

MANITOBA  
**CENTENNIAL CENTRE**  
CORPORATION

# PUBLICCITY

CONCEPTUAL DEVELOPMENT PLAN  
FOR A MANITOBA CULTURAL ARTS DISTRICT



This document has been prepared for the Manitoba Centennial Centre Corporation by Public City Architecture Inc. with Sinclair van Nostrand Architects + Planners and Sever Lupu Construction Cost Consultants and was completed in February, 2017 with input from a broad range of stakeholders.

# PUBLICCITY

Public City Architecture Inc.  
707 Sara Avenue  
Winnipeg, Manitoba, R3G 0Y8  
[publiccityarchitecture.com](http://publiccityarchitecture.com)

# SvN

Sinclair van Nostrand Architects + Planners  
110 Adelaide St E, 4th Floor  
Toronto, Ontario M5C 1K9  
[info@svn-ap.com](mailto:info@svn-ap.com)

Sever Lupu Construction Cost Consultants Inc.  
1140 Waverley St #1,  
Winnipeg, Manitoba R3T 3X9

The Plan is arranged in three sections as follows:

**PLACE: Principles for Redevelopment** defines the boundaries of the District and the *MCCC*'s provincial authority within the area. The Plan is about placemaking and describes the development of a Cultural District around the *MCCC*'s principle assets.

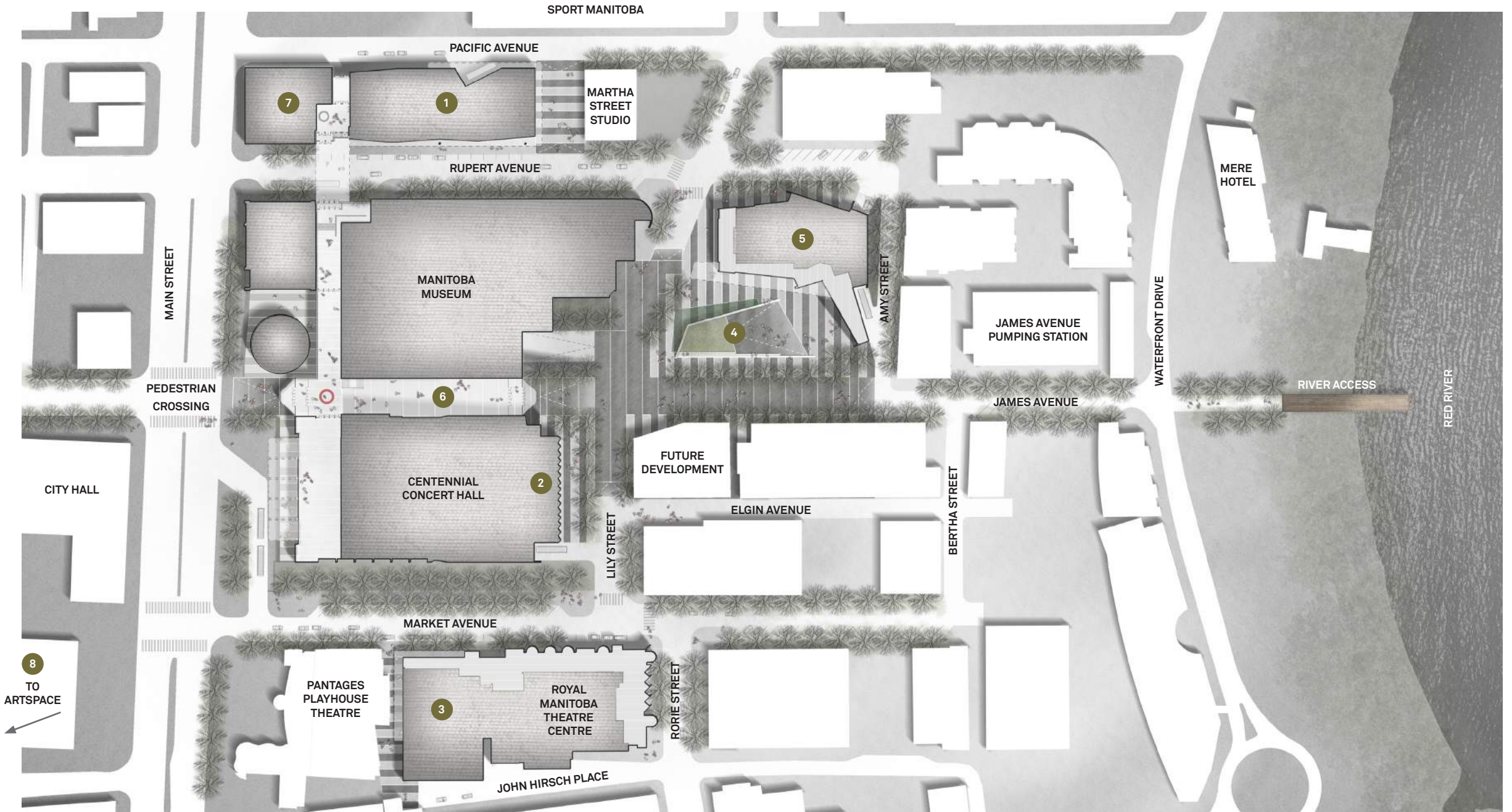
**CULTURAL INFRASTRUCTURE: Proposed Capital Projects** defines the development of a campus in the East Exchange of Winnipeg, and outlines necessary steps to manage and develop the lands and assets within the district.

**A FRAMEWORK FOR FINANCIAL AUTONOMY** defines the necessary leadership role in which the *MCCC* should continue to invest in order to manage its critical cultural infrastructure and land.

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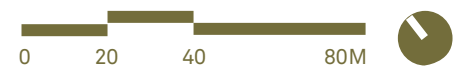
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2017 CONCEPTUAL DEVELOPMENT PLAN

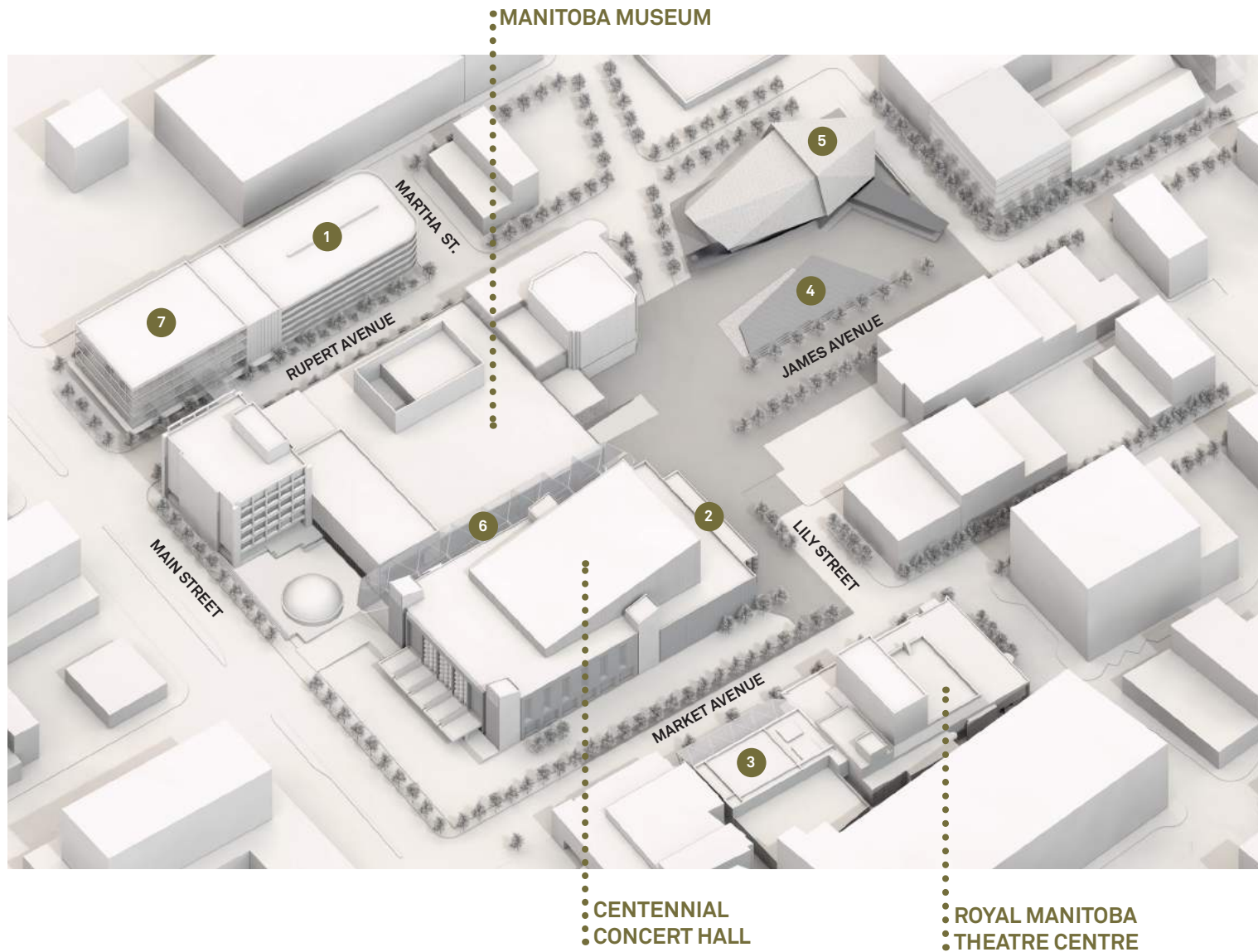


- 1 NEW RUPERT AVENUE PARKADE
- 2 CENTENNIAL CONCERT HALL UPGRADES AND REHEARSAL HALL EXPANSION
- 3 NEW RMTc BLACK BOX THEATRE AND RMTc PARKADE
- 4 NEW ARTS PLAZA AND PUBLIC REALM UPGRADES

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- 6 NEW STEINKOPF ATRIUM AND WELCOME CENTRE
- 7 NEW MANITOBA MUSEUM EXPANSION
- 8 ARTSPACE RENOVATIONS AND UPGRADE

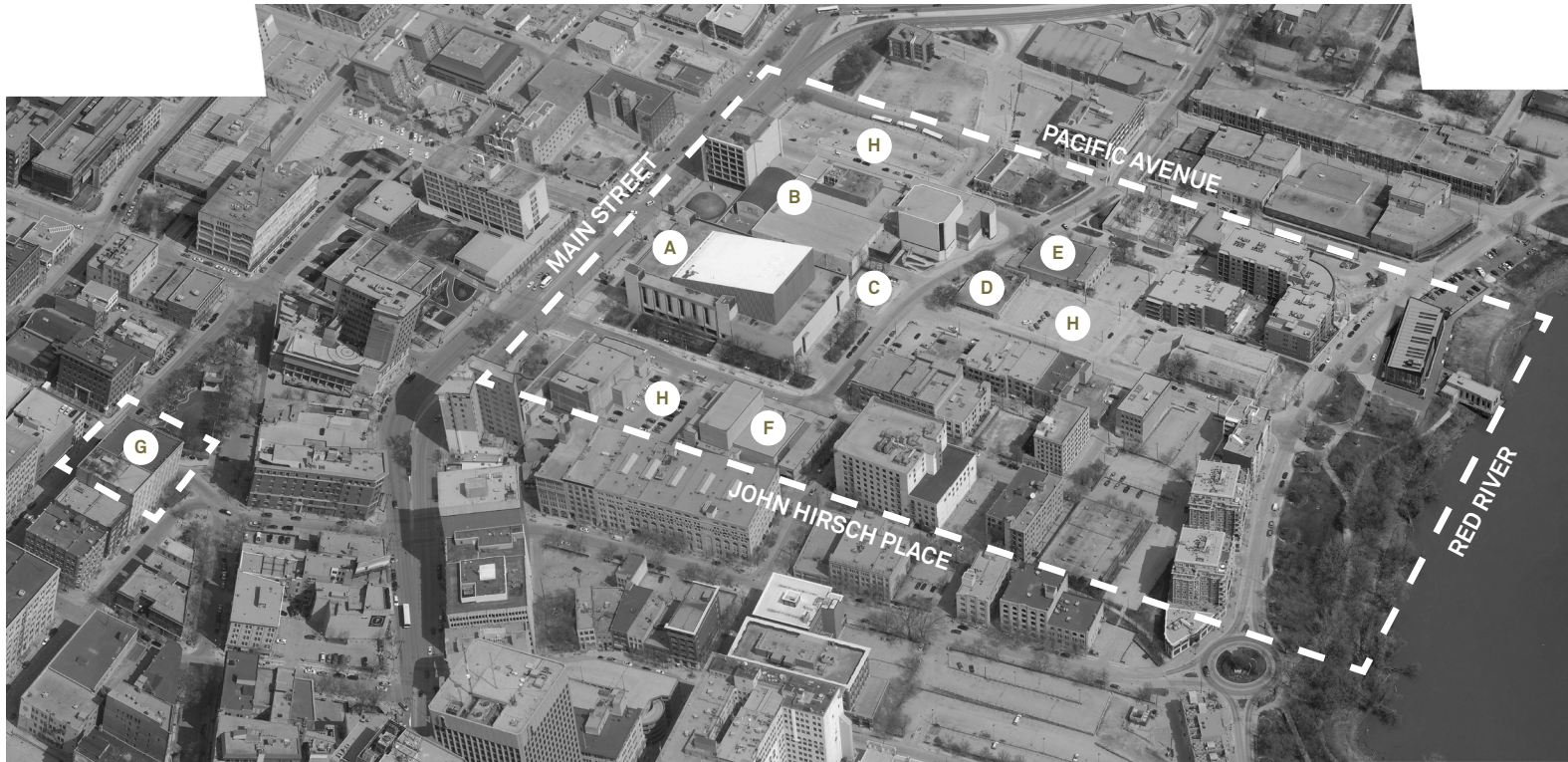






## PREFACE

In 2016, *Manitoba Centennial Centre Corporation (MCCC)* commissioned *Public City Architecture* to develop a *Conceptual Cultural Arts District Plan* which will assist them to identify priorities for the next fifty to one hundred years of operation. The *Manitoba Centennial Centre Act* itself provides a framework upon which this *Conceptual Plan* has been based and the development priorities explored in the *Plan* are consistent with the mandate laid out in the *Act*. The *MCCC* has a certain jurisdiction over the use and character of the lands around its principle assets east of Main, has the capacity to borrow money to develop its lands, and is mandated with supporting and developing arts and culture for all Manitobans. This *Plan* develops the concept of a cultural district by emphasizing the importance of developing a heart to Centennial Centre at the intersection of Lily Street and James Avenue, an idea initially proposed in a 1967 development model of the *Centennial Centre*.



**MCCC ASSETS AND DISTRICT BOUNDARY, 2016**

- A** CENTENNIAL CONCERT HALL
- B** MANITOBA MUSEUM
- C** STEINKOPF GARDEN
- D** EXTENSION SERVICES BUILDING
- E** TOM HENDRY WAREHOUSE THEATRE
- F** ROYAL MANITOBA THEATRE CENTRE
- G** ARTSPACE
- H** SURFACE PARKING LOT

## INTRODUCTION

Approaching its sesquicentennial in 2018, the *Manitoba Centennial Centre Corporation (MCCC)* faces a number of development and management opportunities that will guide it towards a prosperous future as Manitoba’s principal steward of the performing and cultural arts. The *MCCC* currently houses and maintains 38,000 square metres over seven major buildings that were either designed for, or acquired for, the purpose of supporting some of the province’s most treasured performance companies. Principally, these include the *Centennial Concert Hall*, the *Royal Manitoba Theatre Centre*, and the *Manitoba Museum*. The *Royal Winnipeg Ballet’s* headquarters on Graham Avenue is not owned, operated, or managed by the *MCCC* and therefore is not included as part of this study. But there are other facilities owned by the *MCCC* such as *Artspace* in the West Exchange and the *Manitoba Production Centre* in the Pacific Industrial Park. These smaller or lesser known institutions are just as critical to the *MCCC’s* development plans as it continues to look for ways to strengthen its role in supporting the province’s cultural economy.

In a province largely perceived to be a rural and resource-based economy, the cultural arts contribute more than do agriculture and utilities to the gross domestic product. Consistent with national and international trends, Manitoba’s arts and creative sector is the fastest-growing sector in the province’s economy. *Statistics Canada* data shows that Manitoba’s creative sector produces \$1.7 billion annually and employs nearly 25,000 people. From her research into the impact of the arts on Manitoba’s economy, Roberta Christianson has concluded that “with an annual GDP growth of 23 per cent since 2010, it is outpacing the provincial economy and all other sectors” (*Culture, Not Oil, is Our Economic Future*, *Winnipeg Free Press*, Oct, 29, 2016). With nearly 80% of the provincial population living within a 100km radius of Winnipeg, this is an urban province, and so it is reasonable to expect that the cultural arts sector will continue to contribute significantly to the province’s economy.

Each year, 930,000 visitors attend events in the *MCCC’s* facilities. This kind of annual attendance is comparable to the *MTS Centre* and nearly triple that of the *Canadian Museum for Human Rights*. If both national and provincial growth projections in the cultural arts are correct, then it is reasonable to assume those attendance



numbers will grow at the MCCC. It is in this context that this *Conceptual Plan* has been created.

Through consultation with company directors, staff, operations, and senior staff, areas of development that comprise this *Plan* have been identified as priorities. The *Plan* describes the importance of upgrading the existing *Centennial Concert Hall* to make it more accessible in both physical and programmatic terms. The reconfiguration of the dated and cumbersome continental seating is discussed along with identifying a number of critical code compliance and maintenance upgrades throughout the facility. Also explored are opportunities to better synthesize the ticketing software as well as improve revenue generating opportunities for the MCCC such as increasing the food and beverage provisions along the mezzanine. Some of the more obvious vacant tenant spaces are identified as having revenue-generating opportunities. A series of capital maintenance and code compliance investments are required across all of its facilities on an on-going basis. The *Conceptual Plan* envisions a significant restructuring of the campus to keep up with demands and growth in our cultural economy. The MCCC should anticipate the emergence of new performing art forms and companies while maintaining its existing assets. It needs to establish financial autonomy to fund its mandate. And lastly, the MCCC needs to work closely with local and provincial authorities to develop policy that assists in the creation of a vibrant arts district in the heart of Winnipeg.

### THE ACT

Since its inception in the sixties, the *Manitoba Centennial Centre Corporation* has been mandated by Provincial Act to support culture and the arts in the province for the benefit of all Manitobans. It states that the MCCC will maintain and develop the buildings and property within *The Centennial Centre*, a district further described in the Act as:

*land owned by the Crown in right of Manitoba within the area in the City of Winnipeg bounded as follows: i) on the west by Main Street, ii) on the south by the lane south of Market Avenue, iii) on the east by the Red River, iv) on the north by Pacific Avenue, and includes all of the buildings, structures, walks, gardens and open spaces within that area and pertain to the arts centre...including Artspace.*

Today, not all of the MCCC's assets are located within those original boundaries but the land around the *Centennial Concert Hall*, the *Royal Manitoba Theatre Centre*, and the *Manitoba Museum* remain as the primary physical identity of the MCCC. Along with *Artspace* (an important residence of smaller cultural industry icons such as the *Winnipeg Film Institute* and *Cinematheque* and cultural start-up organizations) the MCCC also owns and operates the *Manitoba Production Centre* and *Film/TV Sound Stage* in the Pacific Industrial Park, which is located four kilometres to the northwest and is currently under a year to year lease to NBC for the production of a popular television series.

Across all of its land and infrastructure holdings, balancing development opportunities with fiscal responsibility is critical to the economic sustainability of the MCCC. As it invests in cultural infrastructure and the *District*, the MCCC will need to continue to invest in its role as a developer of the cultural arts in Manitoba. Strengthening its leadership role inside the cultural economy, and assuming a reasonable level of risk combined with sound strategic planning, may be the surest way for the MCCC to support arts and culture for all Manitobans.

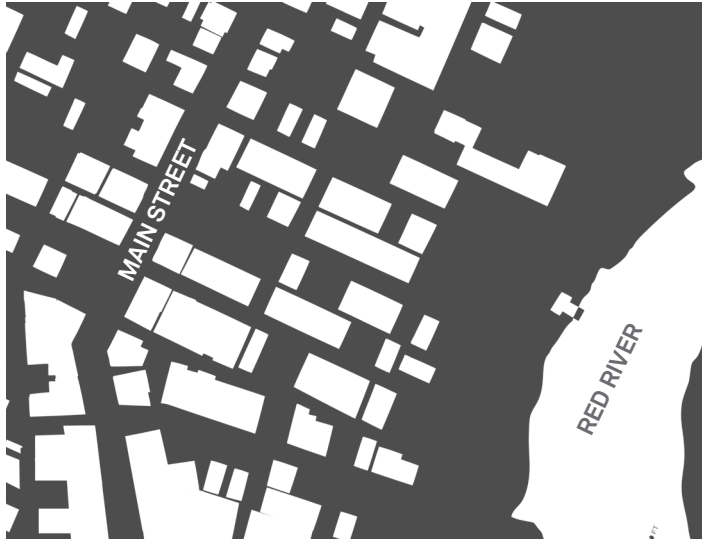
### HOW TO READ THIS CONCEPTUAL PLAN

The *Conceptual Plan* is intended to be a tool that assists policy decisions, new internal managerial models, and stimulates positive urban development around the *Centennial Centre*. Ultimately, the *Plan* will assist the MCCC and the various organizations to which it is responsible by establishing shared priorities for growth, emergence, and profitability in a collective future. The recommendations take into account past studies undertaken by previous consultants and government departments. In studying the issues, the consultant team toured all facilities, reviewed existing deferred and imminent maintenance plans, studied the Act, and reviewed a number of reports dating back to the eighties that relate to the facilities and the neighbourhood in question. The team met with internal and external stakeholders in developing this *Plan* and as a result *Public City Architecture* now houses an extensive library of compiled research related to the evolution of the MCCC. Critical research, reports, and findings are compiled in an *Appendix* which accompanies this *Plan*.

With this *Conceptual Plan* in hand, the MCCC will need to develop new strategic collaborative plans with the City of Winnipeg and will need to work closely with the *Property, Planning, and Development Department* and *Public Works* to coordinate development in and around its major assets. As a critical first step in this regard, the MCCC should retain a professional representative who is educated in issues of urban design and development to sit on the City's *Urban Design Advisory Committee* where development within its mandated boundary is concerned.

The *Conceptual Plan* lays the groundwork to strengthen the MCCC's voice as a key stakeholder in the broader evolution of the Exchange District. As a Crown corporation, it should use its jurisdiction in the area to encourage the development of effective mixed use, *transcultural*, pedestrian friendly urban development from both the public and private sector. The MCCC should expect to collaborate with those municipal authorities engaged in the development of the open space, transportation strategies, infrastructure development, pedestrian realm upgrades, and civic competitions that are active within its boundaries. By formalizing its relationship with the City, the MCCC can expect to see well-coordinated implementations of a number of projects that are recommended in the *Conceptual Plan* and find potential cost-share opportunities for project implementation going forward.

The MCCC should consider partnering with the City to develop a policy which is based on this document. This would be a Council-adopted Local Area Plan which does not require the same degree of public consultation as a statutory Secondary Plan. An example of a similar plan is "Go to the Waterfront" which was a partnership between the *Forks-North Portage Partnership* and *City of Winnipeg*. It established high level strategies and objectives to re-orient the City towards its rivers. The Plan was effective in directing the development of adjacent riverside communities and policy toward the same ends. While not "drilling down" to detailed land use controls, an *MCCC Area Plan* would enable the City to evaluate future investments, studies and developments in the area with an eye to the *Conceptual Development Plan*.



EAST EXCHANGE DISTRICT, 1948



MASTER PLAN, 1967

PROPOSED CAMPUS CENTRE



EAST EXCHANGE DISTRICT, 1987



CONCEPTUAL DEVELOPMENT PLAN, 2017

PROPOSED ARTS PLAZA AND NEW CENTENNIAL CENTRE ENTRY



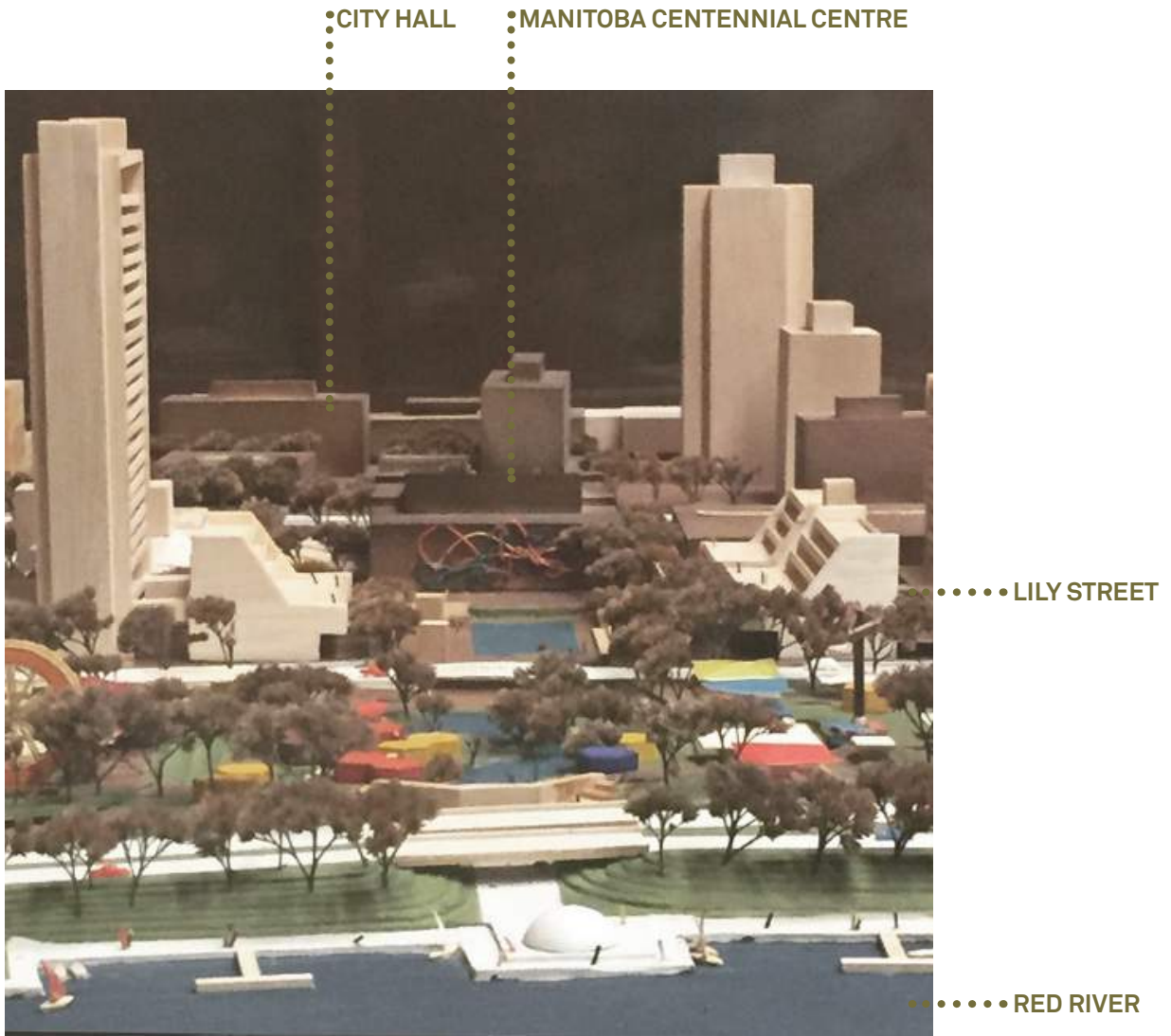
# PLACE: Principles for Redevelopment

## MCCC'S VOICE AS CITY BUILDER

Research for the *Conceptual Plan* has concluded that the only guides to development in the District are zoning bylaws and the *Manitoba Centennial Centre Corporation Act*. We believe it is time to synthesize a development strategy between *MCCC* and the City. The authority granted to the *MCCC* to develop and manage its lands provides it with implementation tools that could assert the *MCCC* as a key downtown stakeholder. After all, the *MCCC* has been mandated with the programmatic and physical stewardship of a significant portion of downtown Winnipeg.

The *MCCC* should deliver a letter to the City encouraging discussions about the application of the Act and the opportunity to build collaborative planning relationships on everything from parking strategies to street design, from density targets to architectural character, from zoning to policy. The outcome of this exercise might include the formation of a *Memorandum of Understanding* that establishes expedited planning processes for projects within its boundaries. That Memorandum could also establish the *MCCC* as one of the senior commenting bodies on all development applications, public works projects, or planning initiatives within its boundaries.

The *MCCC* needs to work collaboratively with private landowners, business owners, and other stakeholders to affect positive change in the District. *CentreVenture* or the *Exchange Biz* and the *Downtown Biz* should be viewed as partners. Again, a statutory planning document can include development guidelines for *MCCC*-owned and privately-held properties within the District that will maintain focus on this area as the Cultural Arts District going into its next fifty years and position the *MCCC* as a major contributor to city building.



1967 MASTER PLAN MODEL  
VIEW LOOKING WEST FROM RED RIVER

## THE DISTRICT

The original 1967 Master Plan established the grounds for a Cultural Arts District Plan around the *Centennial Centre*. That master plan envisioned a major civic spine of activity towards the Red River along James Avenue. A defined urban plaza around the intersection of James Avenue and Lily Street saw a kind of campus commons there. The waterfront was conceived of as a civic place with ferris wheels, boat docks, and other infrastructures designed to support social and cultural activity. The east side of what is now the *Centennial Concert Hall* was envisioned as the front lawn of the *District*.

The pace of development in the area since 1967 has not been robust enough to evolve the original district plan but in recent years development pressures inside the district boundaries have introduced new opportunities for the *MCCC*. It is time to re-evaluate how to best serve its tenants and develop the *District*. Today, the *District's* planned central public space is nowhere to be found. While the *MCCC's* collection of assets make up a significant portion of the East Exchange District in downtown Winnipeg, the cultural assets are cut off from other active entertainment areas within the downtown core, especially given the high speed nature of Main Street as a significant traffic artery that isolates it.

Taking a cue from the 1967 Plan, we are proposing a new entry to the *District* and imagine an animated public plaza located at James Avenue and Lily Street as the center of the cultural campus. Its relationship to the River is a primary ordering structure for the patron experience and the *District* as a whole. On the water's edge a new dock is envisioned that might link seasonal events with *the Forks*. Without investments and leadership, the *District* will remain isolated from downtown. The *MCCC* should co-ordinate public events and programming opportunities to enable *the Forks* and the *Arts and Culture District* to cooperate as bookends of activity along Waterfront Drive. With Main Street isolating the East Exchange from the West Exchange the *MCCC* should look to Lily Street as its new front door and to the *Steinkopf Gardens* as its new *Welcome Hall*.

Today, each *MCCC* asset is oriented almost independently of one another. They tend to face different streets or squares, which makes the *District*'s cohesiveness elusive to visitors. Different building styles, incongruous approaches to the public realm, and many long impenetrable walls along the streets make for a natural perception in the public eye that the area is underused. Going forward from today, it will be important for the *MCCC* to acknowledge that a cohesive and welcoming pedestrian realm is going to be one of the driving forces for the successful evolution of the *District*.

### DEVELOPMENT PRESSURES WITHIN THE DISTRICT

The *MCCC* District is a distinct area within the East Exchange, but its connections to the West Exchange are affected by limited surface pedestrian crossings at Main Street and a poor connection to other cultural infrastructures along the Waterfront such as the *Canadian Museum for Human Rights* and *the Forks*. In its first fifty years of operation, the land around the *Centennial Concert Centre* faced limited development pressure. Warehouses became vacant and wide empty streets with underused loading zones contributed to a sense of barrenness. Marginal at-grade activity and hundreds of feet of sixties era windowless facades designed in the Brutalist style, left the neighbourhood barren. But in recent years, private and commercial development in the *District* has been increasing. As residential development on Waterfront Drive continues to attract high levels of disposable income, and as the West Exchange continues to be a strong cultural and commercial destination, an opportunity exists to capitalise on the renewed interest in this area. The *MCCC* will do well to strengthen the relationship between East and West Exchange by developing a strong link from the Waterfront to the Exchange through the *Centennial Centre* lands. New development has also led to decreased parking availability in the area. Add to this, the closing of the municipal parking garage at City Hall (still connected directly by way of tunnel under Main Street to *Centennial Centre*) and the opening of *Sport Manitoba* in 2017, parking pressure within the *District* has quickly become the number one capital investment priority for the *MCCC*.

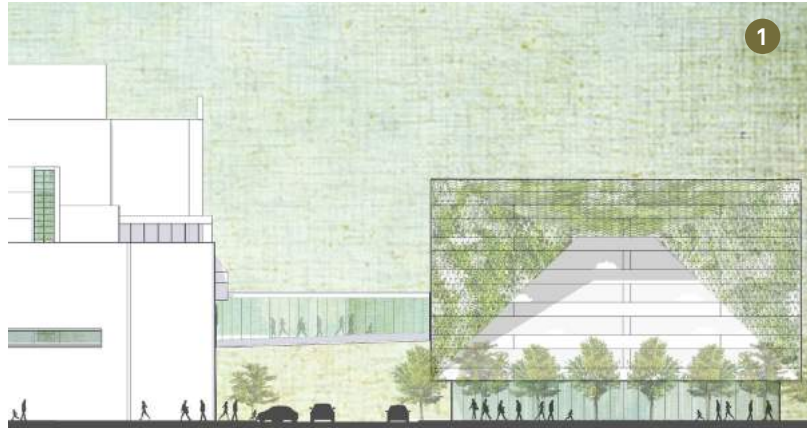
### PROGRAMMING PRESSURES WITHIN THE MCCC

A variety of internal operations and programming pressures exist within the *MCCC* and these have contributed to prioritizing and phasing the proposed capital projects within *the Plan*. Underused existing spaces in some areas of the *Centennial Centre* combined with overcrowded scheduling and use demands on other spaces is causing strain on the resident companies and their ability to operate efficiently. A functional use program study of the whole complex of assets should be commissioned in the immediate future to assist the *MCCC* in planning future growth for itself and its resident tenants.

In response to expansion plans expressed by resident companies to meet their own projections, *the Plan* takes into account the existing capital planning initiatives to expand the *Manitoba Museum* toward Rupert Avenue. It identifies the location and size of a new experimental black box theatre for the *Royal Manitoba Theatre Centre* who believe that the *Tom Hendry Theatre* does not really suit the needs of the type of emerging experimental theatre they expect to produce in the future. *The Plan* sets out the parameters for an expansion along the east facade of the *Concert Hall* to make room for an expanded *Rehearsal Hall* to better accommodate the needs of the *Manitoba Opera Company*, the *Royal Winnipeg Ballet*, the *Winnipeg Symphony Orchestra*, and touring commercial acts. That expansion will provide new upper level office space and new commercial retail space along Lily Avenue. *The Plan* envisions an iconic *New Music Hall* that is designed for the rigorous acoustical demands of music, with a smaller auditorium, and thereby helps the *MCCC* opening their larger performance venue at the *Concert Hall* for revenue generating commercial acts.

Today, as the province's population tops 1.2 million people and the diversity of the cultural demographic continues to expand, the *MCCC* is poised to develop its role as a steward and a host to both traditional and emerging cultural art forms in Manitoba. A diverse cross section of cultural art forms will continue to find their home at the *Centennial Centre*.





- 1 NEW RUPERT AVENUE PARKADE  
STREET PARKING UPGRADES  
ACTIVATE THE EXISTING PUBLIC REALM
- 2 CENTENNIAL CONCERT HALL UPGRADES  
EXPANSION OF REHEARSAL HALL
- 3 NEW RMTc BLACK BOX THEATRE  
RMTc PARKADE AND  
DECOMMISSIONING OF TOM HENDRY THEATRE
- 4 NEW ARTS PLAZA  
DECOMMISSIONING OF EXTENSION SERVICES BUILDING  
PUBLIC REALM UPGRADES AND  
AUTHORITY OVER NEW DEVELOPMENT
- 5 NEW MUSIC HALL
- 6 NEW STEINKOPF ATRIUM AND WELCOME CENTRE



## OVERVIEW OF PROPOSED CAPITAL PROJECTS

The priority capital investment that the *MCCC* needs to undertake in the near future is parking. This is a revenue generating opportunity that will assist in securing capital for future endeavours and a necessary support infrastructure for its tenants and programs. In its Annual Report for 2015, revenue generated from existing parking shows that *MCCC* can match what it collects from box office sales. The provision of parking for patrons, staff and performers is of utmost importance to the *MCCC*'s ability to support its arts tenants. A parkade is a relatively low-risk, high-yield development opportunity given current demand and available build-ready sites already in the *MCCC*'s land holdings. The *MCCC* should assess the best cost to value to risk ratios of a variety of development scenarios for its build ready site at Martha Street and Rupert Avenue. With a view to stewarding the *MCCC* towards its financial autonomy, the *Conceptual Plan* identifies a new parkade constructed on the existing surface lot. The parkade can be designed to accommodate street level commercial retail space, improved museum storage and loading, while being designed in such a way so as to co-ordinate with the planned expansion of the *Museum* on the remainder of the block.

Some of the parking demand in the neighbourhood can be alleviated by working with the City to improve parking density and extending time limits on existing streets in the neighbourhood. Improving street parking strategies integrated with improved bike routes and introducing safe public bike parking kiosks in the *District* is an important way to reach a wider array of transportation modes for staff, performers, and patrons.

With parking demands and revenue being addressed, necessary infrastructure upgrades and an investment in revenue opportunities at the *Centennial Centre* are proposed in the *Plan*. The performing arts hall was designed to be versatile: it has a flexible orchestra shell that is lowered for symphonic performances, but moves out of the way for theatrical performances such as the ballet or opera. And like the orchestra shell and stage itself, practice rooms and rehearsal space backstage are showing signs of age. With today's performance menu becoming more culturally diverse, and technologically advanced, and as evolving new art forms

require new accommodations, the *MCCC* needs to keep pace. Consideration for emerging global and local cultural arts must be given room in the capital planning of a flexible auditorium size, state of the art, stadium-style seating, and advanced interactive programmable interfaces to enhance the visitor experience. New and diverse food and beverage venues for before, during, and after shows will continue to enrich and modernize the *MCCC*'s offerings while contributing to increased revenue. Upgrades to elevators, washrooms, rehearsal halls, workshops, offices, along with ongoing accessibility and code compliance upgrades throughout the *Centre* should be given serious privilege in the capital planning entries of all annual budgets going forward from 2017.

When improved *Museum* storage is provided whether through finding efficiencies through targeted functional program studies of existing tenant use, or through the construction of new space, the *Extension Services* building can be repurposed. Once vacated, it can be leased temporarily to other arts organizations or other complimentary district-type builders. But ultimately, the *Plan* expects this building to be demolished to make way for the *Arts Plaza*.

The *Royal Manitoba Theatre Company* has expressed a need to modernize the Winnipeg theatre experience by providing a new *Black Box Theatre* in lieu of their existing *Tom Hendry Warehouse Theatre*. This can be built on the west side of the existing main workshop on the parking lot between *RMTC* and the *Pantages Playhouse*. The new theatre will do away with redundancies by making use of the existing workshop and sharing box office, public hall and administration space. The *Black Box* will be built to accommodate expanded parking.

Once the *Black Box Theatre* is built, the *Tom Hendry Warehouse Theatre* can be demolished making way for the expansion of the *Arts Plaza* and ultimately the construction of a *New Music Hall*. The *Plan* proposes that by constructing a purpose built smaller sound hall, Winnipeg's world class symphony will be performing in a venue on par with symphonies in other

Canadian cities. The *Concert Hall* is oversized for the purposes of most symphony orchestras. Even the WSO themselves have indicated that a smaller sound hall with an auditorium capacity around 1600 people is appropriate for a city of our size. As a result, the *Concert Hall* would become more available to *MCCC* enabling it to capitalize on the lucrative commercial touring-performance business. The WSO would still book the *Concert Hall* for performances that require a larger auditorium.

And finally, the *Plan* conceives of a new *Steinkopf Atrium* which is a covered new welcome hall extending from Lily Street to Main Street. Here cultural and performing arts can come together in a common space of public engagement. The existing Steinkopf Garden is underused and can be reconceived of as four season, transcultural performance space. It could be open to the public all year, managed 24 hours a day and programmed 365 days a year by the *MCCC*. It is conceived of in the *Plan* as a glass atrium not dissimilar to Santiago Calatrava's *BCE Place* in Toronto. Connected to the tunnel via the *Centennial Centre*, the *Steinkopf Atrium* will become a link between East and West Exchange.

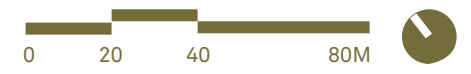
Establishing strong and interactive public realm connections is a key driving idea behind this *Conceptual Plan*. The development of a public *Arts Plaza* at the heart of the new District will affirm the *MCCC*'s commitment to support arts and culture in Manitoba by stimulating a vibrancy of activity within its public realm.

All in all, the total proposed capital build-out as presented in the *Plan* could total \$250,000,000 in construction cost over the next two to fifteen years. We are recommending that plans to commence work on the Rupert Street Parkade begin in 2017 with plans to be open to the public sometime in the 2018/2019 season.



CONCEPTUAL DEVELOPMENT PLAN

8  
TO  
ARTSPACE  
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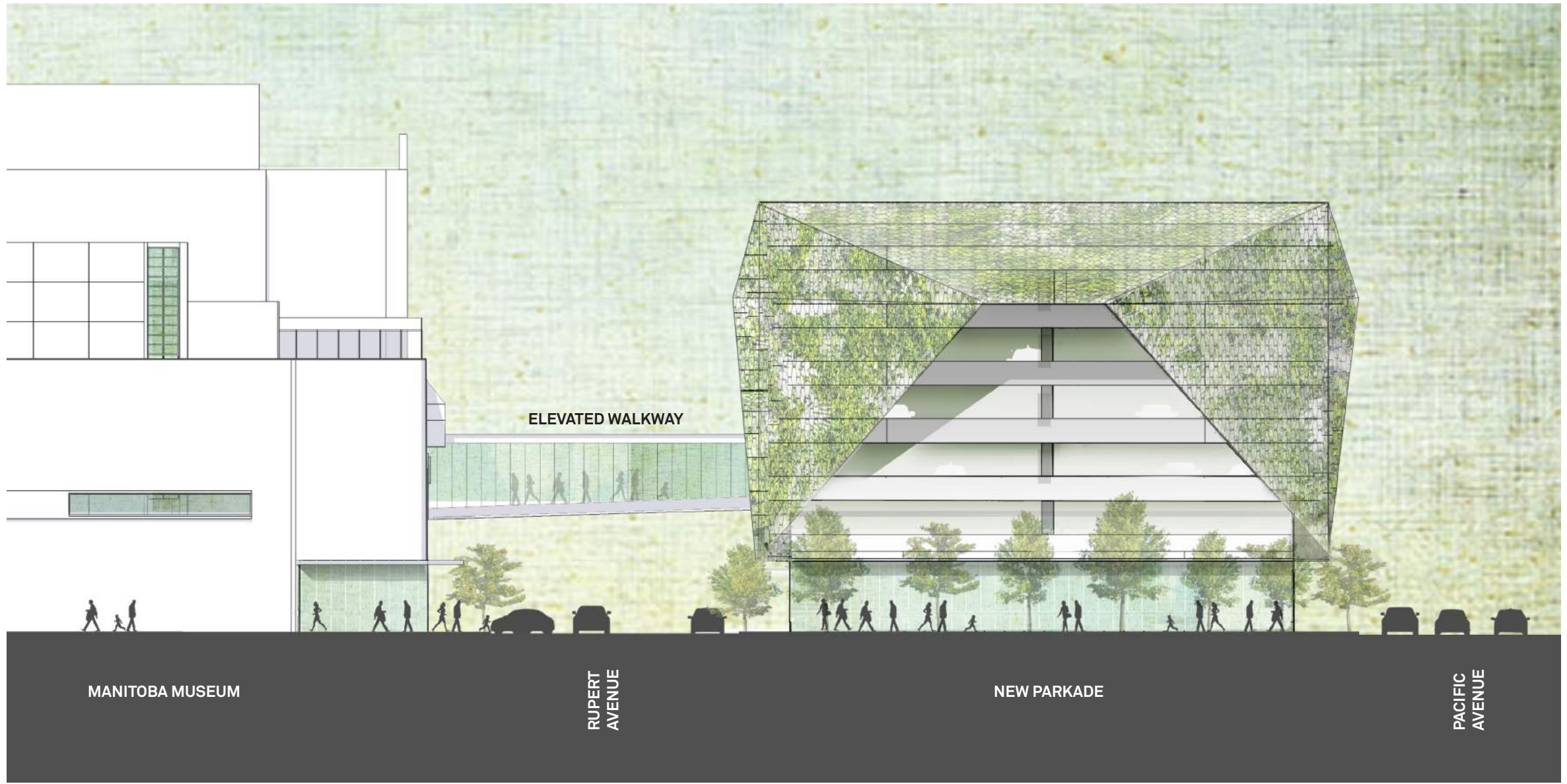


# CULTURAL INFRASTRUCTURE: Proposed Capital Projects

- 1 NEW RUPERT AVENUE PARKADE  
STREET PARKING UPGRADES  
ACTIVATE THE EXISTING PUBLIC REALM
  - 2 CENTENNIAL CONCERT HALL UPGRADES  
EXPANSION OF REHEARSAL HALL
  - 3 NEW RMTc BLACK BOX THEATRE  
RMTc PARKADE AND  
DECOMMISSIONING OF TOM HENDRY THEATRE
  - 4 NEW ARTS PLAZA  
DECOMMISSIONING OF EXTENSION SERVICES BUILDING  
PUBLIC REALM UPGRADES AND  
AUTHORITY OVER NEW DEVELOPMENT
  - 5 NEW MUSIC HALL
  - 6 NEW STEINKOPF ATRIUM AND WELCOME CENTRE
  - 7 NEW MANITOBA MUSEUM EXPANSION
  - 8 MCCC OUTSIDE THE DISTRICT
- EAST/WEST CONNECTION
- NORTH/SOUTH CONNECTION

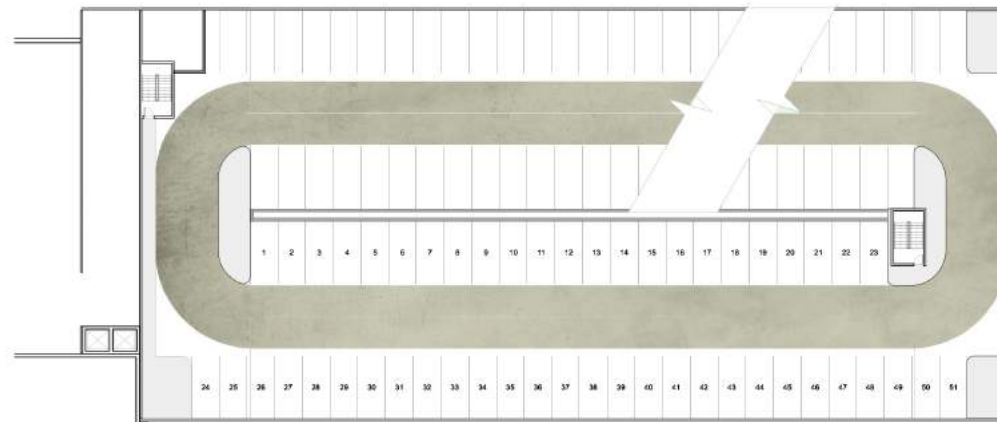


SECTION THROUGH MCCC ALONG NORTH/SOUTH CONNECTION LOOKING EAST



ELEVATION FROM LILY STREET LOOKING WEST





TYPICAL SPLIT-LEVEL PARKADE PLAN

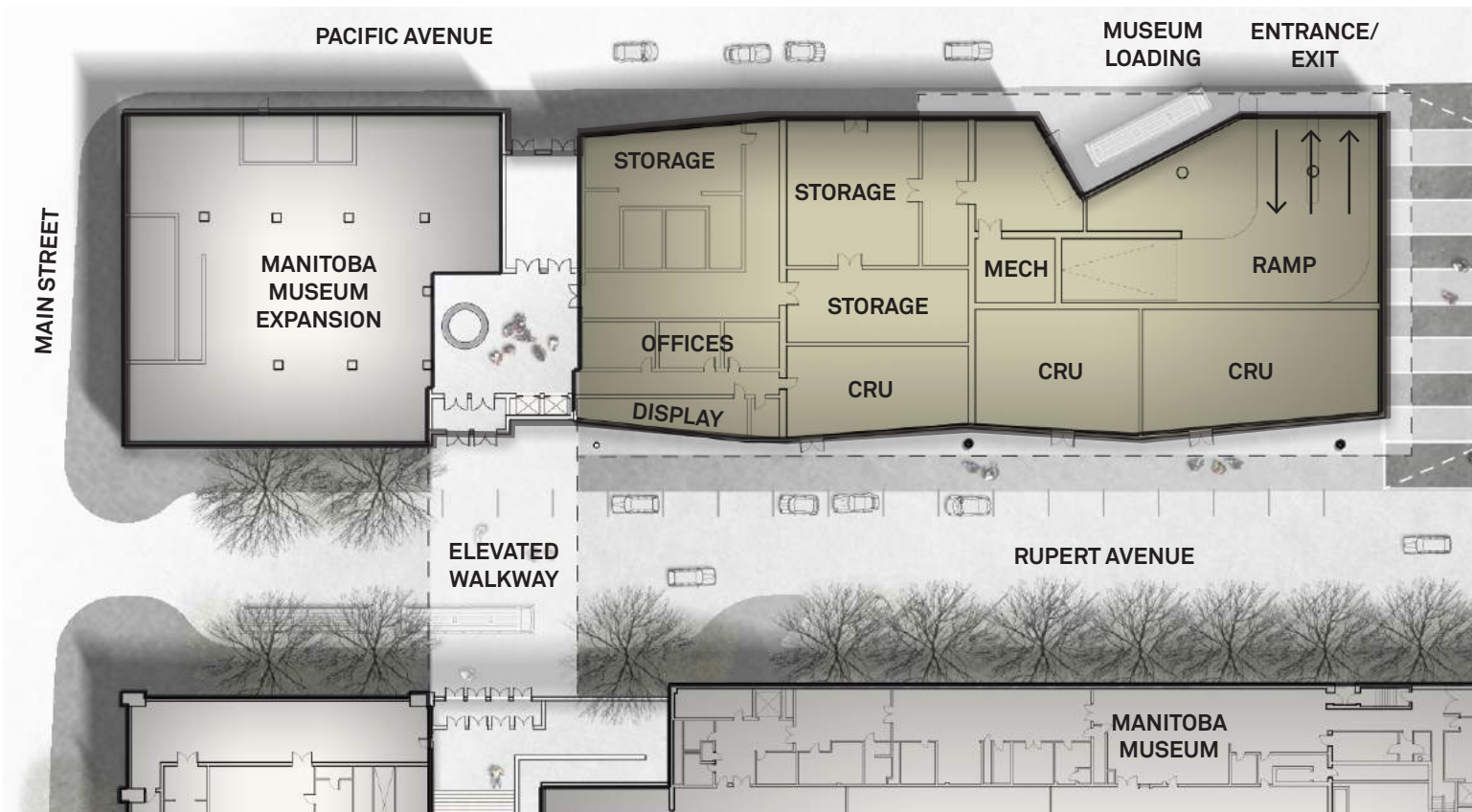
## NEW RUPERT AVENUE PARKADE 1

The preferred site for a new parkade is a portion of the surface parking lot between Rupert Avenue and Pacific Avenue positioned between the *Manitoba Museum* and the newly constructed *Sport Manitoba*. This site can be developed immediately and has good proximity to the District's major assets. A 400 to 600 stall parkade would quickly provide increased parking revenue to the *MCCC* and would provide an excellent return on investment. The street level of the parkade should include commercial style rental units (CRU) that can be leased to arts organizations or to the Museum who might use those spaces as vitrine-like displays, laboratories, or dioramas that animate the street.

An updated version of some past Parkade studies conducted by *MMM Group* should be initiated and construction of a new parkade at Rupert should begin as soon as possible. We believe that a denser street parking strategy in the District should be explored in the immediate future in parallel with this capital investment.

### OPINION OF PROBABLE CONSTRUCTION COST

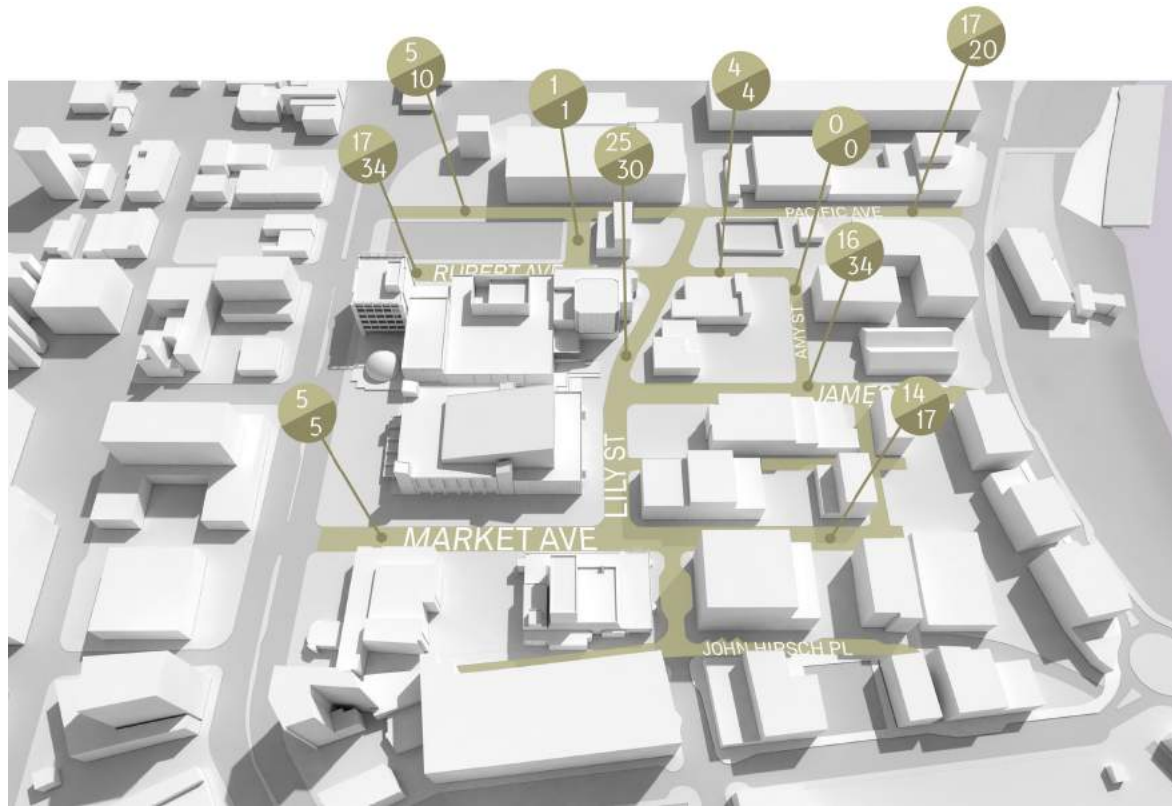
- Proposed Development Area: 180,000 sf
- 6 levels of parking
- 10,000 sf of commercial retail and storage space at ground floor
- 600 parking stalls at \$35,000 to \$40,000 stall



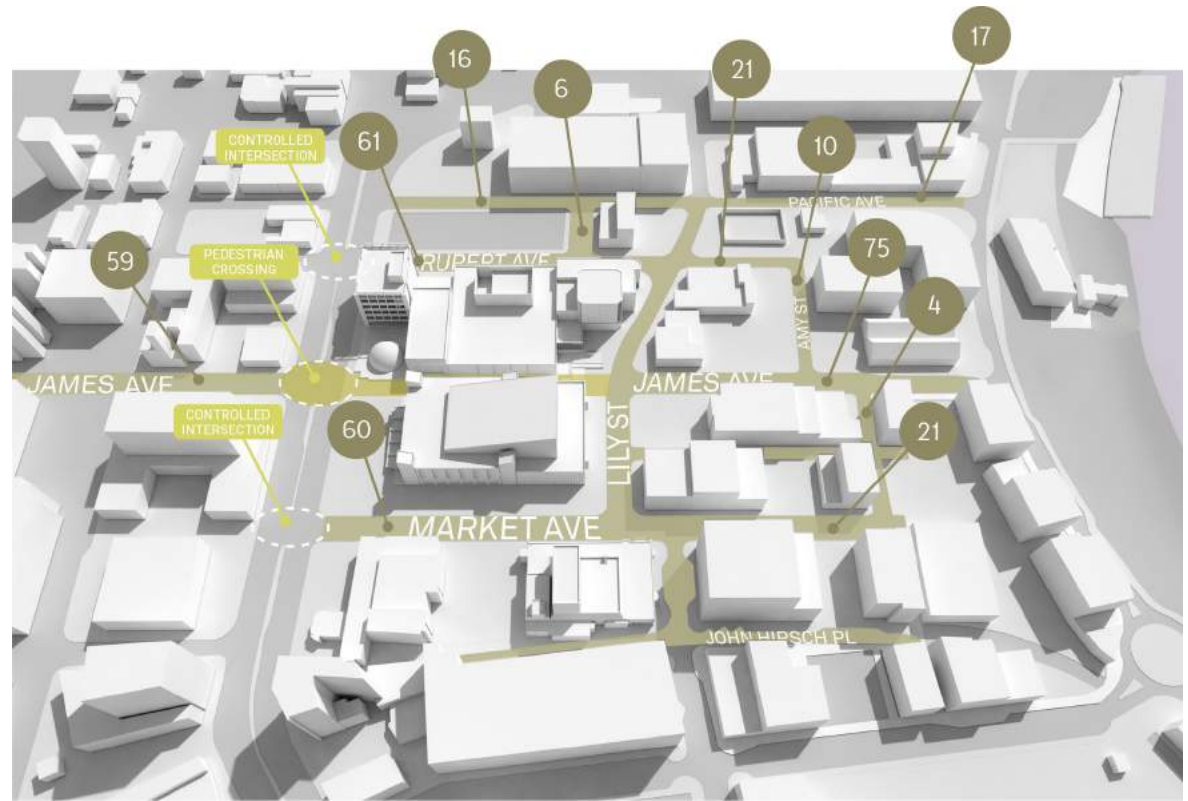
RUPERT AVENUE PARKADE PLAN, GROUND FLOOR







CURRENT STREET PARKING AVAILABILITY - JUNE 2016



MAXIMIZED STREET PARKING AVAILABILITY

DAYTIME  
104 STREET PARKING SPACES

EVENING AND SUNDAY  
155 STREET PARKING SPACES

Maximized Parallel Parking  
Back-In Angle Parking where Possible  
Reconfigured Loading Zones  
Lily Street as a Loading Zone  
New Pedestrian Crossings at Main Street

350 POTENTIAL STREET  
PARKING SPACES

## STREET PARKING UPGRADES

Street parking within the *District* is underused and undervalued. Currently, street parking is limited as a result of an abundance of underused loading zones and areas of no parking. The historic use of the area as a warehouse district required streets to be wider than in other areas of downtown. Three major streets, Rupert Avenue, James Avenue, and Market Avenue are wide enough to accommodate a variety of street parking/cycling/pedestrian configurations. The *MCCC* should work with the City to study and implement the following strategies to maximize street parking availability while increasing active and public transportation options:

### ELIMINATE LOADING ZONES WHERE POSSIBLE AND INCREASE TIME LIMITS

There is an abundance of loading and no parking zones in the District. Lily Street acts as a central spine and should be used as the major loading zone for amenities in the area including school buses for the *Museum* and *Centennial Centre*. Narrower streets like Amy, Bertha, and Elgin should be designated for loading purposes only to afford maximum street parking on Pacific, Rupert, James and Market. Parallel parking on both sides of those streets will increase the number of parking spaces significantly in the district. There is currently a two-hour time limit for street parking. This has direct effects on the length of visits to the *MCCC* assets and time available for rehearsals held by tenant companies. The *MCCC* should work with the City to increase street parking time limits to four hours on some streets.

### BACK-IN ANGLE PARKING

Over the last ten years, a number of significant urban centres have been exploring back-in angle parking as an alternative to front-in angle parking. The primary focus of these studies is to increase density of parking while offering safer streets for pedestrians and cyclists. There is potential to include back-in (or reverse) angle parking in some areas of Rupert, James, and Market. The affect of angle parking on the quality of pedestrian spaces should be carefully considered when determining where angle parking may be appropriate.

### MANAGED STREET PARKING

Digital street parking signage can be used to manage street parking and allow flexibility of use. For example, digital signage could be

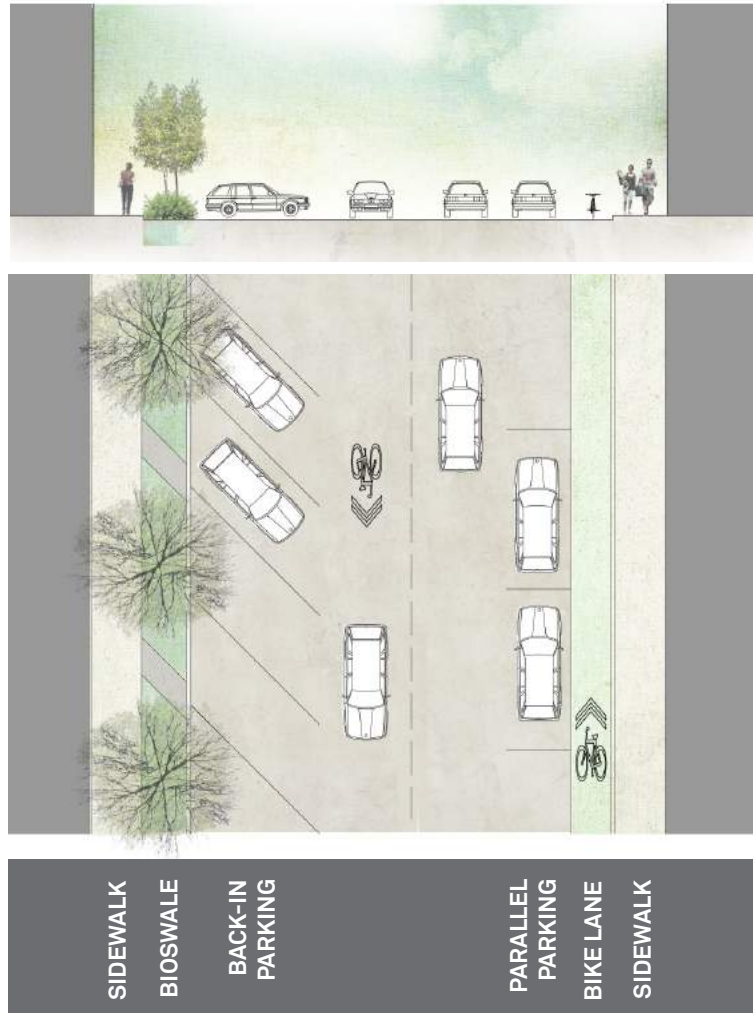
used to identify a paid parking space as loading during an event. Digital signage could also be used to show the number of parking spaces available on each street in the *District*, similar to signage at the entry to a parking garage.

### ACTIVE TRANSPORTATION

The width of the streets in the *District* should also be considered for active transportation uses such as bike lanes. As the *District* and urban realm develops there will be demand for progressive strategies that maximize the potential of the streets and public spaces. The streets should be designed to be adaptable for future urban priorities.

A pilot project in the *District* should be implemented by the City of Winnipeg and the *MCCC* in order to immediately address the *Centennial Centre*'s parking issues and to allow the City to further test the benefits of new parking configurations.

The implementation of these strategies could double the available street parking in the area and significantly increase revenue for the City and the *MCCC*.

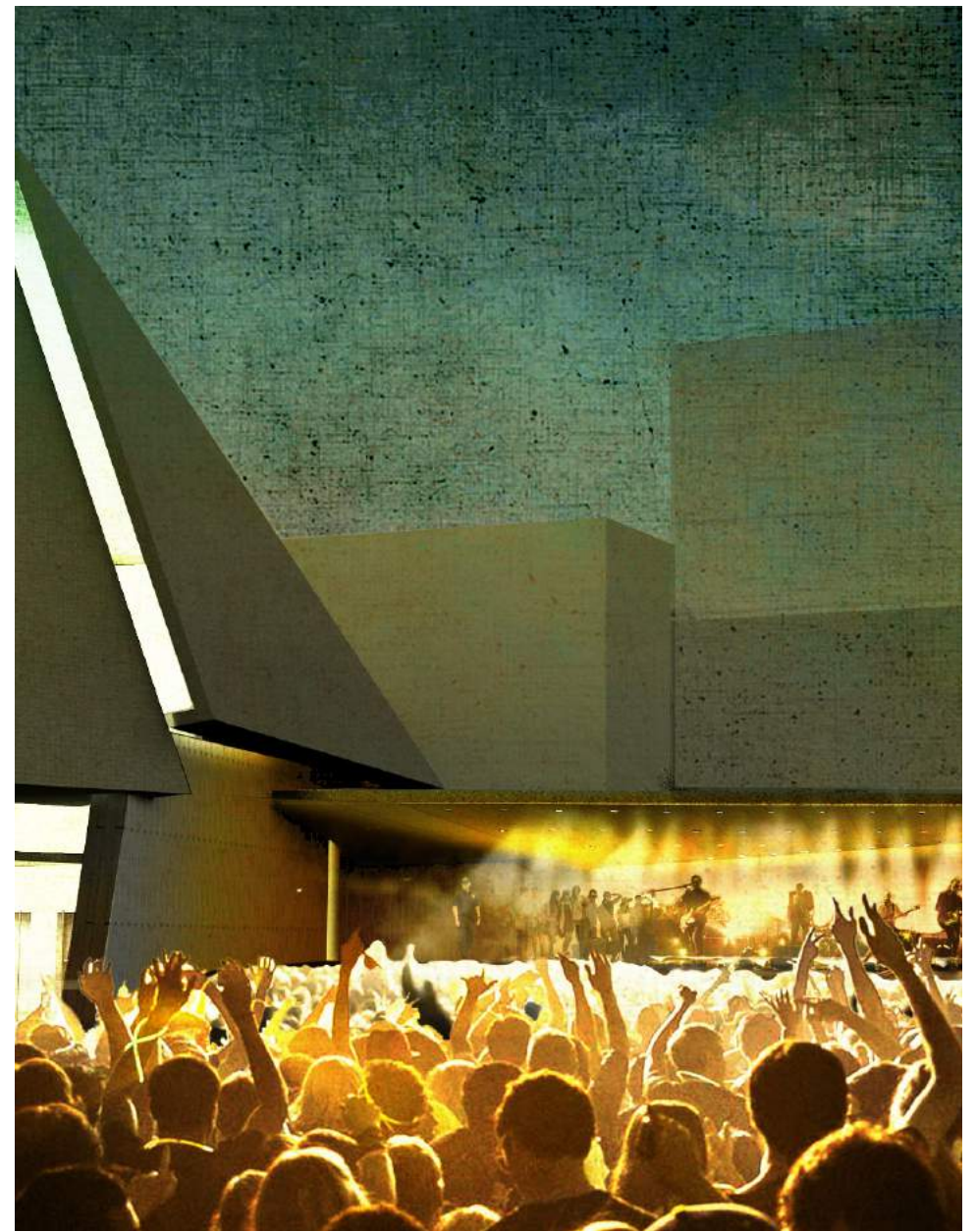


AN EXAMPLE OF A RECONFIGURED STREET IN THE MCCC DISTRICT





THE NEW STEINKOPF ATRIUM AND WELCOME CENTRE LOOKING WEST



AN OUTDOOR CONCERT IN THE NEW ARTS PLAZA



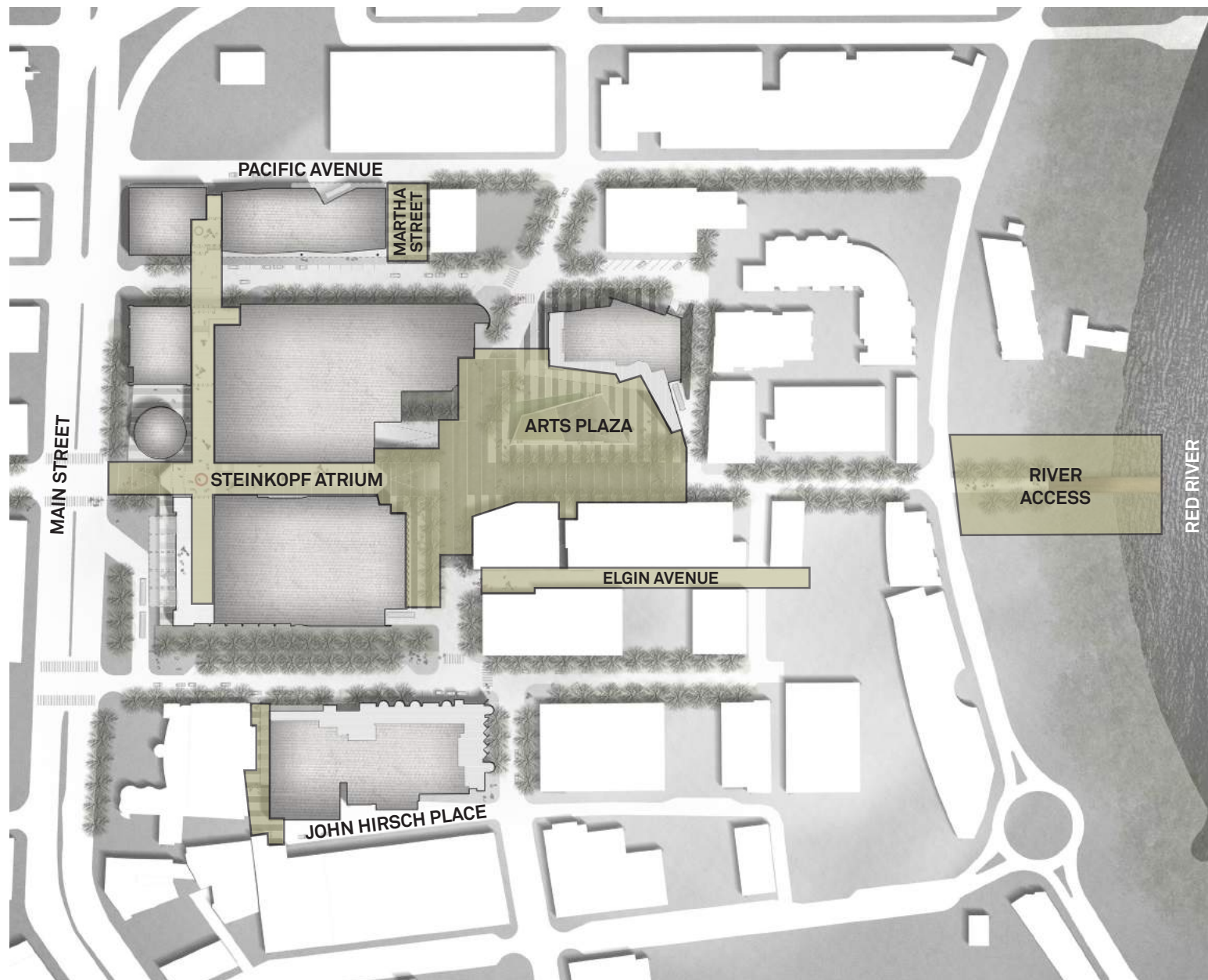
## ACTIVATE THE PUBLIC REALM

1

Public streets and open spaces in the *MCCC District* are under-programmed compared to the West Exchange District. Many open spaces, streets and lanes could be actively programmed by the *MCCC*, the Exchange BIZ, the City of Winnipeg and grassroots arts organizations. The *MCCC* should take a leadership role in activating these spaces with markets, festivals, public art opportunities, small-scale interventions, and concerts to begin to define a local, clearly Manitoban, identity that is specific to the District.

The *Steinkopf Garden* is a prime example of under-programmed public space. The *Garden* should be redefined as a central axis and gathering space within the *District* through an intensive programming initiative led by leaders in the design and arts community in Manitoba. A new creative, inspiring, and local identity for the *Steinkopf Garden* is key to the immediate act of 'placemaking' in the *District*.

Imagine an autumn evening. A boat pulls up to the new James Street dock with a passengers from *the Forks*. On board, a quartet is playing, and patrons for tonight's show proceed up the James Avenue promenade, lined with storefronts, through the *Arts Plaza* where a small performance is taking place, and on into the *Steinkopf Atrium*. In Winter, the same arrival event happens by snowbus off the snowy river trail and it crawls up through the *Arts Plaza* to deliver patrons for a night at the Opera.



PUBLIC REALM PLAN





STEINKOPF ATRIUM

CENTENNIAL CONCERT HALL  
LOADING AND DROP OFF

MARKET  
AVENUE

ELEVATION OF THE CENTENNIAL CONCERT HALL, FROM MAIN STREET LOOKING EAST



## CENTENNIAL CONCERT HALL UPGRADES

MCCC is not generating sufficient funds to maintain and renovate the existing facility. MCCC’s deferred maintenance strategy is tied to budget availability. Maintenance depends on revenue generated by the *Centennial Concert Hall*, parking facilities, and the fixed annual operating and capital budgets provided to MCCC by The Government of Manitoba (refer to Appendix).

The MCCC needs to generate more revenue to keep up with the maintenance and renovation requirements of the *Concert Hall*. Refer to the section called *Framework for Financial Autonomy* for detailed recommendations.

Short and long-term funding and maintenance plans are required and should be consistently updated. The plans should be reviewed with the resident tenants to minimize conflicts with performances and schedules.

The following upgrades are considered high priority:

### ORCHESTRA SHELL

The orchestra shell is not functioning correctly and has been temporarily secured in the open position. The mechanical repair of the shell is estimated at \$2M by *Wenger Acoustical Products* of New York. MCCC is sourcing funding for this repair and has meanwhile provided a digital sound system to replicate the shell’s performance.

### SEATING CONFIGURATION

The aisles and access to *Concert Hall* seating do not meet current building code requirements. The *Concert Hall* has 2,305 seats configured in continental seating which means there is no centre aisle. This makes for awkward seating and egress conditions for patrons it also limits performance opportunities for the

resident tenants and visiting companies. In order to reconfigure the auditorium seating, the number of seats will be reduced by approximately 150.

### STAGE AND SOUND SYSTEM UPGRADES

Enhancements to the stage and auditorium are required to improve sound quality and visitor experience for some of the emerging contemporary digital and new music shows at the *Concert Hall*.

### CODE COMPLIANCE

The *Concert Hall* does not meet the requirements of the current building and energy codes. The majority of the HVAC equipment and major infrastructure dates back to initial construction in 1966. A Risk Assessment Study should be commissioned.

### ELEVATOR UPGRADES

In 2016, a report prepared by Kone Elevator presented a five-year upgrade and maintenance plan for necessary upgrades to the elevators. The report was prepared simultaneous to this *Conceptual Plan* and identifies the types of services needed to bring the existing system up to current standards of operation.

### UNIVERSAL TOILET ROOMS AND BARRIER FREE REQUIREMENTS

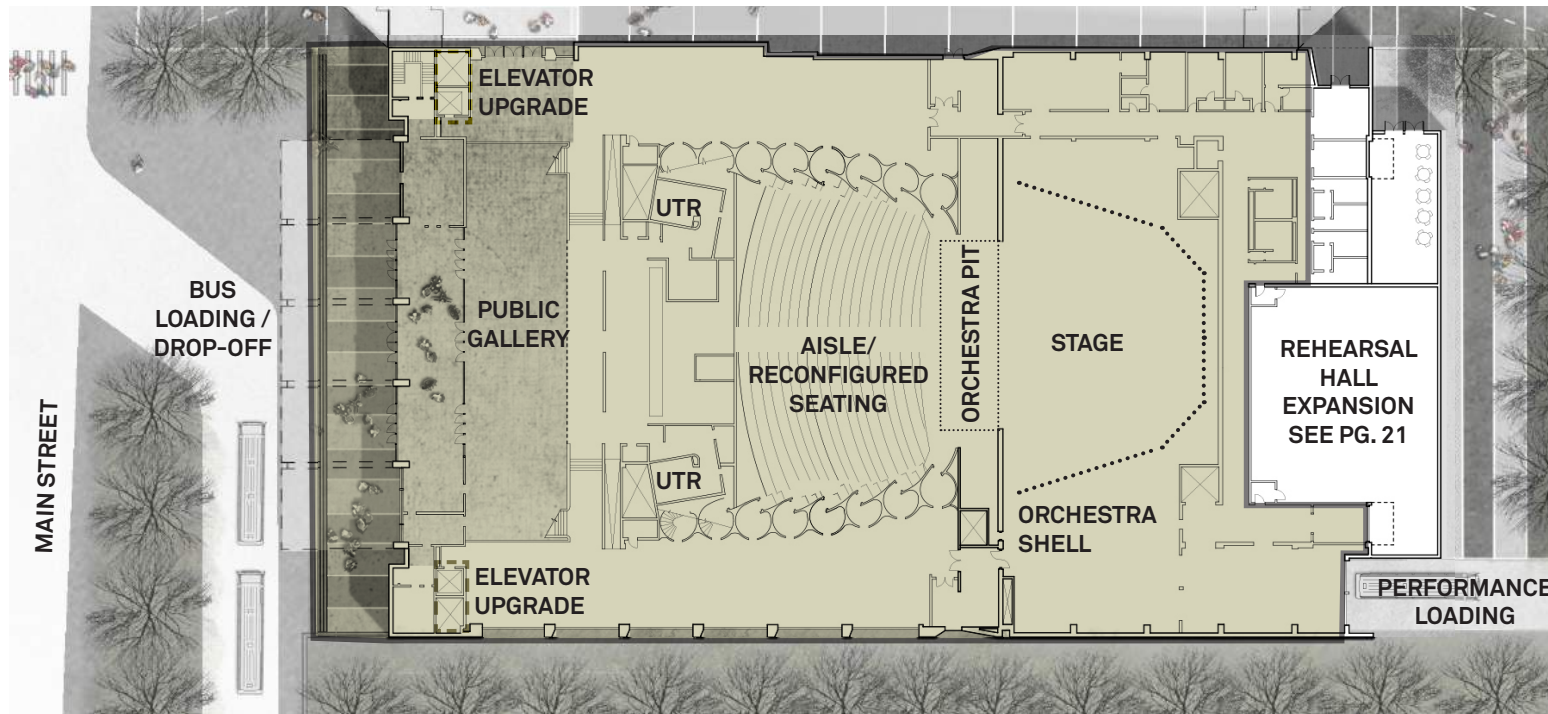
Winnipeg’s Human Rights Code requires the installation of Universal Toilet Rooms and transgendered washrooms. These kinds of accommodations should be considered at the *Centennial Centre* complex along with ensuring that all washrooms provide at least one barrier free stall consistent with Winnipeg’s universal access policy.

### UNDER-USED SPACES

In *New Streams of Revenue*, page 36, opportunities are presented for the MCCC to explore how to capitalise on a number of revenue generating capacities within the existing *Centennial Centre*. These include the restaurant and kitchen which has not been in use since the early nineties and 2,800sf theatre across from the Planetarium which should be actively marketed to local arts groups to increase its usage. As well, food and beverage opportunities are explored. Preparations for these opportunities will need to be accounted for in future capital plans.

### OPINION OF PROBABLE COST

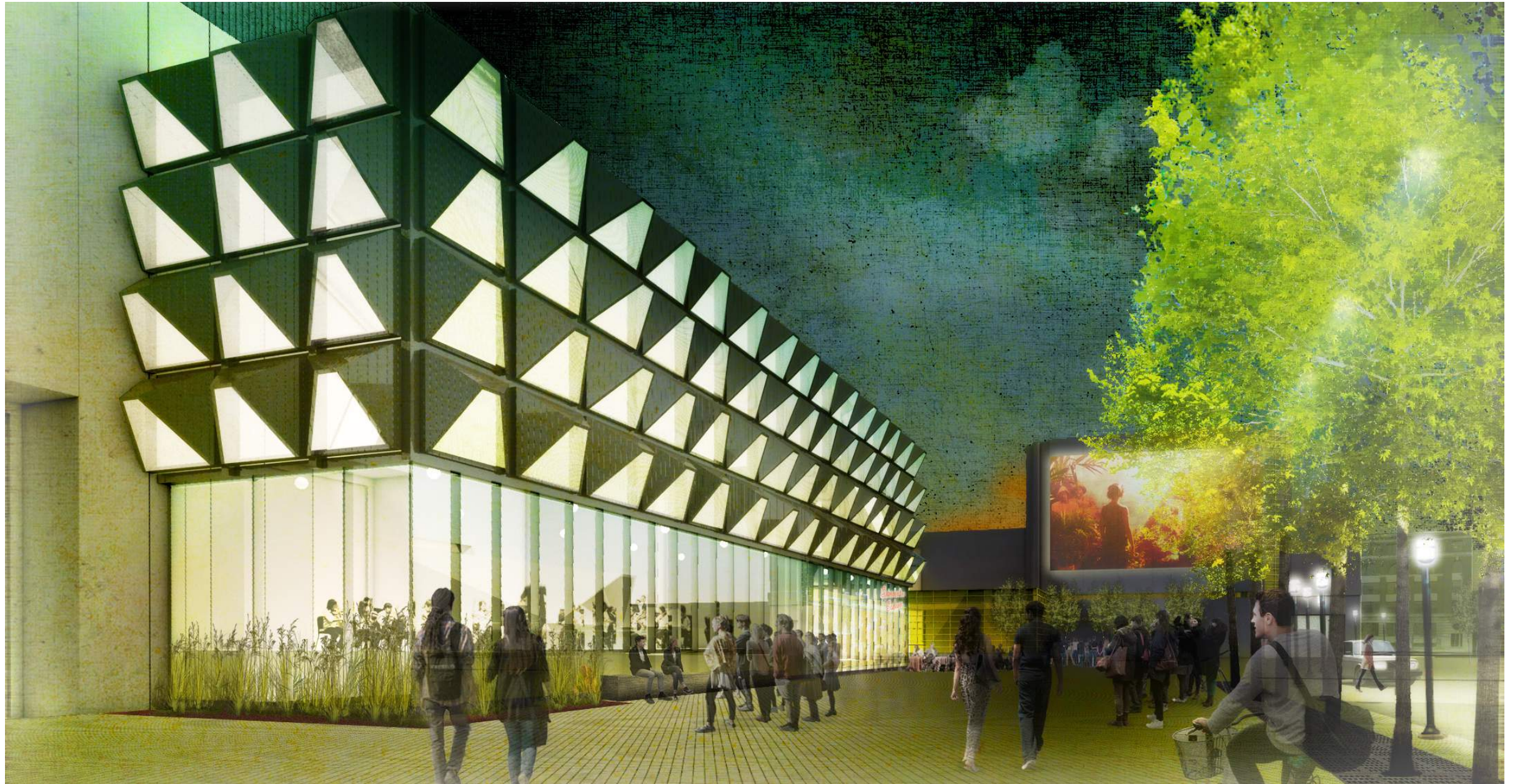
Proposed Upgrades: \$60,000,000



CENTENNIAL CONCERT HALL PLAN







REHEARSAL HALL EXPANSION, FROM LILY STREET AND MARKET AVENUE LOOKING NORTH



## REHEARSAL HALL EXPANSION

2

The existing *Rehearsal Hall* which is located to the east of the *Concert Hall* stage is considered by the resident companies to be too small. It is rarely used for its intended purposes and as an example, the *Royal Winnipeg Ballet* tends to do all of its rehearsals off site. As well, the practice schedule of one company will typically conflict with the performance schedule of another, and since performances often rely on the use of the *Rehearsal Hall* for staging purposes and scene changes, a larger more adaptable rehearsal space will improve this strain on resident companies.

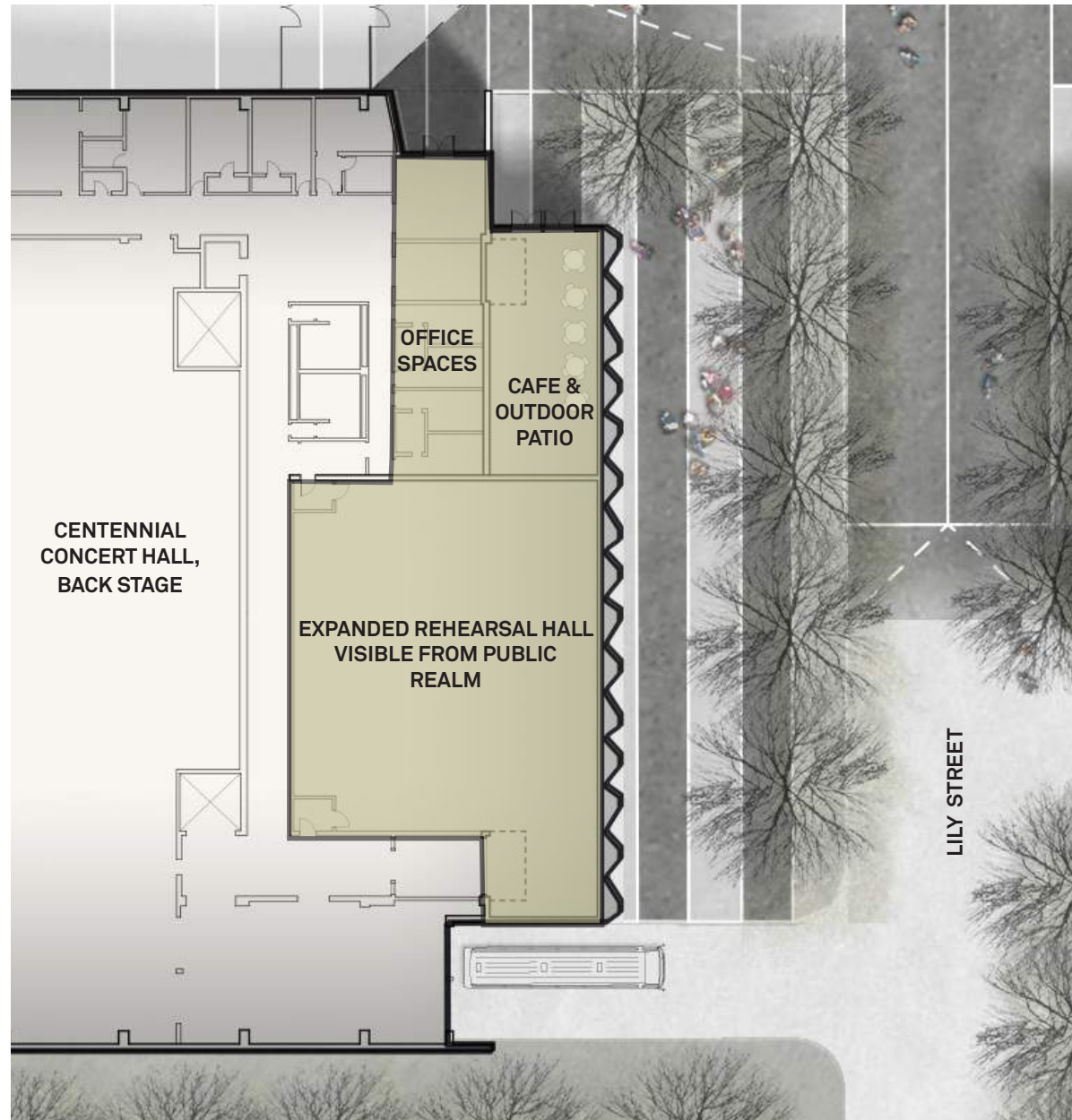
The *WSO* has indicated that they would benefit greatly by practicing in a rehearsal space that has similar acoustics to the *Concert Hall's* Orchestra Shell. Currently, they pay premium rates to rehearse on stage and this has the negative impact for the *MCCC* of making the stage unavailable for potential commercial bookings. Improving the size condition and character of the *Rehearsal Hall* will have reasonably predictable financial benefits for the *MCCC*.

An expansion on the east side of the *Concert Hall* is proposed to accommodate a larger improved *Rehearsal Hall* for the resident companies. The expansion should include a more contemporary and visible relationship to the street that would include a commercial/retail style type of space that can be leased out. The expansion should include a second floor to accommodate new, high quality office space for a resident tenant or emerging arts organizations.

### OPINION OF PROBABLE CONSTRUCTION COST

Proposed Expansion Area: \$450 to \$700/sf

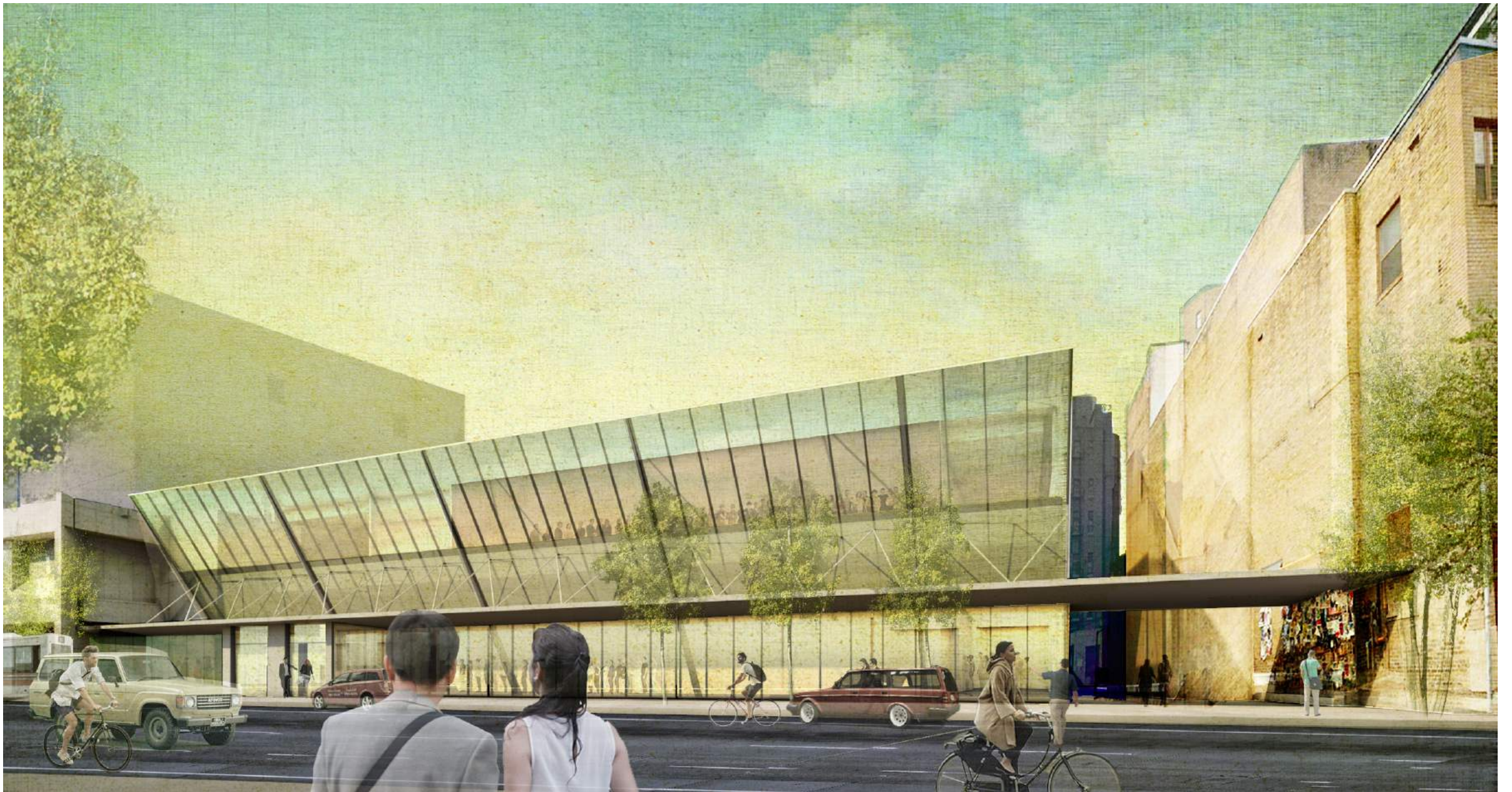
Rehearsal Hall and CRU:	4,200 sf
CRU (Bistro or Store):	1,000 sf
Office Space:	5,000 sf



REHEARSAL HALL EXPANSION PLAN







PERSPECTIVE OF NEW RMT BLACK BOX THEATRE WITH PUBLIC SPACE CONNECTION TO JOHN HIRSCH PLACE, FROM MARKET AVENUE LOOKING SOUTH



## NEW RMTC BLACK BOX THEATRE, RMTC PARKADE AND DECOMMISSIONING OF TOM HENDRY THEATRE

The *Royal Manitoba Theatre Centre* has identified a need for performance space that allows for experimental theatre and film. In 1981, *RMTC* suggested the decommissioning the *Tom Hendry Theatre* and moving the operations closer to the *RMTC*. The *RMTC* building was designed to easily expand to the west, into the adjacent surface parking lot.

A new 14,000 sf *Black Box Theatre* for about 300 patrons would fill a void between the *RMTC* and the *Pantages Playhouse*, creating a consistent and animated ‘theatre street’. This location would eliminate the need for the *RMTC* to have two workshop spaces, allowing the two theatres to share workshops, loading spaces, and administration space. By connecting the lobbies of the two theatres an ‘indoor street’ parallel to Market Avenue is created, a valuable public asset in winter. The *Theatre* should become a rentable venue for small concerts and events by arts organizations in Manitoba as well as the resident tenants.

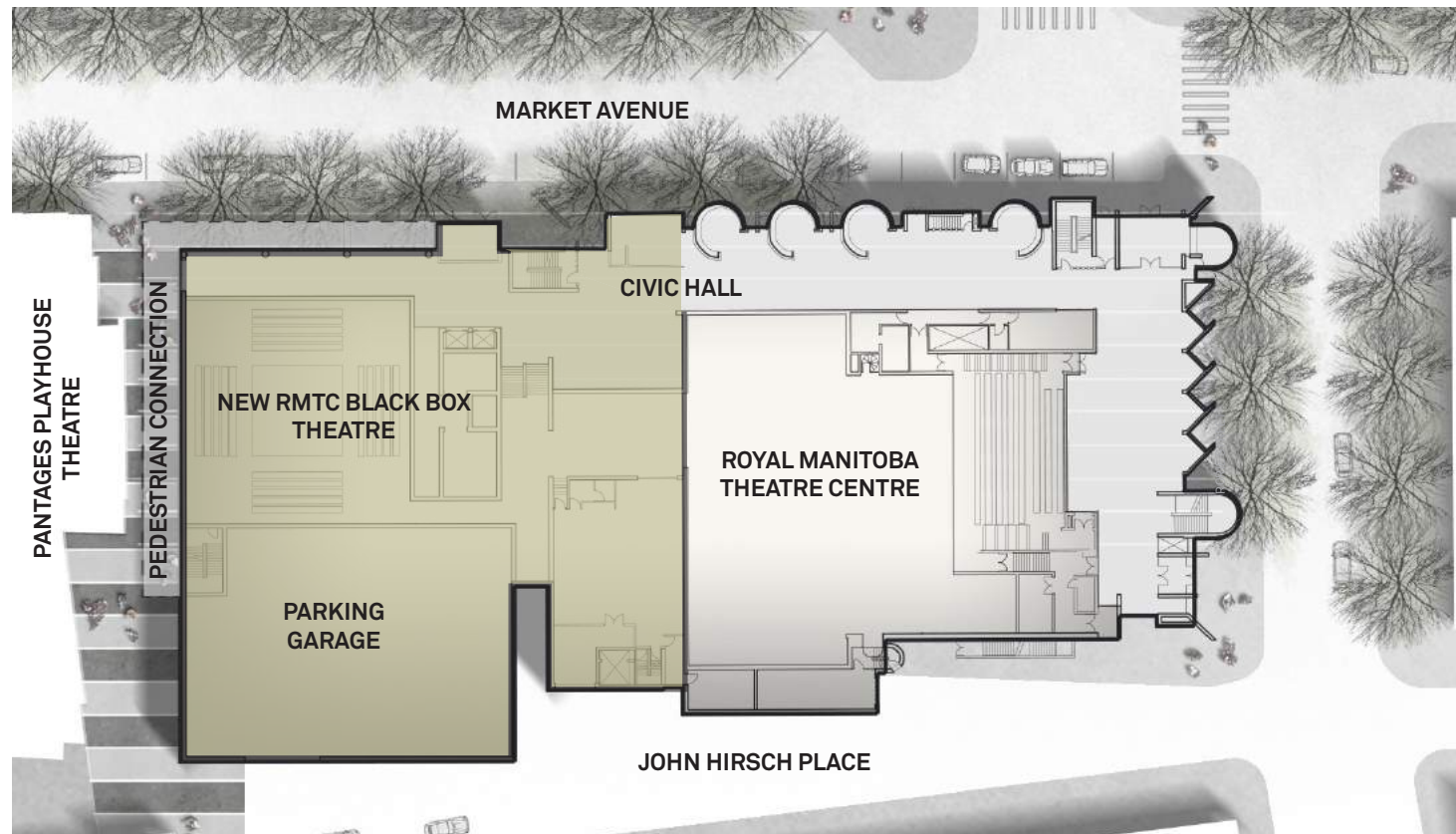
A parkade needs to be considered in the design of the new *Black Box Theatre* to replace the stalls on the existing vacant lot. This can be incorporated into the first floor of the theatre and it is plausible that this is an up-down split ramp or a two floor parkade accessed from *John Hirsch Place* to the south.

### NEW RMTC BLACK BOX THEATRE OPINION OF PROBABLE CONSTRUCTION COST

Proposed Development Area: 15,000 sf  
\$450 to \$700/sf

### PARKADE OFF JOHN HIRSCH PLACE OPINION OF PROBABLE CONSTRUCTION COST

80 stalls at \$35,000 per stall



NEW RMTC BLACK BOX THEATRE PLAN





PERSPECTIVE OF NEW ARTS PLAZA LOOKING WEST



## NEW ARTS PLAZA AND DECOMMISSIONING OF EXTENSION SERVICES BUILDING

There is no clear centre within the *MCCC* District. Public open spaces are either too small or not designed to accommodate large public gatherings. A large plaza at the corner of James Avenue and Lily Street would reinforce the east side of the *Centennial Centre* as the new main entrance to the *Concert Hall* and *Manitoba Museum*. The *Arts Plaza* would create an identifiable centre for the *MCCC*, which is important for any significant cultural district.

The central public open space in the West Exchange is Old Market Square. It is highly programmed but functions like a park rather than an urban plaza. The Exchange Biz expressed interest in a large, flexible paved space that could be used to facilitate outdoor concerts, markets, and festivals in the East Exchange. The *Arts Plaza* as a venue has the potential to generate revenue, much like Nathan Philips Square in Toronto, and should be highly programmed at all times of the year.

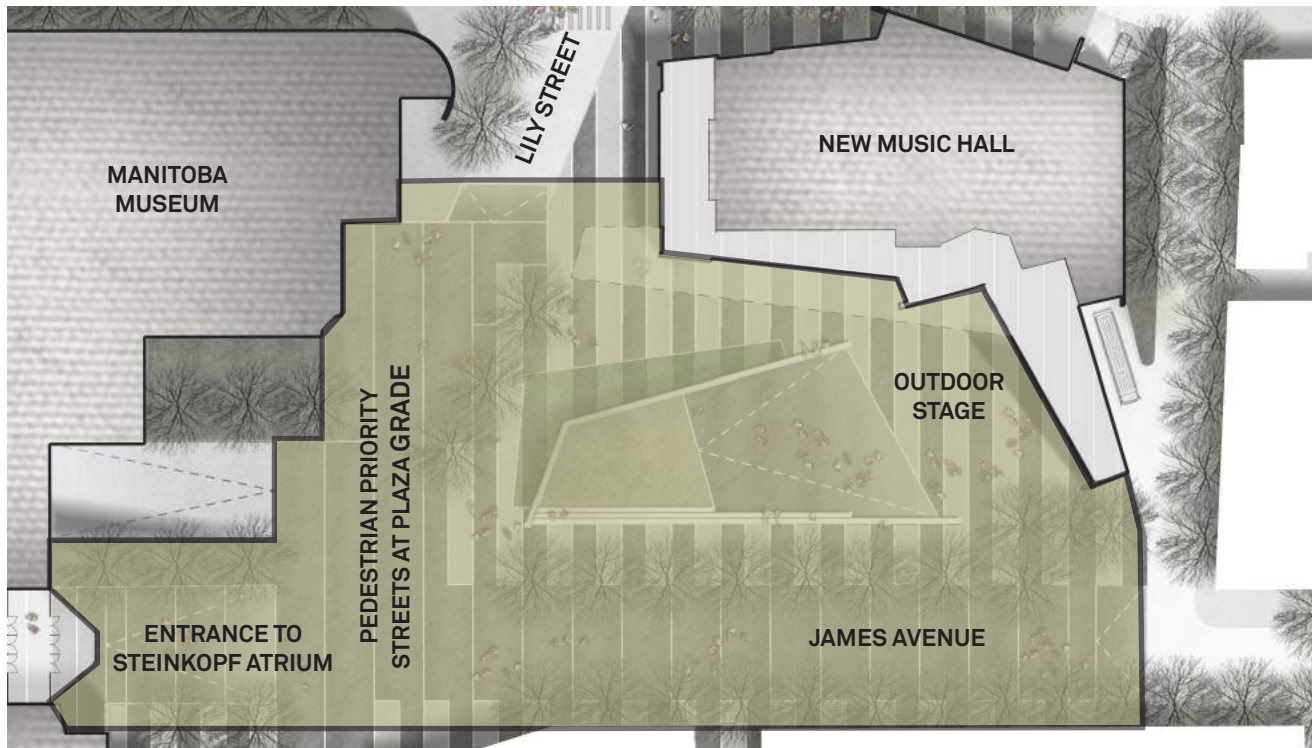
The 10,400sf Extension Services Building located at this site is not an effective storage facility for the *Manitoba Museum* in its current state. It is not temperature controlled and artifacts could easily be damaged. Most artifacts have been moved to other storage areas and the facility is nearly empty allowing the warehouse to be decommissioned. This site and the adjacent surface parking lot on James Avenue should be redeveloped as an urban plaza. The streets adjacent to the plaza should be pedestrian priority streets and raised to plaza level, eliminating curbs and creating a flexible space for large and small events.

### OPINION OF PROBABLE CONSTRUCTION COST

Proposed Development Area: 40,000 sf

\$500/sf

Plus parking below - 40 stalls at \$40,000/stall



NEW ARTS PLAZA SITE PLAN



## PUBLIC REALM UPGRADES AND AUTHORITY OVER NEW DEVELOPMENT

The *MCCC* should establish design guidelines that all new public and private developments within the district boundary must address. The guidelines should encourage high quality design that responds to a pedestrian oriented public realm. These design guidelines should be developed by the *MCCC* and an Architect. The *MCCC* should permanently employ (or hire on a yearly retainer) an Architect to implement the guidelines and ensure they are being met. The *MCCC* should have a representative on the Urban Design Advisory Council who must give approval to all new developments, public and private, before they can move forward.

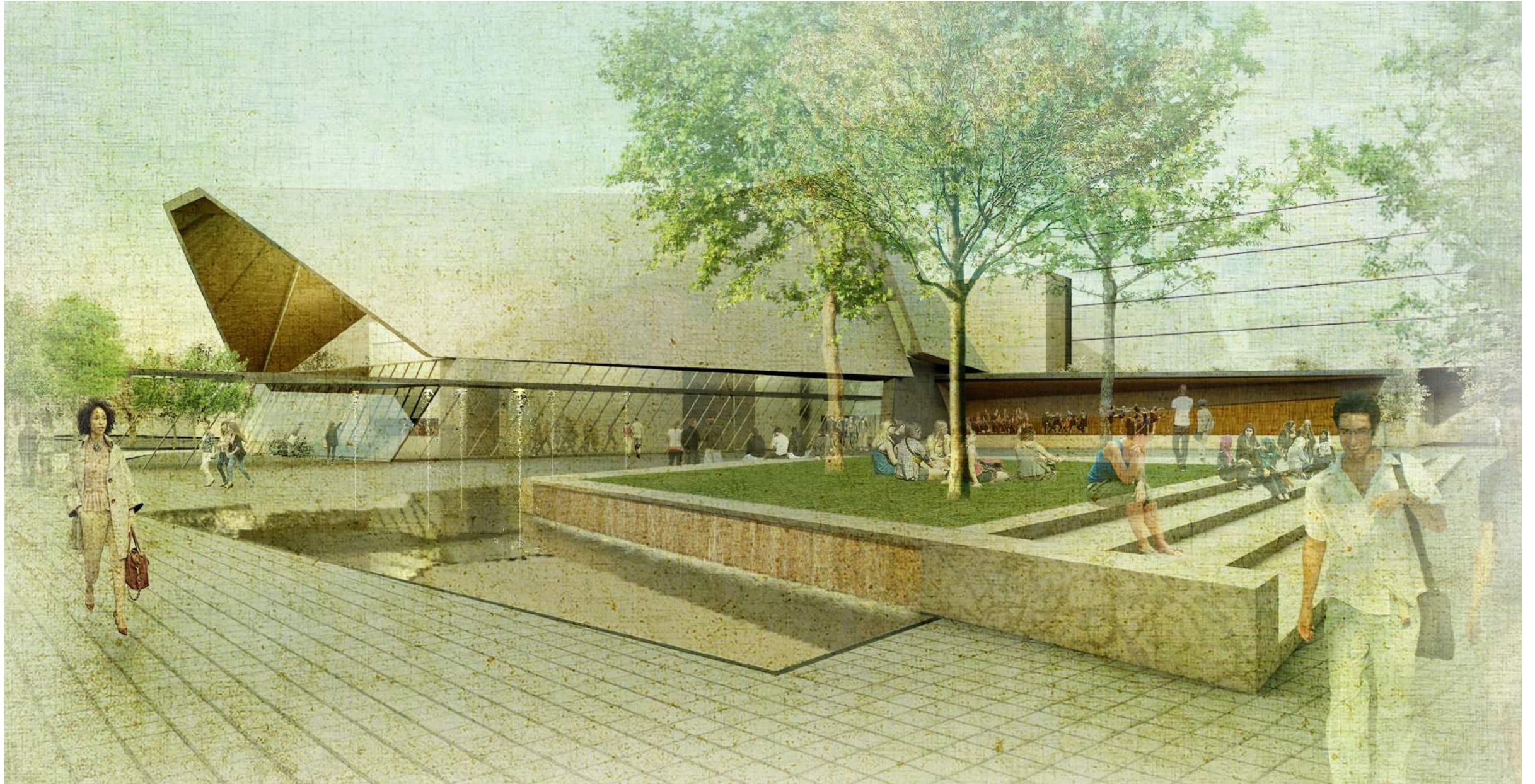
All upgrades to the public realm within the district boundary should be consistent with the design guidelines. The *MCCC* should consider developing an Open Space Masterplan to address these guidelines in more detail to ensure a consistent use of material and an appropriate response to context. The *District* should be developed as a campus and should provide a safe and pedestrian scaled public realm that addresses the architecture of the *Centennial Centre*.

As the *MCCC District* and the City develops, there will be an increased demand for sustainable design practices to become part of the urban form. The scale and servicing of the *MCCC* assets allows for the possibility of a district wide energy policy modeled after Target Zero at *the Forks*. *The Forks* program aims to achieve zero garbage, zero water waste and zero carbon emissions throughout *the Forks* site.

The *MCCC District* is within an area of the city that has a combined sewer system. This means that whenever there is a high volume of stormwater runoff, the sewer system quickly becomes overloaded. Instead of diverting sewage to a treatment plant, the outfall leads directly to the Red River. On average, this happens over twenty-five times per year. The *MCCC* should lead the City of Winnipeg in a progressive stormwater strategy to slow the flow of water into the sewer system. This can be done in many ways such as integrated street and parking lot bioswales, green roofs, and rain gardens.

A Sustainable District Strategy/Energy Policy should be developed and implemented by the *MCCC* or a representative with knowledge in the field. All new developments should meet or exceed the requirements in this strategy.





NEW MUSIC HALL AND ARTS PLAZA, FROM LILY STREET AND JAMES AVENUE LOOKING NORTHEAST



## NEW MUSIC HALL

The resident tenants of the *MCCC* have a preferred booking schedule at the *Centennial Concert Hall*. The *WSO* books the *Centennial Concert Hall* for the most number of nights and up to three years in advance. This severely limits the *MCCC* from booking large commercial shows, concerts, and other events that require more flexible venues. The *Concert Hall* was designed as a 'multi-purpose' performing arts centre and does not meet the requirements of a symphony hall.

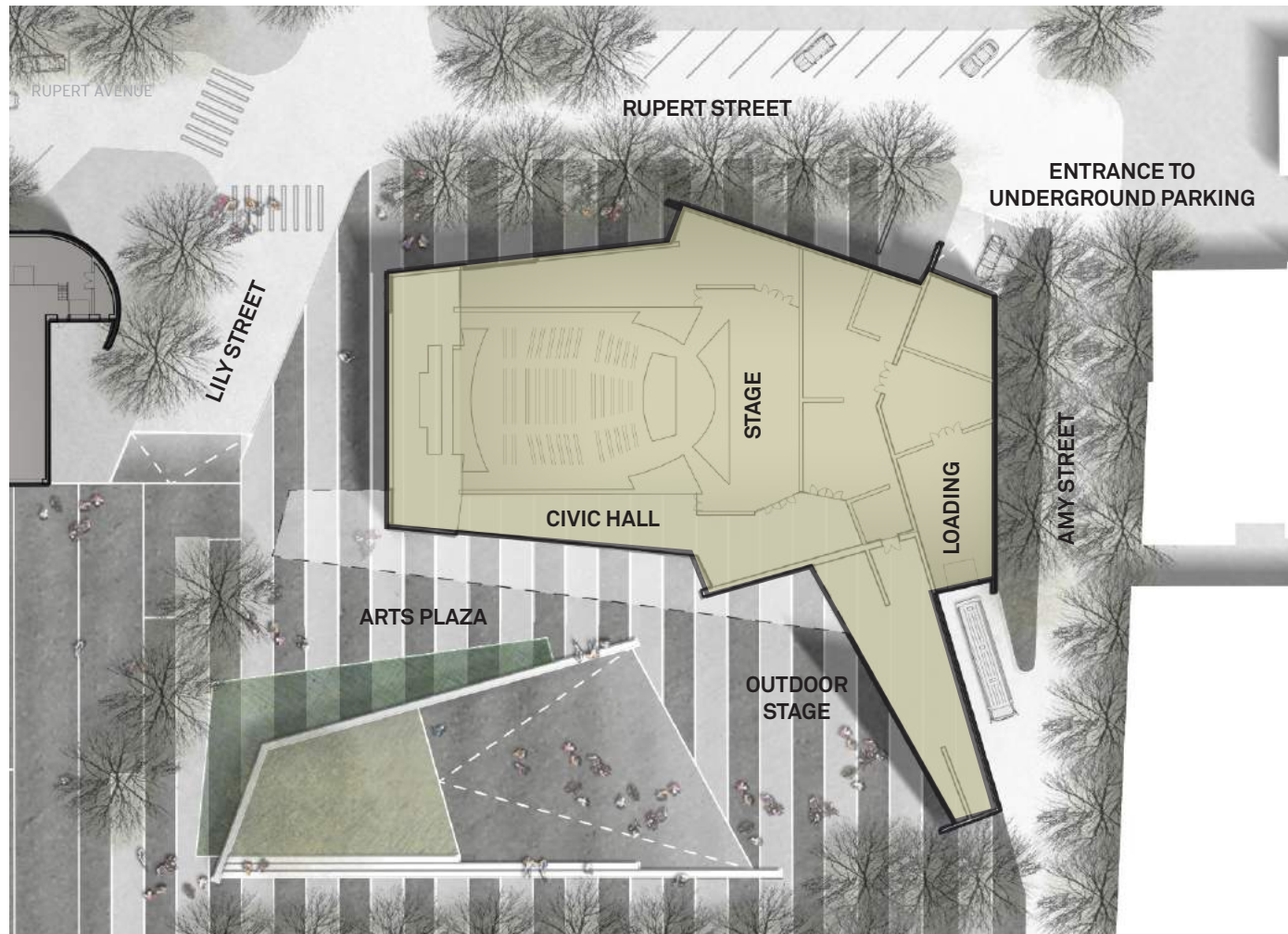
There is the opportunity to provide a new cultural asset in the *District* that could address the need for a smaller, classical concert venue. This asset should be used by the *WSO*, traveling orchestras, and as an educational facility.

It is reasonable to assume that as the City grows, it will be able to easily support this type of venue and that it would attract a new and younger audience to classical music concerts. It would allow the *MCCC* to expand programming within the *Centennial Concert Hall*.

The new 35,000sf *Music Hall* should be located beside the *Arts Plaza* at the site of the decommissioned *Tom Hendry Theatre*. The *Hall* should further reinforce the new centre of the *District* and should accommodate outdoor music events in the *Plaza*.

### OPINION OF PROBABLE CONSTRUCTION COST

Proposed Development Area: 35,000 sf  
\$1,500 to \$1,700/sf



NEW MUSIC HALL PLAN







NEW WELCOME CENTRE AT ENTRANCE TO STEINKOPF ATRIUM, FROM MAIN STREET LOOKING EAST



## NEW STEINKOPF ATRIUM AND WELCOME CENTRE

The current *Centennial Centre* entry on Main Street and the *Manitoba Museum* entrance on Rupert Avenue have limitations. Neither connect well with the District nor provide a clear identity to the *MCCC* as a place. The *Plan* proposes a central access spine that brings cohesiveness to all of its programs.

A new primary entry to the *Centennial Centre* accommodates all tenants by providing centralized visitor orientation and a *Welcome Centre*. This could act as a central information area if not also a central ticketing booth. This strategy would connect each of the resident companies and unify the visitor and patron experience.

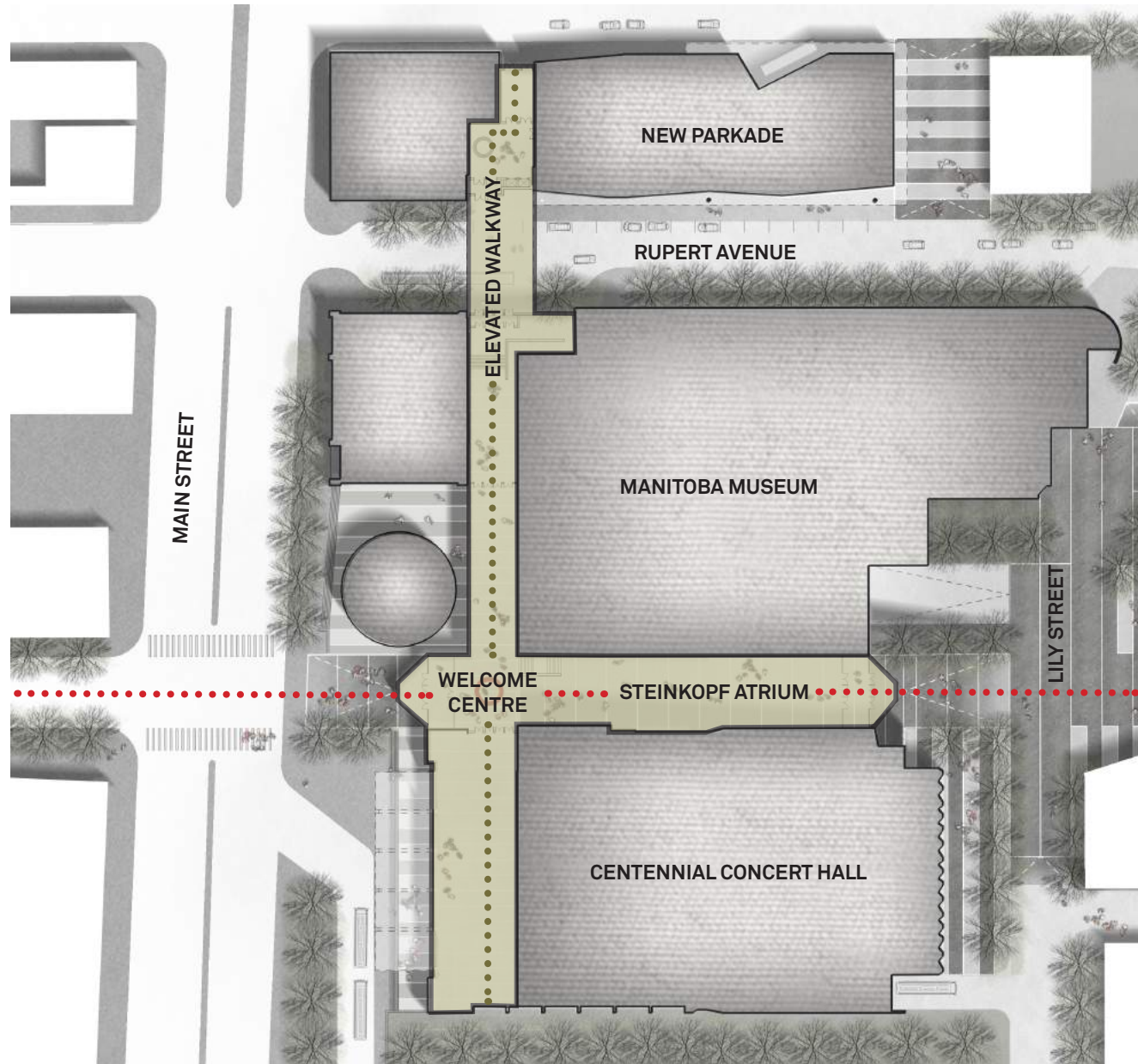
A study prepared by Wardrop Engineering Inc. in 2008, indicated that the walls on either side of the *Steinkopf Gardens* are capable of supporting at least one additional level. This allows for the possibility to expand above the *Museum* and close-in the *Gardens*. By enclosing the exterior space to create a covered *Atrium*, the space would become an all-season interior counterpoint to the proposed *Arts Plaza*. It should be an activated, lively, accessible spine that engages with the programming around it.

The *Steinkopf Atrium* would address an intersection of the public realm with the addition of a *Welcome Centre*. Located close to Main Street at the intersection of the *Steinkopf Atrium* and a new north-south spine, the *Welcome Centre* would be a place for the public to access information about all events within the *MCCC* District, and could provide central ticketing opportunities. The *Atrium* anchors the active civic space and connects the East Exchange, City Hall, to the *Centennial Centre District*, and on to the Waterfront.

### OPINION OF PROBABLE CONSTRUCTION COST

Proposed Development Area: 14,000 sf  
\$550 to \$700/sf

Proposed Upgrades:  
Link through *Manitoba Museum*: 3,700 sf  
\$400 to \$600/sf



STEINKOPF ATRIUM SITE PLAN WITH NORTH/SOUTH AND EAST/WEST CONNECTIONS







SECTION THROUGH NEW STEINKOPF ATRIUM LOOKING NORTH



ELEVATION FROM MAIN STREET LOOKING EAST

## NEW MANITOBA MUSEUM EXPANSION

7

The *Manitoba Museum* has launched a capital campaign for a new *Science Centre* located at Rupert Avenue and Main Street with a bridge connection tying to the second floor of the existing *Manitoba Museum*. The *Science Centre* will bring a significant number of new visitors, families, and school groups to the *District*.

The additional visitors will increase the demand for parking. Parking facilities have not been proposed as part of the *Science Centre* capital campaign. The current design addresses Main Street and should also address the Rupert and Pacific Avenue streetscapes. Rupert Avenue should remain open to pedestrian and vehicular traffic. The design of the new facility should address *Museum* storage concerns and should link to the new Rupert Avenue Parkade and the proposed north-south spine to the *Welcome Centre*.

The *MCCC* should play an active role in the *Manitoba Museum's* initiative to develop a *Science Centre*. The *Manitoba Museum* should consider and incorporate the recommendations of this *Plan* into future design decisions.

### OPINION OF PROBABLE CONSTRUCTION COST

A capital campaign lead by the *Manitoba Museum* is currently underway for the *Science Centre* expansion. Information on the proposed scheme, its scope, and cost should be taken from that campaign. The *Plan* acknowledges and accommodates the proposed capital plans developed by other consultants, but has not been included in the Opinion of Probable Costs.



PROPOSED MANITOBA MUSEUM EXPANSION AT RUPERT AVENUE AND MAIN STREET AS DEVELOPED BY CAMBRIDGE SEVEN ASSOCIATES





ELEVATION FROM LILY STREET LOOKING EAST



ELEVATION FROM MARKET STREET LOOKING SOUTH



## MCCC OUTSIDE THE DISTRICT

8

There are a number of the *MCCC* stakeholders that do not reside within the established boundaries for the arts and cultural district defined by the Act. The *Royal Winnipeg Ballet* owns their own facility at Edmonton Street while *Artspace* and the *Manitoba Production Centre* are tenants of the *MCCC* in two separate facilities. The first at Market Square, and the second at the Pacific Industrial Park.

*WSO* leases office space at the Richardson Building. They support the opportunity to return to the *MCCC* District if new contemporary facilities with good daylight, parking, and presence to the street could be provided to their staff and visitors.

The *Manitoba Production Centre* was built as a temporary facility more than 30 years ago and is in need of a major overhaul. It has currently been leased by NBC for television production purposes for the next three years. Discussions with experts in the television studio field have suggested that this is the only television production facility of its sort in the city and there is an opportunity for the *MCCC* to develop similar types of facilities.

The *RWB* has owned their building and adjacent parkade on Edmonton Street for 25 years. The facility has been recently upgraded and the parking garage and dance school are major sources of income. They use the *Concert Hall* for their major productions.

*Artspace* leases space to artist groups and below-market rates and was designed as an incubator for new arts organizations. Some of its tenants have been there for many years and can support slightly higher rental rates. *Artspace* should move its largest and most established tenants to other available spaces with the *MCCC*'s assets in order to make room for new emerging arts organizations.

The *MCCC* should use its existing properties to develop new facilities for tenants who are not currently located within the *District*.



**“Artspace can add incredible outreach leverage for MCCC and this should be pursued. Artspace is already very interested in expanding their reach within the community.”**

*Randy Joynt, Artspace*



# AUTONOMY: The Conceptual Framework

## FINANCING THE FUTURE

### A REVISED BUSINESS MODEL

In order to deliver its mandate, the *MCCC* must adjust its business model. Manitobans are not likely to bear a higher price for performances, which leaves increasing sales volume as the key to financial improvements. In order to generate revenue, the *MCCC* must engage in:

- Revenue generation from rental of its facility and stage to a varied performance program and other revenue generating sources; and
- Provide revenue-earning services to its tenants in the immediate term and other arts organizations in Manitoba in the long term.

Paul Jordon, CEO, The Forks North Portage, suggests that “*MCCC* is effectively running a Centre for the Performing Arts and Sciences with no leadership or community stature.” *MCCC* needs to demonstrate a strong leadership and development role.

Dr. Ed Bruning in the Strategic Business Plan prepared for *MCCC* in 2014 summarizes it best by saying that “many of the opportunities for *MCCC* involve organizational process changes and financial investment. Communications improvements, establishing a marketing presence within the organization, asserting leadership within the organization and with tenants, defining new partnerships with other cultural groups, and redefining utilization plans are all non-investment initiatives. Building an arts campus and creating amenities that complement arts programming are investment opportunities.”

The revenue generation approaches of Roy Thomson Hall in Toronto and Place Des Arts in Montreal provide excellent examples. While both of these organizations serve much larger and more diverse urban populations, they are valuable benchmarks for the following reasons:

- Roy Thomson Hall provides a diverse musical program, while at the same time giving the Toronto Symphony Orchestra preferential scheduling privileges and rates. This is similar to *MCCC* privileges to resident tenants.

- Place Des Arts is a Crown Corporation like *MCCC* and operates with the same governance structure and strong provincial funding. While both the Finnigan and Bruning Reports compared *MCCC* to similar cultural venues, none were run by Crown Corporations.

This *Plan* recommends increasing the percentage of revenue that is generated through *Concert Hall* rental of both its performance and non-performance spaces. It also recommends ways to increase revenue from expanded concessions and parking. *MCCC*'s current proportion of revenue generation is structured as follows (Annual Report, 2015):

MCCC REVENUE	(%)
Provincial Government Grants	50%
Concert Hall Programming	22%
Concessions	6%
Parking	19%

The *MCCC* currently relies on government funding in order to operate. In order to attain more self-sufficiency, new streams of revenue need to be developed by the *MCCC*. In light of limited government funding, the Corporation must develop new models and approaches to revenue generation.

The ultimate benefit to *MCCC* of increased revenue generation is to further support the Arts in Manitoba. The more financial strength the *MCCC* has, the more infrastructure support and service it can deliver, thereby freeing organizations to focus on their respective artistic mandates. This benefit will remain the central consideration in all of the recommendations proposed in this *Plan*.

A reliance on government funding means that basic maintenance and repairs are attended to as budget is available. There continues to be a long deficiency list and new capital developments cannot be realized in the current scenario. Both the *MCCC* Strategic Plan, 2015-2020 and the Bruning Strategic Business Plan, 2014 call for the *MCCC* to take on a stronger revenue generating role. [Finnigan Report]

### STAFF REVISIONS

A revised business model for the *MCCC* will require a redefinition of staff roles and responsibilities. The Plan recommends a new organizational chart with revision to Senior Management positions. This will expand both the capacity of the *MCCC*'s business office and the collaborative support provided to resident tenants. Suggested revised titles and responsibilities include the following:

- Director, Finance, IT, Administration, Payroll and Ticketing: Delivery of IT, payroll and ticketing services to all of the resident tenants.
- General Manager, *Centennial Concert Hall* and Manitoba Production Centre: Responsible for programming, rentals and scheduling of the *Concert Hall*.
- Director of Sales, Marketing, Communications and Digital Content: Provision of marketing and centralized website service for all resident tenants, and community arts groups in the long term. Resident tenants to retain their own respective web presence and patron relationships.
- Director, Customer Service, Capital Development and Physical Plant: New focus on customer greeting and welcome service and presenting the *Concert Hall* complex as the collective home of the *MB Museum*, the *WSO*, the *MB Opera*, and potentially other arts groups in the long term.

## NEW STREAMS OF REVENUE

### RENTAL OF NON-PERFORMANCE SPACE

A stronger sales capacity will result in a more aggressive rental of front of house, lobby area, piano nobile, and board room. These spaces can be rented for weddings, corporate functions, meetings, and trade shows. The utilization records for non-performance space shows that the *MCCC* hosted only 3 receptions in 2015. By comparison, Roy Thomson Hall generated 25% of its revenue from Corporate and Lobby events in 2015.

Sam Baardman, Arts Branch Director, Department of Tourism, Culture, Heritage, Sport & Consumer Protection suggests that “When *MCCC* was conceived, it was to support the traditional arts. Today’s cultural ecosystem is far more complex. Available spaces flanking the auditorium can be used for art making, exhibitions, galleries and community cultural activity”.

The new Director of Sales and Marketing, Communications and Digital Content would begin by pricing the *Concert Hall* non-performance space at a similar rate to other venues in Winnipeg and would actively market the spaces.

The rental rates in each of the following categories should be analyzed against other popular venues in Winnipeg to determine their competitiveness. Rate adjustments may be required to make the *Centennial Concert Hall* more competitive. Current rental rates are as follows:

Piano Nobile:  
\$700.00 per day for commercial  
\$500.00 for not for profit  
\$425.00 for resident companies

Front of House Lobby:  
\$4,500.00 per day for a conference, meeting, or trade show  
\$2,800.00 per day for a Not-for-Profit group

Board Room:  
\$75.00 for four hours for Not-for-Profits and resident companies  
\$100.00 for four hours for commercial

Additional charges of front of house, sustaining fund, commission of net sales, catering surcharge and cost for phone use should be reconsidered in the context of competitive rental rates.

### RENTAL OF PERFORMANCE SPACE

The 2015 utilization rate of the *Concert Hall* was 61%. This rate should be increased to at least 75%. With 144 open dates, there is the opportunity to promote and co-promote the use of the *Centennial Concert Hall* stage to generate increased revenue and further supporting the Arts in Manitoba. Current performance space utilization is as follows:

Resident company performances	113 days
Commercial performances	34 days
Community and Not-for-Profit performances	22 days
Open dates	144 days

The Finnigan Report, the Bruning Report and interviews with stakeholders and community groups, corporations and government agencies all confirm that the *MCCC* should take a more entrepreneurial role in promoting and selling the *Centennial Concert Hall* stage.

The *MCCC*’s first priority does not change. It will continue to give the scheduling and booking preference to the *WSO*, *RWB* and the *Manitoba Opera* in support of these art forms that require a unique performance stage. It can, however, expand its role and take on more risk. For example, Roy Thomson Hall operates as a non-profit organization in Toronto, and delivers a mix of event types in several venues. The Toronto Symphony is the key resident tenant in the Roy Thomson Hall venue. RTH gives the TSO Wednesday, Thursday, Friday and Sunday evenings/afternoons for performances. It reserves Saturday night for other performances.

This innovative mix at Roy Thompson Hall allows for a diverse cultural program as follows:

Classical including the TSO	31%
Rock, pop, jazz, roots, world music and variety	26%
Corporate and Lobby events	25%
Film	5%
Comedy and Lectures	6%
Multi-cultural, school and religious events	7%

### RENTAL OF REHEARSAL HALL AND ADMINISTRATION SPACE

The Manitoba Arts Council (MAC) has determined that there is a demand in the community for both administration and rehearsal space.

The *MCCC* could address the demand by offering rental space in the underutilized spaces in the *Concert Hall* and the ground floor of the proposed new parking garage on Rupert Avenue. The organizations identified by MAC include the following:

Music:  
GroundSwell , Manitoba Chamber Orchestra, Winnipeg Chamber Music Society, Winnipeg Singers, Winnipeg Jazz Orchestra, Winnipeg Philharmonic Choir, Camerata Nova Polycoro Canzona Antiphony, Winnipeg Folk Festival, Le 100 Nons, MEMETIC, Jazz Winnipeg, Agassiz Chamber Music Festival, Cluster Music and Integrated Arts Festival, Associated Manitoba Arts Festivals, Manitoba Band Association, Women’s Musical Club of Winnipeg, Doris McLellan Competition, Manitoba Choral Association.

Dance:  
NAfro Dance, Winnipeg Contemporary Dancers, School of Contemporary Dance, Young LungsGearshifting Performance Works, Q-Dance, Alexandra Elliot Dance, Nova Dance Collective, Mouvement Dance.

Theatre:  
Theatre Projects Manitoba, SIR, One Trunk Theatre, Zone 41, Urban Indigenous Theatre, Moving Target Theatre Company, Sick + Twisted, Rainbow Stage, Little Opera Company, Underground Opera, Flipside Opera.

Other:  
Aboriginal Arts, Digital Arts, Literary Arts, Visual Arts/ Media.



## EXPANDED BAR, BEVERAGES AND FOOD

The *MCCC* has an opportunity to increase the “spend per patron” immediately and realize more profit with each performance. In 2015, only 6% of revenue came from concessions. There is a significant opportunity to increase the revenue in this area. For example, Roy Thomson Hall earns 26% of its revenue from bars and catering at each performance.

Winnipeg venues such as the MTS Centre, West End Cultural Centre and the Burton Cumming Theatre rely very heavily on food and beverage sales and in particular the advantages of Stadium Service. *MCCC* should take advantage of this opportunity.

In 2008, William Caruso & Associates Inc. prepared a Food and Beverage Audit and Recommendations for the *MCCC*. The company conducted an audit of the *Concert Hall* during a performance of Riverdance.

The findings from the audit that pertain to revenue generation include the following:

There are opportunities to provide expanded bar, coffee and food services throughout the *Concert Hall* in the main foyer, the orchestra lobby, piano nobile and the first and second balconies.

The *Concert Hall* was not built to provide the amenities that today’s audience expects from a performance. It was built when patron amenity services were not recognized as important sources of revenue. Today’s audiences expect beverage, food and wi-fi services as part of a complete evening.

The Foyer is the introduction to the *Concert Hall* and to the performance. It should be celebrated with food that complements the evening.

The Orchestra Lobby is recognized as one of the most underutilized food/beverage revenue source areas of the building.

The Piano Nobile was recognized as having potential for a “special” dining and service area where seating and service could be expanded.

The First Balcony Lobby and the Second Balcony Lobby have a “skybox” feel and could be serviced by both food and beverage.

Food and beverage also creates new opportunities for the *Concert Hall* to realize additional revenue through advertising and sponsorships related to kiosks or menus.

Kenny Boyce, Manager, Film & Special Events, City of Winnipeg, suggested that the *MCCC* could use innovative local caterers and Red River College Culinary students to provide service to the *MCCC*. This local talent and energy will bring enthusiasm and spirit to the preparation and delivery of food service at the *MCCC*. Additional recommendations include the following:

Replace cash boxes with electronic point of sales to enable a venue wide inventory tracking system.

Strengthen the *MCCC* marketing and sales of food and beverage. Promote menu items with each performance through the website. Introduce café bars, carveries, grills, coffee kiosks, and expanded bar service.

The Foyer – Introduce two new food stations to serve a variety of hot and cold drinks, expanded bar with beer, wine, martinis and cocktails. The introduction of food at the entry level will be welcoming to the audience as they first enter the building and set a tone for the evening.

The Orchestra Lobby – Through the use of portable, thematic food and beverage stations, introduce a menu that would be available for purchase before the performance and at intermission.

The First Balcony/Second Balcony – Introduce mobile food stations to serve bar, coffee and food.

The Piano Nobile - Use of this space will depend on the production or *Concert Hall* event. It can accommodate overflow from the Orchestra Level or be configured to provide its own unique dining experience.

Using an advanced *MCCC* database, the *Concert Hall* could notify patrons or post on their website the food offerings at each performance and potentially cross promote with local hotels or restaurants in Winnipeg.

Explore advertising and sponsorship opportunities with local Winnipeg food and beverage companies.

Ushers at the *Concert Hall* need to take on an expanded role of customer service. They should be welcoming patrons, encourage food/beverage purchases before the performance and at intermission.

Open the *Concert Hall* earlier and welcome people into the facility to allow them time for a leisurely drink and a meal/snack before the performance.

## SHARED SERVICES FOR MCCC TENANTS

Securing funding for the arts is challenging across the country. The *MCCC*'s opportunity to provide collaborative back end support services to tenants in the *Concert Hall* as well as additional arts organizations in the future would:

Allow the resident tenants to focus on their respective goals and mandates;

Allow the tenants to economize in the collaborative delivery of service;

Allow the *MCCC* to engage in the cost recovery of service provision.

The *MCCC* has a unique opportunity to provide “back end” service to the resident tenants. Proposed services would include payroll, information technology, marketing, sales, ticketing and materials management. This Plan is very clear that the patron relationship belongs to the resident tenants. The *MCCC*'s role is to provide administrative support only.

## ADVANTAGES OF A CENTRALIZED TICKETING SYSTEM

The *MCCC* is currently using Ticketmaster to sell tickets to commercial performances and “walk up” tickets to the WSO performances. All other tenants are using their own ticketing source and have created separate databases for customer management. The *MCCC* could create a centralized customer relations management (CRM) system to create one cultural database for ticket purchase, promotions and advertising.

This *Plan* recommends a centralized ticketing agency for *MCCC* and resident tenants. In the long term, this *MCCC* ticketing capacity could be offered to other arts organizations funded by the Manitoba Arts Council. This would be a very significant way for the *MCCC* to support the arts in Manitoba.

A centralized CRM system would allow the *MCCC* to reach out to Winnipeg audiences and more actively promote the events at the *Concert Hall*. It would also create a strong web presence to include a centralized portal for ticketing for cultural events across Winnipeg. This more active marketing role is suggested in

response to the Conceptual Plan Stakeholder interviews as well as the commitment of the *MCCC* in their Strategic Plan to provide co-operative and supportive services.

## TICKETING SERVICE PROVIDERS

The *Conceptual Plan* recommends Tessitura and Archtics as good examples of companies that would have advantages for both *MCCC* and resident tenants. The advantages of both systems are as follows:

### TESSITURA

- RMTTC and RWB have already invested considerable time and resources establishing this system within their organizations and have their own licenses. The MO is using Theatre Manager and is looking for an alternate and better performing ticketing resource.
- *MCCC* would establish itself as the Master License Holder and provide primary IT resources. It would not be involved in any of the tenant patron relations or fundraising. Its position as the Master License Holder would mean that the residents could establish their own Tessitura functionality, CRM configuration for their respective patron relations, fundraising and marketing/communication purposes as sub-licenses of the *MCCC* system. The advantage is a lower price for each of the sub-licensees and a centralized CRM system for the Concert Hall.
- WSO, MO and Artspace (as required) would join the consortium and each have their own sub-licenses.
- Each of the resident companies would set up Tessitura according to their own business policies and each maintains their own separate ledgers, charts of accounts and financial systems.

### ARCHTICS – TICKETMASTER'S CRM PROGRAM

Archtics features ticketing, a comprehensive funds development program, customer relationship management and marketing tools, and extensive reporting capabilities. Archtics' flexible technology would provide additional cost savings and efficiencies across *MCCC* tenants. Archtics would allow the *MCCC* and tenants to create and manage their own events, define ticket prices and manage custom fields for patrons and donors. The *MCCC* and each resident would have complete ownership over the customer data fields they wish to capture for reporting and marketing purposes. Archtics could be integrated into Ticketmaster's distribution channels.

The *MCCC*'s existing relationship with Ticketmaster features access to the strategic support of Jana Holth-Bach, Director, Client Development, Ticketmaster. Jana believes that Archtics would help *MCCC* develop more strategic marketing tools including season and single ticketing and a customized marketing collateral and targeted marketing programs. It would also give the *MCCC* an effective reporting system to allow for sophisticated analytics on Concert Hall attendance. Ticketmaster Archtics, like Tessitura, comes with dedicated support from Ticketmaster's network of technical, operational, and marketing consultants. Archtics would also connect *MCCC* to its partner cultural community and expand its network of peers to share insights, networking and best practices among a full range of Arts clients. Archtics Arts consortium is currently being used by Place des Arts in Montreal, also a Crown Corporation.

## ADDITIONAL SHARED OPPORTUNITIES

The Business Council of Manitoba:

The *MCCC* should work in tandem with the current analysis being conducted by the Business Council of Manitoba. The Council is working with the resident tenants of the *MCCC* to define sustainable business practices going forward. Sustainable business practices of the *MCCC* must align and support the practices of each of the resident tenants.

Cultural Policy Review: In addition, the Team suggests that this Conceptual Plan be included as part of the Province's Cultural Policy Review. This will position *MCCC* in the arts community and give Manitobans an opportunity to respond to the *Plan*.

Facility and Management Training: In addition to co-operative services, Randy Joynt, former Executive Director of Artspace suggests that *MCCC* take on a training role for cultural venues in Manitoba. Artspace currently offers arts management courses as a source of revenue generation and as a fundamental service to the arts. This is a service the *MCCC* could take over, particularly with Randy's departure from *Artspace*.



