

Niagara Falls Cultural Hub Business & Operating Plan



The Process

Work conducted by Three Sixty Collective

Compiled **socio-economic profile analysis** of the local market

Reviewed **vision, mission and guiding principles**

Conducted **targeted research on the various components** proposed to be included in the development

Interviewed stakeholders potentially associated with the development including artists, culture producers, craftspersons, event organizers, space programmers, etc.

Developed an Operating Plan

Developed a 5 Year Financial Model

Developed a preliminary Communications and Marketing Plan

Refined the Operating and Business Plan

Reviewed the economic impact in qualitative terms associated with the facility based on its construction and ongoing operation.

A GREAT CITY...FOR GENERATIONS TO COME



Recommendations

Café

Issue a Request for Expression of Interest for a Lease Agreement with a private or non-profit sector operator who will agree to hours of operation and program activities and events in the space. This allows potential operators greater flexibility and creativity in developing their proposed business models without committing to specifics on their revenue model. The City can then choose the operator that best aligns with its needs and then determine the financial model that works best.



A GREAT CITY...FOR GENERATIONS TO COME

Recommendations

Artist Studio Space

The City manages the Artists' Studio Space and, in the future, transitions over to a local Niagara Falls based Artist Cooperative. This allows for direct oversight by the City to ensure that space is being used by local artists and that sufficient resources are provided to produce high quality work. This scenario will benefit the City of Niagara Falls by allowing for desired artist retention and growth as well as some opportunities for artist recruitment into the City.



A GREAT CITY...FOR GENERATIONS TO COME

Goals of other areas

Farmers' Market & Hall

- Provide indoor and outdoor space for a year-round farmers' market in order to retain and attract farmers and vendors
- Adhere to the vision of a makers' space where a high proportion of vendors grow, produce, make their own products and/or source the products within a 100-mile radius (on the Canadian side of the border)
- Preference given to locally sourced vendors
- Add excitement to the area
- Potential to add further market days or other events such as an art market, vintage market, antique book fair/book fair, Holiday market, etc.



A GREAT CITY...FOR GENERATIONS TO COME

Goals of other areas

Woodworking Studio

- Create a Woodworking Studio Space area with a selection of tools that are costly to rent commercially but practical for the creation of art and arts and craft materials.
- Develop the space for the needs of local residents as well as craftsmen who can use the space for their projects
- The space could also be used by artists in the Artist Studio Space for their projects
- Ensure that all materials must be removed at the end of the day, some storage provided onsite for a fee
- Encourage members to provide additional workshops, mentoring, training, etc. that will draw visitors to the site



A GREAT CITY...FOR GENERATIONS TO COME

Goals of other areas

Programmed Events

- The primary goal will be for members to develop their own events
- City / Facility management is also encouraged to develop its own programs.
- Events should be developed with a view to creating a long-term sustainable model based on paying it forward
- Events will be a place of constant renewal and will ensure the programming is fresh and relevant through evolving and expanding programmed events



A GREAT CITY...FOR GENERATIONS TO COME

Anticipated Expenses

	Year 1	Year 2	Year 3	Year 4	Year 5
Personnel	\$253,240	\$386,297	\$395,955	\$405,854	\$416,000
Utilities	\$105,000	\$107,625	\$110,316	\$113,074	\$115,900
Repairs & Maintenance	\$14,250	\$15,531	\$16,820	\$17,615	\$18,418
Site Services	\$39,000	\$40,488	\$41,980	\$43,377	\$44,779
Communications	\$9,500	\$4,750	\$4,500	\$4,500	\$4,500
Programming	\$20,000	\$20,500	\$21,013	\$21,538	\$22,076
Security	\$10,000	\$11,125	\$12,253	\$13,384	\$14,519
Indirect Costs	\$3,500	\$3,538	\$3,576	\$3,615	\$3,656
Contingency @ 20%	\$90,898	\$117,971	\$121,282	\$124,591	\$127,970
Total Estimated Costs	\$545,388	\$707,824	\$727,693	\$747,548	\$767,817

A GREAT CITY...FOR GENERATIONS TO COME



Anticipated Revenue

	Year 1	Year 2	Year 3	Year 4	Year 5
Market Hall	\$51,754	\$56,770	\$60,646	\$63,647	\$65,711
Café Revenue	\$10,000	\$15,000	\$22,000	\$28,000	\$36,000
Artists Studios	\$20,200	\$20,200	\$20,200	\$21,210	\$22,271
Workshop	\$35,900	\$35,900	\$35,900	\$37,695	\$39,580
Other Rentals	\$990	\$2,558	\$3,696	\$5,445	\$5,610
Food Trucks			\$3,890	\$5,445	\$5,610
Anticipated Revenue Total	\$130,844	\$142,427	\$158,331	\$172,082	\$185,460
Total Forecast Net Income	-\$414,544	-\$565,398	-\$569,362	-\$575,466	-\$582,357

A GREAT CITY...FOR GENERATIONS TO COME

