



Chelsea Centrale Feasibility Study

MRCS, Grace United and Chelsea Municipality



Request for Proposal

Submitting your Documentation/submission:

Date of issue: February 6, 2019

Submission Closing Date: 5 pm Friday, March 8, 2019

Please reference Proposal: Chelsea Centrale Feasibility Study

The respondents can submit an electronic document via email to the following address connolly.pamela58@gmail.com.

It is recommended that a receipt of delivery be requested by email or telephone number you provide.

RFP Contact: Pamela Connolly

613- 8165034

Email: connolly.pamela58@gmail.com

Introduction

With a focus on transitioning a church building and community space into a shared enterprise, supporting an enhanced and sustainable cultural centre, the Chelsea Central project, involving Municipality of Chelsea, Grace United Church and the non- profit Mill Road Community Space, invites proposals from qualified applicants interested in conducting a feasibility study to assess the viability of developing and operating shared performance space and cultural centre in the Church building. This Request for Proposals (RFP) provides a project summary background, required tasks, deliverables, timeline and budget

Project Summary

- The proposed feasibility study would explore the costs, benefits, financial feasibility and partnership structure required to transform the existing building into a community asset. Both the Municipality and the Chelsea Foundation have expressed interest in exploring the benefits of transitioning the 150-year-old church facility into a sustainable performance and cultural gathering space. If its potential as a concert hall/ performance space was developed, it offers as a cornerstone of the 2019 Municipal Main Street Project and would help Chelsea achieve it's stated goals to address the longstanding deficit of cultural and performance space in the town and contribute to the economic vitality.



Chelsea Centrale Feasibility Study

MRCS, Grace United and Chelsea Municipality



The objectives of the study are to:

- Determine the cost and process of integrating this building (MRCS/Grace) as a Municipal facility;
- Determine the value to the Chelsea community /municipality of having this facility and partners for community and cultural programming;
- Identify revenue sources and expense mitigation strategies;
- develop operating revenue and expense projections;
- Vision statement with short and long term plan.

The completed study will include three main deliverables: a concept plan, a draft management plan and building requirements. (detailed content guidelines are described in appendix A)

Background

In 2015, Grace United entered a 3-year working relationship with the Mill Road Community Space (MRCS), a not for profit organization committed to helping create a financially sustainable future for the building and provide performance and cultural space for all to share. MRCS hired a paid coordinator and promoted the rental of the various underutilized spaces in the church building to generate revenue to cover operating costs. In addition, they attracted a grant to support the technical needs of using the church sanctuary as a music venue and two small project grants to produce two series of concerts as pilots to invite the community and to showcase the space.

As a result, it has become a popular rental space for community groups and core tenants. It has also become home to the Gatineau Valley Fiddle Festival and popular with musicians who are drawn to the superb acoustics and funky atmosphere in the church sanctuary. Renters include: Fiddleheads Musical Theatre, Action Chelsea for Respect of the Environment (ACRE), Sacred Dance, Theatre Wakefield, Gatineau Valley Fiddle Festival, La Petite Fanfare Music School, Sunshine Sketchers Art Classes, Cityfolk Song Writing Workshops, Chelsea Nordiq, Open Mic Evenings, "house show" community concert rentals, and Ecole Montessori.

While it is functioning well as a community space, Grace Church & MRCS determined that the existing operation was not a sustainable venture. While the Church/ MRCS were able to pay their day to day expenses they could not take on the future, significant capital needs of renovating and repairing the building for cultural and performance requirements. Grace/MRCS have explored partnerships, invested in several studies and held meetings to discuss the feasibility of developing the church facilities to improve the building in order to better service the needs of the community.



Chelsea Centrale Feasibility Study

MRCS, Grace United and Chelsea Municipality



These include a building condition assessment, and inventory of existing community center facilities and community meetings to assess the need for additional facilities. The lessons learned from the 3- year contract of MRCS demonstrate the support for community values and organizational philosophies present in the delivery and development of cultural and social activities in the existing facility.

One unique feature the church building offers Chelsea is the outstanding acoustic value of the sanctuary. This attribute as well as the appeal of an historic venue is a great asset in the further develop of this space into a successful music and performance venue.

The Chelsea Centrale Project group would like to better understand the likely capital and operating costs associated with the transition of a church owned property into a municipal asset and the transition to a performance space. They would also like to review the possible partnership and financial models for the above noted, bearing the financial resources of servicing the community in mind. The information collected through this feasibility study will help future community dialogues regarding recreation in the area, as well as, feed both short and long- term planning initiatives.

Required tasks and deliverables

Tasks include but may not be limited to the following criteria:

- A plan for project milestones leading to final report /recommendation;
- Preparation of a draft a proposed feasibility report
- Amendment of draft document as required; and
- Presentation of final report to the Oversight Committee.

Deliverables:

As mentioned, the feasibility analysis will be made up of three components: management plan, concept plan and building requirements analysis. (For more details, see appendix A).

Project timeline

The objective is to have the feasibility report document ready for submission to Chelsea Council late June 2019 so as to have the request considered in their next fiscal cycle. The following are key milestones for the project.

RFP Issued	February 6, 2019
RFP Submission Deadline	March 8, 2019
RFP Selection/Contract	March 15, 2019
Project Initiation	March 20, 2019
Draft Feasibility Study for Review	May 15, 2019



Chelsea Centrale Feasibility Study

MRCS, Grace United and Chelsea Municipality



The final project deliverables shall be completed no later than June 15, 2019.

Elements of Proposal

A submission must, at a minimum, include the following elements;

- Description of the firm / individual including a general overview, contact, information, experience and credentials and references;
- A one-page narrative outlining strengths and distinguishing skills or capabilities as they might relate to this project;
- A representative overview of similar projects related to the production of a feasibility study of this nature and
- A detailed plan of work to be completed and dates for deliverables.

Evaluation Criteria

The respondent's proposal will be evaluated on the following criteria:

- Quality of the Proposal;
- Responsiveness to the requirements of the RFP;
- Experience and Qualifications of Applicants;
- Understanding of the project objectives/outcomes and vision;
- Creativity in preparing the deliverables;
- Competitive cost of services and ability to meet the timelines for the project;
- References;
- Interviews;
- The expertise of the contractor in working with similar customers.

Budget

The budget for the project is a maximum of \$9,000 including all applicable taxes.

Working group

The consultant will be working with the Chelsea Centrale Working Group composed of the following persons:

Kay Kerman	k.kerman@chelsea.ca
Pamela Connolly	connolly.pamela58@gmail.com
Larry Seguin	larry.vicki@gmail.com
Roberta Walker	Roberta.walker@sympatico.ca
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Chelsea Centrale Feasibility Study
MRCs, Grace United and Chelsea Municipality



Appendix A

Draft Management Plan

The purpose of the management plan is to identify the potential users of the facility, identify the financial resources and opportunities to fund community centre operations and identify an operations and management structure.

Tasks	Description	Key elements
User Estimates	<p>Consider core tenants, rental incomes current programs, current partnerships as well as projected populations and trends and the value of new programs and services such as the expanded use as music hall and performance space function or enhanced event/cultural gathering space.</p> <p>Anticipated usage should also consider possible market-based draws from outside the Chelsea Area.</p>	<p>Identify usage of proposed facility locally and an analysis of facility utilization revenues and fees to establish revenue generation expectations and targets</p> <p>Provide a snapshot of program initiatives required to form a solid business plan.</p>
Revenue Sources and Opportunities	<p>The various sources of operational funding revenue shall be identified including internal and external sources and possible non-profit or private partnerships, sponsorships and grants for tourism, cultural and economic development.</p>	<p>Recommend key programs & contacts</p> <p>Identify impact on property taxes & local government budgets.</p>
Facility Management and Operational Framework	<p>Recognizing that traditional and exclusively publicly funded and operated cultural centre facilities models may not be an appropriate special consideration shall be given to:</p> <ul style="list-style-type: none"> • Synergies/ partnerships in delivery of the community's cultural and performance objectives and facility utilization. • Expansion of the music performance delivery option as a revenue generator may require staff. 	<p>Recommend a management approach for the building maintenance, ongoing rental and program delivery for the centre.</p>



Chelsea Centrale Feasibility Study

MRCS, Grace United and Chelsea Municipality



Tasks	Description	Key elements
	<ul style="list-style-type: none"><li data-bbox="479 436 1079 531">• Identification of ancillary revenue development options for the inclusion of other opportunities and partnerships. (Cafe, retail)	



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MRCS, Grace United and Chelsea Municipality



Appendix B

Concept Plan

A concept plan is required to identify high level components of the proposed building transition based on the functional role it will play in the community. The concept plan is for preliminary costing estimates.

Task	Description	Key elements
<i>Concept Plan</i>	Take a fresh look at the space and its current use and consider how to improve and maximize value of the indoor and outdoor activity spaces, functional requirements, design improvements and renovations to transform or enhance use. (music hall, cafe or retail)	Provide a vision/concept plan for use and utilization of space for general costing & programming purposes.
<i>Preliminary Business Plan</i>	Based on the concept plan prepare preliminary cost estimates for ongoing and future operations. Including business related renovations, repairs and enhancements	Prepare preliminary business plan.
<i>Partnerships</i>	The roles of public, private, and non-profit groups should be identified to support and manage the community centre. I.e: Changing role of MRCS	Identify the agreements that are required to enable the facility to continue and grow.



Chelsea Centrale Feasibility Study

MRCS, Grace United and Chelsea Municipality



Appendix C

Building requirements

This phase of the study considers options and solutions to address the preservation and sustainability of the church building including ownership structure, capital requirements and funding opportunities

Task	Description	Key elements
<i>Building sustainability and ownership model</i>	<p>Research ownership structure for building. (Outright purchase of the building by the municipality or a foundation, long-term lease with conditions for church use at no cost, long-term lease with some cost recovery for the church)</p> <p>Consider tax and fund-raising implications of various church ownership models.</p> <p>Research sources of financing and grants for capital improvements including, expense mitigation possibilities, and capital fundraising campaign to meet the significant capital investments needed to improve accessibility, efficiency, and renewal.</p>	<p>Recommend an ownership structure or model</p> <p>Create a plan to Identify costs and fundraising strategies.</p> <p>Identify funding sources for expense mitigation for climate change, accessibility, safety and fire regulations</p>



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From the Chelsea Centrale Feasibility Study Working Group

Thank you for your interest

in participating in this exciting initiative

Look forward to reviewing your submission.