

## **Heber Valley Community Arts Center Outline for Feasibility Study (8.0)**

The purpose of the feasibility study is to assess the demand for a performing arts center and to determine its value to the community.

### **1. Needs Reassessment**

- a. Connect individually with Wasatch County-based arts groups to reassess/verify needs (updates from previous assessments):
  1. Number of events per group and per year that could be located at the Arts Center
  2. Approximate number of guests per event
  3. Willingness to pay for use of the Arts Center
  4. Size of space needed to support each arts group (wardrobe storage, stage area, rehearsal space, gallery space, kitchen space, foyer space, and etc.)
  
- b. Other possible users/tenants\* and their anticipated:
  1. Galleries and studios for individual artists and guilds
  2. Shops
  3. Other nonprofit tenants
  4. Use by other local organizations (schools, college, etc.)
  5. Any additional space for Sundance and Cowboy Poetry events
  6. Off-season Shakespeare (Cedar City)
  7. Other events (concerts, seminars, receptions, lectures, etc.)
  
- c. Recommendations based upon needs summary:
  1. Recommended footprint, size, seats, parking, etc. – based on immediate needs, intermediate needs, and long-term needs

\*Local officials prefer that Wasatch County-based users and tenants receive priority for use of a facility (75+% of the time) versus non-Wasatch County-based users.

### **2. Potential funding mechanisms (for design and construction) – compared on a basis of likelihood, desirability, political feasibility, availability, and effect on cash flow**

1. Private donors
  - a. Large donors
  - b. Small donors
2. Municipal appropriations (cities and county)
3. Bonding
4. CRA funding (through Community Reinvestment Act)
5. RDA/CDA
6. Developer donations (land)
7. Leases (capital equipment and amenities)
8. Arts tax
9. State agencies (GOED, Community and Culture, etc.)

### 3. Financial Feasibility Analysis

#### a. Assumptions:

1. Total development cost range (per project phase) and \$/GSF
2. Time frame for recommended development and construction phases
3. Ongoing M/O costs
4. Ongoing capital needs cost
5. Revenue projections
6. Management fees
7. Debt service and other repayments

#### b. 15-Year Financial Pro-forma (based upon a recommended funding scenario)

### 4. Community Impacts from Art Center Development

1. Financial impacts on county and city governments
2. Impact on existing business (including tourist-oriented businesses)
3. Review and comments from economic development agencies, chamber of commerce, trade groups, surrounding developments, etc.
4. Other impacts: traffic, parking, law enforcement, noise, and etc.

### 5. Review of three other similarly-sized Utah community arts centers

- a. What organization owns the centers (nonprofit board, arts council, government agency, etc.)?
- b. What organization manages each center?
- c. What is the role of local government in operations?
- d. How is the cash flow (positive, breakeven, or negative)?
  1. Subsidies provided (government allocations, tax-based, and other subsidies)
- e. What are mitigation strategies for traffic, parking, security, and noise?
- f. What are annual capital needs?
- g. What are the in-use times per week (number of hours)?
- h. Who are the primary users of the centers?
- i. How do these three Utah community arts centers compare to other out-of-the-area performing arts centers? (2-3 examples with successful execution like Durham, North Carolina, etc.)