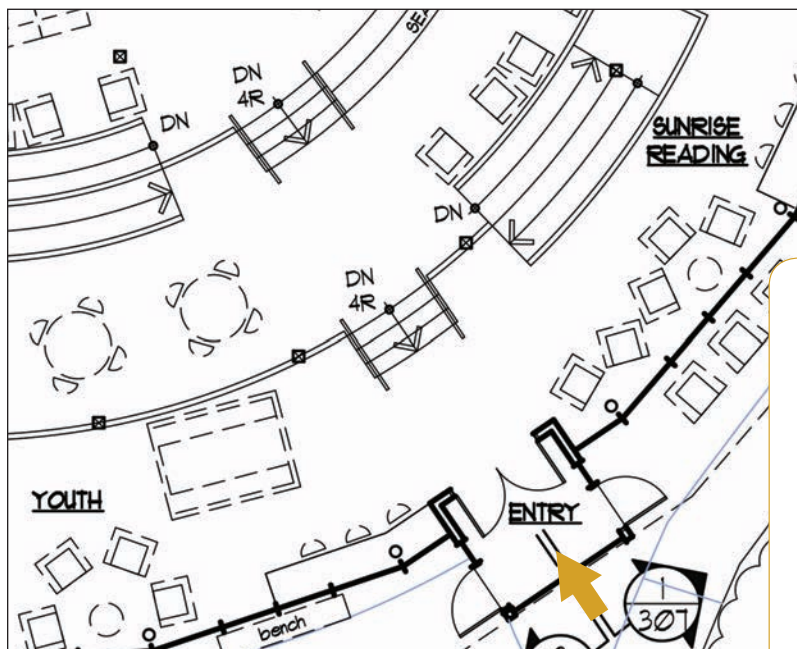


The facility includes a cultural/recreation office, community meeting room and community office. The cultural/recreation office will be available to support the area by providing space for use by town/county recreation departments, Communities Culture and Heritage (Sport and Recreation), cultural groups such as Creative Pictou County etc. The community meeting room is available for library/deCoste use but can also be used free of charge by non-profit groups and clubs. The community office is available to groups requiring a short-term home for a festival, event, or project. It can also be used for ESL training, immigrant settlement, tutoring, and other purposes. The space includes a gender-neutral washroom.

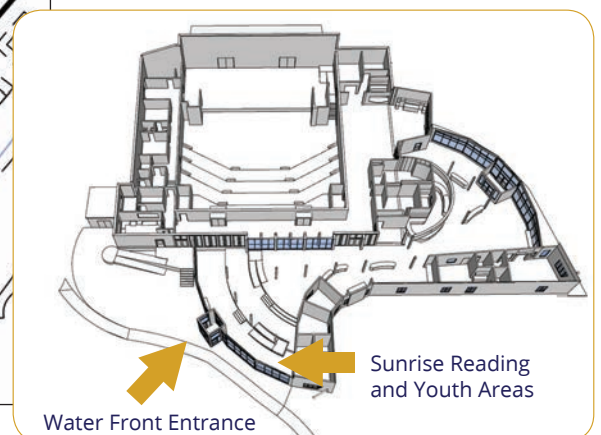
The Sunrise Reading Room celebrates the coastal/ocean nature of Pictou County. Arranged in three terraces and a commanding harbour view with large glass wall this is a quieter contemplative space with non-fiction book collections, study tables, comfortable reading and relaxing areas. Many times In the consultations the community expressed a desire for a commanding view of the harbour throughout the year. This will be a favourite gathering space during the long winter months. This section of the library includes a youth area allowing for soft seating and a place to get together.

The harbour patio is at the water side of the facility. This will be at ground level to better integrate with the Jitney Trail and waterfront. It can host outdoor events for deCoste, library, municipal, community or private sector groups. Next to the patio and trail will be an accessible small boat launch. Power and water will be available for programs/exhibitors/vendors who arrange to set up in the area. A storage space for small boats will be available at the rear of the theatre area.

Older citizens enjoying a moment in front of a public art mural by Alan Syliboy at the People's Place Library



Sunrise Reading and Youth Areas





Creating a successful public space takes broad thinking, significant consultation and an inclusive approach. The goal is to have more than ten things going on at any given time. Called “the Power of Ten” [14. Image Power of 10], these do not all have to be large-scale activities. A comfortable seat to read a magazine and watch activity in the harbour, a children’s storytime session, a singer warming up for an evening act, working on a computer to prepare a resume, hanging out with young friends, waiting for a show to begin, working in a comfortable space away from your home office, learning English in your new community, or joining a garden club meeting are all examples. A space with so many things going on, where you are surrounded by creativity and culture, is bound to be a great place.

The “People’s Place” Library in Antigonish is one of Nova Scotia’s best examples of placemaking in practice. It was recognized:



Currently the Pictou Library has approximately 700 visitors per week. From our experience in Antigonish we would expect this to increase to over 2,000 weekly users. The Regional Library Board is prepared to embrace this growth financially with staffing, services, and programming, and is committed to making a “great place” for Pictou, town and county.

## A MODERNIZED, EXPANDED deCOSTE



Foyer at deCOSTE

“It is the equivalent of doubling our engine for growth, community animation and economic development.”

The evolution of the deCOSTE Performing Arts Centre into a community cultural hub facility is a game changer. It is the equivalent of doubling our engine for growth, community animation and economic development. This project represents “backing a winner” and “fueling growth” by building the infrastructure for continued growth. For the deCOSTE it is a game changer. For Pictou it is a signature project, a new icon for residents and visitors alike and an enabling project that we are confident will stimulate more downtown revitalization. It will build pride and confidence, leading to further development, commercial and residential. The broad impacts of the People’s Place Library on downtown Antigonish is a perfect example of what is possible.



## ACCOMMODATING GROWTH

The deCoste has more than doubled ticket sales in just 6 years. This is virtually unheard of for Canadian theatres in rural areas. Most are struggling to hold their own as their populations decline and age. Staff, board, funders, sponsors and the community are thrilled with this success and the resulting momentum, but it has brought growing pains. We are seeing the strains on parking, washrooms, bars etc. To continue to grow, and deliver the highest possible level of customer service, the building needs to be adapted and enhanced.

Planning for future growth has been a major priority for the deCoste board and staff. We are certain the excitement created by this build/expansion, along with the added traffic and drawing power of the combined library/performing arts centre, will trigger continued growth. The design advanced herein addresses expansion and improvement of parking, washrooms, reception/waiting areas etc. The size of the theatre is not being increased. We firmly believe the current 420 seat capacity is ideal for the population of the region.

“The deCoste has achieved exceptional growth. This facility prepares us for continued growth and delivering the best possible patron experience. We are facing congestion issues within the building with washrooms, lobby space and at concessions etc. Growing pains are a great problem to have. We are thrilled to be Nova Scotia’s first hub to bring together a library and full-scale performing arts centre, along with a broad group of other cultural and community organizations under one roof.”

*-Troy Greencorn - Executive Director deCoste Performing Arts Centre*

## UPDATING SYSTEMS

At 37 years old, the deCoste has dated systems that are nearing end of life. These include the electrical, HVAC and plumbing systems. All of these systems have been addressed in the current project, being replaced with state-of-the-art, new systems. The planning team has worked with Efficiency NS and leading consultants AH Roy Engineering on the design of the new systems. A comprehensive energy modeling has been completed which shows a 22% decrease in energy usage for the deCoste, resulting from the new systems.

Through successful past funding campaigns the theatre’s stage lighting, curtains, area lighting and audio system have been updated in the past 10 years. They are only in need of upgrades and not replacement. Upgrades will be handled through a Cultural Spaces application to Canadian Heritage, which will also include capital elements of this renovation/build project.



## SHOWCASING MULTIPLE ARTISTIC DISCIPLINES

Historically the deCoste was focused on presenting the performing arts solely. Today's performing arts centres have much broader visions and aim to showcase many artistic disciplines.

In recent years we have increased activity in these artistic areas:

1. We are now presenting more theatre and film events than we historically have.
2. We regularly produce and host meetings, conferences and professional speaker events, ranging from business-focussed keynotes to authors doing book tours.
3. We host 3-5 art/photography exhibits annually and host an annual craft show that provides retail opportunities to upwards of 50 artisans.

### THE NEW FACILITY WILL ALLOW US TO DIVERSIFY FURTHER:

1. We will be adding a professional art gallery space that is equipped for showcasing regular exhibits. Our goal will be to have new exhibits monthly, featuring both local artists and touring exhibits.
2. When the library is co-located, we will partner with them on many more artist and author speaking events and workshops. We will aim to have virtually every visiting performer/group do an outreach activity for the community while in the region.
3. The facility design/construction will have a significant public art component. This will likely include murals, sculptures, paintings etc. This will greatly enhance the art-centred experience our patrons will have when they visit for a show.
4. As a culture hub, the facility will include space for local creative organizations and artists to meet, work and display their works.

## NEW PROGRAMS AND SERVICES

The leading performing arts centres in Canada excel at community outreach and the secondary programming they deliver, adding value to their performing arts offering. The Fredericton Playhouse is a leading organization in Atlantic Canada, as an example, and delivers an outreach program for virtually every show. These range from workshops for young musicians to community talks to masterclasses for established artists. The deCoste aspires to follow Fredericton's lead and significantly expand our community engagement. This new facility and our partnership with the library make this highly possible.

## WHY MOVE FORWARD NOW?

The planning process that brings us to this business plan has spanned 3 years and has been layered and complex. Two lead organizations are coming together and each has unique facility requirements. Through dozens of meetings and hundreds of emails each obstacle has been overcome and many opportunities identified and embraced.

### **In Short** Two long-standing organizations expand their mandates and activities.

For the library and deCoste Centre this project will be transformational. The Pictou Library has great user stats and a fantastic board and staff team. Their space within the municipal office is dated and the confined facilities prevent staff from being able to deliver all the programs possible at other libraries. It is well past time to upgrade their facilities. The deCoste has been growing aggressively and is experiencing the associated growing pains. From parking to washrooms, congestion can be observed. With a building almost at the 40 year point, significant upgrades are required to building systems and the interior and exterior of the building. As an example, a recent failure in the cooling system necessitated nearly \$10,000 in equipment repairs and replacement costs.

### **In Short** Major economic driver in Pictou West.

This project provides a year-round stimulus to the economy of Pictou West. Antigonish has seen their new library become a major catalyst for downtown business development. Daily library visits have tripled. Growth at the deCoste has already had a pronounced impact on the business community and this project ensures continued growth. Libraries have proven themselves to be major tourism business assets drawing people downtown, residents and visitors alike.

### **In Short** Key Tourism Asset.

Vibrant, modern libraries have proven themselves to be valuable tourism infrastructure. Tourists visit to check email, see local arts and cultural displays and installations, find out about local events and gather visitor information. There is currently a tourist bureau at the Pictou Rotary, but there is an opportunity for a downtown bureau also. The deCoste and PARL are open and eager to discuss placement of a tourist info kiosk in this new facility with the provincial tourism agency and the regional tourism association.

### **In Short** Project is unique in Atlantic Canada.

This culture hub project is unique in Nova Scotia in that it is the only merging of a performing arts centre with a modern, full-scale library. With art gallery space, doubled meeting/event hosting facilities and office space for use by other arts and community organizations, this new facility will have a positive impact on many organizations.

### In Short

#### Government Readiness

There has never been a time when the provincial, federal and municipal governments have been better aligned on the need and opportunity for community culture hubs in rural communities. Populations are shrinking and aging, so bringing more organizations together under one roof, minimizing and sharing operating costs, is essential to ensuring the sustainability of many of our community-based cultural organizations.

### In Short

#### Healthy Communities

This project has been developed to reinforce the important linkages between culture, literacy and physical activity. The facility is at the head of the Jitney trail and there are kayaks and bike rentals available, as well as a boat launch near by.

## CRITICAL PATH

- Submit funding brief to Nova Scotia Department of Communities Culture and Heritage. June 30, 2019
- Begin corporate presentations. June 30, 2019
- Completion of Business Plan. July 15th, 2019
- Preparation of pitch assets for presentations to municipalities, federal and provincial government - August 2019.
- Recruit Fundraising Committee. August/September 2019.
- Presentations of Business Plan to deCoste and Library boards, as well as municipal councils. September 2019
- Preparation for meetings with foundations; local, regional, provincial, federal. July/August 2019
- Corporate and major donor presentations. June 2019 onwards
- Announce first major donor(s). September 2019
- Presentation to Member of Parliament and local MLAs. August 2019.
- Federal and provincial funding applications filed. August/September 2019
- Community Fundraising Campaign launched. September 2019
- Community presentations and ongoing fundraising. September 2019 onwards.



## OPERATING COST SUSTAINABILITY

“We worked with Efficiency Nova Scotia and leading mechanical engineers, A.H. Roy, to arrive at the most energy efficient systems and durable design.”

From the outset operating costs have been a key planning focus. The current library has a very low operating cost with utilities, cleaning etc. being absorbed by the Town of Pictou. A large, modern library such as we have designed will naturally have higher operating cost. Both of our municipal partners have consistently mandated that we:

- Engage the best possible engineers to design cost effective operating systems for the new building AND ensure that energy modeling and operating cost projections are highly accurate.
- Seek out alternative sources of revenue to help reduce the net operating cost, and correspondingly minimize additional cost sharing required from the municipalities.
- Maximize funding for the project's capital costs, and ongoing funding from the Province of Nova Scotia for operations.

We feel considerable diligence has been done on the systems design and operating cost projections. We have worked with AH Roy Mechanical and Electrical Engineers (Antigonish) to design the most energy efficient system possible for the new facility. Their work is detailed in Appendix 3. Energy modeling was completed with the IES Virtual Environment (IESVE) software system, which translates complex building physics principles and detailed dynamic thermal calculations into extensive and easy to understand technical information and visualization. Utilised globally, the energy and carbon reduction capability of this technology is benefiting 75,000 IESVE projects per year, helping create sustainable buildings and intelligent communities that consume significantly less energy.

## SUMMARY RESULTS

### deCoste

Existing Building : 150,000 KWH/Year

With Heat Pump Additions and enhanced insulation of theatre for tempering we are looking at around a 27% reduction in consumption. There is a net 22% reduction as there is additional cooling in the summer that wasn't present historically.

Net Usage 117,000 KWH.

At Current Rates 12 Months x ( \$10.83) + 117,000 \* \$0.15603 = \$ 18,385.00

***\*Assumes that we operate theatre cooling as per current set up.***

### Pictou Library

Preliminary Consumption is on the order of 24 KWH/Hr\*SqFt

Total Consumption 240,000 KWH

12 Months x \$10.83 + \$0.15603\*240,000 = \$37,500.00

***\* A solar PV system will introduce a additional \$5-7K savings***

### Operating Cost Forecasting

ITEM	DETAIL	COST
Electrical		\$37,500
System maintenance		\$10,000
Sprinkler maintenance		Town covers for building
Telephone	2 lines -\$150 per month	\$1800
Internet	Province pays	
Garbage / recycling	Based on volume	\$1200
Grounds keeping	Community	
Snow removal	Town of Pictou	
Janitorial	21 hrs x \$18 x 52 weeks	\$19,656
Janitorial supplies	\$2500	
Misc. general maintenance		\$4000
Sewer / water / taxes	Town of Pictou	
Subtotal		\$76,656
Endowment Fund	Revenues against building operational costs	-\$35,000
Total operating costs		\$41,656

## FINANCIAL MODEL

The capital cost budget for the project is shown below. Detailed, Class B, capital cost estimates are outlined in Appendices 2 & 6. The role of each of the key project partners is further explored below.

CAPITAL COSTS		REVENUE	
Building shell	\$2,254,656	Federal Government	
Interior	\$829,614	Federal Infrastructure Program	\$2,700,286
Services	\$127,829	A.O.C.	\$500,000
Site and ancillary work	\$10,608	Subtotal	\$3,200,286
General requirements and fees	\$511,603	Provincial Government	
Allowances	\$658,430	Provincial Infrastructure Funding	\$2,700,286
Furniture	\$400,000	Community Investment (Cash)	
Public art	\$100,000	Municipal contributions	\$550,000
Engineering	\$277,832	Major donor	\$200,000
		Corporate	\$200,000
		Community campaign	\$100,000
		Subtotal	\$1,050,000
Total Capital Costs	\$6,950,572	Total revenue	\$6,950,572

Please contact us for  
up to date  
capital cost amounts.  
April 2023



# KEY FINANCIAL PARTNERS - INVESTMENT AND ROLES

## MUNICIPAL PARTNERS

The Town of Pictou and the Municipality of the County of Pictou are the two funding municipalities for both the deCoste Centre and the library facility. It is essential that both municipalities support this project through:

1. A capital contribution of \$275,000 to the construction costs of the renovated/expanded facility is proposed for both municipalities in the 2020/21 fiscal period.
2. A modern new library's operating costs will be higher than the current library housed in the Town of Pictou administrative building. Many of the costs of the current library's operations are being absorbed by the town (utilities, cleaning etc.).

## PICTOU-ANTIGONISH REGIONAL LIBRARY

Library staffing, collections, programming and service costs are all borne by the Pictou-Antigonish Regional Library. A new five-year provincial funding formula will be implemented in 2020/21, allowing the Regional Library to absorb any financial adjustments in these areas without requesting core grant increases from municipalities during this period.

## DECOSTE PERFORMING ARTS CENTRE

The deCoste is making a pronounced investment in this project. The organization has:

- Contributed hundreds of hours of staff time for the planning and design process over the past 3 years.
- Made financial investments in the preliminary engineering/design consultations as well as the current business plan consultations with engineers, architects and accountants.
- Has made significant investments in capital upgrades of the facility that move us closer to the overall goal of an energy efficient, accessible, modern facility that is prepared to continue to meet the communities needs for decades to come. Projects have included LED lighting upgrade, accessibility enhancements with ramps and lifts etc.
- Made a sizeable commitment to this project in the form of an endowment investment. The deCoste board has approved a re-allocation of \$150,000 in endowment funds to the new endowment fund created for this project. This will jumpstart the creation of a sustaining endowment interest revenue stream, subsidizing the buildings operational costs.



## MAJOR DONOR

Discussions are underway with a major donor for the project. This “naming donor” would make a large investment, split between the capital budget and endowment fund, greatly assisting to build and sustain this new community asset.

## PROVINCE OF NOVA SCOTIA

The Province of Nova Scotia has been very supportive of this project since the conceptual stage and has funded both consultation phases. Early in June the province requested a detailed briefing so that they could begin to introduce the project to the treasury board and begin discussion with their federal infrastructure partners. In the current financial model the Province of Nova Scotia, through the Department of Communities, Culture and Heritage, would make an investment of \$2.7 million in the project, approximately 40% of the overall project cost.

## GOVERNMENT OF CANADA

This project is being advanced for federal funding consideration through the federal/provincial infrastructure programs. The request is for \$2.7 million. Over coming months staff will work through the detailed application process and provide additional, requested, support materials.

A separate funding application will be submitted to ACOA for \$500,000. This level of funding has been discussed with ACOA since the project's outset and is consistent with other similar projects in the region.

## COMMUNITY – CORPORATE. INDIVIDUALS AND ORGANIZATIONS

A fundraising plan and campaign is being designed. Many best practices have been emulated from the successful Peoples Place project in Antigonish. Even in these early days presentations to potential corporate partners have taken place and are being scheduled. The following points will summarize the fundraising targets.

“The deCoste is able to secure matching funding from Canadian Heritage for any funds vested in perpetuity in an endowment fund. This project involves raising \$650K in community/corporate donations, that will trigger matching funding, resulting in a \$1.3 million dollar endowment. Annual earnings will be allocated to reducing the operating costs for the funding municipalities.”

## APPENDICES

1. Placemaking Raw Input From Community
2. Design Set
3. Project Report From Architect And Sub-Contractors
4. Class B Construction Estimate
5. Energy Efficiency And Modeling Report