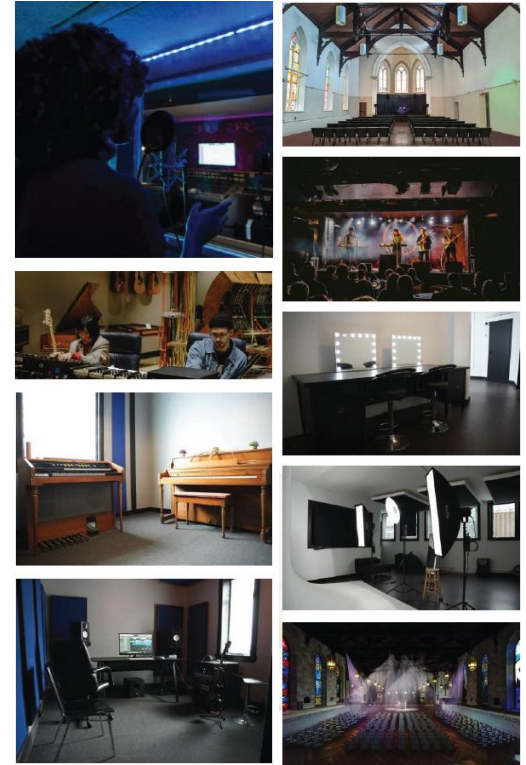


Creative Sector Incubation Hub Business Plan

Prepared by Trinity Centres Foundation
on behalf of St Paul's Cathedral

April 2024



St. Paul's
Cathedral

LONDON, ONTARIO
ANGLICAN DIOCESE OF HURON



TRINITY CENTRES FOUNDATION
FONDATION DES CENTRES TRINITE

Executive Summary

This document outlines a plan to create a new Creative Hub in the heart of downtown London, using the precincts available at the historic St Paul's Cathedral.

Vision, process, budgets and next steps are summarized.

This plan sits alongside a substantial office to residential conversion plan, also providing 94 new residential units on this site.



Our Vision

We imagine... a vibrant creative sector incubation hub in which artists, creators, students and educators exchange ideas in the pursuit of their art forms, built out of a new, next-100-year story at London's historic and heritage St. Paul's Cathedral.

We imagine visual art shows both in the Cathedral and on its lawns, multimedia and light shows with our buildings as the canvas, music ringing through a creative neighbourhood that enlivens and enrich the community.

We imagine beginning with the Cathedral itself to start the hub, much the way the Distillery District in Toronto began with the Tank House and grew from there. This begins to bring the community back to this part of the downtown core and allows room for the interchange of ideas and community connection.

We imagine transforming two adjacent office towers into further public facing gathering, studio and creation spaces, while we also develop housing to create an embedded, walkable community, rich in diversity and community interchange.

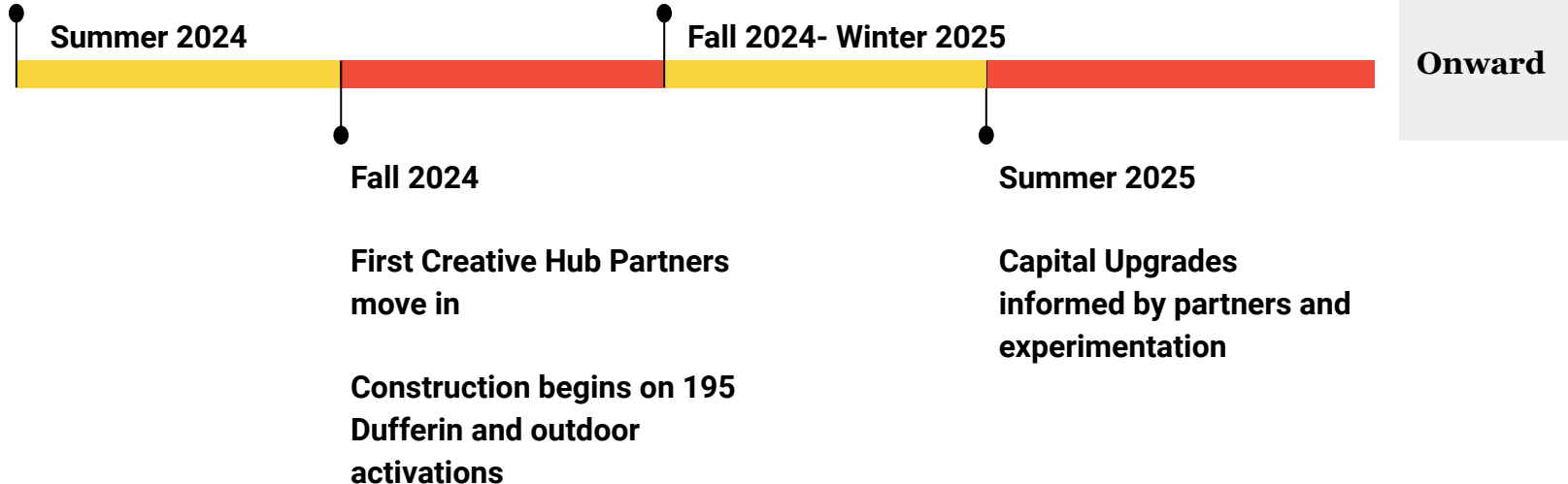
We imagine a phased approach working from current spaces. We can create rich partnerships and scale appropriately with the assistance of grants and the time to plan.



Timeline

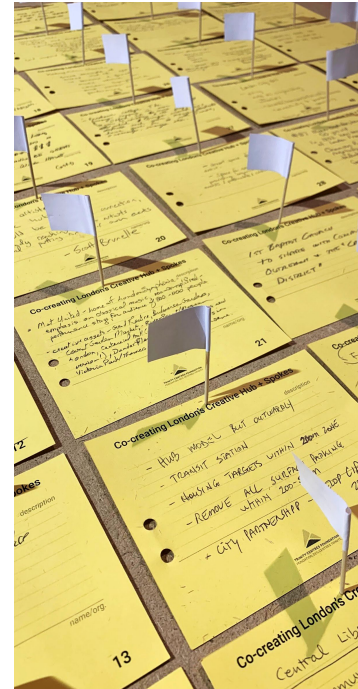
Partnership Building and Memorandums of Understanding for partners

Grant Applications, Capital Upgrade Plans, Partner Experimentation and Measuring of Impact



Consultation

We co-led a two day workshop with Pilot Projects to engage the community in reimagining of the property and buildings belonging to St. Paul's Anglican Church and the Anglican Diocese of Huron.



We look forward to sharing the St. Paul's Anglican Cathedral Urban Co-Design Workshop Summary Report in due course.



Community Consultation

A two day community consultation event and design iteration process was held at St. Paul's on March 25th and 26th. The following organizations contributed to this process, helping to ideate the Creative Sector Incubation hub and Cathedral District



Plus another 30 individual members of the public and six University of Windsor students



TCF's Proposal for a Creative Sector Incubation Hub

Space

- Spaces of various sizes and shapes are available today (see subsequent slides)
- St. Paul's Cathedral itself has enough diverse spaces to meet the brief today and offers the potential for a state of the art performance space capable of seating up to 700 people.
- Further development of these spaces, makes this offer even more compelling (see subsequent slides)

Buildings

- This proposal offers the main Cathedral Buildings at St. Paul's Cathedral.
- Also available to the project is one adjacent commercial 7 story building. The cathedral owns the land while the buildings are leased to Sifton Properties
- Through the wider Cathedral District concept, other buildings may also be made available for inclusion in the Creative Hub concept.

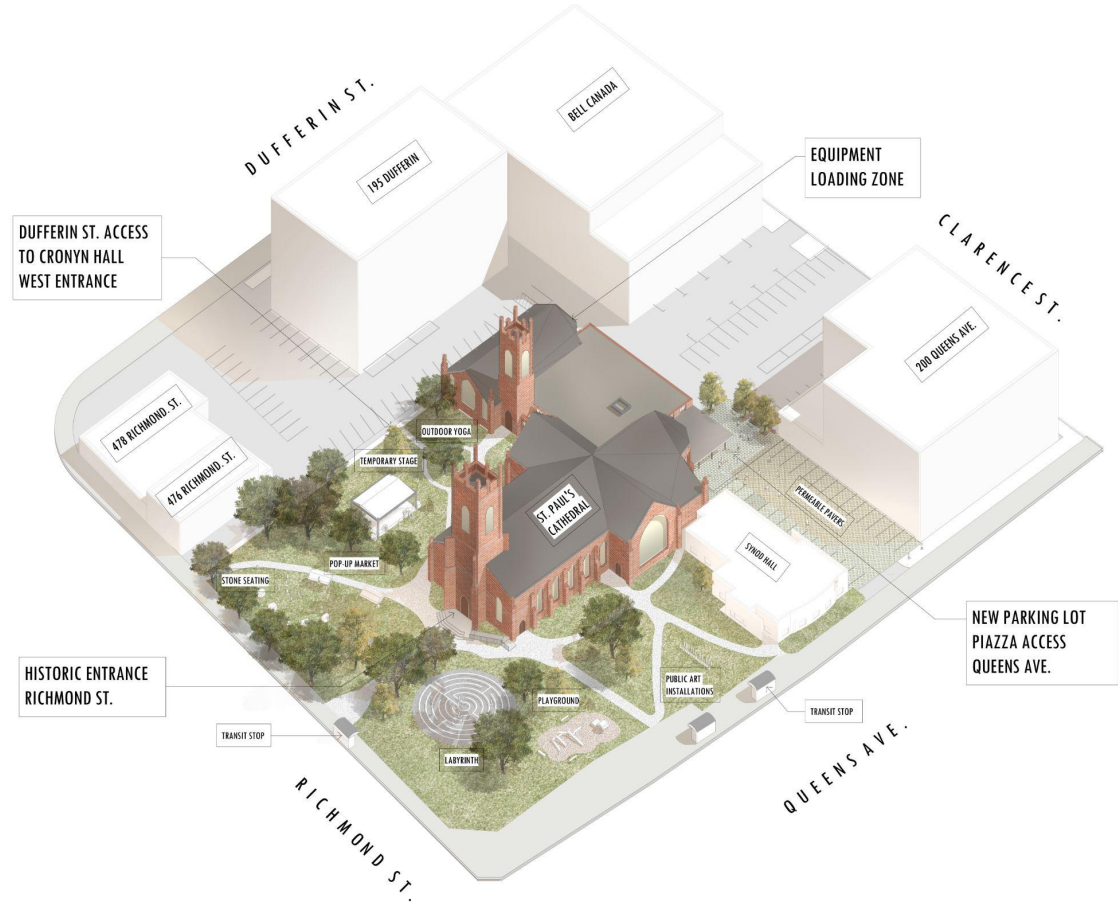
Partners

- TCF is a non-religious intermediary, able to help bridge partnerships between religious and non-religious actors on this proposal.
- TCF offers an unlimited partnership opportunity with any other related parties whom the City of London may need to be included in this project.
- The Centre St Jax in Montreal is an excellent example for consideration.



The St. Paul's Cathedral Campus

Located directly in the Downtown Entertainment District of London, the beautiful St. Paul's Cathedral sits back from the street surrounded by winding paths and mature urban greenery. Flanked by parking spaces and the office towers the land is a prime location to be redeveloped into a Creative Sector Incubation Hub. With indoor and outdoor features available, the new Incubation Hub could be a destination for Londoners and tourists alike, while growing the creative sector and bringing focus on London's UNESCO Music City status.



4 Distinct Spaces to Offer



1. Cathedral

- Featuring a 700 person sanctuary in the process of being repurposed into an event space
- A 300 person hall with small stage which could be converted into a music venue
- A full industrial kitchen
- Two rooms with a capacity of 80 and 180 people
- Several meeting rooms holding 5 to 50 people
- Fully accessible main floor

2. 200 Queens Avenue

Currently partially empty with the possibility to turn into housing and the hub. On lease to Sifton, ending 2030 but under review for sooner redevelopment

3. Parking lot

4. Plentiful green space



Governance Structure

Trinity Centres Foundation has devised new governance structures for co run hub sites that allow for broad community input beyond the religious community land owner.

The Creative Hub can be structured through a new not-for-profit corporation dedicated for this sole purpose.

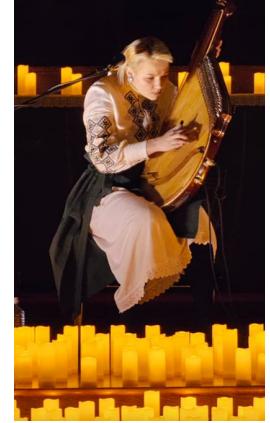
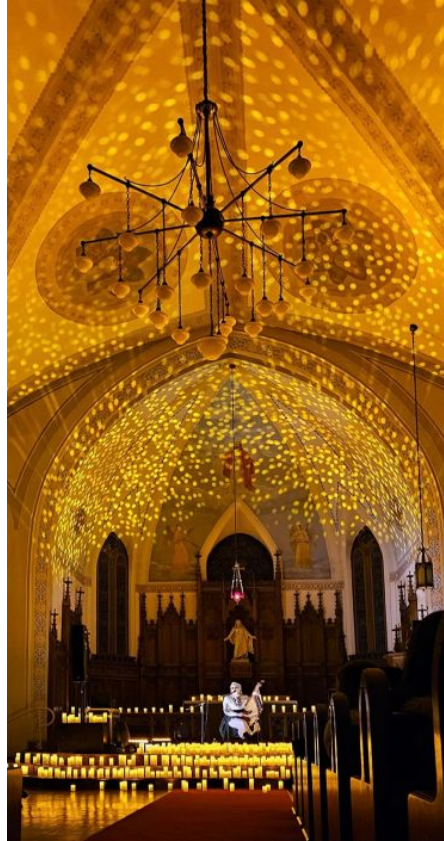
This entity will have a master lease over the entire site, to be negotiated with the existing owner in order to decide which capital improvements sit under which entity. This governance shift will occur as occupation of the site by arts groups begins and as grant capital becomes available.

This not-for-profit corporation needs to be cooperatively governed with a variety of stakeholders to be determined with the City of London and the stakeholder group. The church will retain ownership of the site and a seat on the not for profit board.



We have done this before

Examples of artistic hubs within religious building may be found through the Trinity St Paul's Centre for the Justice and the Arts, the St Jax's Centre of Montreal and the St Matthews Centre in Kitchener.



Three Phase Building

Trinity Centres Foundation has always activated our spaces through a phased approach of experimentation, adjustment to circumstances and then enhancements to meet the demand of the organically grown community.

A recent Music Canada Report “The Mastering of a Music City” makes note that, more than anything artists need access to space in vibrant neighbourhoods.

“Other communities invest heavily in large, premium venues that host leading international acts, but budding local artists have few or no options. Where they can cut their teeth... Some communities have found innovative ways to renovate shuttered movie theatre, churches...”



Phases 1 to 3

PAINT AND TEMPORARY OCCUPATION

With paint upgrades, the already complete wifi upgrades and individual agreements, creative sector hub users can begin to move in in Fall 2024. This can include:

- Offices spaces
- Rehearsal spaces
- Recording studios if infrastructure is brought by tenants
- Concerts and events

PEWS OUT/ LIGHTS IN

2.5 Million Dollar upgrades over the next two years:

- Removal of sanctuary pews to create open 700 seat venue for weddings, events and conferences
- Technology upgrades and infrastructure installation in Cronyn Hall
- Space changes and upgrades

PERMANENT SITE UPGRADES

6 to 8 Million Dollar upgrades over the following 5 years

- Installation of elevator to access all levels
- Additional bathrooms
- Enhanced technology
- Enhanced dressing rooms



Matched with Exterior Upgrades and Neighbourhood Development

Phase 1.1

Exterior labyrinth, playground installation, exterior lighting and street furniture to encourage usage of green space.

Phase 2.1

Completion of housing at 195 Dufferin begins new community
New signage installation to reflect full activation of the site

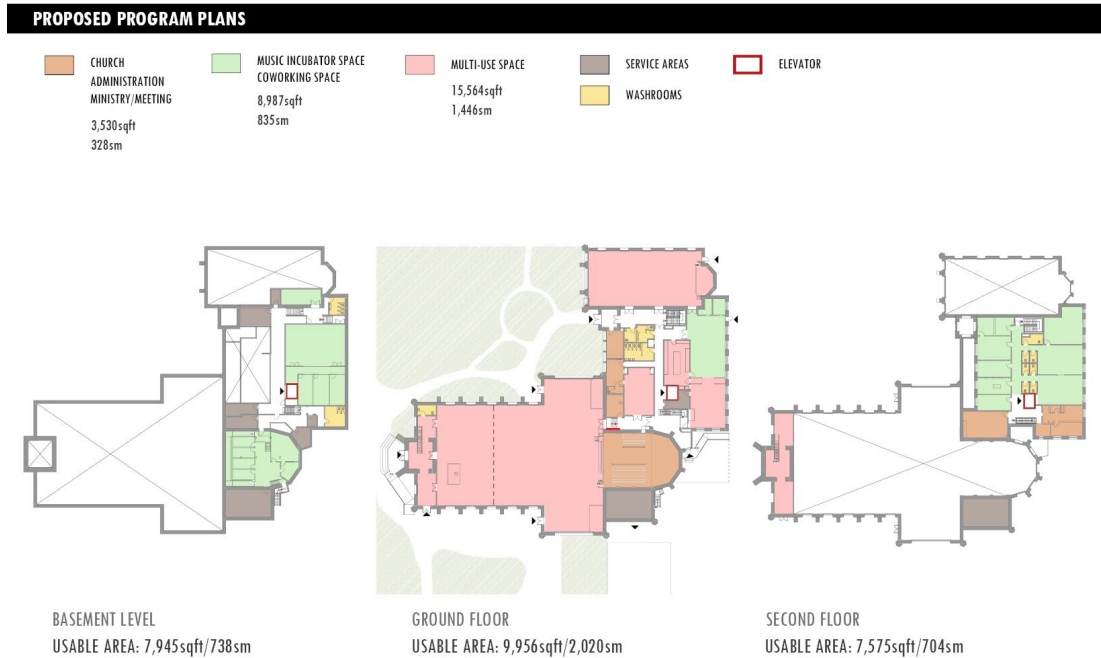
Phase 3.1

Potential redevelopment of 200 Queens Avenue, surface parking and liminal spaces between the buildings to create outdoor safety, activations, and a draw to the downtown core



Usage Pattern

Proposed Program Plan Based on Stakeholder Input and Space Typologies



Operational Model

The operational model will be built to meet the needs of the individual user groups as they join the Creative Sector Hub and select exclusive and co-use spaces. However, based on our past three models, TCF anticipates the following model of operations.

Revenues	Year One	Year Two	Year Three
Monthly Space Rentals	\$10,000	\$25,000	\$39,712
Occasional Use Space Rentals	\$70,000	\$150,000	\$242,020
Cathedral Contributions	\$159,000	\$155,000	\$73,268
Total	\$239,000	\$330,000	\$355,000

Expenses	Year One	Year Two	Year Three
Venue Operations (Inc.heat, electricity and internet)	\$155,000	\$157,000	\$159,000
Security and Reception	\$55,000	\$55,000	\$55,000
Bookings Coordinator	\$25,000	\$45,000	\$75,000
Additional Onsite Custodian	\$0	\$10,000	\$50,000
Additional Insurance	\$3,000	\$60,000	\$10,000
Incremental Utilities and Expendables	\$1,000	\$3,000	\$8,000
On call technicians			*\$40/hour
Event Hosts			*\$30/hour
Total	\$239,000	\$330,000	\$357,000

*PBE - Paid by Events



Proposed Space Allocations

Program Category	Excluding Culation	Area(ft)	Area(m)	Area total(ft)	Shared Space Area (m)
Church/ Admin/ Ministry		3530.59	328	19095.34	1774
CMI Music Incubation Hub		8987.94	835	19095.34	1774
Washrooms		1081.78	100.50		
Shared Space	*Shared by church & CMI	15564.74	1446		
Total	Excluding Circulation	29165.06	2709.50		
	Multiplied by 1X2 for Circulation	34998.1	3251.4		

CMI Music Incubation Hub		Area (ft)	Area (m)
Ground Floor	Large boardroom	602.8	56
	Lounge/ Dressing Room/ Storage	1076.4	100
Second Floor	Creative Workshop Space	645.8	60
	Private Studio #1	236.8	22
	Private Studio #2	236.8	22
	Private Meeting Room	236.8	22
	Coworking	1205.6	112
	Coworking (Corridor)	387.5	36
	Classroom	559.7	52
Basement	Practice/ Recording Rooms	1679.2	156
	Dance rehearsal / Theatre practice	1076.4	100
	Breakout Rooms	1044.1	97
Total		8987.9	835

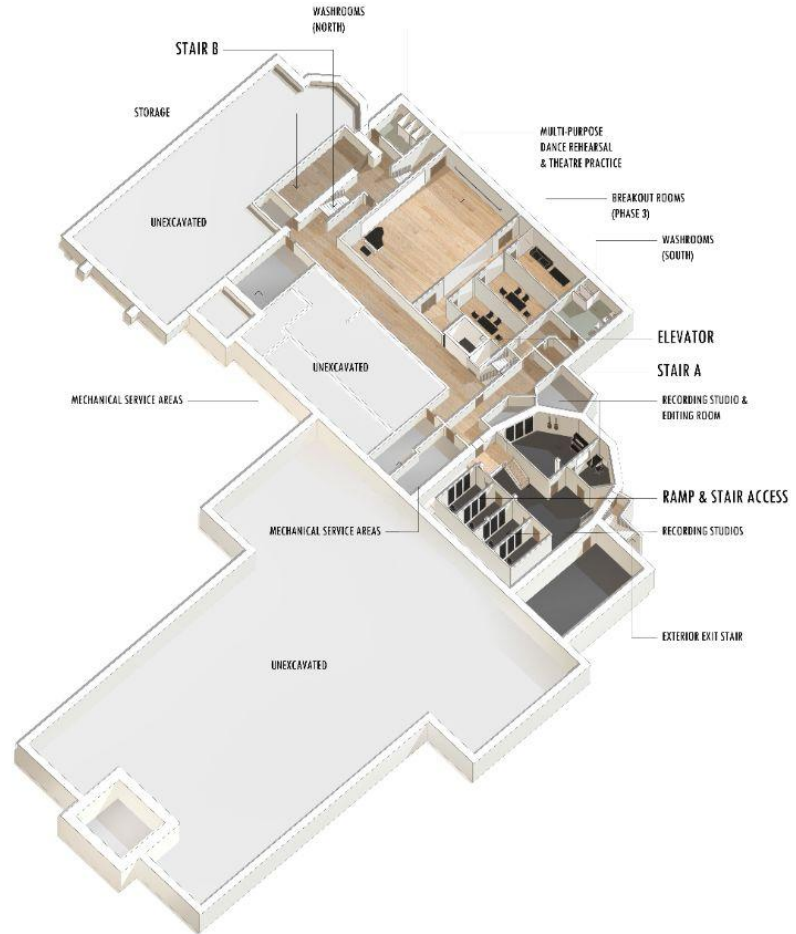
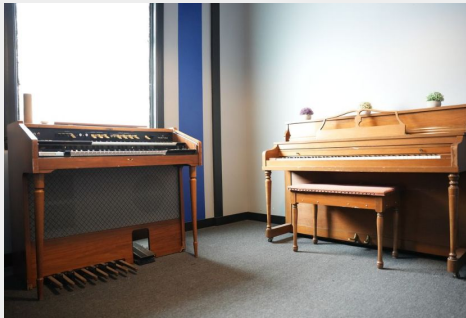


Model Built on Exclusive Space Combined with Shared Use Spaces, Encouraging Optimization of Assets

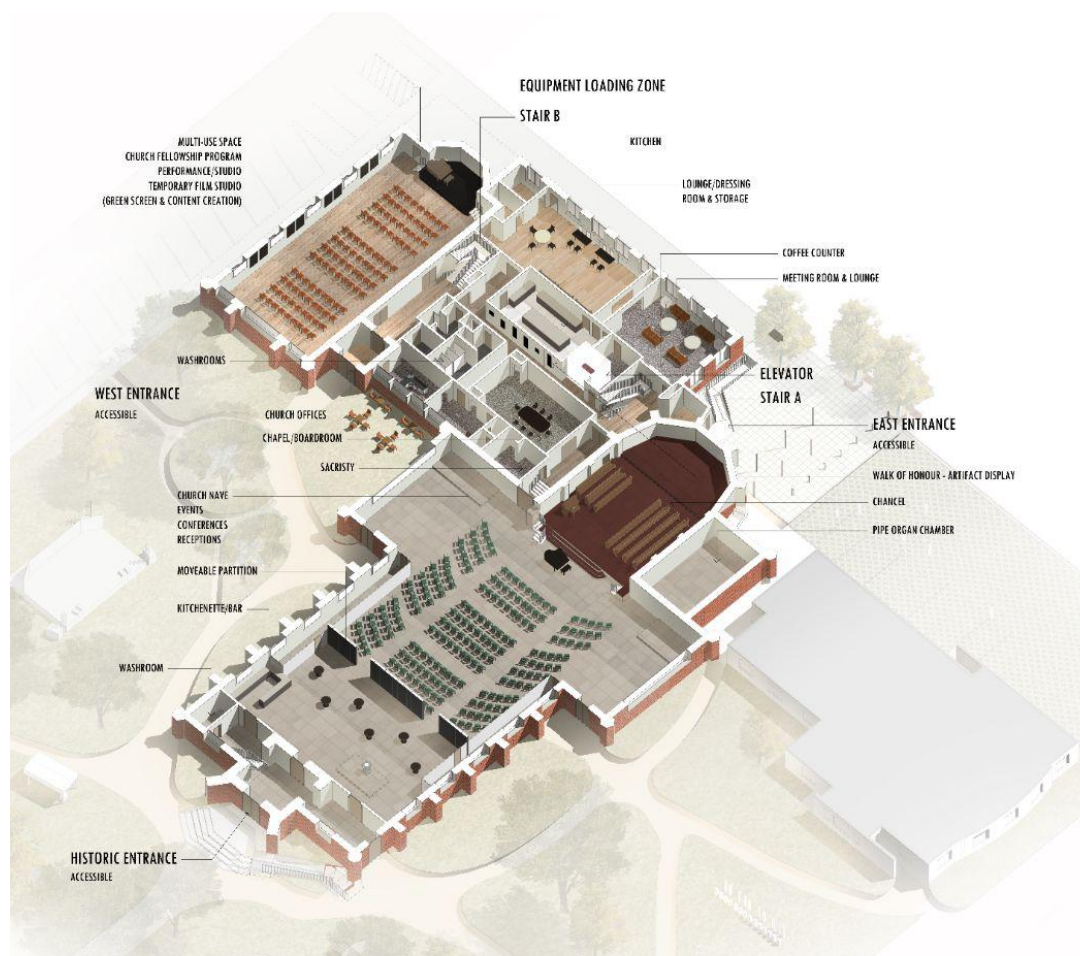
		Area (ft)	Area(m)
Ground Floor	Meeting room/ Lounge/ Coffee Counter	775	72
	Kitchen	538.2	50
	Chapel/ Boardroom	602.8	56
	Cronyn Hall (Multi-Use Space)	2970.9	276
	Church Nave & Narthex (Multi-use space)	9795.2	910
Second Floor	Church Nave Mezzanine	882.6	82
Total		15564.7	1446



Basement



Ground Floor



Capital upgrades anticipated



Revenue For Capital Upgrades

Phase 2 / 2.5 million

Ontario Trillium	\$200,000 - application February 2025
Canada Cultural Spaces	\$1,000,000
Canada Music Fund	\$200,000
Diocese of Huron	\$400,000
London based Foundations	\$50,000
London Community Foundation	\$150,000 opens November 2024
National Foundations	\$100,000
Private donations	\$500,000
RBC Infrastructure Fund	\$100,000
Total	\$2.5 million

*We anticipate that this plan is not relying on the City of London grants. However, our success rate will be enhanced by a contribution from the City, indicating their commitment to the project.



Housing

We plan to redevelop the lands and buildings on the Cathedral District block to create a holistic vision for a new downtown neighbourhood. We are beginning this work in fall 2024.



While the Creative Sector Incubation Hub itself is simply creative space to be activated, we will also be building housing. Our first site, 195 Dufferin is a retrofit that will open in 2025 providing 94 units, at least 40% affordable.

The creation of a downtown hub for London, requires a level of 24/7 activation. This is best achieved via a combination of residential, commercial and not for profit activities, providing a steady flow of people.

Additionally, the city of London has a housing shortage and a surplus of vacant downtown office spaces, hollowing out the downtown core.



Outdoor Activation Space

A My Main Street grant was submitted for the playground portion. We intend to create a visual draw to the downtown of London, with completion set for December 2024



This proposed privately owned public space is already one third paid for.



What is required from the City of London?



What is required from the City of London?

By partnering with the city on the Creative Sector Incubation Hub we will ensure that we meet the needs of the city and create a community leading downtown activation, creative site and tourism draw.



Below we have detailed the anticipated partnership activities:

1. Co-application for grants for capital upgrades to create the best possible creative incubation spaces. TCF will lead and write these grants.
2. Sign off on the FCM grants (as they require a municipal co partner) to provide seed funding to create the full feasibility study for the next planned housing and the adjacent imagined mixed market development. While the mixed market development is not directly the creative hub, it does create the neighbourhood activation that will enhance our success.
3. When possible, expedition on permitting and re-zoning as required for housing, outdoor activations and the creative hub; at all times respecting the heritage nature of the building and the heritage/entertainment district requirements



Benefits to the City of London

- A new tourist and community draw to downtown London, creating cultural activities that increase the demand for accommodation and restaurant services
- Reinvigoration of an underutilized city block, creating enhanced safety through density of usage
- Transformation of derelict office spaces
- New spaces for the creative sector at below market rates that allow for safe experimentation and growth across all art forms
- Maintenance and enhancement of the UNESCO music city status
- Maintenance and enhancement of the downtown heritage and entertainment districts
- A sector leading initiative involving multiple partners to create belonging and engagement without increasing negative environmental impacts via new builds
- An opportunity to enhance London's role in realizing Sustainable Development Goal Number 11

