

Qaggiavuut Society

Qaggiq: Inuit Performing Arts & Cultural Learning Hub

Feasibility Study February 2020
Savira Cultural + Capital Projects



Final Report April 2020



Introduction

Executive Summary

Since 2010, the Qaggiavuut Society has been planning the Qaggiq: Inuit Performing Arts & Cultural Learning Hub in Iqaluit, Nunavut. The Qaggiq Hub's mission is to strengthen Inuit culture, heritage and languages across the territory, and support Indigenous arts and culture in Canada to ensure that Canadians continue to learn about the rich heritage of Indigenous peoples.

Despite world recognition of Inuit performance, Nunavut is the only province or territory in Canada without a professional space for the performing arts. The Qaggiq Hub will provide a space for Nunavut's community to gather, for children and youth to participate in the arts, for artists to train, create, collaborate and present, and for Inuit culture and language to thrive. The Qaggiq Hub will also provide much needed infrastructure, ignite cultural tourism, create high-value jobs, and build new arts productions for global export.

In June 2019, Qaggiavuut was awarded funding from CanNor and Canadian Heritage to conduct a third-party feasibility study into the Qaggiq Hub. In addition, Qaggiavuut prepared a written submission for the Government of Canada in December 2019 for pre-budget consultation in advance of the 2020 budget. The recommendation is to invest \$30 million over two years toward construction costs of \$45 million for the first Qaggiq: Inuit Performing Arts & Cultural Learning Hub to be known as the Qaggiq Hub.

The next step in 2020 is site confirmation with Qikiqtani Inuit Association (QIA) on Inuit owned land (adjacent to the new Aqsarniit hotel development). Key recommendations from the Qaggiq Hub Feasibility Study include confirmation of a development partnership with QIA, and a phased approach to construction to co-locate the Qaggiq Hub with the proposed *Nunavut Heritage Centre*, and other cultural infrastructure projects, to create a vibrant new cultural district on Inuit Owned Land, adjacent to the Qikiqtaaluk Corporation (QC) Aqsarniit hotel development.

About Qaggiavuut

Founded in 2008, Qaggiavuut is a non-profit society working to build wellness, culture and Inuit language sustainability in Nunavut, by supporting Inuit performing artists with training and opportunities to strengthen and expand the reach of their creations. Qaggiavuut is dedicated to strengthening and advocating for Nunavut's performing artists, and is leading the campaign to raise funds and build supportive partnerships for the construction of the Qaggiq: Inuit Performing Arts and Cultural Learning Hub.

On Canada's 150th anniversary, Qaggiavuut began a campaign to lobby governments, fundraise, consult, and plan for the Qaggiq Hub. Qaggiq is an Inuit term to describe a spectacular iglu where people gather to strengthen culture and celebrate life through song and story. The Qaggiq Hub will create a much needed physical space for cultural exchanges in the Arctic and people around the globe interested in Inuit culture.



Feasibility Study

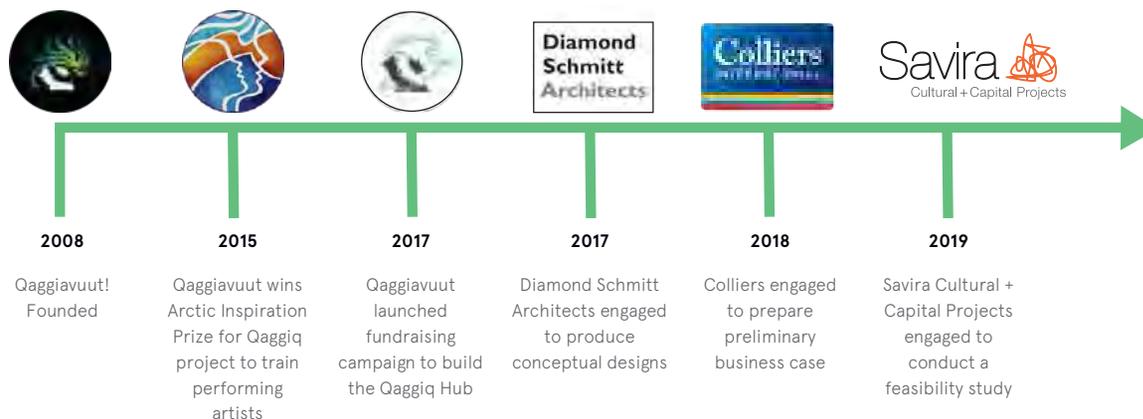
Overview

In June 2019, the Qaggiavuut Society engaged Savira Cultural + Capital Projects to prepare a feasibility study for an Inuit Performing Arts & Cultural Learning Hub in Iqaluit.

The objective of the study was to identify the future needs of Inuit artists and the broader Nunavut community in order to build a vibrant and sustainable hub that will support Inuit language, culture, performing and visual arts, education and skills training.

With this study, Qaggiavuut was seeking industry expertise about pragmatic options for the future, focusing on what is viable for the Nunavut and Inuit community. The goal of the feasibility study was to determine the social, economic, and cultural impact of building a community space that will benefit artists, children, youth, families, Elders, as well as business and government across Nunavut.

Timeline



The Feasibility Study

This feasibility study was divided into four phases:

Phase A: The objective of *Phase A: Research, Community & Stakeholder Consultation, Programming & Site*, was to build consensus on the vision, strategic priorities, and attainable goals for future of the Qaggiq Hub. This research process led by project manager Kathleen Merrit and Savira Cultural + Capital Projects provided evidence-based data and recommendations, to understand demand, and to confirm the functional program requirements through an extensive community engagement strategy that included potential user groups, key stakeholders, government, and new partners.

Phase B: The goal of *Phase B: Business Plan, Operating Model, and Costing*, was to provide a sustainable business plan with financial projections and operating model, as well as fundraising recommendations, partnership opportunities, preliminary design drawings, and a class D cost estimate.

Phase C: The goal of *Phase C: Interim Report for Stakeholder Feedback*, was to provide a draft to all groups involved in the data collection and community consultation process to ensure appropriate and accurate reporting.

Phase D: The feedback from Phase C was then incorporated into the *Phase D: Final Report* submitted to Qaggiavuut in February 2020.



Mark Aspland (c)

Why conduct a Feasibility Study?

Qaggiavuut recognized the importance of conducting a feasibility study and critical steps that should be taken before embarking on the lengthy journey of creating a new performing arts facility. The stakes are high when developing a professional venue, requiring a significant investment of time, money, and knowledge to successfully launch the venture. Qaggiavuut understands that leading the effort to develop a new performing arts facility requires vision, a strong mission, clear plans, appropriate partnerships, and a compelling case for support – all of which begins with a feasibility study.

This comprehensive process included site option review, facility needs assessment, stakeholder and community engagement, market analysis, regional and national benchmarking, capital and operating cost estimation, funding recommendations, and a significant amount of additional data collection and analysis, in order to fully align the project with both Qaggiavuut and broader community needs.

Community Consultation & Needs

Phase A of the study included thorough in-depth research and consultation, the assessment of artist’s needs and potential complimentary needs of others in the greater community; analysis of market need and demand; pan-Nunavut consultations; identification of potential collaborative partnerships; and identification of conceptual facility and site options for the detailed study in the following Phase.

Through community consultation the project manager and consultants were able to identify past project studies and learn from collaborations that did not ultimately flourish. The lessons learned and conversations with various government agencies and Inuit organizations lay the foundation for a transparent and collaborative process.

Key Factors for Success for Qaggiq Hub:

Evidence-based Research: The feasibility study is based on evidence-based research, solid data, and facts

Pan-Nunavut Consultations: The consultations spanned across the Territory and identified a need for a gathering space in Iqaluit but also programming partnerships in other communities in Nunavut

Government Support & The Nunavut Agreement: The study demonstrates a need for government support of the Qaggiq Hub to achieve targets and mandates, as well as to fulfill obligations set out in the Nunavut Agreement

Private-Public Partnerships: the Qaggiq Hub will require both public and private partnerships to ensure long-term viability and success

Governance & Operating Model: Long-term success requires a solid financial model to ensure sustainability and appropriate governance

Economic Impact & Tourism: Successful year-round programming boosts tourism and attracts thousands of visitors annually

Skills & Job Training: Qaggiq School programming will also include skills training in technical and artistic professions

Key Findings

- **Nunavut is the only province/territory** in Canada **without a purpose-built performing arts space** for the community
- **Lack of Infrastructure:** The Senate of Canada and the Government of Canada have released reports stating that Canada's Arctic is in crisis. This urgency results from decades of neglect and disregard, climate change and lack of infrastructure. The reports also state that building new infrastructure in Northern Canada is the most important way of facing the challenges of the changing Arctic. Improved infrastructure will address issues of access to water and sanitation, housing, education, healthcare, and maintaining Indigenous language and culture
- Qaggiq Hub will serve a broad range of local and territorial groups from **arts & culture, community, business, and tourism sectors**
- **Preferred Site Opportunity: Inuit Owned Land** - Parcel Development with new Aqsarniit Hotel - to be confirmed with QIA & QC
- Qaggiq Hub **Strategic Priorities:**
 1. Cultural Hub
 2. Performing Arts
 3. Learning & Training
 4. Diverse Programming
 5. Community Engagement
 6. Health & Wellness
 7. Design & Location
- **Design Recommendations:**
 - Large Venue / Theatre** - Capacity 200-350
 - Rehearsal / Event Space** - Capacity 50-100
 - Other Spaces: **Studio/Maker Space, Cafe/Kitchen, Offices/Co-Working, Dormitories/Residences**
 - Outdoor Performance Space** - Capacity 500-1,000
- **Annual Usage: 250** in the Large Performance Venue, **354** in the Rehearsal/Event Space, **349** in Meeting Rooms, and **1,441** in Dormitories
- **Economic Impact** of Construction & First Five Years of Operations: **\$40.9 million GDP contribution to Nunavut**
- **Total Net Income: Year 1: \$372,426 to Year 5: \$725,243**
- Unique opportunity to build **cross sector partnerships** - **art & culture, education, community, tourism, and business**
- **Increased tourism and economic development opportunities**
- Stakeholder research indicated the urgent marketplace need for additional rental space that can be used by the local government, business, and educational community
- Qaggiq Hub as a **catalyst for city building and placemaking**, creating a Cultural District with other cultural infrastructure projects
- Recommendation: **Build a culturally and geographically appropriate Inuit community Hub with a focus on Inuit performing arts, song, dance, art, cuisine, to serve the entire community - children, youth, families, adults, Elders, and visitors - A place for the whole community with diverse programming - something for everyone**

Community Centre & Gathering Place = Qaggiq Hub

The Qaggiq Hub is more than a performance space, it is social infrastructure and a hub for the entire community. It is a place to improve the lives of Inuit with a focus on language and culture, cuisine, and performing and visual arts. Stakeholders noted the need for positive places for adults to participate in activities (without the focus being alcohol), for example carving or dance. The Qaggiq Hub will show social benefits in 3 key areas including:

- **Community** – through partnerships, the Qaggiq Hub can strengthen arts, education, economy, and create a greater sense of pride and belonging through cultural initiatives
- **Health & Wellbeing** – organizations in Iqaluit recognize the strong connection between art, culture and wellbeing and state the lack of appropriate facilities for extended programming
- **Education** – the Qaggiq Hub will strengthen Inuit culture and language by training Inuit artists

Pan-Nunavut Outreach

Nunavut Tunnagavik Inc. (NTI) and QIA recommended Qaggiavuut consult with other Inuit organizations across the territory. The Qaggiq project team met with organizations in all three regions: Qikiqtaaluk, Kivalliq and Kitikmeot.

The goal of the pan-Nunavut outreach was to identify strategies for communities outside of Iqaluit to benefit from the Qaggiq Hub and Qaggiq School programming. Some of the identified strategies include:

- E-learning & technology
- Satellite classrooms in communities
- Dormitories in Iqaluit for artist training
- Integration of Qaggiq programs into school curriculum
- Production & Skills training via traveling
- Train the trainer model programs
- Live broadcast of performances to communities

Internal Needs Summary

The following is a summary of the internal needs, lack of access to facilities, and future requirements as outlined by board members and staff at the Qaggiavuut Society:

- Lack of Professional Performing Arts Venues & Rehearsal Spaces for Inuit Artists
- Community Spaces & Support for Artists & Artisans
- Need for Dormitories & Pan-Nunavut Outreach
- Lack of Outdoor Gathering Spaces
- Need for Skills Training & Education
- Focus on Mental Health & Wellness
- Strong Support for Revitalization of Inuit Language & Culture
- Opportunities for Generating Revenue & Creating Sustainable Financial Model

Cultural District & Location

After consulting with the City of Iqaluit Lands Department, QIA, and QC, various stakeholders, as well as an evaluation of four potential sites, the ideal location for the Qaggiq Hub is on the Inuit Owned Lands development next to the new Aqsarniit Hotel in Iqaluit. The site is currently being developed with services. The likely ownership/lease model will mean that QIA will maintain ownership of the land, it will be leased to the Qaggiq Hub (20-30 year leases are typical), and developed by QC. The availability of land at this location allows for the opportunity to create a Cultural District with options to co-locate with cultural infrastructure projects, such as the Nunavut Heritage Centre as well as other arts and cultural organizations.

Operating Model & Governance

All government departments and Inuit organizations that were consulted noted that the single most important factor dictating whether or not the Qaggiq Hub gets built is a sustainable operating model and sound governance. Various organizations recommended that Qaggiavuut be the resident partner who runs the majority of programming in the Qaggiq Hub, but not the owner or the operator. Stakeholders identified the need for a professional venue facility and events team to be in charge of rentals, financials, administration, and overall venue operations. A sustainable operating and partnership model is a requirement to obtain any further funding and support from the Government of Nunavut, the Government of Canada, as well as Inuit organizations across the territory.

Community Outreach Summary

The following is a summary of the community outreach & Pan-Nunavut consultations:

- The Qaggiq Hub is a Community Centre
- Inuit Language & Culture are Priorities
- Diverse Programming & Skills Training are Key
- Major Benefits & Partnership Opportunities for Tourism & Economic Development
- Cultural Groups & Event Planners Identified Specific Technical Requirements for the Qaggiq Hub
- Co-Location/Partnership with the NHC is Preferred
- Use of Sustainable & Appropriate Materials, Design Excellence
- Viable Operating & Governance Models

Recommendations for Multi-Phased Approach for Development & Construction

Overview

Due to the complex nature of this project, Savira Cultural + Capital Projects have included recommendations for a *Multi-Phased Approach for Development and Construction* for the Qaggiq: Inuit Performing Arts & Cultural Learning Hub.

The feasibility consultant team recommend that all three phases be developed and constructed simultaneously, however due to the planning, political, and financial environment in the Territory of Nunavut, Savira also recognizes that a phased approach may be required. In addition to the Federal, Territorial, and Municipal levels of government, any publicly funded project must first receive approval by the Territorial (NTI) & Regional (QIA & QC) Inuit organizations.

It is important to note that the construction of the Qaggiq Hub faces two major challenges in Iqaluit. The first is the Nunavut Heritage Centre, which is a project that has remained in the planning phase for almost 20 years, and the second is the limited availability of land that is both serviced and centrally-located. Throughout the feasibility consultation process, all stakeholders, businesses, government, and Inuit organizations agreed that there is tremendous value in the Qaggiq Hub project. Key stakeholders also recognize that it is critical to commit the funding to building the Nunavut Heritage Centre.

To provide background context, the Nunavut Agreement (referenced on pages 20-21) states that Nunavut will have joint custody of any Inuit artifacts in Canada. There is an additional agreement that all Inuit artifacts will be displayed and stored in a purpose-built facility in Iqaluit. This cultural infrastructure project is under the leadership of the Inuit Heritage Trust and is supported by all levels of Inuit Organizations. Since this is a priority project, in accordance to the Nunavut Agreement, the Qaggiq Hub has been met with some resistance.

The Inuit Heritage Trust has been consulted in the Qaggiq Hub Feasibility Study process. They have informed Qaggiavuut and the consultant team that they are currently conducting their own feasibility study to determine next steps through 2020.

Due to the sensitive and complex political environment, it was not possible to confirm a site for the Qaggiq Hub in Iqaluit, although it would be ideally co-located near by or adjacent to the Nunavut Heritage Centre. Once the Inuit Heritage Trust has determined the appropriate next steps for the Nunavut Heritage Centre, Qaggiavuut will have the opportunity to confirm and negotiate land lease agreements with QIA, NTI, and any other government entity. It is estimated that this process will require a full year and that site details will be confirmed in early 2021.

Multi-Phased Approach

The Qaggiavuut and consultant team took a multi-phased approach lens to this feasibility study:

Phase 1: Performance & Gathering Spaces

Phase 1 focuses on core, essential spaces and services that can be provided at the Qaggiq Hub. This includes the performance space, lobby/atrium, rehearsal/event space, and general public/gathering spaces

Phase 2: Additional Community Spaces

Phase 2 includes all spaces from phase 1 plus various functional program spaces identified through the internal and external research process. Additional (some revenue-generating) spaces include: office spaces and co-working spaces, community kitchen and café, flexible spaces/meeting rooms/maker spaces, and dormitories/residencies for students and artists.

Phase 3: Integration with other Cultural Infrastructure Projects

Phase 3 includes all spaces outlined in phases 1 and 2 and also considers the outside site and programming context, outdoor public gathering spaces, and integration with other cultural infrastructure projects to create a Cultural District in the City of Iqaluit. Please note that construction costs are not inclusive of additional cultural infrastructure projects due to uncertain partnerships with other cultural organizations. The construction cost in the adjacent table includes the cost of outdoor program spaces (additional to phases 1 and 2).

The following table charts the three phases based on program spaces, size, construction cost, timeline, revenue generating opportunities, users, usage, and programming. The details that follow in this report are largely based on a combination of Phase 1 & 2: Performance & Community Benefits + Additional Community Spaces. The one exception is section "Preliminary Designs & Cost Estimates" (pages 72-105), prepared by Diamond Schmitt Architects, that includes Phase 3: Integration with other Cultural & Tourism Infrastructure Projects in Iqaluit.

Program Spaces	Size	Construction Cost	Construction Timeline	Revenue Generating <small>(refer to Financial Projections)</small>	Annual Earned Revenue Potential <small>(refer to Financial Projections)</small>	# of Employees <small>(refer to Operating Model & Governance)</small>	Users <small>(refer to Rental Overview & Usage Projections)</small>	Usage <small>(refer to Rental Overview & Usage Projections)</small>	Programming <small>(refer to Annual Programming)</small>
PHASE 1: Performance & Community Benefits									
Performance Space (Theatre) (including seating & back of house)	10,000 SF	\$36M * See notes on next page	24 Months - Assuming a high degree of prefabrication in the south * See notes on next page	Ticket Sales: Performance & Events Rentals: Performance & Event Space Food & Beverage: Bar, Landmark Fees	\$2.1M - does not include government program & core funding or donations/sponsorships	18 Full-Time + part-time Departments: - Qaggiavuut Productions - Qaggiq School - Community Programs & Partnerships - Administration - Operations - Venue & Rentals	Inuit Organizations Qaggiavuut & Performing Arts Groups Arts & Culture Organizations Festivals & Community Events Territorial & Federal Governments Schools Music & Theatre Groups Artists Tourism & Visitors	Performance Space: - 250 uses/year Rehearsal/Event Space: - 354 uses / year	Qaggiavuut Artistic Creation, Rehearsal, & Performance Qaggiq School Education & Youth Programming Touring Productions Cultural Exports Inuit Heritage Inuit Language Schools Events/Festivals Theatre Corporate/Business Event Rentals Trade Shows
Lobby/Atrium (including washrooms & storage)	3,500 SF								
Rehearsal/Event Space (Multipurpose)	2,500 SF								
PHASE 1 Total NET	16,000 SF	\$ 36,000,000							
PHASE 2: Performance & Community Benefits + Additional Community Spaces *includes phase 1 spaces									
Flexible Space/Meeting Rooms/Maker Spaces	3,000 SF	\$18M * See notes on next page	24 Months - 24 months if building simultaneously to phase 1 - 48 months if building as separate phase * See notes on next page	Rentals: Meeting Rooms Lease: Café Office Spaces Rentals: Accommodations	\$1.7M - does not include government program & core funding or donations/sponsorships Total for Phase 1 & 2: \$3.8M	9 Full-Time + part-time Departments: - Operations - Administration Total for Phase 1 & 2: 27 Full-Time	Inuit Organizations Arts & Culture Organizations Community Events Territorial & Federal Governments Language Schools Music & Theatre Groups Artists Student Exchange Local Businesses	Flexible Spaces/Meeting Rooms/Maker Spaces: - 349 uses/year Offices & Co-Working Spaces: - 3,000 SF Fully Rentable Café Lease: - 1,500 SF Fully Rentable Dormitories/Residences: - 1,441 rentals/year	Qaggiavuut Artistic Creation, Rehearsal, & Performance Qaggiq School Workshops Lectures Panels Culinary Events Schools Education Programs Daycare & Youth Programming Inuit Cultural Courses Retreats Student Exchange Conferences Pan-Nunavut training
Café/Kitchen	1,500 SF								
Offices & Co-Working Spaces	3,000 SF								
Dormitories/Residences	1,500 SF								
PHASE 2 Total (NET)	9,000 SF	\$ 18,000,000							
PHASE 1+2 Total (NET)	25,000 SF	\$45,225,000 (1 phase of construction) \$54,000,000 (3 phases of construction)							
PHASE 3: Outdoor Program & Integration with other Cultural Infrastructure (based on project site)									
Outdoor Spaces Outdoor Amphitheatre Fire Pit	5,000 SF	\$2.5M	6 Months	Rentals: Outdoor Amphitheatre	\$20,000 / Year * 20 days/year (10 weekends) \$1,000/day *not included in financial projections	Part-time contract event staff as required	Inuit Organizations Qaggiavuut & Performing Arts Groups Arts & Culture Organizations Festivals & Community Events Territorial & Federal Governments Schools Music & Theatre Groups Artists Tourism & Visitors	Year-Round	Community Events & Festivals Government Celebrations City Celebrations Christmas Games Trade Shows Toonik Tyme Festival Alianait Arts Festival Events/Festivals
PHASE 3 Total	5,000 SF	\$ 2,500,000							
PHASE 1+2+3 Total (NET)	30,000 SF	\$ 47,725,000 (1 phase of construction) \$ 56,500,000 (3 phases of construction)							

Comments on Pricing and Timeline

OPTION A – SINGLE PHASE CONSTRUCTION: Total Construction Cost if completed as **single phase: \$47,725,000** (includes \$2,500,000 outdoor spaces)

OPTION B – MULTI-PHASE CONSTRUCTION: Total Construction Cost if completed as **multiple phases: \$56,500,000** (includes \$2,500,000 outdoor spaces)

Phase 1: Performance & Gathering Spaces: \$36,000,000

Phase 1 is 64% of the program area. If it is built as a stand alone first phase, it would need to be completed as a building with a full exterior wall envelope and enclosure, which is, in relative terms, an expensive portion of the construction budget, plus all the mechanical, electrical and infrastructure services not only for the Phase 1 operation but also to support the Phase 2 must be completed at this time. The cost for Phase 1 would be a pro rata allocation of the combined Phase 1 and 2 construction estimate of \$45,225,000. The costing of Phase 1 must cover the central infrastructure for Phase 1 and 2 as well as the costs of a complete building envelope.

Phase 2: Additional Community Spaces: \$18,000,000

Phase 2 will utilize the central mechanical, electrical and infrastructure installed in Phase 1 with the capacity to serve both phases. This is a partial saving on a pro rata construction cost allocation for Phase 2. However Phase 2 is built against and connected to a portion of the exterior envelope of Phase 1. Phase 2 converts approximately 35 % of the Phase 1 envelope from exterior to interior and bears the cost of a duplicate exterior envelope.

Phase 3: Integration with other Cultural Infrastructure Projects: \$2,500,000

The cost of the Phase 3 exterior works is the same if completed in a single or multi-phased construction project.

The combined construction cost of Phase 1 and 2 built separately is thus \$54,000,000 (+\$2,500,000 outdoor spaces), an additional 20%

CONSTRUCTION TIMELINE: 24–48 Months

OPTION A – SINGLE PHASE CONSTRUCTION: **24 Months**

OPTION B – MULTI-PHASE CONSTRUCTION: **48 Months**

The construction timeline, particularly in an Arctic setting, is difficult to predict. Assuming a high degree of prefabrication in the south and recognizing on-site works, infrastructure and interior finishing would need to be completed on location, it is expected the facility would require two full delivery and construction seasons, 24 months.

Construction of Phase 2, would itself require a similar timeframe of 24 months. Thus, phased construction is expected to double the length of the project to 48 months.

Project Team

Qaggiavuut Society

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Wende Cartwright, President
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Terminology

For the purposes of this feasibility study, the Qaggiq: Inuit Performing Arts & Cultural Learning Hub (the Qaggiq Hub) are the working titles and terms for this project.

These titles include all programs, services, partnerships, and resources related to the project being investigated throughout the study.

Acronyms

The following acronyms are frequently used throughout this report. The table below defines the terms for references purposes.

Acronym	Term
Agreement	The Nunavut Agreement
Canada	Government of Canada
CanNor	Canadian Northern Economic Development Agency
CH	Department of Culture & Heritage
EDT	Department of Economic Development & Transportation
GN	Government of Nunavut
IHT	Inuit Heritage Trust
ITK	Inuit Tapiriit Kanatami (National Representational Organization for Inuit in Canada)
KitIA	Kitikmeot Inuit Association (Regional Representational Organization for the Kitikmeot Region)
KivIA	Kivalliq Inuit Association (Regional Representational Organization for the Kivalliq Region)
NACA	Nunavut Arts & Culture Association
NDC	Nunavut Development Corporation
NHC	Nunavut Heritage Centre
NTI	Nunavut Tunngavik Incorporation (Territorial Representational Organization for the Territory of Nunavut)
RIA	Regional Inuit Associations (referring to QIA, KivIA,, KivIA)
QIA	Qikiqtani Inuit Organization (Regional Representational Organization for the Qikiqtani Region)
QC	Qikiqtaaluk Corporation

Qaggiq Hub Future Partnerships



Tristan Omik (c)

In order to realize the construction and operation of the Qaggiq: Inuit Performing Arts and Cultural Hub, Qaggiavuut will need to continue fostering relationships with Inuit organizations, and the federal and territorial governments. These include but are not limited to the following:

The Government of Nunavut

- Cultural Industries
- Tourism
- Economic Development & Transportation
- Culture, Language and Heritage
- Education
- Mental Health
- Community & Government Services
- Infrastructure
- Nunavut Arctic College (NAC)

Government of Canada

- Canadian Heritage
- Creative Export Canada
- Crown-Indigenous Relations & Northern Affairs Canada
- Canadian Northern Economic Development Agency
- Cultural Spaces & Infrastructure

Inuit Organizations

- ITK – Inuit Tapiriit Kanatami
- NTI – Nunavut Tunngavik Incorporation
- QIA – Qikiqtani Inuit Association
- KIA (Kit) – Kitikmeot Inuit Association
- KIA (Kiv) – Kivalliq Inuit Association
- QC – Qikiqtaaluk Corporation
- NCC – Nunavut Construction Company Development Ltd.
- NDC – Nunavut Development Corporation
- IHT – Inuit Heritage Trust

Arts & Culture Organizations

- Alianait Entertainment Group (Alianait)
- Association Des Francophone du Nunavut
- Pirurvik Centre
- Nunavut Arts & Culture Association (NACA)
- Nunavut Film Development Corporation
- Nunatta Sunakkuntaangit Museum

City of Iqaluit

Nunavut Travel

Others Non-Profits

- Embrace Life Council
- Ilitaqsiniq Nunavut Literacy Council
- Pinnguaq
- Qajuqturvik Food Centre
- Qaujigiartiit Health Research Centre (QHRC)

“I am keen to support plans for a performing arts centre in Iqaluit. CanNor has already helped fund the Qaggiavuut’s feasibility study of the centre.”

*Mélanie Joly
Minister of Economic Development*

Qaggiq Hub Existing Partnerships



Throughout the planning process, Qaggiavuut has pro-actively engaged with hundreds of individuals across Nunavut including Elders, artists, youth, organizations, and government representatives since 2008. Throughout the Feasibility Study process, the Qaggiq Project Manager and consultant team have continued to foster these relationships and partnerships through the Pan-Nunavut Consultation (see p. 42). Funding and program partnerships include but are not limited to the following:

Current Funding Partners

- Banff Centre for Creativity
- Canada Council for the Arts
- CanNor
- Centennial College (Toronto)
- Department of Culture & Language (GN)
- Heritage Canada: Aboriginal Languages Initiative
- Heritage Canada: Cultural Spaces
- Iqaluit Daycares
- Isabel Bader Centre for the Performing Arts
- Nunavut Arctic College
- Pilimmaisaivik
- Private Donations
- Pinnguaq
- Qaujigiartiit Health Research Centre (QHRC)
- Women & Gender Equality Canada

Partner Outreach Programs

- American Consulate: Artist Exchanges between Nunavut and United States
- Banff Centre for Creativity
- Canadian Arts Coalition
- CBC In the Making
- Centennial College (Toronto)
- Indigenous Theatre, National Arts Centre
- International Folk Alliance (IFA)
- Inuit Art Foundation
- Isabel Bader Centre for the Performing Arts
- National Arts Centre
- National Theatre School of Canada
- Northern Arts & Cultural Centre (NACC)
- Nunavut Sivuniksavut (NS)
- Nunavut Arctic College
- Pilimmaisaivik: Inuit Music & Performance workshops

- SAW Gallery
- Tarragon Theatre (Toronto)
- Qaujigiartiit Health Research Centre (QHRC)
- Yukon Arts Centre

Past Funding Partners

- Buddies in Bad Times Theatre (Toronto)
- Export Canada: Creative Exports
- Government of Nunavut: Department of Economic Development & Transportation
- Government of Nunavut: Department of Health (Suicide Prevention)
- Harbourfront Theatre (Toronto)
- Makigiaqta Inuit Employment Centre
- Nunatta Isiginaartitsisarfia (Greenland)
- Tarragon Theatre (Toronto)

Background & Context



Qaggiavuut have been advocating for an Inuit performing arts centre for over a decade, and this was an opportune time to commission a final study to determine future needs of diverse user groups and align the cultural infrastructure project with the Nunavut community. The Qaggiavuut leadership team understand the vitality of strengthening Indigenous culture by creating a dynamic, technologically innovative cultural hub in Iqaluit that will enable Canada's Arctic to take a leadership role in educating and empowering youth through artistic expression, as well as sharing Inuit traditions and culture internationally.

Savira Cultural + Capital Projects have been engaged by the Qaggiavuut Society to provide integrated planning and research services to conduct a feasibility study to determine future options for the Qaggiq: Inuit Performing Arts & Cultural Learning Hub in Iqaluit, Nunavut.



Nunavut is home to a thriving arts and culture community.

Qaggiavuut is currently leading a multi-partnered campaign to build the Qaggiq Hub - where stories, music, theatre, drum and dance performances are created and presented.

As an inter-sector cultural hub, the Qaggiq Hub will provide the physical space needed by performing artists. It will potentially include a cafe, a Green Room, dormitories to house youth and artists, a 350-seat flexible theatre, with the ability to do live-filming, streaming and broadcasts. In addition, it will feature appropriate equipment to screen Inuit, Nunavut, and circumpolar films, child care programming, a teaching kitchen for the Inuit culinary arts, and an indoor market, for selling art and crafts, country food—seal meats, caribou meat, and so on— and for arts and cultural skills teaching, including skin sewing and hunting tool construction. Additionally, the Qaggiq Hub will provide broadcasting to Nunavut communities through advanced digital streaming capacity and live broadcasts of performances and master classes to Arctic communities around the world.



The aims of the Qaggiq Hub complement the work of national and regional Inuit organizations and municipal/territorial/federal governments as it seeks to recognize and strengthen Inuit culture, bolster inclusivity and address issues of community stability — particularly among Inuit youth. The Qaggiq Hub is an exciting opportunity to launch a performing arts industry in Nunavut and provide higher education in the performing arts, including the cultural, visual, and technical fields of the arts—lighting and sound, recording, and digital design. The most effective way of strengthening language is through the performing arts.



Methodology

Savira employed a comprehensive methodology and integrated planning approach in order to fully achieve the goals and objectives of the Qaggiq Hub Feasibility Study in a timely manner. To ensure collaboration, transparency, and efficient project delivery, Savira worked closely with Qaggiavuut to develop a detailed work plan, reporting schedule, approvals, and clear communication for the duration of this project.

Stakeholder Engagement

Savira Cultural + Capital Projects conducted an extensive stakeholder engagement process through the duration of this feasibility study, via interviews, focus groups, surveys, and community consultations. This process provided the foundation for evidence-based research and data collection to identify the operating model and operational space requirements for current and future stakeholders.

The interviews included an introduction to the feasibility study, presentation of the key themes, and strategic priorities as identified by the Qaggiq Project Team, community research findings, and a conversation about stakeholder requirements for the Qaggiq Hub.

The research findings provided a framework and discussion tool for current and future state opportunities, and identified private and public sector partnerships, and funding opportunities.

This consultation process was a critical first step in laying the foundation for ongoing community outreach and engagement. The results from the interviews, surveys, and focus groups were used to inform design concepts and to build a case-for-support of the Qaggiq Hub.

Successful and informed planning for the Qaggiq Hub relied on the participation of the community. It brought together interdisciplinary teams and groups to share knowledge and work closely with the Qaggiavuut team, community, and the project consultants on the development and design plans for the Qaggiq Hub. To create a truly community-driven and community-owned model, the consultant's role was as partners, walking alongside, rather than leading the community.



Qaggiavuut

Since 2008, Qaggiavuut has been working to improve wellness and to revitalize Inuit language and culture in Nunavut. As a non-profit society, Qaggiavuut supports Inuit performing artists with training and opportunities to strengthen and expand the reach of their creations across Canada and the Globe.

In 2017, on Canada's 150th anniversary, Qaggiavuut began a campaign to lobby governments, fundraise, consult, and plan for the Qaggiq Hub. Qaggiq is an Inuit term to describe a spectacular iglu where people gather to strengthen culture and celebrate life through song and story. The Qaggiq: Inuit Performing Arts and Cultural Learning Hub will fulfill a need for a physical community gathering space in Iqaluit and Nunavut. It is envisioned as a space for cultural exchange, promotion and education of Inuit performing arts and heritage, and a place to create Inuit cultural exports.

Mission: Qaggiavuut will strengthen, promote, advocate and create space for Nunavut Performing Artists with a focus on Inuit.

Vision: The Qaggiq Hub is envisioned as a hub for Inuit culture in Inuit Nunagat, Canada and the circumpolar world, providing training and opportunities for artists, cultural education to youth and a professional space to present Inuit performing arts work.

Strategic Objectives

- Serve as a platform for the Inuit performance artists of the circumpolar world;
- Provide artistic and technical training to aspiring and experienced performance artists and arts technicians;
- Develop performing arts exports from Nunavut to share with Canada and the world;
- Produce Inuit cultural content for distribution across Inuit communities and the world;
- Present professional performing arts in Nunavut;

The Qaggiq School

The Qaggiq Performing Arts School is the first Canadian professional training program in the Inuit performing arts and will continue to support the development of Inuit performing artists as creators of new artistic work, as community leaders and arts educators. Qaggiq School programming is delivered by Qaggiavuut, a non-profit society supporting Inuit performing artists with training and opportunities to strengthen and expand the reach of their creative efforts.

The Qaggiq School delivers the following programs with courses throughout Canada:

1. Acting
2. Music
3. Movement
4. Story
5. Inuit Arts Teaching (Children and Youth Programming)
6. Technical Arts
7. Directing

Qaggiavuut plans to expand the Qaggiq School's curriculum to include 20 courses over the next two years.



Nunavut Overview

- Nunavut Current Population: 38,780 (2019)
- 1.66% annual population growth
- Age Breakdown (2016)
 - 32% (0-14 years)
 - 63% (15-64 years)
 - 3% (65+ years)
 - Average Age: 27
- Mother Tongue Breakdown (2016)
 - 64% (Inuit Languages)
 - 31% (English)
 - 1% (French)
 - 4% (Other)
- 2.093 Million Square KM
- \$24,768 median individual income for Inuit
- \$84,139 median individual income for non-Indigenous in Nunavut
- 14,000 Annual Visitors

Iqaluit Overview

- Iqaluit Current Population: 8,011 (2017)
- Average Age: 30
- Mother Tongue Breakdown (2011)
 - 46% (Inuktitut)
 - 45% (English)
 - 9% (Other)
- 52 Square KM
- Schools: 6
 - 3 elementary
 - 1 middle
 - 1 secondary
 - 1 French
- Post-Secondary Institutions: 1
 - Nunavut Arctic College
- Daycares: 4 (plus private home care facilities)

- Average Housing Price: \$376,640
- Average people per household: 2.8
- 52% of Inuit live in crowded homes
- Average children per family: 1.4
- 70% of Inuit households are food insecure
- Employment Sector:
 - Government
 - Communications
 - Transportation
 - Fishing
 - Sealing
 - Carving/Handcrafts
 - Tourism Service Industries
- Home to the World's second highest tides

Data from:
 Statistics Canada, 2018
 Nunavut Bureau of Statistics, 2018
 City of Iqaluit, Demographics, 2016
 Inuit Statistical Profile, 2018

The Nunavut Agreement



Land Claims Agreement

The Nunavut Land Claims Agreement established the Territory of Nunavut in May 1993, and was officially separated from the Northwest Territories in April 1999. As of November 2016, the former Nunavut Land Claims Agreement is now referred to as the Nunavut Agreement.

The Nunavut Agreement outlines the following key objectives:

- to provide for certainty and clarity of rights to ownership and use of lands and resources, and of rights for Inuit to participate in decision-making concerning the use, management and conservation of land, water and resources, including the offshore;
- to provide Inuit with wildlife harvesting rights and rights to participate in decision making concerning wildlife harvesting;
- to provide Inuit with financial compensation and means of participating in economic opportunities;
- to encourage self-reliance and the cultural and social well-being of Inuit.

The implementation of the Qaggiq: Inuit Performing Arts & Cultural Learning Hub on Inuit owned lands directly contributes to the accomplishment of several articles in the Nunavut Agreement, including:

“to provide for certainty and clarity of rights to ownership and use of lands and resources” by developing the Qaggiq Hub on Inuit owned land, to be programmed, operated and governed by Inuit organizations.

“to provide Inuit with financial compensation and means of participating in economic opportunities” by providing diverse job skills training and new employment opportunities at the Qaggiq Hub through construction and ongoing annual operations.

“to encourage self-reliance and the cultural and social well-being of Inuit” by supporting the development of Inuit social and cultural programs, and providing appropriate spaces at the Qaggiq Hub with Inuit programming such as performance, song, education, language, culture, childcare, health & wellness and cuisine.



Additionally, the success of the Qaggiq: Inuit Performing Arts & Cultural Learning Hub will have significant indirect influence on many articles of the agreement including:

Article 11: Land Use Planning

11.2.1(a) by ensuring Inuit people are a functional part of a dynamic biophysical environment at the Qaggiq Hub and in the planning process, where social, cultural, and economic endeavors of the human community are central to land use planning and implementation

11.2.1 (b) by protecting and promoting the existing and future well-being of Inuit persons ordinarily resident in these communities and taking into account the interests of all Canadians; special attention shall be devoted to protecting and promoting the existing and future well-being of Inuit and Inuit Owned Lands, by building the Hub on Inuit Owned Lands

11.2.3 (a) (b) (c) by prioritizing such objectives and factors such as economic opportunities and needs, community infrastructural requirements including education and social services, as well as cultural factors and priorities through employment and programming opportunities at the Qaggiq Hub

11.3.1 (h) by planning for a cultural district (co-location with the Qaggiq Hub and other cultural infrastructure projects) that considers a land use plan with schedules, figures, and maps for the establishment of short-term and long-term development of areas including cultural factors

Article 23: Inuit Employment Within Government

23.4.2 government employment guidelines set out in this article can be used to ensure an appropriate Inuit employment plan is prioritized at the Qaggiq Hub both during construction phases and for annual operations

Article 32: Nunavut Social Development Council

32.1.1 by respecting the right of Inuit to participate in the development of social and cultural policies, and the development of social and cultural programs and services at the Qaggiq Hub

32.2.1 (a) (b) by fulfilling the Government's obligation to provide Inuit with the opportunity to participate in the development of social and cultural policies at the Qaggiq Hub and future cultural district

32.3.1 by encouraging the establishment of a component/committee of the Nunavut Social Development Council (Council) focused on the promotion of principles and objectives outlined in the above sections of Article 32 specifically focused on the Qaggiq Hub and future cultural district

32.3.3 by encouraging the Council to assist Inuit in defining and promoting their social and cultural development goals for the Qaggiq Hub by: :

(a) conducting research on social and cultural issues

(b) publishing and distributing information on social and cultural issues to Inuit, governments and the public

(c) consulting and working in collaboration with community, regional, territorial, federal, and all agencies involved in social and cultural issues related to the Qaggiq Hub

(d) advising Inuit and governments on social and cultural policies and programs related to the Qaggiq Hub

(e) undertaking other activities related to social and cultural issues in the Nunavut Settlement Area that relate to the Qaggiq Hub

32.3.4 by supporting the Council in preparing and submitting an annual report on the state of the Qaggiq Hub, Inuit culture and society in the Nunavut Settlement Area

Qaggiq Hub Aligns with Nunavut Strategic Priorities



The strategic priorities for the Qaggiq Hub also align with important Inuit organizations and government bodies.

Inuit Tapiriit Kanatami (ITK)

- Take action to prevent suicide in Inuit
- Work toward reconciliation
- Support Inuit self-determination in education
- Enhance the health & wellbeing of Inuit families & communities

Nunavut Tunngavik Inc. (NTI)

- Language & Culture
- Youth
- Early Childhood Education
- Education
- Health & Wellbeing
- Environment

Qikiqtani Inuit Association (QIA)

- Language
- Skills Training
- Early Childhood Education
- Culture
- Environment

Kivalliq Inuit Association (KivIA)

- Inuit Heritage, Culture, Language
- Management of Inuit Owned Lands
- Environment
- Skills Training

Kitikmeot Inuit Association (KitIA)

- Economic Development
- Language Revitalization
- Wildlife & Environment
- Social Issues
- KIA & Communities

City of Iqaluit

- Good Governance
- Inuit Culture, Tradition, Cultural Diversity
- Fiscal Sustainability
- Sustainable Infrastructure
- Service Excellence
- Community & Economic Development

Government of Nunavut

- **Department of Culture & Heritage:** Responsible for the delivery of Culture and Heritage Programs in Nunavut

- **Department of Economic Development & Transportation:** responsible for developing the tourism and cultural industries in Nunavut as well as increasing the economic potential in all capital projects in the territory

Government of Canada

- **Canadian Heritage:** Responsible for the promotion of culture and heritage in sectors such as film and video, broadcasting, music, publishing, archives, performing arts, heritage, and festivals
- **Canadian Northern Economic Development Agency:** Responsible for developing a “diversifies, sustainable, and dynamic economy across Canada’s three territories”

Other

- Education
- Mental Health & Wellbeing
- Truth & Reconciliation
- Justice
- Family Services
- Tourism

Past Studies

Qaggiavuut Society

In the past few years numerous consultations have been held by Qaggiavuut. Topics of interest include the Qaggiq School of the Performing Arts, outreach to artists and communities outside of Iqaluit, as well as the Qaggiq Hub development opportunity.

2017: DIAMOND SCHMITT ARCHITECTS

In September 2017, renowned architect Donald Schmitt, traveled to Iqaluit to consult on design focusing on energy sustainability in Arctic architecture, advanced digital streaming capacity and live broadcasts of performances and master classes to Inuit communities and the world.

The resulting report documents inspiration for the Qaggiq Hub that is both appropriate in use of materials as well as in programming opportunities and community outreach.

2018: COLLIERS INTERNATIONAL

In 2018, Colliers International were engaged to create a preliminary business plan for the Qaggiq Hub. The purpose of this business plan was to study and present the need for the hub and the viability of the plan so that it can be used as a tool to guide the project stakeholders in planning and execution of the project. It will help to outline the rationale for undertaking the project, by clearly defining the objectives, estimating time and cost factors, and critical risk factors involved in the project.

Other Studies in Iqaluit

Arts, culture, language and education are universally recognized as important factors to healthy and stable communities. In the past, there have been numerous studies focusing on the building of specific programs and facilities in Iqaluit and Nunavut. The following is a list of other studies that have been conducted in the city regarding a community and cultural recreation centre. It is important to note that none of the studies have moved beyond solely being a report.

- A Centre for the Arts: Concept Paper for Iqaluit & Nunavut
RT & Associates, 2001
- Nunavut Heritage Centre: Feasibility Study Final Report
LORD Cultural Resources, Planning, & Management with Consilium Nunavut, 2002
- Iqaluit Arts & Cultural Feasibility Study
LORD Cultural Resources, Planning, 2004
- Performing Arts Space & Museum, Iqaluit
Diamond Schmitt Architects, 2013
- Nunavut Heritage Centre: Scoping Report
Roos-Remillard Consulting Services, 2016
- All Arts Summit Report: Final
Economic Development & Transportation,
Government of Nunavut, 2017
- Nunavut Cultural Centre: Functional
Programming & Governance Strategy Study:
Final Report
Western Management Consultants, 2018

Past Consultations – Qaggiavuut

Qaggiavuut has been consulting with the Nunavut community for over a decade regarding the Qaggiq Hub as well as Qaggiq School programming. To date they have met with:

- 28 Inuit Elders about the Qaggiq Hub
- 300+ Inuit artists across Inuit Nunagat
- 18 officials in the federal government including Canadian Heritage, Export Development Canada, and Finance
- 29 officials in the Nunavut territorial government including the Department of Education, Nunavut Arctic College, Culture & Heritage, Economic Development & Transportation, Finance, and Health & Social Services
- President and officials of the Inuit Tapiriit Kanatami
- Members of Parliament for Nunavut and Canada
- Members of the Legislative Assembly of Nunavut

Building the Future - Vision Facilitation Workshop

The visioning workshops for the Qaggiq Hub provided an opportunity to bring together Qaggiavuut staff, board, stakeholders, and the consultant team of Savira Cultural + Capital Planning, for a day of discussion on creative ideas, opportunities and visions for the future of the Qaggiq Hub.

This retreat provided an interactive opportunity to ask a critical question of all participants:

“How do you envision Qaggiq, a future gathering place for the community?”

The facilitation was designed to stimulate participants to respond to the focus question. Participants were asked to write their individual thoughts on notepads, and then, in groups, select their top six to ten strategic priorities. These were then written on large colorful cards. Next, groups were invited to share their ideas and lead the discussion.

The facilitators organized the cards into themes on the red wall at the Qaggiavuut headquarters. The result was a vision wall that each participant had contributed to. Through this collaborative process, key themes and strategic priorities for the Qaggiq Hub’s future emerged. This workshop concluded with a list of Strategic Priorities to be incorporated into the Feasibility Study, summarizing guiding principles and design thinking.

The following day the project team hosted an open house session where community members also added to the vision wall. The summary of the Vision Wall can be seen on the following pages.

The objectives of the vision workshop were:

- Envision the future of Qaggiq: Inuit Performing Arts & Cultural Learning Hub
- Build on existing Strategic Goals & Consultations
- Build consensus on key priorities for the project
- Build support and enthusiasm for the project

Strategic Priorities

- 1. Cultural Hub**
- 2. Performing Arts**
- 3. Learning & Training**
- 4. Diverse Programming**
- 5. Community Engagement**
- 6. Health & Wellness**
- 7. Design & Location**

The Qaggiq School

Additional attention was given specifically to the Qaggiq School programming, especially training in:

- Language
- Acting
- Directing
- Technical
- Film & Video
- Youth Facilitation
- Movement & Wellness
- Storytelling

The Vision for the Qaggiq School of Performing Arts supports the development of Inuit artists to be agents of change who create new, forward-thinking Inuit performing arts work.

Qaggiq pedagogy is grounded in Inuit cultural knowledge and all courses integrate features in order to ensure content reflects Inuit culture and that there is continuity of Inuit cultural knowledge between courses.

Other priorities included dormitories for artists and visitors, financial sustainability and independence, as well as co-working, flexible offices to rent to government agencies and other community organizations

Vision Wall Summary

01 CULTURAL HUB	02 PERFORMING ARTS	03 LEARNING & TRAINING	04 DIVERSE PROGRAMMING	05 COMMUNITY ENGAGEMENT	06 HEALTH & WELLNESS	07 DESIGN & LOCATION
Inuit Focused	Professional Black Box, High Ceilings, Retractable Seating	Qaggiq School – Music, Acting, Directing, Technical, Film & Video, Movement, Wellness, Storytelling, Etc.	Programming Involving Children & Elders Learning From Each Other	Inuit Staff & Teachers	Healing Through Art And Programming	Transparent & Inviting
Sustainable Operating Model & Governance	Superb Acoustics & Sound Isolation	Inuktitut Language, Music, Dance	Inuit Practices – Sewing, Culinary, Song, Dance	Collaboration With Groups In The Community – Alianait, Inspire, Friendship Centre,	Positive Wellness Spaces	Box Office Further Inside To Promote Free Programming As Well As Ticketed
Living Lobby – Warm, Welcoming, Active 24/7	Capacity 350 Seated	Training In Professional Production; Skills Development	Inuktitut – Language Courses	Spaces For Rehearsals For Groups In The Community	A Space Of Observation & Learning	Large Windows & Natural Light
All Ages Programming, Year-round, Outdoor Events, Arts/Non-arts Related	Stage Wings For Quick Changes	Inuit Culinary Arts – Country Food	Opportunities For Young People From Other Communities	The Community Is Very Present Throughout The Qaggiq	Healthy Building Conditions & Environmental Sustainability	Iglu & Tupiq Inspiration
Accessible For All People	Back Of House Artist Amenities – Washrooms, Change Rooms, Loading	Inuit Sewing, Song, Dance	Podcasting & Live Streaming For Inuit Programs	Pan-Nunavut Access Via Technology	Light Therapy Rooms, Natural Light	Qulliq Fire- Both Indoor And Out
Marketplace & Co-op - Carving, Visual Arts, Sewing, Hunting	Cultural Transmission & Exporting Touring Shows	Traditional Song & Dance	Inuit Daycare & Children's Programming	Resource Sharing & Support For Artists And Organizations (Administration, Grant Writing, Etc.)	Connection To The Land & Views	Environmental Sustainability, Renewable Resources & Appropriate Materials For Building In The North
Co-working Office Spaces	Consultation With Audio, Lighting, And Projection Specialists In Community	Computer Hub & Training	Alternative Learning Spaces	Co-working Office Spaces For Other Organizations And Government Agencies	Healing Rooms With Fire Pits	Central & Accessible Location With Views Of The Landscape And Water
Inuit Daycare & Children's Centre	Broadcast Abilities, Translation Booths, Recording Studio	Drum, Instrument, & Costume Making	Group Learning & Individual Learning	Business Centre – Printing, Co-working, Administrative Resources	Comfortable With Couches & Calming Features	Celebrate Inuit Art, Tattoos, Cultural Traditions
Fully Inuit Staffed	Cameras & Sound, Video Projection Equipment	Collaboration With Post-secondary Institutions And Organizations From Across The Country	Virtual Reality / Experiences ("Meet" With Elders In Other Communities)	Dormitory & Residences For Visiting Artists / Students With Kitchenettes	Love & Healing	Functional & Healthy Building
Work & Storage Spaces (Temperature Controlled)	Budgeting For Future Technology Needs	Training Programs With CBC	Youth Centre & Special Programs	Community, Venue, & Office Rentals	Meditation Spaces	Outdoor Amphitheater And Gathering Spaces
Inuit Café With Country Food & Culinary Arts	Partnerships With Community Stakeholders Including CBC	Inuit Leadership Programs	Year-round Children's Programs	Revenue Generating Opportunities	High Quality HVAC & Air	Outdoor Programming & Events (Art & Non-arts Related)
Wall Art & Digital Screens, Exhibition Space, Wall Of Elders	Diverse Seating Options - Flat Floor, In-the-round, Retractable	Adult Life-long Learning Programs	Inuit Visual & Digital Art, & Digital Platform		Positive Spaces	On-site Parking



Natalia Kozdrak (c)



Natalia Kozdrak (c)



Natalia Kozdrak (c)



Vincent Desrosiers (c)

Internal Needs Assessment Process

The Internal Needs Assessment process for the Qaggiq Hub provided the foundation for research and data collection for internal operations to identify program space requirements across Qaggiavuut as well as Qaggiq School programming. The Internal Needs Assessment provided an in-depth understanding of Qaggiavuut operations and evaluated the existing facilities being used in Iqaluit.

In July and August 2019, a comprehensive series of meetings and interviews were conducted with Qaggiavuut staff to determine the specific requirements for the organization today, to share relevant research, and brainstorm about future requirements for the arts and cultural community. Qaggiavuut board and staff provided insights in relation to the organization and the performance facilities in which they perform, based on their own experiences, and feedback from other Inuit arts organizations and visiting artists.

The key research findings provide a framework and discussion tool for current and future state opportunities in order to identify operational and facility gaps, as well as program priorities.

Savira's Role:

- Identify and coordinate information gathering with Qaggiavuut board and staff
- Prepare the following summary of the overall needs related to Qaggiavuut and the Qaggiq School of Performing Arts
- Review and analyze data to identify any gaps and prioritize requirements
- Complete a feasibility study that will inform and inspire concept selection and design for the Qaggiq Hub that will be used as a case-for-support document for Qaggiavuut

Board & Staff Interviewed:

Executive Director

Ellen Hamilton

Artistic Director

Laakkuluk Williamson Bathory

Project Manager

Kathleen Merritt

Chairperson

Vinnie Karetak

Vice Chair

Rhoda Ungalaq



Qaggiavuut Internal Needs Assessment - Key Findings

Qaggiavuut's efforts have resulted in providing art and technical training to over 300 Inuit performing artists and to over 5,000 Nunavut children and youth. In 2017, more than 25 Inuit performing artists doubled their income in the arts as a result of the support received from Qaggiavuut programming. Qaggiavuut's activities over the years in strengthening Inuit culture and creating awareness amongst the public have borne fruit. However, the organization continues to work in lacking facilities and performance venues. In order to be a platform for creating and nurturing Indigenous art in the circumpolar world, Qaggiavuut believes they will need a dedicated facility that it can call home.

The following is a summary of the internal needs, lack of access to facilities, and future requirements as **outlined by board members and staff at the Qaggiavuut Society**:

Lack of Performance Venues

A professional performing arts space does not exist in Nunavut. Without space, Inuit performing artists cannot collaborate, create, learn, teach and present. By strengthening performing artists with an interdisciplinary hub dedicated to their needs, artists build culture, language, and strong partners with other sectors in Canadian society.

The Qaggiq Hub should be a place where the community is a priority, with spaces to create and learn that are equipped with appropriate technology and materials, and adequate power supply.

Lack of Space for Inuit Artists

In Nunavut, over 80 per cent of the population are Inuit, but there is no creative hub for Inuit performing and visual artists to collaborate, create, learn, teach and present their work. There is no dedicated space for Inuit artists to build and strengthen their language and culture and empower Inuit, especially youth, through the performing arts.

Professional Performing Arts Venue

Board members and staff noted the needs for a professional quality performing arts flexible facility (with 200-350 capacity) in Iqaluit would provide a more suitable venue for both visiting and local performances. There have been significant conversations about the need for cultural growth to create a foundation for a strong and healthy community, while also recognizing the need for a meeting place for the entire community - a place that is easily and readily accessible. Additionally, the venue requires auxiliary spaces including rehearsal rooms, breakout rooms, technology, webcasting and appropriate power.

Community Spaces & Support for Artists & Craftspeople

Artists and craftspeople in Iqaluit do not have a place to showcase their work, nor do they have access to additional studio space to assist them in the creation process. Artists also do not have a dedicated place to sell their work in a respectful environment. Additional spaces should include a market and atrium, café and kitchen for country food, tool building studios, as well as spaces for educational programming.

Dormitories/Residences & Outreach

The housing shortage in Iqaluit and Nunavut is vast; as is the lack of accommodations available for visitors. The Qaggiq Hub will also have a dozen+ residences/dormitories for artists and visiting teachers. An additional goal of the Hub is to provide access to programming across the territory, this means exporting programs and training but also inviting artists and youth to study at the Qaggiq Hub. The dormitories will be especially helpful for these individuals, a safe and creative environment for all of Nunavut.

Skills Training & Education

Although Qaggiavuut has been successful in providing programming in Inuit language, art and culture, the lack of a venue makes it difficult to expand and reach communities outside of Iqaluit. The Qaggiq Hub's programs will focus on improving training and addressing the lack of performing arts support and technicians. The Qaggiq Hub programming will look to provide a strategic plan to train Inuit artists and technicians for employment in the performing arts.

Revival of Inuit Language & Tradition

In the past decade, there has been a revival of Inuit live art. Young Inuit men and women are creating new work and revitalizing ancient songs and stories. Audience members around the world are getting their first taste of a culture and language that was muffled by the censure of colonizers. Although connections have been made between Elders and the youth, there is still no dedicated space for language revitalization through the arts to happen. The Qaggiq Hub will be the place for these connections to happen.

Outdoor Spaces & Location

There is a general lack of outdoor public gathering spaces available in Iqaluit for the community. The Qaggiq Hub will include outdoor public spaces that can be programmed for city-wide celebrations, music and art festivals, and other events. The outdoor public space will be fitted with appropriate rigging, power, and amenities to allow for flexible uses. The Qaggiq Hub will be located in a central and easily accessible area of Iqaluit that can be reached by bike, foot, car, and quickly from the airport for tourists and visitors.

Mental Health & Wellness

The Qaggiq Hub's programs would tackle many causes of widespread isolation and alienation contributing to the crisis in the North. A recent study commissioned by the federal government noted that suicide rates among Inuit are among the highest in the world. Inuit youth suicide has reached alarming proportions and programming at the Hub will provide services to youth to prevent the crisis from growing.

Revenue Generating Opportunities

In order to create an operating model and business that is financially sustainable it is important for the Qaggiq Hub to have revenue generating opportunities. This will come in the form of ticket sales (for touring and local shows), as well as large hall and rehearsal space and venue rentals. Other opportunities include office space rentals, as this is in high demand in the City of Iqaluit, as well as the revenue potential from dormitories and accommodations.

Qaggiavuut Current Operations

Annual Financial Operating Comparison

REVENUES	2017	2018	2019
CanNor	290,000	166,000	203,750
Heritage Canada - Aboriginal Languages Initiative	-	-	115,500
Heritage Canada - Creative Exports	-	-	500,000
GN - Economic Development & Transportation	150,000	68,000	-
GN - Culture & Heritage	155,250	118,100	120,000
GN - Health	-	170,000	250,000
Makigiaqtu Inuit Training Corporation	-	500,000	-
Canadian Council for the Arts	-	380,000	744,610
Grants & Sponsorships	184,697	293,044	254,610
Donations & Fundraising	13,484	82,365	30,184
Amortization of Deferred Capital Contributions	3,250	9,588	12,983
Interest Income	1,044	1,415	1,338
Sub-total	797,725	1,788,512	2,232,365

EXPENSES	2017	2018	2019
Travel & Accommodations, Meals & Entertainment	14,3574	564,564	621,276
Advertising & Promotions	9,003	59,702	35,940
Accounting & Audit	-	24,847	24,541
Office Expenses (Telecoms, Utilities, Supplies)	73,006	106,550	72,973
Salaries & Wages	281,019	404,613	414,860
Insurance	4,696	6,279	6,001
Taxes (Municipal & Land Lease)	2,024	7,087	-
Interest (Bank & Long-term)	5,876	10,026	12,435
Depreciation of Capital Assets	18,949	44,537	46,089
Facilitator Fees	21,596	23,129	52,820
Professional Fees & Production Fees	69,737	434,375	578,212
Freight	-	11,038	-
Misc.	5,900	203	-
Sub-total	635,380	1,696,950	1,865,129

Performing Arts Productions

	2017	2018	2019	Projected 2020
Qaggiavuut Produced Shows	2	1	2	4
# of Rehearsal Days	52	40	76	140
# of Performances in Iqaluit	9	11	11	17
# of Performances in Nunavut	10	20	0	0
# of Performances in Canada	12	1	42	21
# of Performances Internationally	0	2	5	0
Revenue Generated from Shows	\$110,000	\$3,250	\$320,000	\$125,000

Qaggiq School for the Performing Arts

	2017	2018	2019	Projected 2020
# of Programs	12	6	6	10
# of Teachers	26	27	30	30
# of Mentorships	-	-	18	15
# of Participants (Students/Youth & Artists)	140	130	100	150
# of Elders who Participated	22	24	19	30
# of Full-Time Qaggiavuut Staff	3	5	4	6
# of Part-Time Qaggiavuut Staff	20	15	14	30
Revenue Generated from Qaggiq School Programming	\$100,000	\$350,000	\$400,000	TBC

Existing Available Facilities

There are a number of places where Iqaluit residents meet for gathering and performances. Qaggiavuut spends an average of \$75,000 (plus travel, accommodations, per diems) annually to rent rehearsal spaces in Iqaluit and across Canada.

Qaggiavuut has used the following spaces in Iqaluit for rehearsals and performances in the past:

Rehearsal Spaces

- Association Des Francophones du Nunavut
- House 411 (Office)
- Anglican Parish Hall
- Community Church
- Soup Kitchen (Qajuqturvik Food Centre)
- Frobisher Inn Koojeesie Room

Performance Spaces

- Association Des Francophones du Nunavut
- Frobisher Inn Koojeesie Room
- House 411 (Office)
- Nakasuk Gym (Public School)
- Sylvia Grinell Park
- Anglican Church

It is important to note that the above facilities lack the appropriate infrastructure to present professional shows including lack of staging, rehearsal space, production, acoustics, equipment, lighting and sound, multimedia facilities, as well as the seating and amenities for audience members.



Association Des Francophones du Nunavut



Frobisher Inn, Koojeesie Room



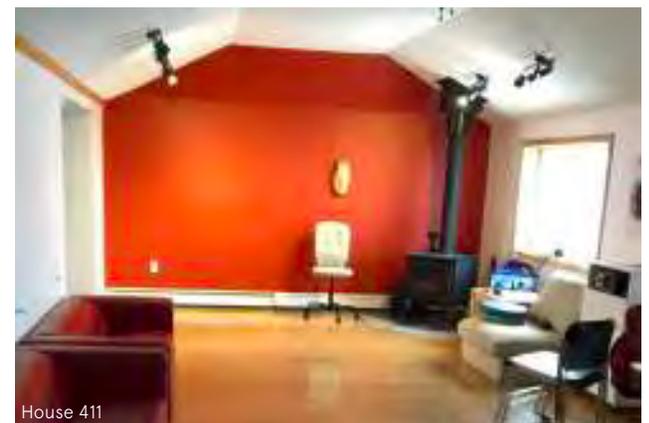
Qajuqturvik Food Centre



Tisi Area of High School



Nakasuk School Stage



House 411

Pan-Nunavut Consultation & Community Outreach

Community Outreach Research Process

Community Outreach

From September to November 2019, Qaggiavuut with Savira Cultural + Capital Projects conducted a comprehensive stakeholder interview process. The broad community outreach and External Market Research process included phone calls, meetings, a digital platform for sharing information (www.qaggiavuut.ca) and in-person interviews with almost 80 individuals from over 40 organizations. The full-scale stakeholder engagement included representatives from arts and culture organizations, broadcasting institutions, City of Iqaluit Mayor and staff, Government of Nunavut officials, Government of Canada representatives, Inuit organizations including NTI, and the Regional Inuit Associations (RIA), as well as subsidiary groups including QC, NCC, and NDC.

This process provided the foundation for evidence-based research and data collection to identify operational space requirements among current and future stakeholders in Nunavut. The interviews included an introduction to the feasibility study, presentation of the key themes, strategic priorities as identified by the Qaggiq Hub steering committee, internal assessment findings, and a conversation about stakeholder requirements for a community cultural space in Iqaluit.

The research findings from the external market research provide a framework and discussion tool for current and future state opportunities, and identify potential partners and sponsors. It

was also a method of assessing operational and facility gaps. Stakeholder design recommendations, market research, and key findings will be incorporated into conceptual designs by Diamond Schmitt Architects in a later section of this Feasibility Study.

Objectives:

- To conduct external stakeholder interviews to determine current and future needs in Iqaluit and across Nunavut
- To identify any infrastructure and facility gaps and prioritize space requirements for the broader community
- To complete a feasibility study that will inform and inspire concept design for a new Inuit performing arts and cultural learning centre in Iqaluit

The benefits of the evidence-based community engagement strategy are well documented: lower project costs, increased information, better decision-making, better outcomes for all stakeholders, and a greater understanding of the history and context of the organization and marketplace. Qaggiavuut and future user groups understood that their input is vital to the planning process, as it will help make this project the best it can possibly be. Stakeholders envision diverse programs and new spaces for the Qaggiq Hub, arts and culture organizations, businesses, and the entire Nunavut community.

Pan-Nunavut Consultations

From September to December 2019, Qaggiavuut also conducted a Pan-Nunavut consultation, traveling to Rankin Inlet and Cambridge Bay. The pan-Nunavut consultation was intended to share the message about the future of the Qaggiq Hub, to have a transparent feasibility study process, and to engage with communities who could benefit from Qaggiq School programming across the territory.

Some strategies for access to the Qaggiq Hub and the diverse programming include:

Strategies for Outreach:

- E-learning & technology
- Satellite classrooms in communities
- Dormitories in Iqaluit for artist training
- Integration of Qaggiq programs into school curriculum
- Production & Skills training via traveling courses/programs
- Artist residencies
- Touring productions
- Train the trainer programs
- Live broadcast of performances to



Interviews & Calls

The external stakeholder and preliminary market research interviews were successful and insightful. The results from the interviews provide an early understanding of the demand and requirements for a new performing arts and learning centre located in an accessible location in Iqaluit with programming that would span Nunavut.

The interviews were a critical first step in laying the foundation for ongoing community outreach and engagement. All participants were pleased to be included in the planning process. Key stakeholders have indicated that they would like to be involved in further decision-making as the project moves forward to ensure their needs are met. The results from the interviews and surveys will be used to inform design concepts and to build a case-for-support for the Qaggiq Hub.

External Stakeholder Criteria

The following facility criteria were discussed during community outreach and pan-Nunavut consultations:

- Community Space Needs
- Venue Requirements
- Event Space
- Public Spaces/Lobbies
- Breakout Facilities
- Back of House Spaces
- Outdoor Facilities
- Capacity Requirements
- Accessibility
- Food & Beverage Services
- Catering/Country Food
- Operations & Staffing
- Pricing/Budget
- Technology AV Infrastructure
- Broadcasting/Webcasting
- Recording Studios
- Rehearsal / Creation Spaces
- Logistics – Loading, Rigging
- Technical Support
- Preferred Suppliers
- Residences & Dormitories
- Sustainability & Appropriate Building Materials
- Users & Usage
- Outreach to other Nunavut & Inuit communities

List of Pan-Nunavut Community Outreach Interviews

Last Name	First Name	Organization	Role	Type of Organization
Alexander	Charlene	Yukon First Nations Culture & Tourism Association	Executive Director	Tourism
Anablak	Stanley	KIA (Kit)	President	Inuit Organization
Arluk	Renelтта	Banff Centre for Creativity & Leadership	Director, Indigenous Arts	Arts Organization
Arreak-Kullualik	Jeannie	NTI	COO	Inuit Organization
Aube	Robert	CanNor	Senior Economic Development Officer	Government of Canada
Autat	Delma	Pilimmaksaivik	COO	Government of Canada
Baron	Karine	Association des Francophones du Nunavut	Director	Non-Profit
Bell	Jenni	Iqaluit Community Theatre	Chairperson	Non-Profit Arts
Beveridge	Navarana	QIA	Director of Administration	Inuit Organization
Bilodeau	Bibi	Comedy Events	Comedian/Organizer	Performance
Black	Willa	Cisco	Vice-President Corporate Affairs	Corporation
Brault	Simon	Canada Council for the Arts	Vice-Chair	Government of Canada
Brown	Tim	Community & Government Services	Director of Community Infrastructure	Government of Nunavut
Burke	Travis	CBC	Videographer/Editor	News & Entertainment
Cayen	Greg	QC	Senior Financial Analyst	Inuit Organization
Charron	Guillaume	Ilitaqsiniq Nunavut Literary Council	Director of Operations	Non-Profit
Christopher	Neil	Inhabit Media	Owner	Media
D'Orazio	Rosanne	QIA	Director of Lands	Inuit Organization
Dunphy	Corinne	Nunavut Film Development Corporation	Project	Film
Egeesiak	Evie	NTI	Inuit Firms	Inuit Organization

Last Name	First Name	Organization	Role	Type of Organization
Ekho	Valerie	NTI	Communications Administrative Coordinator	Inuit Organization
Eirug	Huw	Nunavut Film Development Corporation	CEO	Film
Elliot	Ron	Premier's Office	Executive Assistant to Premier	Government of Nunavut
Emslie	Michelle	Yukon Arts Centre	Director of Programming	Arts Organization
Evik	Leena	Pirurvik	Director	Language School
Foster	Adrienne	Destination Canada	Director, Strategy & Corporate Planning	Tourism
Goddard	Connor	Recreation Department	Associate Director	City of Iqaluit
Hann	Derrick	Nunavut Arctic College	Dean of Community & Distance Learning	Education
Hayward	Jennifer	Outcrop Communications	CEO	Hospitality
Healey	Gwen	Qaujigiaqtiit Health Research Centre	Executive Director	Health
Hourie	Constance	Community & Government Services	Deputy Minister	Government of Nunavut
Huffman	William	Dorset Fine Arts	Marketing Manager	Arts Organization
Itocheak	Adamie	1,2,3 Go!	Volunteer	Arts Organization
Jarvis	Jennifer	Planning & Development Department	City Planner	City of Iqaluit
Joanasie	David	Culture & Heritage	Minister	Government of Nunavut
Johnston	Alannah	Alianait Arts Festival	Associate Director	Non-Profit Arts
Kakuktinniq	Goretty	Nunavut Development Corporation	Business Advisor, Cultural Industries	Inuit Organization
Kaludjak	Madeline	KivIA	Associate Executive Director	Inuit Organization
Kelly	Kevin	Travel Nunavut	CEO	Tourism

List of Market Interviews

Last Name	First Name	Organization	Role	Type of Organization
Laskey	Joanna	Pilimmaksaivik	Associate Director	Government of Canada
Loft	Steven	Canada Council for the Arts	Director, Indigenous Planning	Government of Canada
Lochhead	Jennifer	Nunavut Arctic College	Manager Early Childhood Education	Education
MacDonald	John	Department of Education, GN	Assistant Deputy Minister	Government of Nunavut
Mackenzie	Avianna	Pilimmaksaivik	Program Officer	Government of Canada
Manniapik	Jeannie	NTI	Inuit Employment & Training Coordinator	Inuit Organization
Maynard	Lucy	KivIA	Executive Assistant	Inuit Organization
Mearns	Ceporah	Qaujigiaqtiit Health Research Centre	Curriculum Development Researcher	Health
Mearzluff	John	Aurora Events	Live Sound Engineer	Events
Mike	Nancy	Qaujigiaqtiit Health Research Centre	Community Health Research Coordinator	Health
Morrison	Andrew	Aakuluk Music	Owner/Manager	Record Label
Nagel	Patrick	CBC	Station Manager	News & Entertainment
Neumark	Devora	CanNor	Economic Development Officer	Government of Canada
Nevin	Lauren	Baffin Regional Chamber of Commerce	Executive Director (former)	Non-Profit
Nichol	Darrin	Nunavut Development Corporation	President	Inuit Organization
Nimchuk	Sheldon	QC	Director of Project Development	Inuit Organization
Ningeongan	David	KivIA	President (former)	Inuit Organization
Ogina	Julia	KitIA	Programs Coordinator	Inuit Organization
Onalik	Jimi	Economic Development & Transportation	Associate Deputy Minister	Government of Nunavut
Otak	Toby	CBC	Reporter/Editor/Host	News & Entertainment

Last Name	First Name	Organization	Role	Type of Organization
Oudshoorn	Keiran	CBC	Reporter/Editor/Host	News & Entertainment
Parron	Victoria	Alianait Arts Festival	Executive Director	Non-Profit Arts
Pedersen	Fred	KitIA	Director of Communications & Planning	Inuit Organization
Redfern	Madeleine	City of Iqaluit	Former Mayor	City of Iqaluit
Reynders	Naya	QIA	Acting Executive Director	Inuit Organization
Ritchie	Kyle	Nunavut Wildlife Management Board	Wildlife Management Biologist	Wildlife
Sallaffie	Moriah	Qaujigiaqtiit Health Research Centre	Youth Research Coordinator	Health
Salomie	Avva	CBC	Reporter/Editor/Host	News & Entertainment
Scott	Bethany	QIA	Associate Director of Social Policy	Inuit Organization
Soucie	Jennie	NTI	Governance Manager	Inuit Organization
Stubbing	Alex	Culture & Heritage	Director of Heritage	Government of Nunavut
Synard	Clarence	NCC	Vice-President	Inuit Organization
Tabish	Taha	Qaujigiaqtiit Health Research Centre	Innovations Research Coordinator	Health
Thorhaug	Wade	Qajuqturvik Food Centre	Executive Director	Non-Profit
Uluqsi	Gloria	Nunavut Arctic College	Dean of Education	Education
Uniuksaraq	Hannah	NTI	CAO	Inuit Organization
Wells	Amanda	Planning & Development Department	Lands Administrator	City of Iqaluit
Wisener	Jane	Jane & Co	Owner	Hospitality
Hildebrand	Cameron	Frobisher Inn	Events Manager	Hospitality

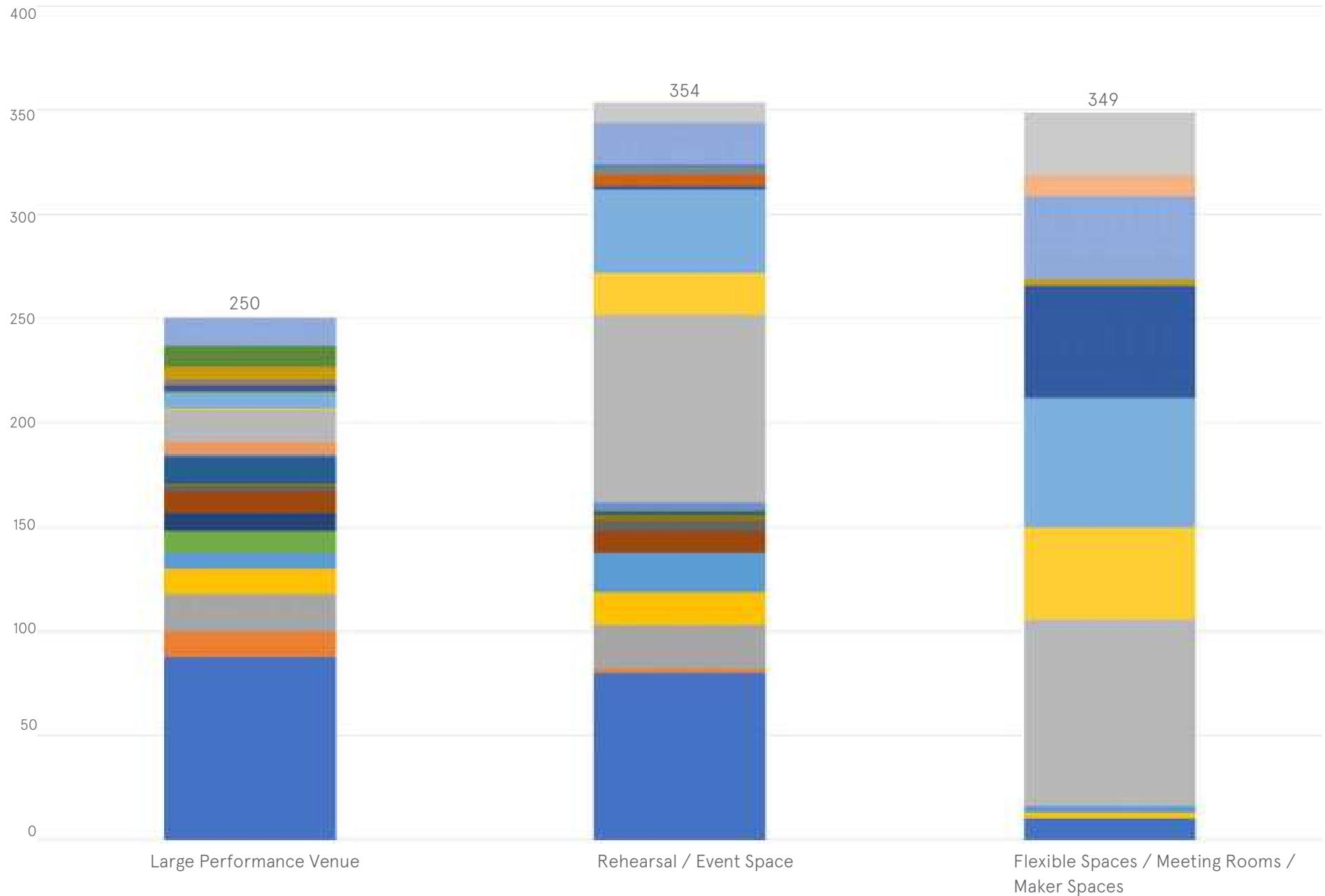
Rental Overview & Usage Projections

The following table shows the breakdown of anticipated program use in the new recommended spaces in the Qaggiq Hub. This includes: 250 in the Large Performance Venue, 354 in the Rehearsal / Event Space, and 349 in the Flexible Spaces / Meeting Rooms / Maker Spaces. The total number of estimated program shows/community uses/corporate meetings/events is 953 in the anticipated spaces. The 12 dormitories are expected to be used 1,441 times a year, plus additional uses will be seen in the atrium / market space.

Group	Large Performance Venue (200-350 Capacity)	Rehearsal / Event Space (50-100 Capacity)	Flexible Spaces / Meeting Rooms / Maker Spaces (20 Capacity)	Dormitories
	# of Days	# of Days	# of Days	# of Days
Qaggiavuut*	88	80	10	1,177
1,2,3 GO!*	12	2	-	-
Aakuluk Music*	18	21	-	-
Alianait Arts Festival*	12	16	3	-
Arctic Comedy Festival (Crack-Up Comedy & Canadian North)*	8	19	3	-
Aurora Events	10	-	-	-
Association Des Francophones du Nunavut (AFN)	9	-	-	-
Baffin Regional Chamber of Commerce (BRCC)	10	10	-	-
Banff Centre for Creativity & Leadership	3	5	-	84
Canada Council for the Arts	1	3	-	60
CBC	13	1	-	-
City of Iqaluit	-	1	-	-
CTRC Indigenous Content Creators*	1	4	-	20
Department of Culture & Heritage (GN)	6	-	-	-
Pilimmaksaivik - Federal Centre of Excellence for Inuit Employ	15	90	90	-
Ilitaqsiniq NU Literacy Council*	1	20	44	-
Inhabit Media/ Inhabit Ed./ Taqqut Productions	7	40	62	-
Iqaluit Community Theatre*	3	2	54	-
Iqaluit Music Society*	1	5	-	-
NTI	2	4	-	-
Northern 3: Pan Arctic Arts Collective*	6	-	3	60
Nunavut Wildlife Management Board	-	1	-	-
Nunavut Hitmakrz*	10	-	-	-
Nunavut Arctic College	13	20	40	40
Pirurvik Centre*	-	-	10	-
QIA	1	10	30	-
TOTAL	250	354	349	1,441

* Qualify for subsidized rental rates

Total Projected Usage: Large Performance Venue, Rehearsal / Event Space, & Flexible Spaces / Meeting Rooms / Maker Spaces, in Year 1



Community Outreach & Pan-Nunavut Consultations - Key Findings

Savira's research shows gaps in infrastructure in Iqaluit. The city is desperate for housing, office space, cultural and social infrastructure. The Government of Canada recognizes that the Arctic is in crisis from decades of neglect and disregard, climate change, and a lack of infrastructure. Although this study recognizes the urgency it is focused on social and community infrastructure.

Throughout the study various Government of Nunavut agencies, as well as Inuit organizations across the territory, artists, as well as businesses and tourism were interviewed to identify greater community needs in Iqaluit and Nunavut. It is clear that various pockets of funding are available for the capital and operating costs of the Hub but it is pending a strong business case and sustainable operating model. The Qaggiq Hub will have access to potential funding from Culture & Heritage (GN), Economic Development & Transportation (GN) – including the Community Tourism and Cultural Industries Program, various funds from Inuit organizations including pockets of support for language and skills training, as well as funding from federal sources including the Cultural Spaces Fund.

Although Qaggiavuut is focused on creating spaces for Inuit performing arts, language, learning, and culture, the Qaggiq Hub will serve a much broader audience with various multipurpose spaces, dormitories, job training, kitchen, and rehearsal/breakout rooms.

The following is a summary of the **community outreach, stakeholder interviews, and pan-Nunavut consultations showcasing the various needs and requirements for the Qaggiq Hub:**

Community Centre & Gathering Place = Qaggiq Hub

The Qaggiq Hub is more than a performance space, it is social infrastructure and a community hub for the entire community. It is a place to improve the lives of Inuit with a focus on language and culture, cuisine, music, and art. Stakeholders noted the need for positive spaces not focused on alcohol for adults to go to try something new, for example carving or dance. The Qaggiq Hub will show social benefits in three key areas including:

- Community – through partnerships the Qaggiq Hub can strengthen arts, education, business, and create a greater sense of pride and belonging through cultural initiatives
- Health & Wellbeing – organizations in Iqaluit recognize the strong connection between art and wellbeing and state the lack of appropriate facilities for extended programming
- Education – Qaggiq will strengthen Inuit culture and language by training Inuit artists and delivering programming and mentorship and early childhood education programs

Stakeholders noted that the Qaggiq Hub will be a place that is living and breathing, it will provide a purposeful life and lifelong learning to the whole community

Inuit Language & Culture

The Qaggiq Hub will have a strong focus on Inuit Language and Culture. As a cultural learning hub it will provide diverse programming in partnership with the Qaggiq School, Qaggiavuut, Alianait Festival, Nunavut Arctic College, and various other Inuit institutions in Iqaluit and Nunavut. Groups who were interviewed referenced the Breaking Point report from the Standing Committee on Indigenous and Northern Affairs, that makes direct links between the development of Indigenous language, arts training, and suicide prevention. These were all topics that were brought up by Inuit organizations as well as institutions who work with young adults and children.

Diverse Programming & Skills Training

Members of the community and various organizations identified the lack of space for programming in Iqaluit and the territory. Although there are rich programs across Nunavut, there is no place for these organizations to call home. The Qaggiq Hub will serve as a place that offers a wide range of programming from Inuit language and culture, music, theatre, dance, culinary lessons, visual arts, and many more – it will boast a program with something for everyone. Stakeholders also pointed out the desperate need for job creation and skills training. The Qaggiq School already has performing arts training but a professional venue and partnerships will allow for more robust programming. Other programming and training partnerships were identified with the Nunatta Sunakkutaangit Museum for archiving as well as exhibitions.

Pan-Nunavut Outreach

NTI and QIA recommended Qaggiavuut consult with Inuit organizations across the territory. Qaggiq Project Managers met with organizations in all three regions: Qikiqtaaluk, Kivalliq and Kitikmeot. The goal of the pan-Nunavut outreach was to identify strategies for communities outside of Iqaluit to benefit from the Qaggiq Hub and Qaggiq School programming. Some of the identified strategies include:

- E-learning & technology
- Satellite classrooms in communities
- Dormitories in Iqaluit for artist training
- Integration of Qaggiq programs into school curriculum
- Production & Skills training via traveling courses/programs
- Artist residencies
- Touring productions
- Training
- Entrepreneur Programs
- Train the trainer programs
- Live broadcast of performances

Tourism & Economic Development

The Qaggiq Hub will allow Nunavut to become a unique international cultural destination that will contribute significantly to Canada's \$54B arts and culture GDP. The construction of the Qaggiq Hub alone will generate over \$18.8M in contributions to Nunavut and will create over 190 jobs. Groups who were interviewed discussed the importance of creating experiences and not only performances. For example, tourists are greatly interested in immersive experiences such as having tea with Elders, learning to sew, or traditional Inuit dance. Currently the federal and territorial government spend \$6,000 / tourist (cost of acquisition) and in turn tourists only spend \$2,500 in the territory. A partnership with the Qaggiq Hub can shift the imbalance as well as provide a service that doesn't currently exist for residents, business and tourist travelers. Stakeholders identified the Qaggiq Hub as an economic development and tourism asset that can contribute greatly to the economy and to the \$300M gross tourism revenue in the territory.

Performance Spaces & Technical Requirements

Various not-for-profit organizations, businesses, event planners, and government organizations were interviewed, and the following spaces were identified as needed in Iqaluit:

- Large theatre venue – Capacity 200-350
- Rehearsal / Meeting Rooms – Capacity 50-100
- Outdoor Performance/Gathering Space – Capacity 500-1,000
- Dormitories/Residences – 12+ rooms and shared amenities
- Other Spaces (size TBC): studio/creative labs, café/kitchen, offices/co-working

Artists, organizations, governments, and various businesses and stakeholders identified the need for the following technical systems: audio, podcasting, post-production, studios, equipment rentals, projection, great acoustics, flexibility, broadcast & streaming, kitchens, a place to work on skins together – easily cleaned floors, availability of country food, tool building workshops, and a space for interviews with technology built in.

Cultural District & Location

After consulting with the City of Iqaluit Lands Department, QIA, and QC, various stakeholders, as well as an evaluation of four potential sites, the ideal location for the Qaggiq Hub is on the Inuit Owned Lands development next to the new Aqsarniit hotel in Iqaluit. The site is currently being developed with services. The likely ownership/lease model will mean that QIA will maintain ownership of the land, it will be leased to the Qaggiq Hub (20-30 year leases are typical), and developed by QC. It is ideally located close to the airport, booming Blackheart Café, IBC Multimedia Centre, the Malikkaat Gift Shop, and is cited to be the new downtown core. Furthermore, the availability of land at this location allows for the opportunity to create a Cultural District with options to co-locate with other cultural infrastructure projects, such as the Nunavut Heritage Centre as well as other arts and cultural organizations.

Heritage Centre & Phased Approach

Many government departments as well as the Inuit Heritage Trust have been working towards bringing 180,000 Inuit artifacts back to the Arctic. There is a lack of capital for a Heritage Centre in Iqaluit but this is a requirement outlined in the Nunavut Agreement. Stakeholders recommended that Qaggiavuut collaborate with the Inuit Heritage Trust to discuss a co-located project that would remove redundant spaces and programming. The Inuit Heritage Trust has agreed to continue conversations with Qaggiavuut about potential future collaboration, potentially including a master plan to create a cultural district and a phased construction approach to both projects. Together the Qaggiq Hub, the Nunavut Heritage Centre, and other cultural infrastructure projects, can create a critical mass and destination for both residents and visitors.

Design Excellence – Sustainability & Appropriate Materials

Appropriate use of materials as well as design excellence was cited by many organizations and stakeholders as a top priority for any new building project in Iqaluit. It has unfortunately been the case too often that buildings are erected in the Arctic without proper recognition of the climate or environmental factors.

Stakeholders often referred to climate change and the importance of sustainable technologies including the incorporation of renewables such as smart grid, heat recovery, battery storage, data, and fiber.

Another important consideration was noted for the use of appropriate materials and design inspired by the surrounding environment – for example colors from the tundra, shapes that block wind, and design that will allow for maximum natural light during all times of the year.

Operating Model & Governance

All government and Inuit organizations noted that the single most important factor dictating whether or not the Qaggiq Hub gets built is a sustainable operating model and sound governance. Various organizations recommended that Qaggiavuut be the resident partner who runs the majority of programming in the Hub, but not the owner or the operator. Stakeholders identified the need for a professional venue facility and events team to be in charge of rentals, financials, administration, and overall venue operations. A sustainable operating and partnership model is a requirement to obtain any further funding and support from many Government of Nunavut departments, Government of Canada, the private and philanthropic sector, as well as Inuit organizations across the territory.

Preliminary Functional Program & Space Needs

In previous studies Qaggiavuut worked with Diamond Schmitt Architects to create a schematic design which included a high level functional program, floor plans, and three-dimensional renderings of the proposed facility. The space program and floor plans were reviewed by Savira Cultural + Capital Projects in conjunction with the requirements outlined in the internal needs and external market research. The main spaces at the Qaggiq Hub include: Large Performance Venue (200-350 Capacity) with flexible seating and dividing sky wall, Rehearsal / Event Spaces (Capacity 50-100) with sky wall to divide room if needed, Flexible Spaces/Meeting Rooms/Maker Studios (Capacity 20; multiple rooms and various configurations).

It was understood during the marketplace interview process that the café and kitchen space could be used for Inuit culinary training in association with the Nunavut Arctic College, but also for hunters and family gatherings. Inuit culinary traditions are an integral part of their culture; having a functional traditional kitchen that can teach youth its culinary history and skills will add meaning and value to the idea of the Qaggiq Hub.

Similarly, Qaggiavuut and local groups identified the need to have a residential space within the Qaggiq Hub. This will allow the visiting school and college students, as well as artists and Elders, to live, dine and learn immersed in their cultural setting. Dormitories / residences are assumed to be located on a second floor. The gross area of these spaces is approx. 1,500 SF which is sufficient to accommodate 12 individual bedrooms or 30 bunk beds and a common lounge. Shared multiple washrooms for the occupants of the dormitory could be positioned above the washrooms on the ground floor.

Finally, much conversation focused on the lack of available office spaces in Iqaluit. Various non-profit groups as well as government offices noted they would be happy to rent or share office spaces at the Qaggiq Hub. The designated 3,000 SF can accommodate 25 offices, or 62 cubicles, or 120 desks, or a combination of all three to create a revenue generating opportunity for the Qaggiq Hub.

Stakeholders have indicated a need for a community space with performing arts facilities in a central location featuring the following key spaces served by one main lobby that is accessible, transparent, warm, and welcoming:

SPACE	SIZE (SF)	CAPACITY	NOTES
Performance Space (including seating & back of house)	10,000 SF	350 seated	<ul style="list-style-type: none"> Flexible/retractable seating
Lobby / Atrium, (including washrooms & storage)	3,500 SF	350 standing	<ul style="list-style-type: none"> Shared lobby for all facility venues
Rehearsal / Event Space	2,500 SF	50 - 100	<ul style="list-style-type: none"> Can be broken into smaller spaces for multiple users simultaneously
Flexible Spaces / Meeting Rooms / Maker Spaces	3,000 SF	TBC	<ul style="list-style-type: none"> Spaces for artists and craftspeople to work Can be used for markets Tool building and skills training
Cafe / Kitchen / Other	1,500 SF	TBC	
Offices & Co-Working Spaces	3,000 SF	TBC	<ul style="list-style-type: none"> Offices for Qaggiavuut & facility management Co-working offices and business centre for artists Shared resources Revenue generating opportunity
Dormitories / Residences	1,500 SF	TBC	<ul style="list-style-type: none"> To be used for visiting artists and students
TOTAL NET	25,000 SF		
TOTAL GROSS	42,000 SF		

Annual Programming

The programming vision for the new Qaggiq Hub is to provide the public with experiences and performances from the Inuit cultural world and to foster an appreciation of the arts where culture inspires, engages and thrives within the community. The programming in the various venues will enhance community engagement and collaboration across the City of Iqaluit, as well as across the territory, to build audiences, provide access, and support long-term Inuit arts and culture goals.

The new Qaggiq: Inuit Performing Arts & Cultural Learning Hub will provide significant new programming and partnership opportunities for culture, community, and corporate marketplace.

These include:

Qaggiq School of Performing Arts:

The Qaggiq School of Performing Arts support will continue to support the development of Inuit artists to be agents of change who create new, forward-thinking Inuit performing arts work.

The Qaggiq School of Performing Arts is open to all emerging and established Inuit performing artists throughout Canada. The Qaggiq School will run 10 courses per year. Each course will include an on-stage performance that will be ticketed and open to the public. An Inuit-specific pedagogy is delivered by a team of experts in education, the performing and arts and Inuit culture and language.

Qaggiavuut Productions: Qaggiavuut will curate and develop diverse programming to attract its vibrant community through culture specific programs that include: music, drama, spoken word, comedy – in a unique series that will provide diverse cultural opportunities for all Nunavut residents. These productions are considered cultural exports and will tour in Canada and globally.

Qaggiavuut Presents / Touring Productions: The Large Performance Venue will provide the opportunity to present top artists and comedians, classical artists and symphony orchestras, as well as all manners of traveling national and international shows.

Festivals: The new performance spaces will attract residents and visitors to the cultural district area, providing an opportunity for small and mid-sized festivals and outdoor events in collaboration with various cultural and government organizations.

Educational Programming & Family-Series: The Qaggiq Hub will be an attractive destination for school field trips, as well as after-school, summer, and March break programming. New expanded programming initiatives will provide opportunities for children and youth to participate in the performing arts regardless of age, income, and cultural background. The Qaggiq Hub also provides to opportunity to incorporate early childhood education programs and day care.

Rental Clients: The Large Performance Venue and Rehearsal/Event Space at the

Qaggiq Hub will be professional venues that will attract programming from regional and national promoters, that will bring unique and interesting local, national, and international programming to the Hub. It will also be a place that supports local arts and culture initiatives and organizations.

Non-Performance Rentals: The new Qaggiq Hub will be a vibrant destination that will attract residents and visitors to the city and territory and will support events, conferences, meetings, government courses and announcements, celebrations, graduations, and will support activity to drive economic development and tourism.

Government, Business & Corporations: The Large Performance Venue and the Rehearsal/Event Space at the Qaggiq Hub will provide a place for the growing government and corporate community in Iqaluit to host meetings, conferences, AGMs, and larger events.

Film presenting: The Large Performance Venue at the Hub will be equipped with film and projection technology that will attract new audiences and support local film organizations such as the Nunavut Film Development Corporation, and independent producers.

Culinary Events: The catering kitchen and Rehearsal/Event Space will greatly expand programming opportunities to include Inuit culinary events, galas, fundraisers, education, VIP and private events, that will support local restaurants, and attract residents and visitors to the cultural district.

Site Evaluation

Savira Cultural + Capital Projects with Qaggiavuut evaluated five sites as potential locations for the Qaggiq Hub. The first site was the Inuit Owned Lands currently under development by the QC. This land is owned by QIA, leased, and developed by QC. The first priority on this site was the new Aqsarniit hotel that is currently under construction. The second site is located on the south eastern edge of the city on the road leading to the Apex. It is not currently serviced and is not slated to be so in the coming years. The third site is where the current Qaggiavuut office is located - this site has the appropriate zoning but not enough space. The fourth site is the current location of the Arnakallak Building that currently houses offices but has incredible views of Frobisher Bay. The final site, which is not shown in the chart below was the site of the old CBC building. The City Land Department quickly informed Qaggiavuut that this site is already approved for a different development and hence it was not included in the site evaluation.

The chart below summarizes the key elements of the vision statements against each of the sites:

Site Considerations	SITE 1 - Inuit Owned Land Development	SITE 2 - Apex	SITE 3 - Qaggiavuut Office	SITE 4 - Arnakallak Building
Owner	Inuit Land Organization	City of Iqaluit	Qaggiavuut	QC
Zoning / Land Value	Open Area Zone	Municipal Reserve Zone	Neighbourhood Business Zone	Sijjanga Zone
Availability of Land	Available	Available	Available	Currently Houses Offices
Size	12 acres			
Services	Servicing coming with IOL development	Not Serviced	Serviced	Serviced
On-Site Parking	Yes	Yes	No	Limited
Central & Accessible	Yes	No	Yes	Yes
Tourist Destination	Yes	Yes	Yes	Yes
Views of the Water	Yes - distant	Yes	No	Yes
Cultural Hub	Yes	Yes	Yes	Yes
Performing Arts	Yes	Yes	Yes	Yes
Superb Acoustics	Close to airport	Yes	Yes	Busy Street
Community Engagement	Yes	Yes	Yes	Yes
Natural Light	Yes	Yes	Yes	Yes
Outdoor Spaces	Yes	Yes	No	No
Strengths	<ul style="list-style-type: none"> Inuit-owned land No land purchase Serviced Views of the water Appropriate size 	<ul style="list-style-type: none"> Beautiful View Empty parcel of land Close to existing youth programming & spaces 	<ul style="list-style-type: none"> No land purchase required Serviced Close to many residential neighborhoods Already zoned as commercial 	<ul style="list-style-type: none"> Beautiful location Connected to the water Close to numerous parking lots
Opportunities	<ul style="list-style-type: none"> Partnership opportunities Creation of cultural district Community engagement A place for everyone 	<ul style="list-style-type: none"> Creation of a Youth Corridor/ District Opportunity to service new area of city 		<ul style="list-style-type: none"> Provide higher value for land that is being used as office space Create a community place in a residential neighborhood

Map of Sites



Site 1: Inuit Owned Land Development

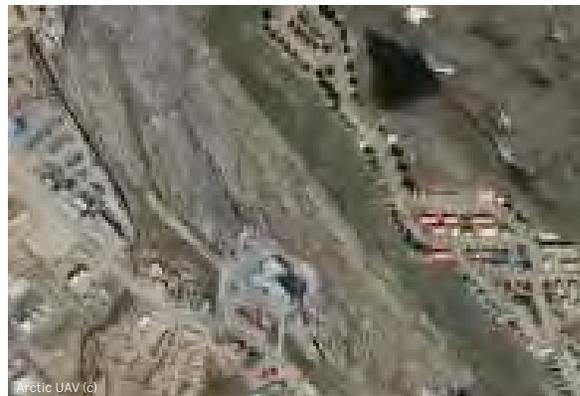
Preferred Site

The Inuit Owned Land Development is the preferred site for the Qaggiq Hub. It is located centrally and is easily accessible by bike, walking, car, and is in close proximity to the airport. It is an area just being developed so there is flexibility of carving out an appropriate parcel of land that would best suit the needs of the Qaggiq Hub. Since it is a parcel of land currently under development it also would not be as restrictive as other existing parcels of land in Iqaluit.

The land is owned by QIA and is currently being developed by QC. This area will be the eventual central core of the city and will be surrounded by all other Inuit owned properties. Based on the criteria it is a good fit for the Qaggiq Hub.



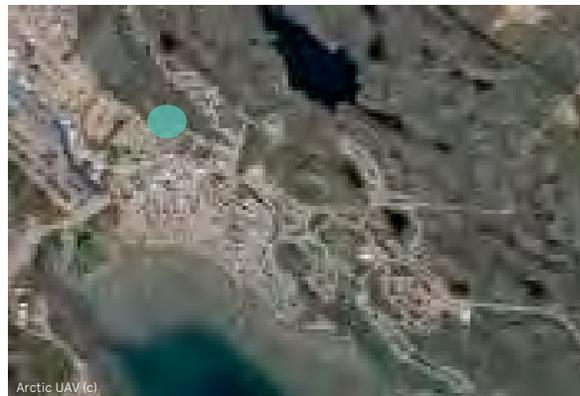
Natalia Kozdrak (c)



Arctic UAV (c)



Google Maps (c)



Arctic UAV (c)

Site Considerations	Inuit Owned Land Development
Owner	QIA
Zoning / Land Value	Open Area Zone
Availability of Land	Available
Size	12 acres
Services	Servicing coming with IOL development
On-Site Parking	Yes
Central & Accessible	Yes
Tourist Destination	Yes
Views of the Water	Yes - distant
Cultural Hub	Yes
Performing Arts	Yes
Superb Acoustics	Close to airport
Community Engagement	Yes
Natural Light	Yes
Outdoor Spaces	Yes
Strengths	<ul style="list-style-type: none"> • Inuit-owned land • No land purchase • Serviced • Views of the water • Appropriate size
Opportunities	<ul style="list-style-type: none"> • Partnership opportunities • Creation of cultural district • Community engagement • A place for everyone

Site 2: Apex

The Apex site is a great choice for the location of the Qaggiq Hub with its beautiful views and proximity to schools. However, there are a few factors that make it less desirable. Most notably, it is not yet serviced meaning everything is brought in by truck, making it problematic considering the size of the development. This will also significantly increase costs for water, sewer services, as well as fire protection. The costs alone would take away from other important aspects of the project and this is not a fair compromise for such an important community space.

The land is owned by the City of Iqaluit and it is a Municipal Reserve Zone. The City Lands Department strongly advised against pursuing this as an option as it is not financially viable. Based on these roadblocks this is not a good fit for the Qaggiq Hub.



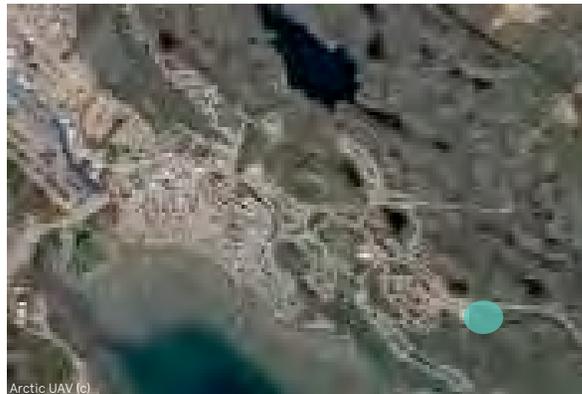
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Arctic UAV (c)



Natalia Kozdrak (c)



Arctic UAV (c)

Site Considerations	Apex
Owner	City of Iqaluit
Zoning / Land Value	Municipal Reserve Zone
Availability of Land	Available
Size	N/A
Services	Not Serviced
On-Site Parking	Yes
Central & Accessible	No
Tourist Destination	Yes
Views of the Water	Yes
Cultural Hub	Yes
Performing Arts	Yes
Superb Acoustics	Yes
Community Engagement	Yes
Natural Light	Yes
Outdoor Spaces	Yes
Strengths	<ul style="list-style-type: none"> • Beautiful View • Empty parcel of land • Close to existing youth programming & spaces
Opportunities	<ul style="list-style-type: none"> • Creation of a Youth Corridor/District • Opportunity to service new area of city

Site 3: Qaggiavuut

The site with the current Qaggiavuut offices is centrally located and easily accessible. It is designated as a Neighbourhood Business Zone which is beneficial for the Qaggiq Hub. However, this site is not nearly large enough for a building the size of the Qaggiq Hub. The area is also not large enough to accommodate the appropriate amount of parking. The lot size and busy neighbourhood prove that this is not an ideal location for the Qaggiq Hub.



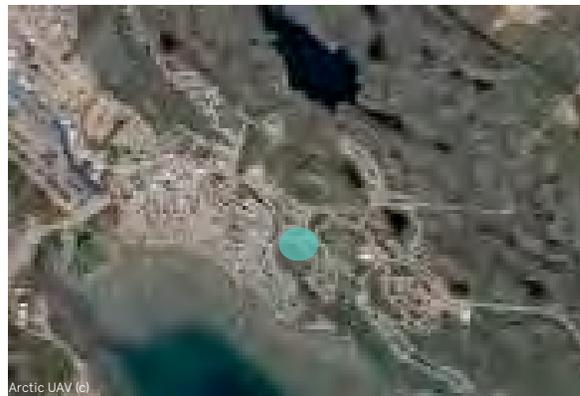
Google Maps (c)



Arctic UAV (c)



Google Maps (c)



Arctic UAV (c)

Site Considerations	Inuit Owned Land Development
Owner	Qaggiavuut
Zoning / Land Value	Neighbourhood Business Zone
Availability of Land	Available
Size	
Services	Serviced
On-Site Parking	No
Central & Accessible	Yes
Tourist Destination	Yes
Views of the Water	No
Cultural Hub	Yes
Performing Arts	Yes
Superb Acoustics	Yes
Community Engagement	Yes
Natural Light	Yes
Outdoor Spaces	No
Strengths	<ul style="list-style-type: none"> No land purchase required Serviced Close to many residential neighborhoods Already zoned as commercial
Opportunities	

Site 4: Arnakallak

The Arnakallak site is another great location for the Qaggiq Hub. It has beautiful views as it sits directly on the lip of Frobisher Bay. However, there are many reasons why this site is not available for the purposes of building the Qaggiq Hub. The size of the site is not adequate to accommodate the building and parking needs, there are height restrictions that would limit the design and scope of the project, and the existing building was recently renovated by NCC. NCC also takes care of operations and maintenance of the building.

The building is owned by Nunasi but the Government of Nunavut is there on a long-term lease. Based on these roadblocks this site is not a good fit for the Qaggiq Hub.



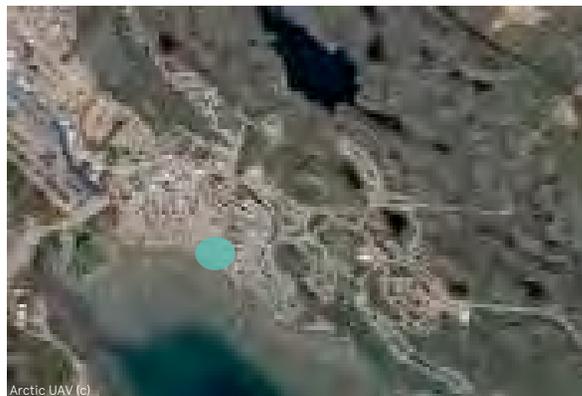
Natalia Kozdrak (c)



Arctic UAV (c)



Natalia Kozdrak (c)



Arctic UAV (c)

Site Considerations	Apex
Owner	QC
Zoning / Land Value	Sijjanga Zone
Availability of Land	Currently Houses Offices
Size	
Services	Serviced
On-Site Parking	Limited
Central & Accessible	Yes
Tourist Destination	Yes
Views of the Water	Yes
Cultural Hub	Yes
Performing Arts	Yes
Superb Acoustics	Busy Street
Community Engagement	Yes
Natural Light	Yes
Outdoor Spaces	No
Strengths	<ul style="list-style-type: none"> • Beautiful location • Connected to the water • Close to numerous parking lots
Opportunities	<ul style="list-style-type: none"> • Provide higher value for land that is being used as office space • Create a community place in a residential neighborhood

Preliminary Designs & Cost Estimates



Preliminary Design Concepts for Qaggiq Hub & The Cultural District

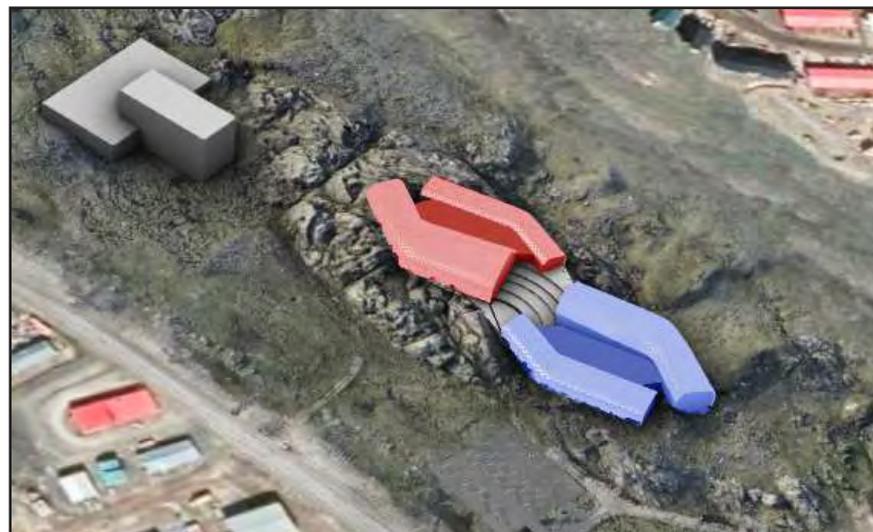
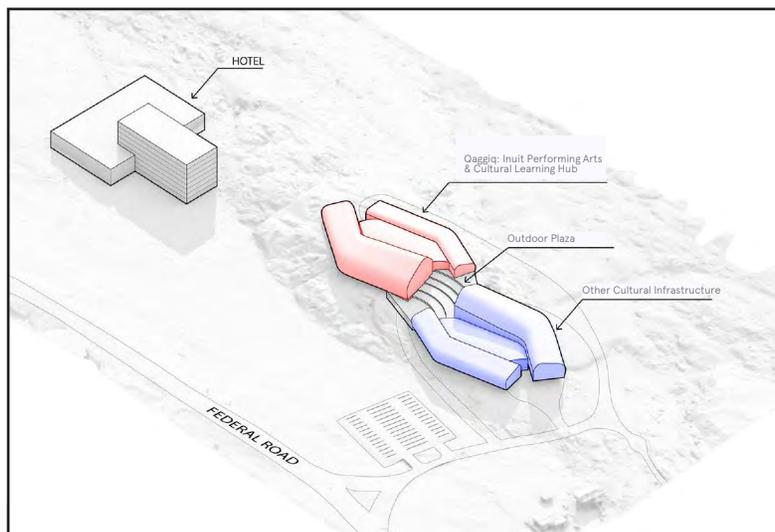
Diamond Schmitt Architects were engaged as part of the feasibility study team for the Qaggiq: Inuit Performing Arts and Cultural Learning Hub. The team of architects attended stakeholder meetings and were provided with findings from the internal needs assessment, community outreach and Pan-Nunavut consultations, as well as site evaluation and preliminary functional program in order to produce the preliminary design concepts for the Qaggiq Hub and the cultural district. Considerations include a phased construction approach and the co-location of other cultural infrastructure projects, such as the Nunavut Heritage Centre, to create a cultural district in Iqaluit. Based on conversations with various Inuit organizations this is an ideal situation to create a critical cultural mass in the city, a place for every resident and visitor. The concepts for the Qaggiq Hub are more refined than the Nunavut Heritage Centre as this is not a part of the scope of work for this feasibility study. The purpose of including other cultural infrastructure projects and the Nunavut Heritage Centre is to show the strong development potential of co-locating with the Qaggiq Hub to create a cultural district for Iqaluit with shared infrastructure, resources, amenities, and programming opportunities.

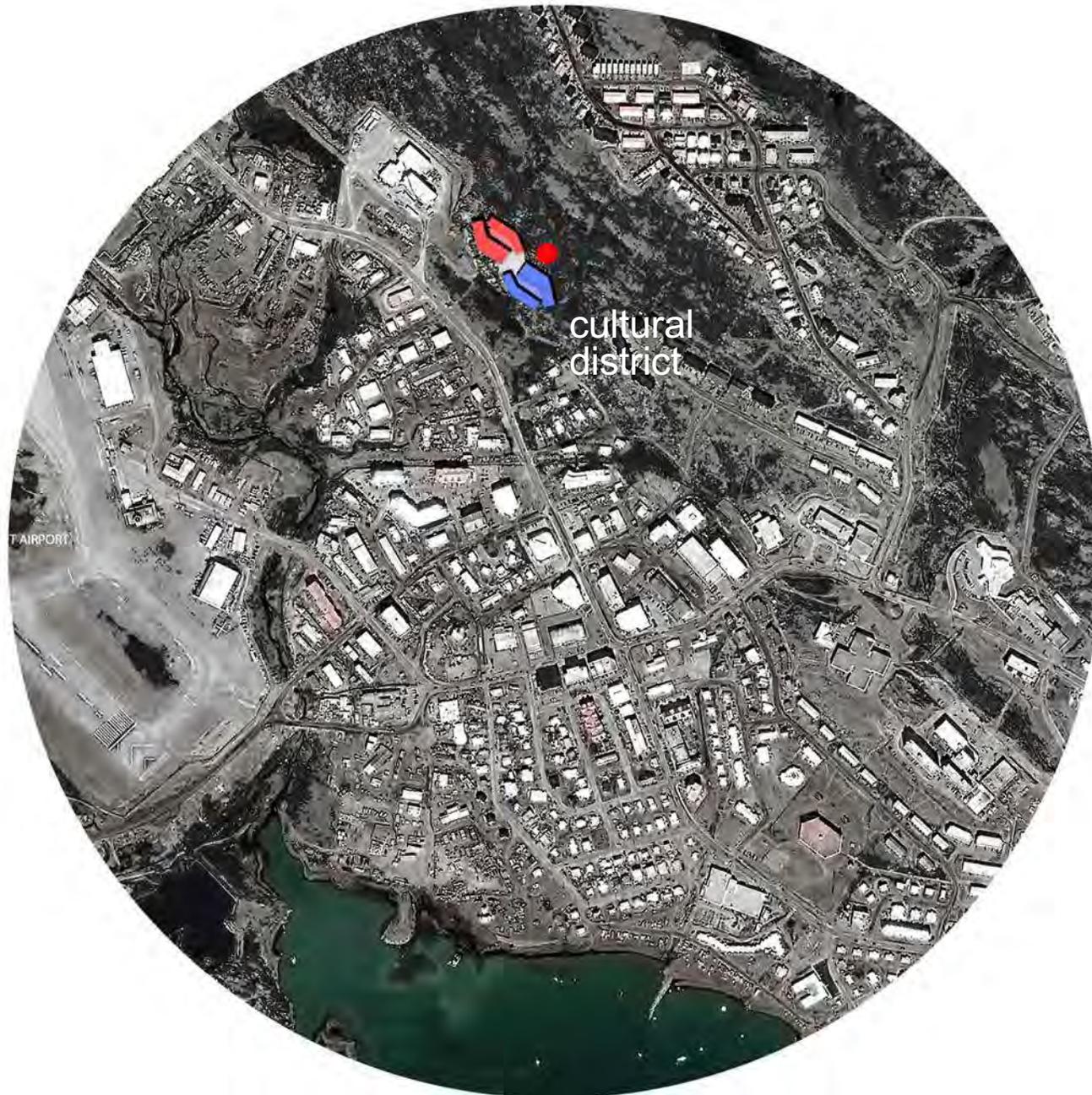
As noted in the Introduction and "Multi-Phased Approach to Development & Construction," this report is largely based on a combination of Phase 1 & 2: Performance & Community Benefits + Additional Community Spaces. The major exception is this section (as prepared by Diamond Schmitt Architects) under the recommendation of Savira Cultural + Capital Projects that includes Phase 3: Integration with other Cultural Infrastructure and Tourism (Hotel) Projects. The priority and detailed analysis is of the Qaggiq: Inuit Performing Arts & Cultural Learning Centre.

Site: Inuit Owned Lands Development (adjacent to hotel)

Size of Qaggiq Hub: Total Gross Area = 42,968 SF

Land Owner: Qikiqtani Inuit Association (QIA)





The Cultural District can accommodate the Qaggiq Hub and additional cultural facilities to be built in phases.

CULTURAL DISTRICT, IQALUIT

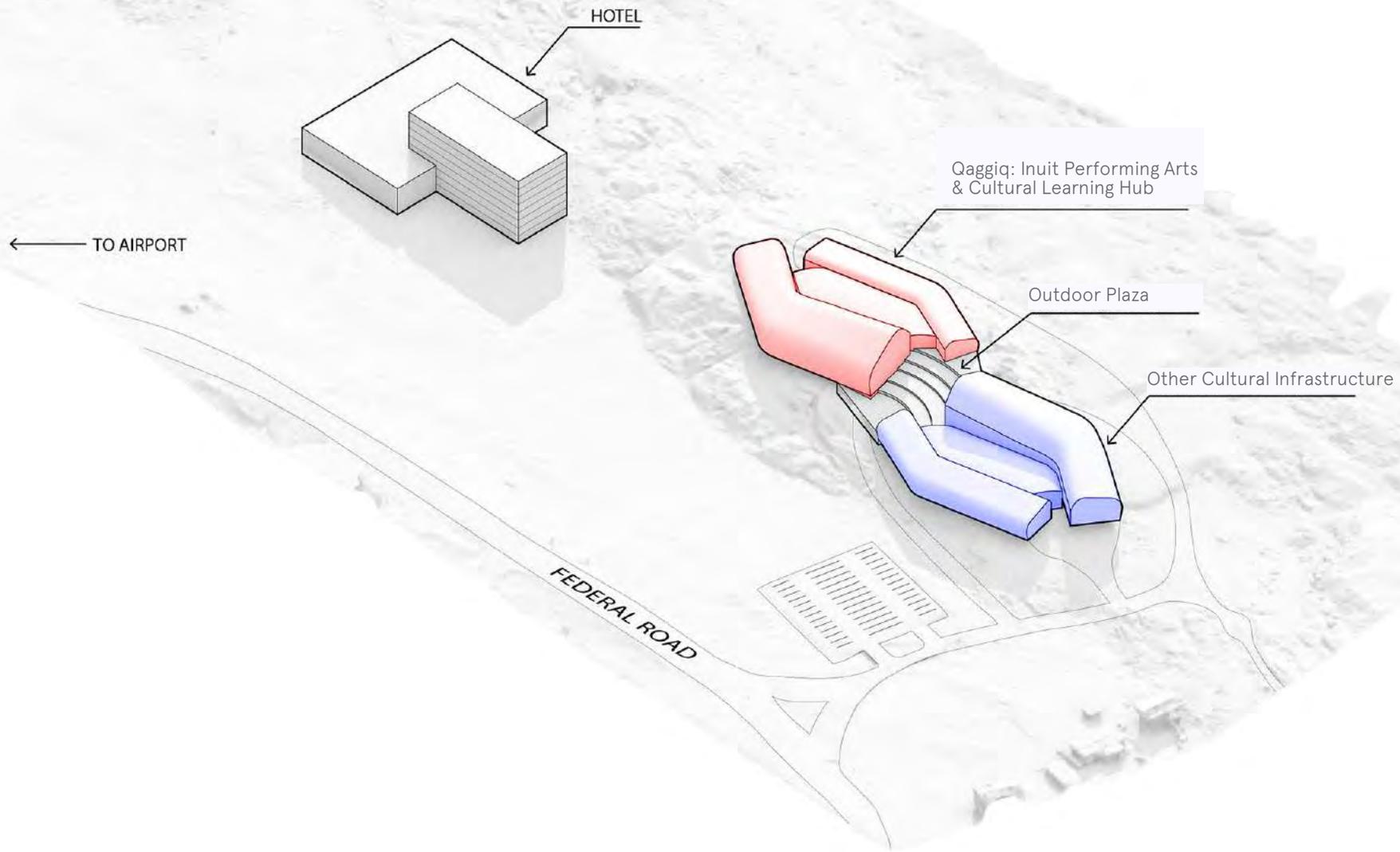
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schmitt**



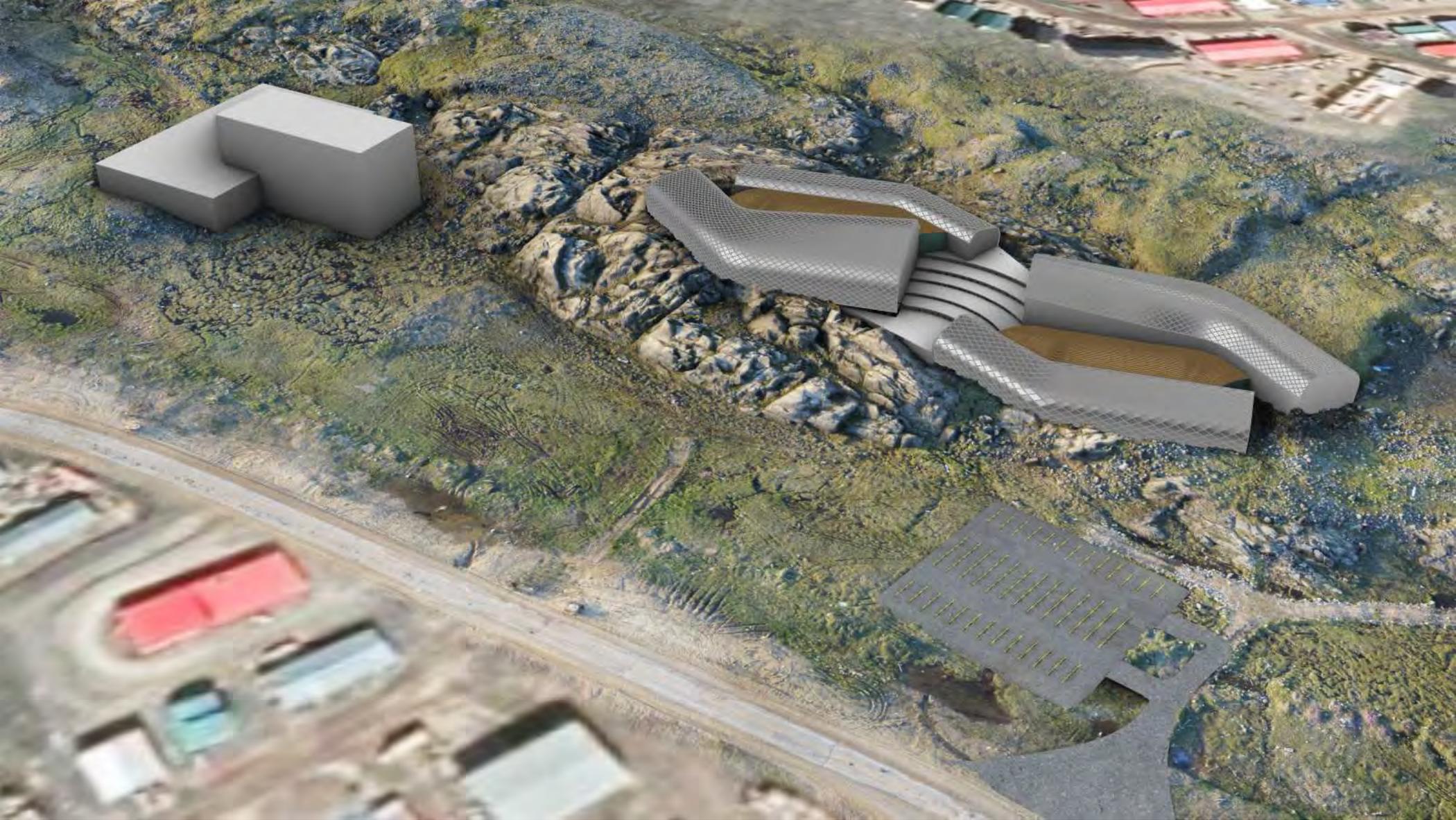
The Cultural District will be a visible landmark within the community and has views of the Harbour and landscape.

CULTURAL DISTRICT, IQALUIT

**diamond
schmitt**



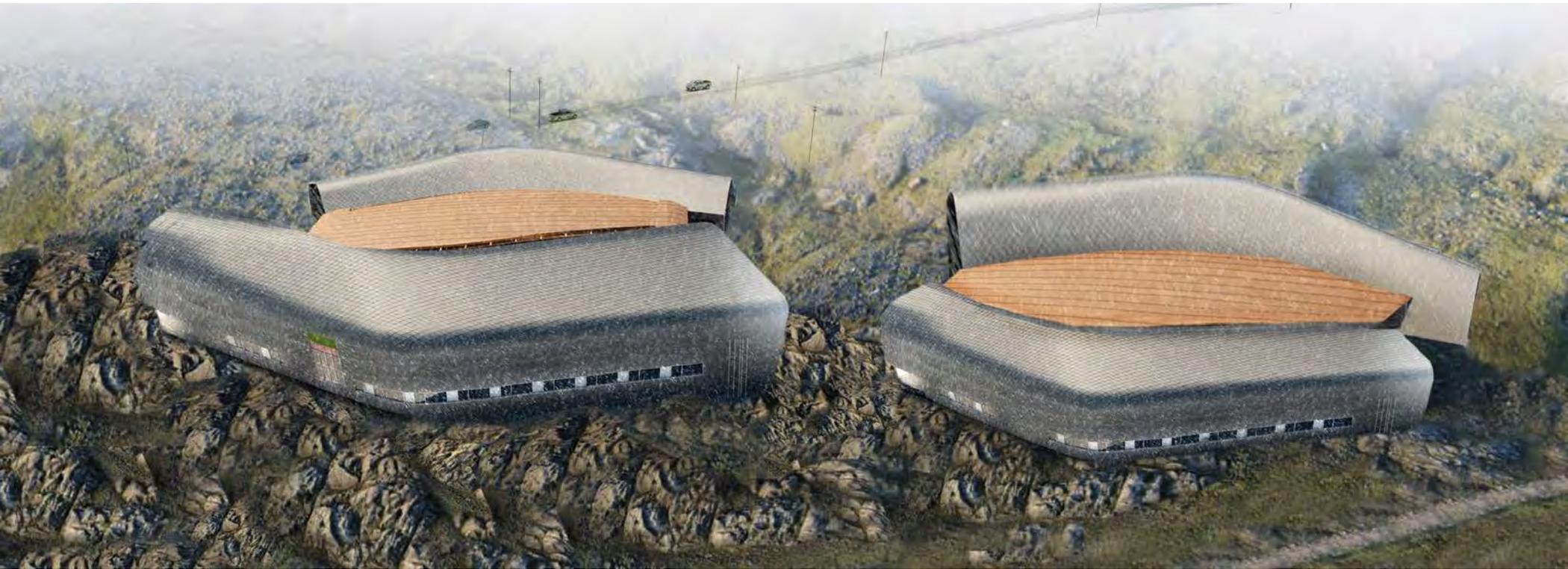
The Cultural District can be built in phases with an outdoor plaza and community gathering place sheltered from the wind and weather.



The phased construction of the Cultural District can be integrated with the landscape and topography.

CULTURAL DISTRICT, IQALUIT

**diamond
schmitt**



The Cultural District, built in phases, sits on a higher elevation looking over the airport, the Harbour and the landscape of Iqaluit.

CULTURAL DISTRICT, IQALUIT

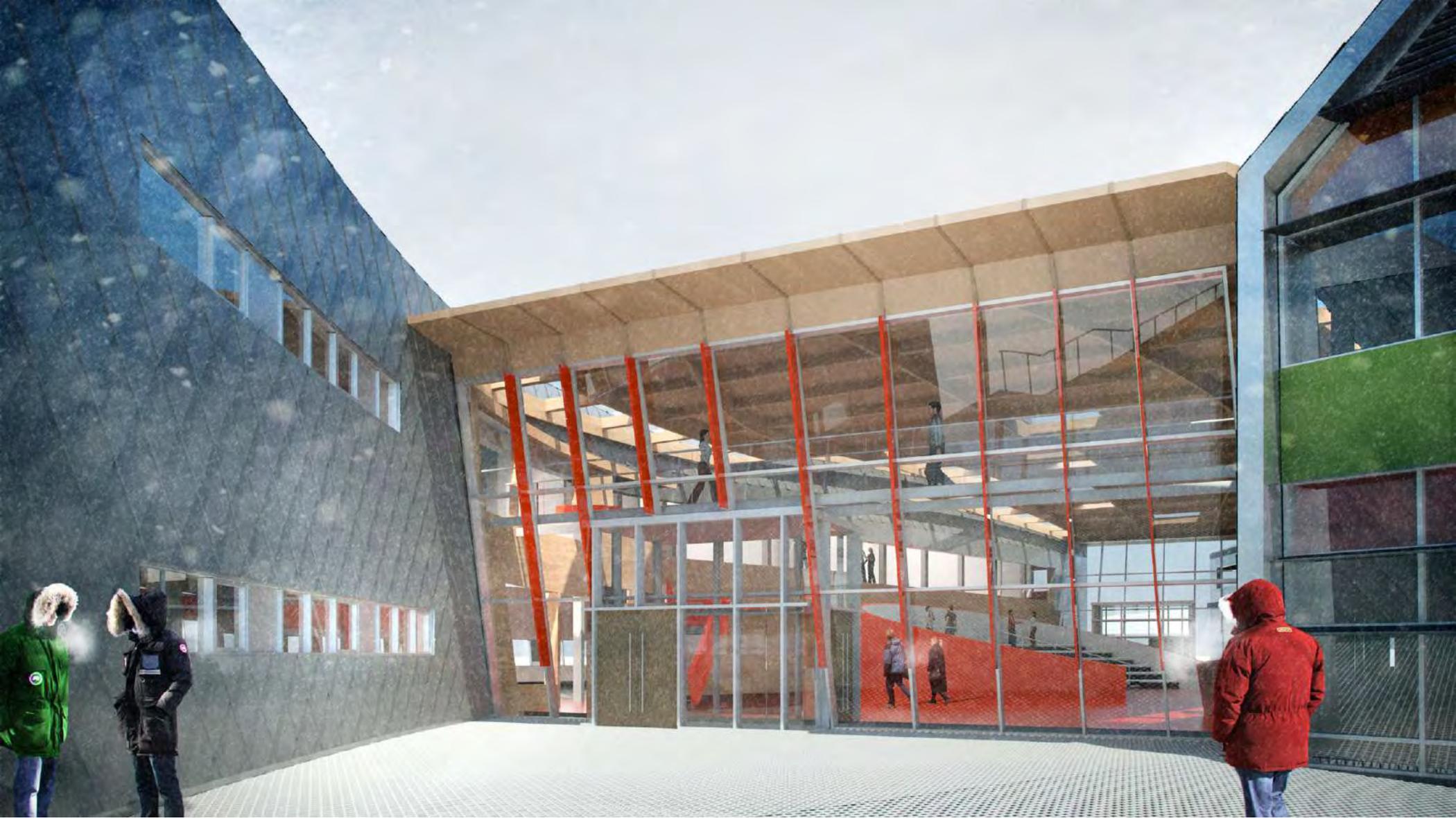
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The Qaggiq Hub and other cultural infrastructure projects can be built in phases and contain outdoor gathering space for the community.

CULTURAL DISTRICT, IQALUIT

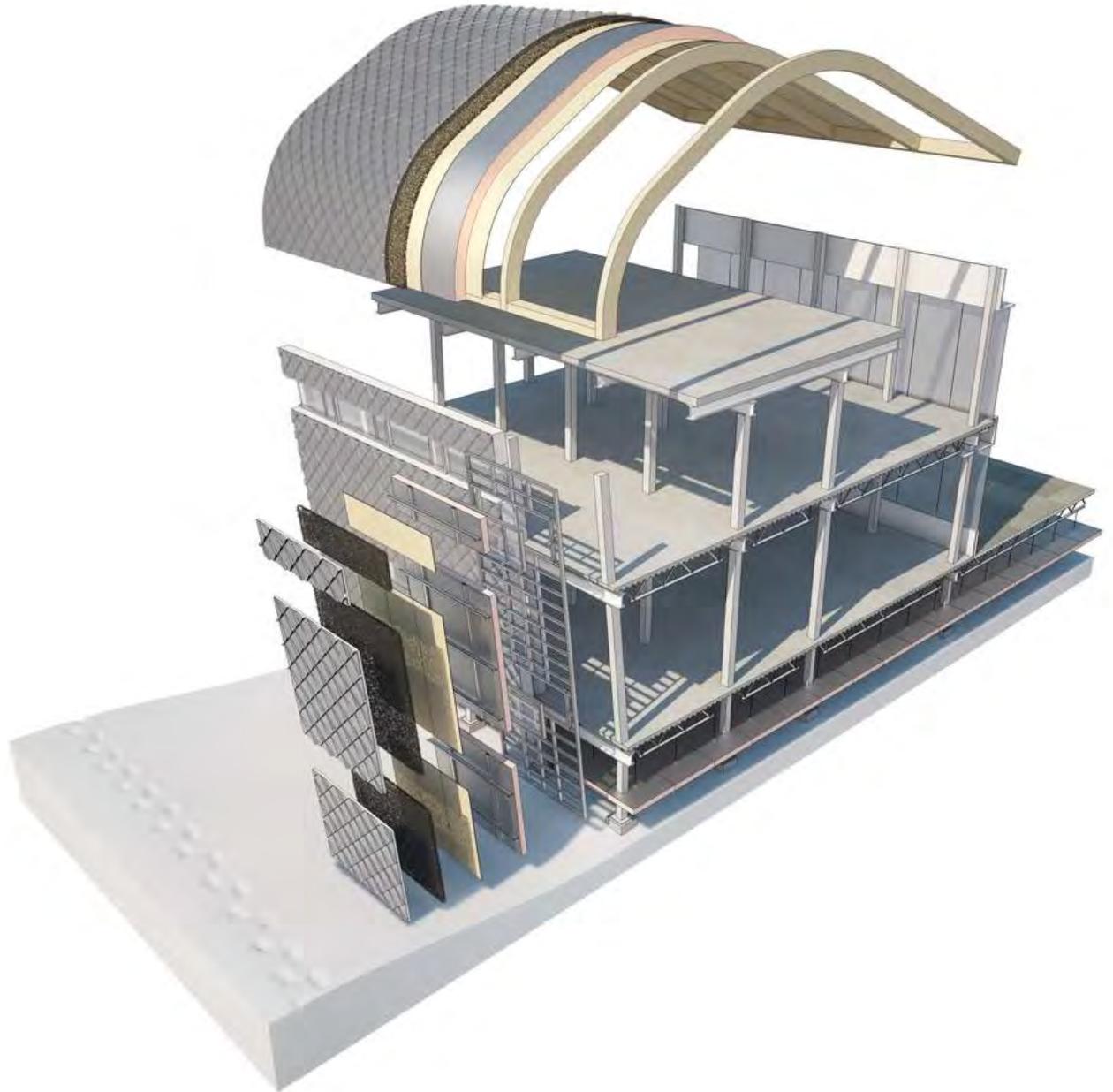
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An entry plaza, sheltered from the wind, provides visibility and entry into the Qaggiq Hub.

CULTURAL DISTRICT, IQALUIT

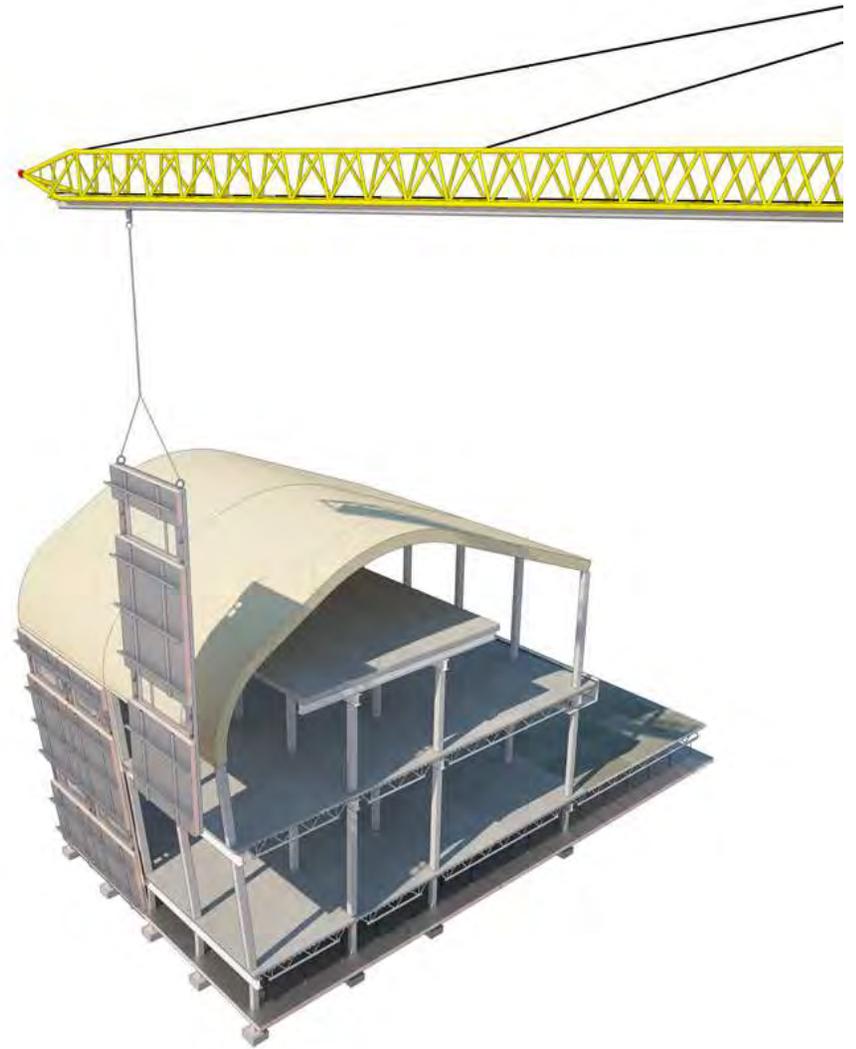
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schmitt**



A prefabricated, high performance building skin and envelope will deliver an energy efficient environment for the Qaggiq Hub.

Construction Systems and Methodology
QAGGIQ HUB

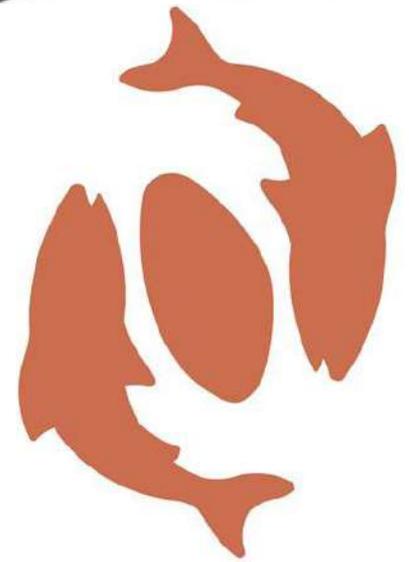
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schmitt**



Prefabrication of building elements will facilitate speedy construction of the Qaggiq Hub.

Construction Method
QAGGIQ HUB

**diamond
schmitt**



The built form is designed to shelter against wind and weather, form a central community commons and evoke cultural meaning.

Built Form Concept Design – Appropriate for Iqaluit Climate and Culture
QAGGIQ HUB

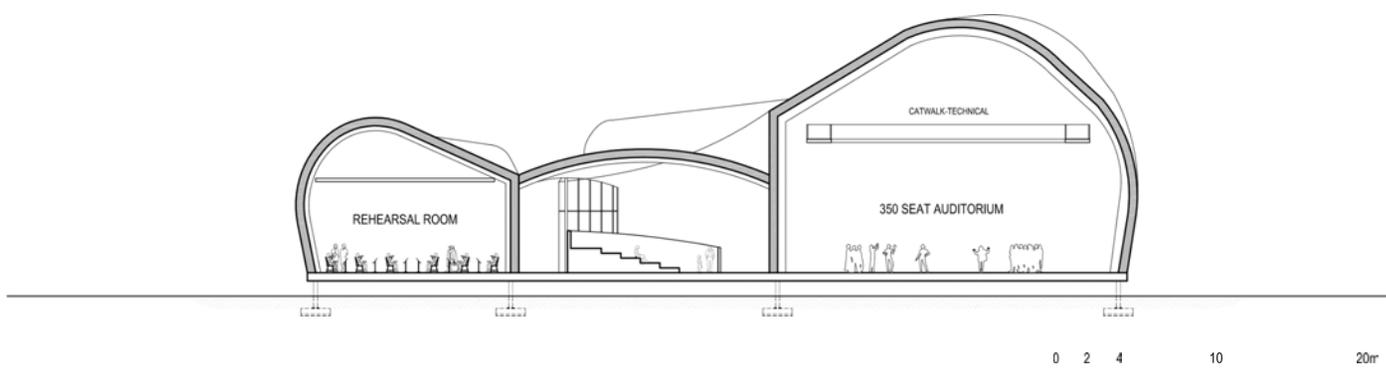
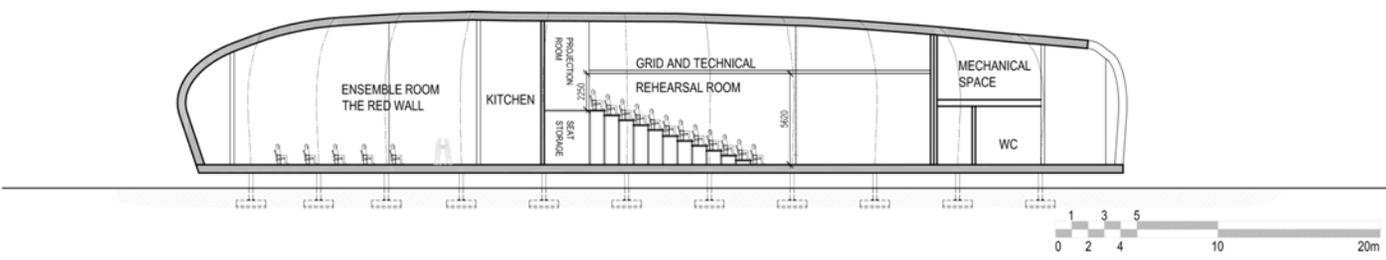
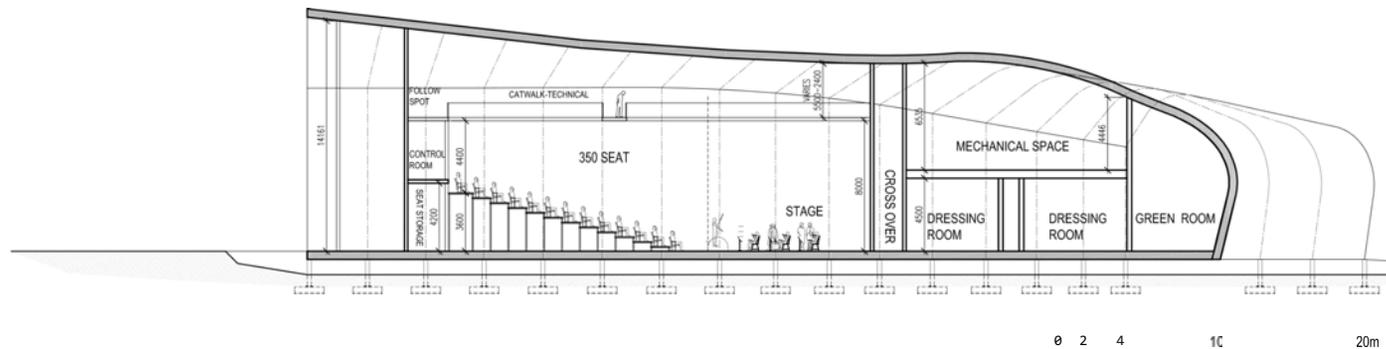
**diamond
schmitt**



The aerodynamic building form provides shelter and community enclosure within the Cultural District.

QAGGIQ HUB

**diamond
schmitt**



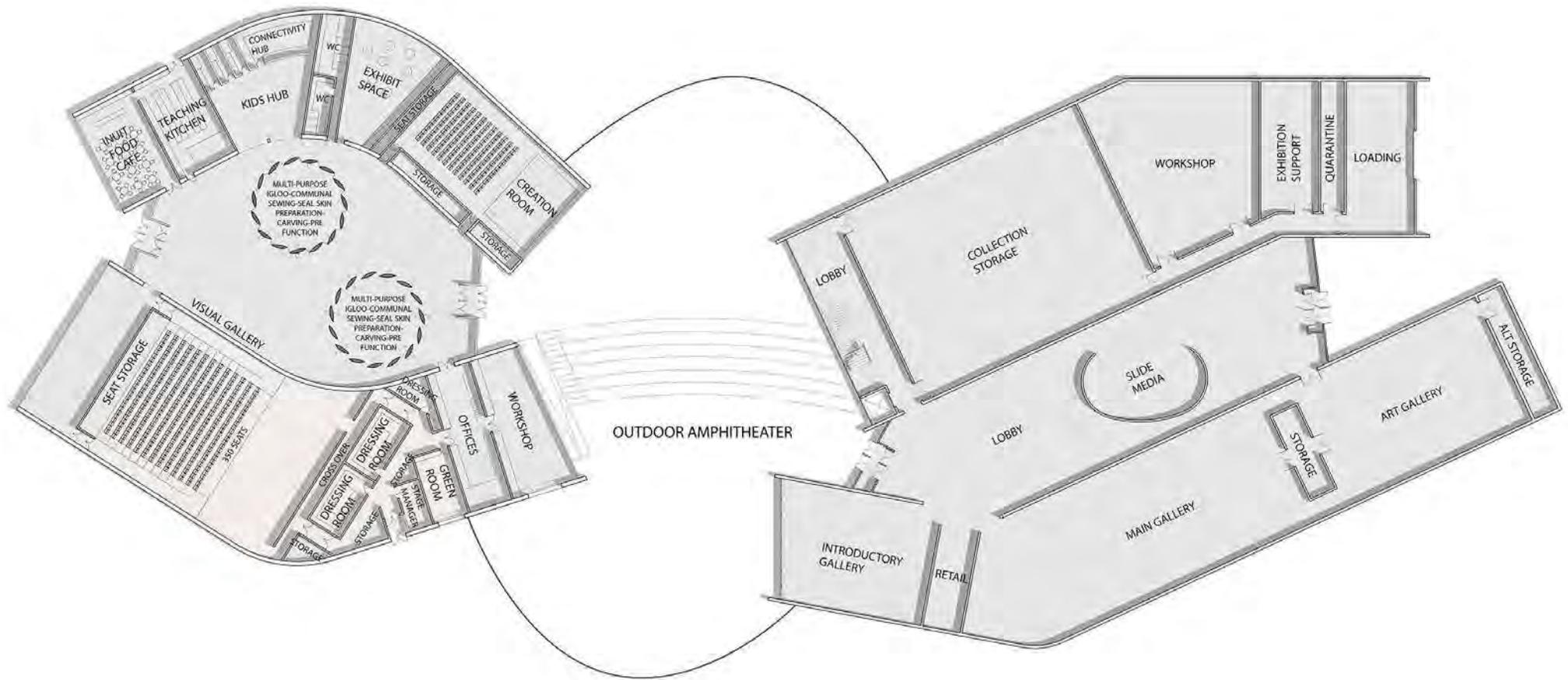
These cross sections through the hub illustrate the natural forms that shape the rehearsal and performance space.



The Cultural District is planned to accommodate the Qaggiq Hub and other cultural facilities and support including a dormitory.

CULTURAL DISTRICT, IQALUIT

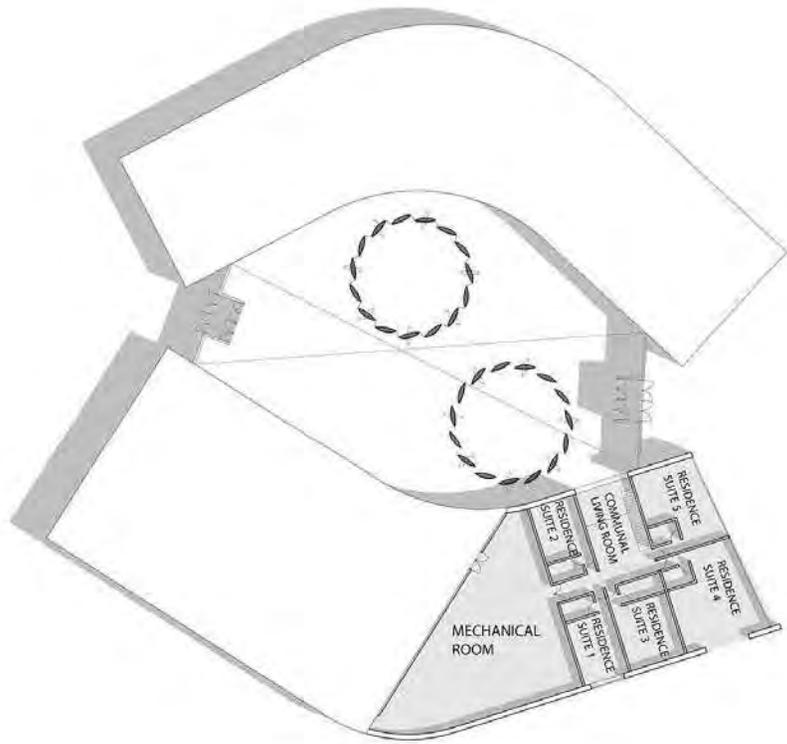
**diamond
schmitt**



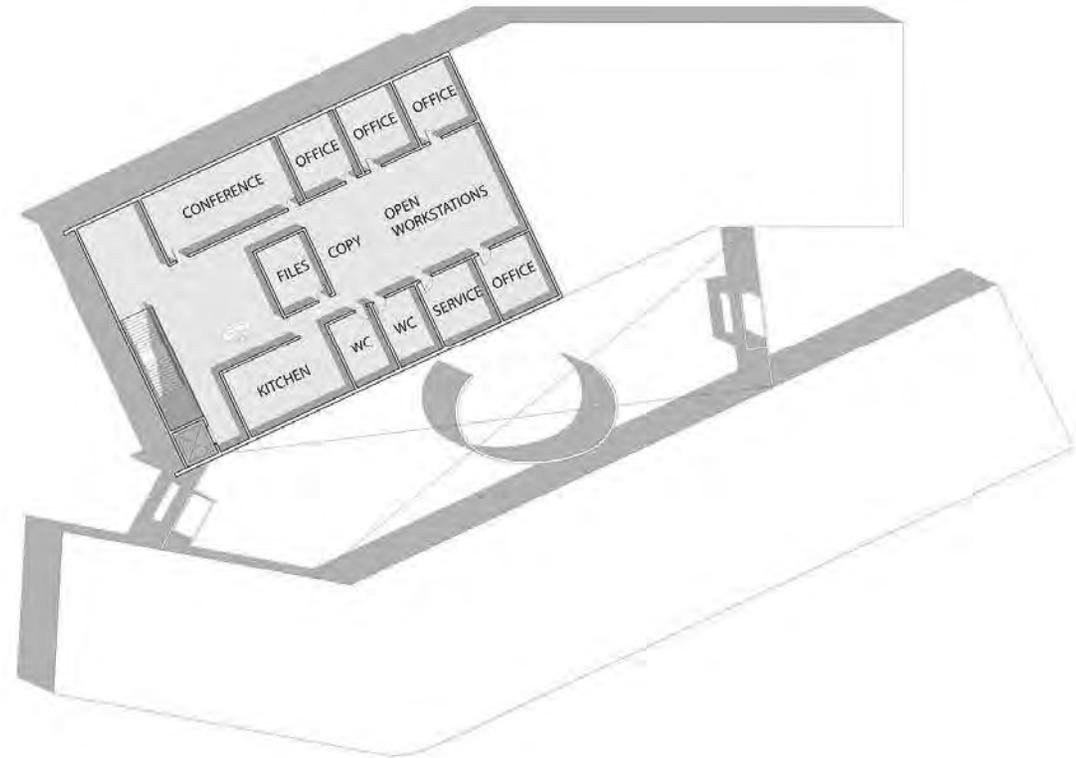
QAGGIQ HUB

OTHER CULTURAL INFRASTRUCTURE

The Qaggiq Hub and other cultural infrastructure projects can be built at different times but can form outdoor gathering space sheltered from the wind and weather.



QAGGIQ HUB



OTHER CULTURAL INFRASTRUCTURE

The upper floors of the Cultural District facilities can include support facilities like dormitories and office space.

Preliminary Program Area Measurements

Qaggiq: Inuit Performing Arts & Cultural Learning Hub

NET PROGRAM AREA	2,218 SM	23,871 SF
Gross Up Factor	1.8	
TOTAL GROSS AREA	3,992 SM	42,968 SF

Program Areas	Square Meters	Square Feet
FRONT OF HOUSE		
Vestibule	32	344
Lobby	405	4359
Lobby Stair	32	344
Coat Check	16.5	178
Retail	14	151
Retail Storage	10	108
Bar/ Café	185	1991
Bar Support	7.6	82
Men's Washroom	46	495
Women's Washroom	46	495
Custodian Room	4.5	48
Box Office	34	366
Sound Light Lock	5.7	61
Sound Light Lock	5.7	61
FOH Storage	14	151
sub-total	858	9,235

Program Areas	Square Meters	Square Feet
ADMINISTRATIVE OFFICES**		
Theatre Offices	49	527
Reception	6.5	70
Waiting Area	7	75
Copier/Supplies	17	183
File Storage	16	172
Conference/Workroom	18.6	200
Server/IT	11.7	126
Staff Washrooms	11.4	123
Staff Kitchenette	37	398
sub-total	174	1,875

** this program area summary does not include 1,500 SF of co-working office rentals

Program Areas	Square Meters	Square Feet
BACK OF HOUSE/SUPPORT		
Stage Door Vestibule/Security	34	366
Green Room /Performers Lounge	79.9	860
Stage Managers Office	10.5	113
BOH Storage	28	301
Stage Storage	20	215
Instrument Storage	11	118
BOH Light Sound Lock	10.8	116
Washroom 1	17.6	189
Washroom 2	17.6	189
Dressing Room 1	20.4	220
Dressing Room 2	20.4	220
Catering Room	42	452
Loading	78	840
Custodian Room	4	43
Electrical Room	26	280
Dimmer Room	10	108
Data/IT	5	54
Tool Room	10	108
Garbage/Recycling Room	36	388
sub-total	481	5,180

Program Areas	Square Meters	Square Feet
PERFORMING ARTS SPACE		
Auditorium (300-400 seats)	530	5705
Community Room	80	861
Trap Room	65	700
Control Room	29.3	315
sub-total	704	7,581

Construction Cost Overview

Qaggiq: Inuit Performing Arts & Cultural Learning Hub

Construction Cost Overview	Percentage	Cost
Sub Structure Site	6%	\$2,700,000
Structure	17%	\$7,650,000
Exterior Envelope	17%	\$7,650,000
Interior Partitions	8.50%	\$3,825,000
Vertical Movement	0.50%	\$225,000
Interior Finishes	5%	\$2,250,000
Fittings & Equipment	7.50%	\$3,375,000
Mechanical Services	14%	\$6,300,000
Electrical Services	7%	\$3,150,000
sub-total	82.5%	\$37,125,000
Overhead Supervision & Contractor Fee	13%	\$5,850,000
Estimating Contingency	5%	\$2,250,000
TOTAL	100.5%	\$45,225,000

TOTAL AREA	42,948 SF
COST / SF	\$1,047/SF
TOTAL COST	\$45,225,000



Financial Projections

Financial Projections Introduction

The financial projections for a Qaggiq: Inuit Performing Arts & Cultural Learning Hub are based on evidence-based market research, data, and financials from current Qaggiavuut operations and interviews with community, government, Inuit organizations, businesses, and not-for-profit organizations in Iqaluit and across Nunavut and Canada. From July to December 2019, over 70 stakeholders from 40+ organizations were engaged by Qaggiavuut and Savira Cultural + Capital Projects through a comprehensive internal needs assessment, community outreach and pan-Nunavut consultations, as well as a use program analysis for the Qaggiq Hub Feasibility Study. The study process began with a vision workshop with the Qaggiavuut steering committee where the strategic priorities were established (see below). The full-scale stakeholder engagement, needs assessment, market research process, and user analysis included a diverse range of representatives from Qaggiavuut board members and staff, artists, art and language organizations, Government of Nunavut, Government of Canada, City of Iqaluit, Inuit organizations, event planners, businesses, museum, music and theatre groups.

The community enthusiastically engaged in the consultation process and responded to the question:
“How do you envision Qaggiq, a future gathering place for the community?”

Stakeholders identified major cultural facility gaps in the Iqaluit and Nunavut marketplace and the need to create a mixed-use cultural destination that anchors the downtown, serves the community, attracts visitors and drives the economy. Participants noted that Iqaluit is a rapidly growing community with major infrastructure gaps especially in housing and office spaces. Participants reported the need to invest in sustainable infrastructure such as new cultural facilities to meet demand and serve a population that continues to grow and attract visitors. All groups felt that there were significant social and economic opportunities arising from a new cultural facility that would serve the needs of the broader community across Iqaluit and Nunavut.

Strategic Priorities

1. Cultural Hub
2. Performing Arts
3. Learning & Training
4. Diverse Programming
5. Community Engagement
6. Health & Wellness
7. Design & Location

Summary of Preliminary Financial Projections

The five-year budget projections and forecasts for the Qaggiq Hub are based on Qaggiavuut operating history and predicted growth, current market conditions, and anticipated needs in the community. The 'current state' operating history (found on pages 34-35) provided the framework to estimate market conditions and reasonable assumptions for the projections.

The five-year budget forecast includes future programming in a variety of venues: Large Performance Space (capacity: 200-350), Rehearsal/Event Room (capacity: 50-100); Dormitories (12 rooms with multiple beds), as well as office spaces (based on square footage - 3,000 SF).

Anticipated usage targets for the venues are based on existing usage by Qaggiavuut and anticipated growth, as well as Qaggiq School programming. The new user groups were identified in the community outreach and pan-Nunavut consultations.

The following is a summary of the budget scenario created to identify potential net income over a five-year period. Detailed assumptions and projections can be found on the following pages:

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenue	\$5,343,150	\$5,535,308	\$5,737,073	\$5,948,927	\$6,171,373
Total Expense	\$4,970,724	\$5,084,823	\$5,202,022	\$5,322,421	\$5,446,130
Net Income	\$372,426	\$450,484	\$535,051	\$626,505	\$725,243

- User group projections identified through Qaggiavuut and community outreach
- Net Income: Y1: \$372,426 to Y5: \$725,243
- Does not include: capital construction costs, financing, or land lease rates

Annual Occupancy & Attendance Projections

The following table shows the breakdown of current and anticipated program use in the new spaces at the Qaggiq Hub.

This includes:

- 250 days of use in the Large Performance Venue
- 354 in the Rehearsal / Event Space
- 349 in Flexible Spaces/Meeting Rooms/Maker Spaces
- 1,441 in the dormitories.

Qaggiavuut anticipates using the Large Performance Venue 88 times (including rehearsals and Qaggiq School Programming); and the Rehearsal / Event Space 80 times (including rehearsals and Qaggiq School Programming). The total number of estimated program shows/community uses/conferences/events is 604 in year 1 (2025) in the Large Performance Venue and Rehearsal / Event Space. Annual Attendance in the large performance Venue is expected to reach 57,880 by third year of operations and 23,420 in the Rehearsal / Event Space.

Annual Attendance Assumptions:

- The table on the adjacent pages shows the breakdown of anticipated program use in the new recommended spaces at the Qaggiq: Inuit Performing Arts & Cultural Learning Hub
- The total number of usage days is 604 and is broken down as follows: 250 in the Large Performance Venue, and 354 in the Rehearsal / Event Space. The outdoor performance space is expected to host free programming
- The number of anticipated uses was confirmed by Qaggiavuut plus 40 other user groups through interviews with rental clients, event planners, theatre groups, art and language groups, festivals, and others
- There is an anticipated 5% annual growth in usage days after the first year
- The following is the formula used to calculate year 1 annual attendance: Space capacity is multiplied by the anticipated use days and added. At a conservative annual capacity of 60%, the Qaggiq Hub will see an annual attendance of 52,500 in the Large Performance Venue and 21,240 in the Rehearsal / Event Space

Space & Capacity	Anticipated Use Days	TOTAL ATTENDANCE
Large Performance Venue (200-350 Capacity)	250	350 * 250 = 87,500
		60% = 52,500
Rehearsal / Event Space (50-100 Capacity)	354	100 * 354 = 35,400
		60% = 21,240
		TOTAL = 122,900
		60% Capacity = 73,740

Group	Large Performance Venue (200-350 Capacity)	Rehearsal / Event Space (50-100 Capacity)	Flexible Spaces / Meeting Rooms / Maker Spaces (20 Capacity)	Dormitories
	# of Days	# of Days	# of Days	# of Days
Qaggiavuut*	88	80	10	1,177
1,2,3 GO!*	12	2	-	-
Aakuluk Music*	18	21	-	-
Alianait Arts Festival*	12	16	3	-
Arctic Comedy Festival (Crack-Up Comedy & Canadian North)*	8	19	3	-
Aurora Events	10	-	-	-
Association Des Francophones du Nunavut (AFN)	9	-	-	-
Baffin Regional Chamber of Commerce (BRCC)	10	10	-	-
Banff Centre for Creativity & Leadership	3	5	-	84
Canada Council for the Arts	1	3	-	60
CBC	13	1	-	-
City of Iqaluit	-	1	-	-
CTRC Indigenous Content Creators*	1	4	-	20
Department of Culture & Heritage (GN)	6	-	-	-
Pilimmaksavik - Federal Centre of Excellence for Inuit Employ	15	90	90	-
Ilitaqsiniq NU Literacy Council*	1	20	44	-
Inhabit Media/ Inhabit Ed./ Taqqut Productions	7	40	62	-
Iqaluit Community Theatre*	3	2	54	-
Iqaluit Music Society*	1	5	-	-
NTI	2	4	-	-
Northern 3: Pan Arctic Arts Collective*	6	-	3	60
Nunavut Wildlife Management Board	-	1	-	-
Nunavut Hitmakrez*	10	-	-	-
Nunavut Arctic College	13	20	40	40
Pirurvik Centre*	-	-	10	-
QIA	1	10	30	-
TOTAL	250	354	349	1,441

Projected Rental Fees & Fee Structure

Savira Cultural + Capital Projects recommend that rental rates for the Qaggiq Hub venues to be tiered to create maximum community benefit (not-for-profit organizations) in the context of operating a fiscally responsible approach to net operating costs. The Qaggiq Hub will have two levels of rental fees: standard and subsidized. The estimated average rental rates for the two main venues are based on current market rates/conditions (see venue rates tables below), and confirmed by anticipated users (both non-profit and corporate).

Assumptions:

- Rental rates (which will be confirmed by Qaggiq) are based on daily usage and do not include taxes
- Subsidized rates are for organizations who meet Qaggiq Hub requirements for subsidy
- Subsidized Day Rate Calculation - based on market interviews and average rents, and on previous assessment in Colliers International Business Plan for the Qaggiq Hub and confirmed through interviews and meetings with anticipated users
- Standard Day Rate Calculation - based on market interviews and average rents, and on previous assessment in Colliers International Business Plan for the Qaggiq Hub and confirmed through interviews and meetings with anticipated users

Facility	Daily Rate
Large Performance Venue Capacity 200-350	
Standard Rate	\$4,500
Subsidized Rate	\$2,500

Facility	Daily Rate
Rehearsal / Breakout / Event Space Capacity 50-100	
Standard Rate	\$2,000
Subsidized Rate	\$1,100

General Assumptions for Financial Projections

For budgeting purposes the following assumptions were made:

- No capital cost, project financing, or leasing included in the preliminary financial projections (capital cost estimates prepared DSAI in cost estimate section of report)
- Five-year revenue projections based on Large Performing Arts venue (200-350 capacity); Rehearsal/Event Space (50-100 Capacity); Dormitories (12), and 3,000 SF of office space
- Earned revenue based on Qaggiavuut and market research usage, as well as current market rates/conditions
- Anticipated use days based on annual activity projections from Qaggiavuut, Qaggiq School, and community stakeholders for 4 spaces: 350 Large Performance Venue, 100 capacity Rehearsal/Event Space, Flexible Spaces/Meeting Rooms/Maker Spaces, and Dormitories
- Annual Attendance calculation: venue capacity multiplied by anticipated use days at 60% capacity for a total estimated annual attendance of 73,740 (see page 110 for calculation)
- Average ticket price = \$50 (Qaggiavuut programming), \$25 for Qaggiq School graduation performances
- Ticket sales based on 200 tickets sold per performance - 150 tickets available for donation to schools, families on social assistance, and others
- Touring performance ticket sales not included in calculations due to unavailable data
- Annual activity and audience attendance projections are conservative based on current and future Qaggiavuut performance schedule as well as rental demand from future community user groups
- Qaggiq School for Performing Arts expenses included (\$20,000/student, 15 students/year) - not included in revenue because costs are subsidized by government funding shown in revenue
- Rental rates are based on competitive market rates for similar sized facilities in the area, in other Arctic regions, as well as previous Colliers International Business Plan for the Qaggiq Hub
- Office rent is calculated based on market rates for Iqaluit, per square foot basis per month
- Budget does not include soft cost budget items for FF&E (furniture, fixtures, equipment)
- Annual Operating, Security, Maintenance & Utilities estimated at \$20.26./sf - based on IFMA standards * 2.4 times (International Facility Management Association - world's largest and most recognized association for facility management professionals * 2.4 (how many times more costly to operate building in the Arctic))
- Contingency & startup estimated at 10% of total expenses over first five years
- Total Government Funding and Donations remain the same each year - as net income increases, the need for operational assistance will decrease
- Total Project Construction cost estimated at \$45M (+25% for total project cost)
- Financial risk areas for the Qaggiq Hub include:
 - Any negative impact on the venue earned revenues - reduction in ticket sales, venue rentals, F&B sales. Risk estimate - *low to moderate*
 - Any reduction in contributed income - private sector, Fed/Prov/City grants, sponsorships, donated services. Risk estimate - *moderate to high*
 - Any significant reduction in funding available to support Qaggiq Hub operations, Qaggiq School, special programs. Risk estimate - *low to moderate*

Event space & Catering budget assumptions:

- Catering services in event space to be provided by local preferred suppliers (no in-house kitchen or cooking on premises)
- Landmark fees - catering commission - 25% industry standard mark up on food & beverage service in event space
- Estimated catering cost per head provided by local event planners and caterers (ranges from \$40 to \$150 per person)
- Special event planning revenue based on private events & weddings requiring additional event coordinator services (estimated at \$2,000 / major event)
- All event centre contract staffing expenses are billed directly to rental clients
- This is a new business unit that requires professionally trained event and hospitality staff (refer to Staff Chart on pages 119-121 for details)

Budget Assumptions - Revenue & Expenses

REVENUE	CALCULATION & ASSUMPTION
Rental - Large Performance Venue - Qaggiavuut	Based on anticipated program use analysis & market conditions - Subsidized Rate for Qaggiavuut & Qaggiq School : \$2,500 / day
Rental - Large Performance Venue - all user groups (STANDARD RATE)	Based on anticipated program use analysis & market conditions - Standard Rate: \$4,500 / day
Rental - Large Performance Venue - all user groups (SUBSIDIZED RATE)	Based on anticipated program use analysis & market conditions - Subsidized Rate: \$2,500 / day
Rental - Rehearsal / Event Space - Qaggiavuut	Based on anticipated program use analysis & market conditions - Subsidized Rate for Qaggiavuut & Qaggiq School : \$1,100 / day
Rental - Rehearsal / Event Space - all user groups (STANDARD RATE)	Based on anticipated program use analysis & market conditions - Standard Rate: \$2,000 / day
Rental - Rehearsal / Event Space- all user groups (SUBSIDIZED RATE)	Based on anticipated program use analysis & market conditions - Subsidized Rate: \$1,100 / day
Rental - Flexible Spaces / Meeting Rooms / Maker Spaces - Qaggiavuut	Based on anticipated program use analysis & market conditions - Subsidized Rate for Qaggiavuut & Qaggiq School : \$400 / day
Rental - Flexible Spaces / Meeting Rooms / Maker Spaces - all user groups (STANDARD RATE)	Based on anticipated program use analysis & market conditions - Standard Rate: \$600 / day
Rental - Flexible Spaces / Meeting Rooms / Maker Spaces - all user groups (SUBSIDIZED RATE)	Based on anticipated program use analysis & market conditions - Subsidized Rate: \$400 / day
Rental - Dormitories - Nightly Fee - Qaggiavuut	Based on anticipated program use analysis; rates based on current market rates/conditions - Standard Rate: \$150 / night
Rental - Dormitories - Nightly Fee - all other users	Based on anticipated program use analysis; rates based on current market rates/conditions - Subsidized Rate: \$150 / night
Rental - Office - all other users	Based on Square Footage (total 1,500SF) \$45/SF/Month - market estimate
Rental - Office - all other users	Based on Square Footage (total 1,500SF) \$60/SF/Month - market estimate
Ticket sales - Qaggiavuut Presented Shows	Based on anticipated program growth for Qaggiavuut: 3 shows, 5 days each, 200 attendance/show x ticket price (\$50)
Ticket sales - Qaggiq School Performances	Based on anticipated program growth for Qaggiavuut: 10 shows, 3 days each, 200 attendance/show x ticket price (\$25)
Café Lease: 1,500 SF	Based on Square Footage (total 1,500SF) \$60/SF/Month - market estimate
Landmark Fee Event Centre (25% markup) - Private Events (8)	Based on 8 private events x 100 average capacity x \$150 per head x 25% landmark fee (Catering Revenue)
Landmark Fee Event Centre (25% markup) - Corporate Events (10)	Based on 10 corporate events x 100 average capacity x \$100 per head x 25% landmark fee (Catering Revenue)
Landmark Fee Event Centre (25% markup) - Non-Profit Events (25)	Based on 25 non-profit events x 100 average capacity x \$40 per head x 25% landmark fee (Catering Revenue)
Other Net Income - Event Planning Services	Additional Income Potential - Full House Event Planning Services - market estimate - 10 events * \$1,500 planning fee
PROGRAM FUNDING Qaggiavuut	PROGRAM FUNDING \$250,000 - Percent of Core Funding from Project/Program Grants directed to Qaggiq School Operations via Qaggiavuut
CORE FUNDING (Projected) GN - Economic Development & Transportation (projected) Canadian Arts Training Fund (projected) Canada Council for the Arts (projected)	CORE FUNDING \$200,000 - Projected Government Funding - Core Funding \$200,000 - Projected Government Funding - Core Funding \$200,000 - Confirmed Government Funding - Core Funding
GRANTS, PROGRAMS, & SPONSORSHIP (Projected) City of Iqaluit (projected) GN - Education (projected) GN Culture & Heritage (projected) Other (projected)	GRANTS, PROGRAMS, & SPONSORSHIP \$25,000 - Projected Government Funding - Grants, Programs, & Sponsorship \$50,000 - Projected Government Funding - Grants, Programs, & Sponsorship \$125,000 - Projected Government Funding - Grants, Programs, & Sponsorship \$200,000 - Projected Government Funding - Grants, Programs, & Sponsorship
Donations & Fundraising	\$250,000 - Potential Donations & Fundraising (Operations/Project/Program Funding)

EXPENSE	CALCULATION & ASSUMPTION
Full Time Salaries	Approximately for 25 staff members (refer to staffing chart for details) for Qaggiavuut & Hub Venue Staff
Part-time Wages including benefits	Based on market estimate for Qaggiavuut & Hub Venue Staff
Administration, IT & Office Expenses	Based on market estimate for Qaggiq Hub
Tech Expenses & Equipment Rentals	Based on market estimate for Qaggiq Hub
Front of House Expenses	Based on market estimate for Qaggiq Hub
Box Office	Based on market estimate for Qaggiq Hub – materials, bank charges, supplies
Presentations	Based on market estimate for Qaggiavuut – production, rentals, artist fees, development, programming, outreach
Qaggiq School for Performing Arts	Based on Qaggiavuut Projections – 15 students/year, \$20,000/student
Marketing – Advertising Qaggiavuut Presented Shows & Qaggiq School	Based on market estimate for Qaggiavuut & Qaggiq School
Marketing – Venue Rentals & Event Space	Based on market estimate for Qaggiq Hub
Marketing – Annual Campaign, Website, Conferences, Hosting & Launch Events	Based on market estimate for Qaggiq Hub
Facility Insurance & Service Contracts	Based on market estimate for Qaggiq Hub – Janitorial, Waste Management, Life Safety & Fire
Annual Maintenance, Repairs & Utilities	Based on market estimate for Qaggiq Hub – \$20.26 for 34,000 total usable SF – 2% annual increase
Security	Based on market estimate for Qaggiq Hub
Technology Services	Based on market estimate for Qaggiq Hub
Miscellaneous Equipment (lectern/podium, phones, printers) – Qaggiq Hub	Based on market estimate for Qaggiq Hub
Contingency & Startup (10% of expenses) – Qaggiq Hub	10% contingency for first five years of operations

Annual Operating Five-Year Projections (2025 - 2029)

Revenue	Days of Use	Cost & Rates	Year 1 Projected	Year 2 Net Income (5% growth)	Year 3 Net Income (5% growth)	Year 4 Net Income (5% growth)	Year 5 Net Income (5% growth)
Rental - Large Performance Venue - Qaggiavuut	88	2,500.00	220,000	231,000	242,550	254,678	267,411
Rental - Large Performance Venue - all user groups (STANDARD RATE)	79	4,500.00	355,500	373,275	391,939	411,536	432,112
Rental - Large Performance Venue - all user groups (SUBSIDIZED RATE)	83	2,500.00	207,500	217,875	228,769	240,207	252,218
Rental - Rehearsal / Event Space - Qaggiavuut	80	1,100.00	88,000	92,400	97,020	101,871	106,965
Rental - Rehearsal / Event Space - all user groups (STANDARD RATE)	184	2,000.00	368,000	386,400	405,720	426,006	447,306
Rental - Rehearsal / Event Space- all user groups (SUBSIDIZED RATE)	90	1,100.00	99,000	103,950	109,148	114,605	120,335
Rental - Flexible Spaces / Meeting Rooms / Maker Spaces - Qaggiavuut	10	400.00	4,000	4,200	4,410	4,631	4,862
Rental - Flexible Spaces / Meeting Rooms / Maker Spaces - all user groups (STANDARD RATE)	222	600.00	133,200	139,860	146,853	154,196	161,905
Rental - Flexible Spaces / Meeting Rooms / Maker Spaces - all user groups (SUBSIDIZED RATE)	117	400.00	46,800	49,140	51,597	54,177	56,886
Rental - Dormitories - Nightly Fee - Qaggiavuut	1,177	150.00	176,550	185,378	194,646	204,379	214,598
Rental - Dormitories - Nightly Fee - all other users	264	150.00	39,600	41,580	43,659	45,842	48,134
Rental - Office - \$45/SF/Month (market estimate) - Qaggiavuut	1500 SF	30.00	540,000	567,000	595,350	625,118	656,373
Rental - Office - \$60/SF/Month (market estimate) - all other users	1500 SF	60.00	1,080,000	1,134,000	1,190,700	1,250,235	1,312,747
Ticket sales - Qaggiavuut Presented Shows (3 shows, 5 days each, 200 attendance/show) x ticket price (\$50) - Qaggiavuut	15	50.00	150,000	157,500	165,375	173,644	182,326
Ticket sales - Qaggiq School (10 courses, 3 shows each, 200 attendance/show) x ticket price (\$25) - Qaggiavuut	30	25.00	150,000	157,500	165,375	173,644	182,326
Café Lease: 1.5 00 SF (market estimate)	1,500	60.00	90,000	94,500	99,225	104,186	109,396
Landmark Fee Event Centre (25% markup) - Private/Weddings (8) x 100 average capacity x \$150 per head x 25%	8	150.00	30,000	31,500	33,075	34,729	36,465
Landmark Fee Event Centre (25% markup) - Corporate Events (10) x 100 average capacity x \$100 per head x 25%	10	100.00	25,000	26,250	27,563	28,941	30,388
Landmark Fee Event Centre (25% markup) - Non-Profit (25) x 100 average capacity x \$40 per head x 25%	25	40.00	25,000	26,250	27,563	28,941	30,388
Other Net Income (event planning services) (market estimate) - 10 events * \$2,000 planning fee - full house service	10	1,500.00	15,000	15,750	16,538	17,364	18,233
Sub-total Earned Revenue			3,843,150	4,035,308	4,237,073	4,448,927	4,671,373
PROGRAM FUNDING							
Qaggiavuut			250,000	250,000	250,000	250,000	250,000
CORE FUNDING							
GN - Economic Development & Transportation (projected)		\$200,000					
Canadian Arts Training Fund (projected)		\$200,000	600,000	600,000	600,000	600,000	600,000
Canada Council for the Arts (projected)		\$200,000					
GRANTS, PROGRAMS, & SPONSORSHIP							
City of Iqaluit (projected)		\$25,000					
GN - Education (projected)		\$50,000	400,000	4,000	400,000	400,000	400,000
GN Culture & Heritage (projected)		\$125,000					
Other (projected)		\$200,000					
DONATIONS & FUNDRAISING			250,000	250,000	250,000	250,000	250,000
Sub-total Contributed Income			1,500,000	1,104,000	1,500,000	1,500,000	1,500,000
Total Revenue			5,343,150	5,139,308	5,737,073	5,948,927	6,171,373
Expenses							
			Net Expenses	Net Expenses (2% increase)			
Full Time Salaries - Qaggiavuut & Venue Staff	30		1,760,000	1,795,200	1,831,104	1,867,726	1,905,081
Part-time Wages including benefits - Qaggiavuut			300,000	306,000	312,120	318,362	324,730
Administration, IT & Office Expenses - Qaggiq Hub			250,000	255,000	260,100	265,302	270,608
Tech Expenses & Equipment Rentals - Qaggiq Hub			200,000	204,000	208,080	212,242	216,486
Front of House Expenses - Qaggiq Hub			100,000	102,000	104,040	106,121	108,243
Box Office (materials, bank charges, supplies) - Qaggiq Hub			150,000	153,000	156,060	159,181	162,365
Presentations (production, rentals, artist fees, development, programming, outreach) - Qaggiavuut			400,000	408,000	416,160	424,483	432,973
Qaggiq School for Performing Arts (15 students/year, \$20,000/student)	15 students	\$20,000 / student	300,000	315,000	330,750	347,288	364,652
Marketing - Advertising Qaggiavuut Presented Shows & Qaggiq School			20,000	21,000	22,050	23,153	24,310
Marketing - Venue Rentals & Event Space - Qaggiq Hub			20,000	21,000	22,050	23,153	24,310
Marketing - Annual Campaign, Website, Conferences, Hosting & Launch Events - Qaggiq Hub			15,000	15,750	16,538	17,364	18,233
Facility Insurance & Service Contracts (Janitorial, Waste Management, Life Safety & Fire) - Qaggiq Hub			75,000	78,750	82,688	86,822	91,163
Annual Maintenance, Repairs, Trash Hauling & Utilities (\$20.26 for 34,000 total usable SF - 2% annual increase) - Qaggiq Hub	\$20.26 / SF	34,000 SF	688,840	702,617	716,669	731,003	745,623
Security			100,000	102,000	104,040	106,121	108,243
Technology Services Contract			65,000	68,250	71,663	75,246	79,008
Miscellaneous Equipment (lecturn/podium, phones, printers) - Qaggiq Hub			75,000	75,000	75,000	75,000	75,000
Sub-total Expenses			4,518,840	4,622,567	4,729,111	4,838,565	4,951,027
Contingency & Startup (10% of expenses) - Qaggiq Hub	10%		451,884	462,257	472,911	483,856	495,103
Total Expenses			4,970,724	5,084,823	5,202,022	5,322,421	5,446,130
Net Income			372,426	54,484	535,051	626,505	725,243

- Financial projections do not include
 - Capital costs
 - Financing
 - Land lease rates

Financial Projections
Savira Cultural + Capital Projects

Qaggiavuut Society
Feasibility Study for a Qaggiq Hub, Iqaluit, Nunavut

Summary of Five-Year Projections (2025 - 2029)

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenue	\$5,343,150	\$5,535,308	\$5,737,073	\$5,948,927	\$6,171,373
Total Expense	\$4,970,724	\$5,084,823	\$5,202,022	\$5,322,421	\$5,446,130
Net Income	\$372,426	\$450,484	\$535,051	\$626,505	\$725,243

Qaggiq Hub Operating Model & Governance

Operating Model & Governance

Savira’s research identified the opportunity for the Qaggiq Hub to potentially be built on the QC development on Inuit-owned land (IOL), and therefore be owned by QIA. During the next stage of planning, Qaggiavuut will be required to enter into a development partnership with QIA to negotiate the potential land lease and identify the exact location on the site.

Savira recommends that a new operating structure be established to oversee the facility operation and manage the resident and rental tenants for the Qaggiq Hub. This not-for-profit entity would have a board of directors with representation from the Inuit organizations – NTI, QIA – Government of Nunavut, Qaggiavuut, and leaders in the community. Savira recommends the Qaggiq Hub be operated by a team of professional venue staff and overseen by the Board of Directors. Qaggiavuut and Qaggiq School (registered charitable organizations) would be the resident tenants in the Hub with approximately 12 full-time staff to accommodate growing programs, touring productions, and community outreach. The Qaggiq Hub will require an additional 13 staff to operate the venue that will report to the CEO and CFO.

It is further recommended that the Qaggiq Hub be implemented as an arms-length public entity, co-located with the Nunavut Heritage Centre (spearheaded by the Inuit Heritage Trust as mandated by the Nunavut Agreement) and other cultural infrastructure projects, to form a cultural district on the IOL that are currently being developed by the QC. Savira recommends that the Qaggiq Hub be owned and operated by the Government of Nunavut with the QIA with Qaggiavuut as the resident tenant. However, further investigation is required to determine who would fully own the Hub, and which organizations will be responsible for venue operations. The construction of the Qaggiq Hub, as well as any adjacent cultural projects, should be approached in multiple phases (as outlined in the Multi-Phased Approach to Development & Construction in the Introduction Section of this Study). Hiring of operational resources and training must be therefore timed with the phased implementation of programs and services of the Qaggiq Hub.

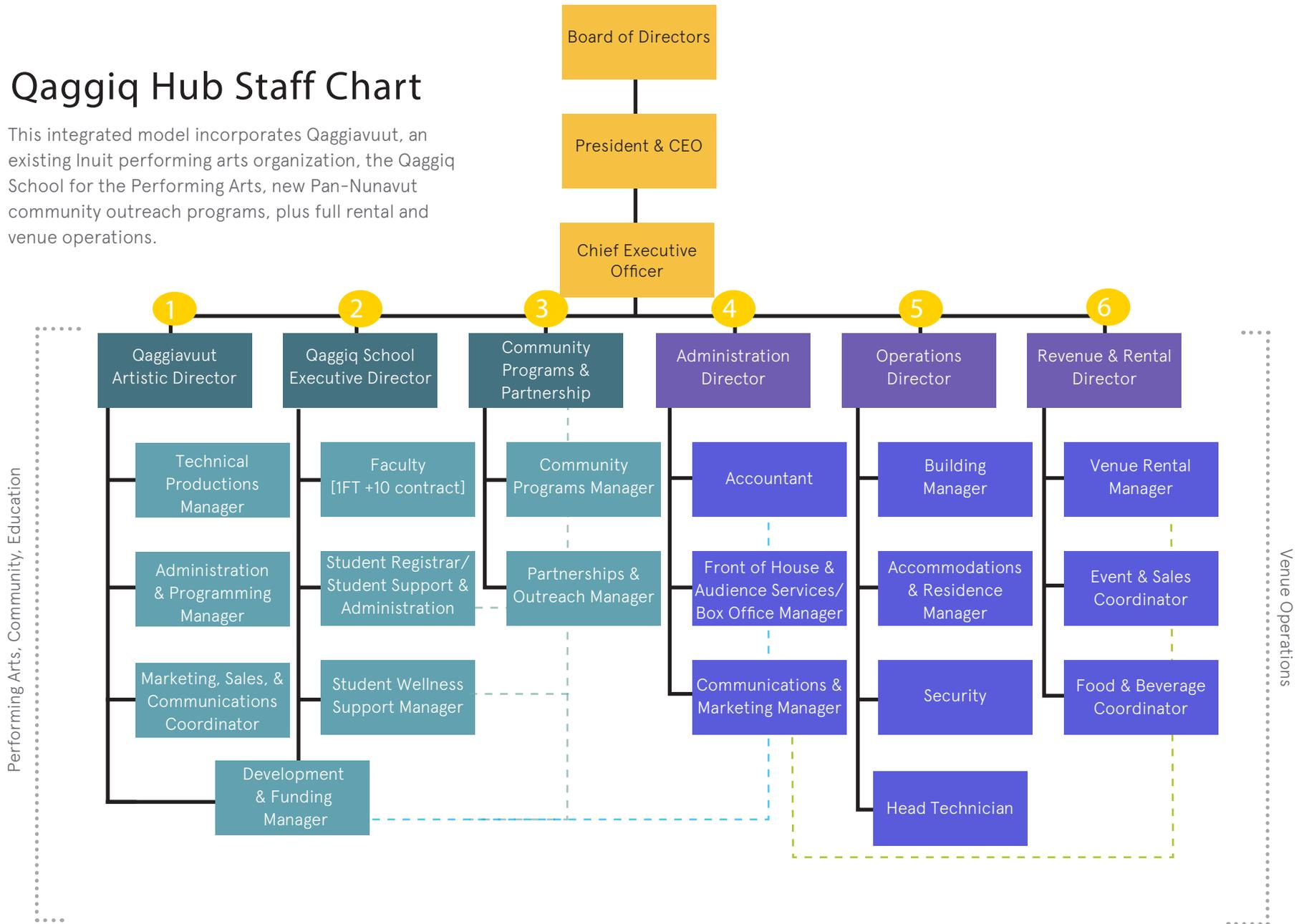
This organizational model includes the following assumptions:

- As a non-governmental organization, the most senior operational role is the Chief Executive Officer (CEO). For compensation purposes the CEO is comparable to a Nunavut assistant deputy minister
- Reporting directly to the CEO are six directors plus the Chief Financial Officer
- Qaggiavuut and the Qaggiq School will be responsible for artistic, education and community programming and initiatives
- Facility Operations will oversee all aspects of managing and maintaining the day-to-day business of the Qaggiq Hub including rentals, security, and food & beverage
- Qaggiavuut will be responsible for programming and the exact roles and numbers of employees will be determined once a decision is made on the implementation plan. A scaled hiring and skills training approach may be considered to ensure alignment with growth of programs and initiatives
- The estimated total costs of labour including benefits, is \$2.1M annually. The estimated salaries should be reviewed closer to the implementation date. Additional part-time positions are not included in the operating model

The Qaggiq Hub Staff Chart (p.120) represents the total number of employees required to run the Hub when all phases (1, 2, & 3) are complete.

Qaggiq Hub Staff Chart

This integrated model incorporates Qaggiavut, an existing Inuit performing arts organization, the Qaggiq School for the Performing Arts, new Pan-Nunavut community outreach programs, plus full rental and venue operations.



Qaggiq Hub Operating Model

The Qaggiq Hub: Inuit Performing Arts & Cultural Learning Centre will require a new operating model that will best suit the needs of the various facilities – Large Performance Space (200–350), Rehearsal/Event Spaces (50–100), Meeting Rooms, Dormitories (12), and offices. The number of full-time staff required to manage and operate the facility is estimated to be 13 plus another 12 Qaggiavuut staff to run productions, the Qaggiq School, as well as community outreach. The number of staff directly responds to operating a venue and the number of anticipated usage days – 250 in the Large Performance Space and 354 in the Rehearsal/Event Space. In the first year of operations the number of annual visitors is projected to be 73,740 in the two venues with a 5% annual increase. This estimate is based on Qaggiavuut and Qaggiq School annual usage plus 40 additional user groups identified through market research. The new business model will meet the requirements for operations and management in the two venues, plus the dormitories and office rentals, as well as additional food and beverage service cafe opportunities. Refer to page 120 for Staff Chart and please note that many positions support both Qaggiavuut and the Qaggiq School, as well as facility operations.

RECOMMENDED OPERATING STRUCTURE

CEO & CFO: The executive leadership team report directly to the Board of Directors and are responsible for overseeing the budget, government relations, private and public sector partnerships, and venue operations at the Qaggiq Hub.

QAGGIYUUT & QAGGIQ SCHOOL

- 1 Qaggiavuut Artistic Director:** responsible for all tasks related to Qaggiavuut productions and touring shows, funding, and marketing. The following four positions report directly to the Qaggiavuut Artistic Director: Technical Productions Manager, Administration & Programming Manager, Marketing, Sales & Communications Manager, and Development & Funding Manager (shared with Qaggiq School).
- 2 Qaggiq School Executive Director:** responsible for all tasks related to the Qaggiq School and its programming, outreach, and education/curriculum. The following three positions report directly to the Qaggiq School Executive Director: 1 full-time and 10 part-time Faculty Members, Student Registrar/Support & Administration, and Student Wellness & Support Manager.
- 3 Community Programs & Partnership Director:** responsible for all tasks related to Qaggiavuut and the Qaggiq School specifically regarding community programming, outreach, and partnership development. The following two positions report directly to the Community Programs & Partnership Director: Community Programs Manager, and the Partnerships Manager.

FACILITY OPERATIONS

- 4 Administration Director:** responsible for all tasks related to facility administration, accounting, box office, and front of house and audience services. The following three positions report directly to the Administration Director: Accountant, Front of House & Audiences Services & Box Office Manager, and Communications & Marketing Manager.
- 5 Operations Director:** responsible for all tasks related to facility operations, security, and back of house staffing. The following four positions report directly to the Operations Director: Building Manager, Accommodations & Resident Manager, Security, and Head Technician.
- 6 Revenue & Rental Director:** responsible for all tasks related to facility events, rentals, food and beverage including café and kitchen supply. The following three positions report directly to the Revenue & Rental Director: Venue Rental Manager, Event & Sales Coordinator, Food & Beverage Coordinator.

Capital Infrastructure Funding

Summary of Potential Capital & Operating Costs & Funding

The main source of revenue for the Qaggiq Hub will come from rental fees charged for the Large Performance Venue, Rehearsal/Event Space, Meeting Rooms, Dormitories, and Office Spaces. Based on the proposed programming, the operating revenue will cover approximately two thirds of the estimated operating expenses. The remainder of expenses will require additional funding from government, Inuit organizations, and private sector donations. The following chart lists required capital costs, annual operation/project/programming expenses, as well as potential sources of funding:

	Upfront Capital	Operating/Program Expenses	Annual Capital Expenditures
Costs Incurred (Construction Cost)	\$45,000,000	-	-
Earned Revenue	-	\$ 5,453,150	-
Deficit to be Funded	-	\$ 1,500,000	\$500,000
Potential Funding Sources	Potential Capital Funding	Potential Funding	
City of Iqaluit	\$0	\$25,000 TBC	-
Department of Culture & Heritage Government of Nunavut	TBC	\$125,000 (projected; Grants & Sponsorship)	-
Department of Economic Development & Transportation Government of Nunavut	Up to \$3,000,000 TBC	\$200,000 (projected; Core Funding)	-
Department of Education & Post-Secondary Institutions Government of Nunavut & Government of Canada	\$0	\$50,000 (projected; Grants & Sponsorship)	-
Canadian Arts Training Fund Government of Canada	\$0	\$200,000 (projected; Grants & Sponsorship)	-
Canada Council for the Arts: Core & Project Funding Government of Canada	\$0	\$200,000 (projected; Core Funding)	-
Investing in Canada Infrastructure – Community, Culture, and Recreation Infrastructure, Government of Canada	Up to \$2,000,000 TBC	-	-
Investing in Canada Infrastructure – Rural and Northern Communities, Government of Canada	Up to \$15,000,000 TBC	-	-
Canada Cultural Spaces Fund Government of Canada, Department of Heritage	Up to \$15,000,000 TBC	-	-
Canada Creative Exports Fund Government of Canada, Department of Heritage	\$0	TBC (potential programming)	-
Canadian Northern Economic Development Agency Government of Canada	\$0	TBC (potential programming)	-
Employment & Social Development Government of Canada	TBC	\$0	-
Inuit Organizations (ITK, NTI, QIA, KIA, KivIA)	\$2,000,000 TBC	-	-
Capital Campaign / Major Gifts / Private Sector Sponsors *	\$8,000,000 TBC	\$200,000	-
Donations	\$3,000,000 TBC	\$250,000	-
Qaggiavuut	\$0	\$250,000 (projected; Program Funding)	
Total Funding	\$48,000,000	\$1,500,000	\$500,000

- Annual capital expenditure is estimated as 1.0% of the construction cost of the facility. A new facility may not incur any significant capital expenditure until after the first 10-year period
- It is recommended that Qaggiq set aside a specific amount (approx. up to 0.1% of the estimated 1.0%) annually as a reserve to plan for the capital replacement costs towards the end of this period
- In addition to that the table also provides an indication of the potential sources through which the estimated capital expenditure could be funded, in the absence of a reserve fund
- Total Project cost is \$45,000,000 (construction cost) + 25% for soft costs
- * Qaggiavuut has met with the Royal Bank Foundation to discuss potential funding

Capital/Infrastructure Potential Funding

The following chart identifies potential funding sources for the Qaggiq: Inuit Performing Arts & Cultural Learning Hub. The funding scan includes capital/infrastructure opportunities, a brief description of the fund and the range of potential funding. It should be noted that in most cases, until an application of proposal is submitted, it is not possible to determine how much funding a specific project will receive. This chart does not include capital campaign funding through individual gifts or corporate donations, however private sector sponsorship and naming opportunities exist and will be explored.

Organization	Description		Amount
Canada Cultural Spaces Fund Canadian Heritage	Supports the renovation and construction of performing, visual, and media arts, as well as museums and heritage collections. Also supports the purchase of equipment. Government funding program that provides support for projects that improve the physical condition of arts and heritage collaboration, creation, presentation, and exhibition spaces. These infrastructure improvements should also increase access to Canadian arts and culture.	Federal	Supports 50% of eligible costs Up to \$15,000,000
Legacy Fund Canadian Heritage	Funding for community capital projects that: - encourage arts and heritage activities in your community; and - are intended for and accessible to the general public.	Federal	Up to \$500,000
Enabling Accessibility Fund Employment & Social Development Canada	The mid-sized projects component provides contributions of up to \$3 million to support larger retrofit, renovation or construction projects of facilities or venues that house or will house programs and services geared towards addressing the social and/or labour market integration needs of people with disabilities in a holistic manner. Eligible projects may include the creation or expansion of existing centres or hubs which offer centralized programming and services for people with disabilities in their communities.	Federal	Up to a maximum of \$3,000,000
Government of Nunavut	Department of Economic Development & Transportation - this funding is not confirmed and is dependent on availability of funds via the Government of Nunavut	Territorial	Up to \$3,000,000 TBD
Infrastructure Canada - Bilateral Agreement with Nunavut Community, Culture, and Recreation Infrastructure Stream Infrastructure Canada	On March 28, 2018, the Honourable Amarjeet Sohi, Minister of Infrastructure and Communities, and the Honourable Lorne Kusugak, territorial Minister of Community and Government Services, signed the bilateral agreement between Canada and Nunavut for long-term infrastructure projects. This agreement will provide more than \$566 million over the next decade in federal funding under the Investing in Canada plan. The projects supported through this agreement will be cost-shared with the Nunavut government, municipalities and other partners. The community, culture and recreation infrastructure stream will build stronger communities and improve social inclusion. \$26 million in total funding available for Nunavut for this stream. *Recommended by Kate Proctor from Minister McKenna	Federal	Supports 75% of eligible costs Max. \$2.6M/year (for all projects in Nunavut)
Infrastructure Canada - Bilateral Agreement with Nunavut Rural & Northern Communities Stream Infrastructure Canada	On March 28, 2018, the Honourable Amarjeet Sohi, Minister of Infrastructure and Communities, and the Honourable Lorne Kusugak, territorial Minister of Community and Government Services, signed the bilateral agreement between Canada and Nunavut for long-term infrastructure projects. This agreement will provide more than \$566 million over the next decade in federal funding under the Investing in Canada plan. The projects supported through this agreement will be cost-shared with the Nunavut government, municipalities and other partners. \$333.6 million in total funding available for Nunavut for this stream. *Recommended by Kate Proctor from Minister McKenna	Federal	Supports 75% of eligible costs Max. \$15.8M/year (for all projects in Nunavut)
Inuit Organizations & Affiliated Associations	Inuit Organizations (ITK, NTI, QIA, KIA, KivIA)	National & Regional	TBD

A detailed Fundraising and Marketing Strategy is being prepared by Centennial College and Qaggiavuut for the Qaggiq: Inuit Performing Arts & Cultural Learning Hub. It is expected to be completed by Spring 2020.

"To have the Qaggiq would be to validate that my art and soul is not destined for a school gymnasium"

-Terrie Kusugak, singer/songwriter, playwright



Community &
Economic Impact Study

The Value of Investing in Culture

Nunavut – Economic & Social Impact

The economic impact of building the Qaggiq Hub Nunavut is significant – the construction alone will contribute **\$21 million to Nunavut’s GDP**, and an additional \$44 million to the rest of the country. Together with the local benefits of construction, added to the impact of the first five years of operation, a new community cultural centre, that fulfills the new programming requirements, will contribute over **\$40.9 million to the territory**. In addition, **408 full-time equivalent positions** will be created in Nunavut. The economic impact on the community is substantial, but the benefits of investing in arts and culture far outweigh solely the monetary contributions to the economy.

Both creativity and Inuit culture are major economic drivers that will ensure future economic growth and prosperity in Iqaluit. The City of Iqaluit recognizes that culture is a powerful tool for celebrating Inuit culture and diversity, fostering inclusion, building strong partnerships, and creating an inclusive space for all citizens and visitors.

The new Qaggiq Hub will provide significant benefits in five key areas: society, health and wellbeing, education, innovation, and economy. Cultural, community, government, and business stakeholders agree that investment in cultural facilities will make Iqaluit more livable and drive tourism and economic growth. Stakeholders also envision the Qaggiq Hub as an important catalyst for the long-term prosperity in Iqaluit and Nunavut.

Canada – Economic & Social Impact

Current research conducted by Statistics Canada demonstrates that arts and culture contribute tremendously to communities across Canada. Overall, there is robust public engagement with arts and culture in Canada – self-reported attendance and participation rates are relatively high, and public opinion about the value of arts and culture and the need for government support remains positive. Outdoor locations and performing arts facilities continue to be the most widely visited arts and culture spaces across the country. In the past year more than 8 in 10 Canadians attended at least one performance or arts event, the most popular being music performances and festivals. There are over 1,400 performing arts presenting organizations in Canada that present more than 80,000 performances by professional artists annually. Overall, Canadians hold positive views about the value of arts and culture for themselves and for society in general and 90% of Canadians say performing arts facilities are important to quality of life, sense of pride in community, and economic development.

The arts and culture sector accounts for 2.8% of Canada’s total GDP, close to \$53.8 billion. Combined with sports that equates to over 765,000 jobs in Canada. The significance of the culture sector varies across provinces but in Nunavut it contributes \$37.3 million to GDP.

DATA FROM:
Statistics Canada, Provincial and Territorial Culture Indicators, 2016
Environics Research, Arts and Heritage Access and Availability Survey, 2016-2017
Canadian Arts Presenting Association, <http://www.capacoa.ca>
Environics Research, Arts and Heritage Access and Availability Survey, 2016-2017
Pollara Strategic Insights Report, Downtown Cultural Hub Study 2016

Community & Social Impact

The Qaggiq Hub: Inuit Performing Arts & Cultural Learning Hub will be a welcoming and innovative, 24/7 active space with programming for community members of all ages. Specifically, the Qaggiq Hub will demonstrate benefits in these key areas:



Community

Qaggiq will partner with arts, education, and business groups in the community to create a greater sense of pride and belonging through cultural initiatives

Artists from across Nunavut will have access to professional training and presentation opportunities at the Qaggiq hub, building skills, creating new work, promoting careers and securing employment in the arts

Studies show that participation in the arts contributes to community cohesion, reduces social exclusion and isolation, and make communities safer and stronger

1 in 3 Canadians state that performing arts equally benefit individuals who attend and the community as a whole

87% of Canadians believe performing arts venues foster a sense of community



Health & Wellbeing

Arts and culture organizations in Iqaluit recognize the strong connection between art and wellbeing and have already created programs in the City of Iqaluit to support the community. Seniors and youth continue to be the most underserved groups in Iqaluit

According to studies by Inuit Tapiriit Kanatami, mental health is the highest priority health issue for Inuit – research shows that participating in the performing arts improves mental health and wellbeing significantly

Breaking Point, the recent report from the Standing Committee on Indigenous and Northern Affairs, makes direct links between the development of indigenous language, arts training and suicide prevention

Statistics Canada reported that 82% of Canadians believe engagement with the arts leads to good health and well-being



Education

The Qaggiq Hub will strengthen Inuit culture and language by training Inuit artists and delivering Inuit arts programming to children and youth. Mentorship and training positions for Inuit are built into the entire project

Curriculum will be developed and delivered by experts in Inuit performing arts for Nunavut schools and colleges

Schools that integrate arts across the curriculum have shown consistently higher average reading and mathematics scores

Students with arts-rich experiences have greater participation in extra-curricular activities and higher engagement in their communities like voting and volunteering

Students from low income families who take part in arts activities are three times more likely to get a post-secondary degree



Innovation

The Qaggiq Hub will deliver innovation in four key areas:

- Design & Construction – starting with the strategic planning approach, sustainable design practices, appropriate use of construction materials, and highest environmental standards
- Technology & Education – state-of-the-art environment, plug & play, broadband, digital literacy, e-learning, training
- Programming, Partnerships, and Operations – state-of-the-art production, staging, content creation, unique partnerships, cultural content, show exports, and a self-sustaining operating model
- Community Collaboration – from it's conception, Qaggiavuut has engaged in extensive community consultation and collaboration that is transparent and inclusive and accessible to everyone. The Qaggiq Hub will serve the community 24/7 with all ages cultural, training and leadership programs



Economy

Arts and Culture will boost the Iqaluit economy in five key ways: attracting visitors/tourism; creating jobs and developing skills; attracting and retaining businesses, city building and developing talent and productions for export

Qaggiavuut generated more than \$2 million in the past year for Nunavut's economy and Qaggiq will be Canada's first Inuit performing arts space, providing a destination for the Inuit community and tourists

Qaggiq will allow Nunavut to become a unique international cultural destination while contributing significantly to Canada's \$54.6-billion arts industry by creating high value jobs

Tourism generates over \$40 million in revenue in Nunavut and creates over 1,200 jobs (2011)

Economic Impact Study - Methodology (CAHSEIM)

To estimate the economic impacts of the new Qaggiq: Inuit Performing Arts & Cultural Learning Hub, Savira Cultural + Capital Projects used a standardized approved model to measure the impact of culture created by the Policy Research Group at the Department of Canadian Heritage. The Culture, Arts, Heritage, and Sport Economic Impact Model (CAHSEIM) is a flexible tool that evaluates the economic impact of arts, culture, sport, and heritage organizations, facilities and events within the Territory of Nunavut as well as across Canada.

CAHSEIM calculates the direct, indirect, induced, as well as the total impacts of labour income, gross domestic product (GDP), employment (total jobs and number of full-time equivalents) and revenues for taxes on products and taxes on production incurred by the expenditures attributable to the organization.

Statistics Canada measures this cascading effect throughout the Canadian economy through its Input-Output Models. These models are based on Statistics Canada's comprehensive Supply and Use Tables (formerly known as the Input-Output Tables) which consist of detailed statistics on activities in the Canadian economy (i.e. production, intermediate use and final consumption of goods and services) to estimate the total effect of an initial change in spending in a particular area of the economy, which are defined as multipliers.

The statistics also aid in determining coefficients, which essentially are estimates of what proportion of a dollar spent on an organization, facility or event will be spent in the local or regional economy, as well as in other provinces and territories.

CAHSEIM specifically relies on Statistics Canada's Inter-provincial Input-Output Model, which takes into account inter-provincial/territorial trade, as well as provincial production and consumption of goods and services, and provides comparable multipliers and coefficients for each province and territory. The current version of CAHSEIM uses coefficients and multipliers for the base year 2010.

For the Qaggiq Hub, two economic impact models were created. The first measures the impact of investment in infrastructure, i.e. the total cost of construction, \$45 million. The second model measures the annual impact of operating and maintaining the Qaggiq Hub. Inputs from Year 1 of the financial projections (2025) were used to generate this model. The results of both can be seen in the following pages.

Key Terms (CAHSEIM)

CAHSEIM measures three types of economic impact: direct, indirect, and induced impacts. All three types of impact are added together to calculate the total impact of an organization. It also measures the direct, indirect and induced impacts in terms of the following indicators: gross domestic product (GDP), labour income, employment (total jobs, and number of full-time equivalents), as well as taxes (limited to taxes on production and products).

Types of Economic Impact

DIRECT IMPACT

Direct impact is the impact of expenditures directly attributable to the entity under study. An “entity” can be an arts, culture, sport or heritage organization, facility or event. For example, if a performing arts centre employs 200 people, then the direct employment impact of that new centre is 200 jobs.

INDIRECT IMPACT

Indirect impact is the impact attributed to changes in the expenditures of businesses that supply the goods and services to the entity directly under study, resulting from the entity’s purchase of the businesses’ goods and services. In other words, it measures the changes in the economy due to the spending of businesses that supply the entity. For the performing arts centre, an example of indirect impact is the number of jobs at the company that supplied building materials used in the construction of the new centre.

INDUCED IMPACT

The induced impact is the impact attributed to the purchase of all the goods and services that were sold as a result of the workers who spend their wages and salaries buying goods and services (groceries, gasoline, haircuts, etc.), which were earned as a result of both the direct and indirect impacts (e.g. the centre and the suppliers of building materials, in this case). In other words, it measures the changes in the economy due to the spending habits of employees who work for the entity and the employees who supply the entity.

OPEN IMPACT

“Open” refers to the sum of the direct and indirect impacts.

CLOSED IMPACT

“Closed” impact refers to the sum of the direct, indirect and induced impacts.

Economic Indicators

GROSS DOMESTIC PRODUCT (GDP)

GDP is the total market value of all final goods and services newly produced within an economy during a fixed period of time. Goods are physical objects, such as a painting, while services are intangible products such as a staged dance performance, live show, or a concert. The total market value of a good or service is the price paid in the market for that product (e.g. the price paid for admission to a music concert).

It is important to note that GDP is the total value of all final goods and services. This means that the value of intermediate goods or services, which are goods and services used in the production of a good or service (e.g. lighting rentals for a music concert), is not included in GDP. Their value is already captured in the market price of the final good or service (e.g. a concert producer includes their expenditures on lighting rentals in the price of admissions to the concert).

EMPLOYMENT (JOBS)

This refers to the total number of positions within an economy. It includes those paid by companies, those who are self-employed, and owners of unincorporated businesses (e.g. a musician, registered as a company, who works on contract).

EMPLOYMENT (FULL-TIME EQUIVALENTS: FTEs)

This is the equivalent of one year of work for one person (e.g. three individuals working for a four-month period would equal one FTE, or five FTEs could represent one individual holding a full-time position for five years). Employment is measured in person-years (FTEs). Employment for part of the year is counted as a corresponding proportion of a person-year.

TAXES ON PRODUCTION

Tax on production is comprised of property taxes, licenses and permits.

TAXES ON PRODUCTS

Tax on products includes GST, PST, harmonized sales tax, manufacturers sales tax, amusement

Investment & Infrastructure Economic Impact Study

During the period when the Qaggiq Hub is under construction, the total capital expenditures (hard and soft) will provide a significant economic benefit to the Territory of Nunavut and to Canada.

For the purposes of this economic impact assessment, it is assumed that construction is completed in one phase, and thus the economic impact estimate represents the total gain to the economy for the entire construction period.

- The estimated **total construction cost is \$45,000,000 in 2019**.
- **Key Findings**
- Total GDP contribution Nunavut: **\$21,487,940**
- Total GDP contribution Canada: **\$44,022,485**
- Total jobs created in Nunavut: **263**
 - Direct: **216**
 - Indirect: **26**
 - Induced: **22**

Notes:

- Data used to create model based on architect preliminary cost estimate of \$45 million in 2019
- Total Project Cost is \$45 million plus approximately 25% for soft costs
- Economic impact estimates for Employment Jobs & Employment (FTEs) are expressed in person years
- Open refers to the sum of the direct and indirect impacts
- Closed impact refers to the sum of the direct, indirect, and induced impacts

Impact variables	Impact on Nunavut	Impact on Canada
GDP		
Direct Impact	17,060,675	17,060,675
Indirect Impact	2,055,854	17,954,797
Induced Impact	2,371,410	9,007,013
Total (Closed) Impact	21,487,940	44,022,485
Labour Income		
Direct Impact	13,016,279	13,016,279
Indirect Impact	1,232,999	11,428,095
Induced Impact	816,664	4,090,943
Total (Closed) Impact	15,065,943	28,535,317
Employment (Jobs)		
Direct Impact	107	107
Indirect Impact	14	189
Induced Impact	12	87
Total (Closed) Impact	132	382
Employment (FTEs)		
Direct Impact	109	109
Indirect Impact	12	177
Induced Impact	10	74
Total (Closed) Impact	131	360

Impact variables	Impact on Nunavut	Impact on Canada
Taxes on Production		
Open Impact Federal	0	2,980
Open Impact Provincial	17,682	166,125
Open Impact Municipal	70,727	394,433
Closed Impact Federal	0	5,880
Closed Impact Provincial	28,148	315,789
Closed Impact Municipal	112,591	741,079
Tax on Products		
Open Impact Federal	345,948	422,065
Open Impact Provincial	19,828	168,980
Open Impact Municipal	0	490
Closed Impact Federal	557,042	938,746
Closed Impact Provincial	109,077	714,471
Closed Impact Municipal	0	1,098

Operating & Maintenance Economic Impact Study

While the construction costs are one-time economic impacts, the operation of the Qaggiq Hub will produce annual economic impacts for the Territory of Nunavut and for Canada. According to data collected through the economic impact model, current market condition estimates, and financial projections, the new Qaggiq Hub will have an annual economic impact of \$3.8 million on Nunavut, and an additional \$5.8 million on Canada.

The majority of the Hub's expenditures are expected to be spent in the local economy and thus generate economic impacts for the region. The adjacent table shows the detailed breakdown and impacts on GDP, Labor Income, Employment (Jobs), Direct Taxes, and Total Taxes.

Key Findings

- Total GDP contribution Nunavut: **\$3,889,465**
- Total GDP contribution Canada: **\$5,870,321**
- Total jobs created in Nunavut: **145**
 - Direct: **132**
 - Indirect: **7**
 - Induced: **6**

Notes:

- Data used to create model based on financial projections
- Economic impact estimates for Employment Jobs & Employment (FTEs) are expressed in person years
- Open refers to the sum of the direct and indirect impacts
- Closed impact refers to the sum of the direct, indirect, and induced impacts

Impact variables	Impact on Nova Scotia	Impact on Canada
GDP		
Direct Impact	2,420,001	2,420,001
Indirect Impact	797,502	1,948,228
Induced Impact	671,963	1,502,093
Total (Closed) Impact	3,889,465	5,870,321
Labour Income		
Direct Impact	2,420,000	2,420,000
Indirect Impact	388,239	1,139,884
Induced Impact	229,689	663,347
Total (Closed) Impact	3,037,928	4,223,231
Employment (Jobs)		
Direct Impact	80	80
Indirect Impact	4	18
Induced Impact	3	13
Total (Closed) Impact	87	111
Employment (FTEs)		
Direct Impact	52	52
Indirect Impact	3	16
Induced Impact	3	11
Total (Closed) Impact	58	79

Impact variables	Impact on Nova Scotia	Impact on Canada
Taxes on Production		
Open Impact Federal	0	184
Open Impact Provincial	2,190	11,164
Open Impact Municipal	8,759	28,574
Closed Impact Federal	0	481
Closed Impact Provincial	5,161	28,534
Closed Impact Municipal	20,642	72,285
Tax on Products		
Open Impact Federal	10,387	14,899
Open Impact Provincial	7,880	17,767
Open Impact Municipal	0	29
Closed Impact Federal	70,110	102,104
Closed Impact Provincial	33,116	83,035
Closed Impact Municipal	0	79

Key Findings & Recommendations

Feasibility Study Summary

Nunavut’s cultural, community, government, and business leaders support the creation of the Qaggiq Hub that will be a multi-purpose community centre benefitting residents, Inuit across the territory and visitors. The Qaggiq hub will be a welcoming gathering place with something for everyone.

From July to December 2019, Qaggiavuut with Savira Cultural + Capital Projects conducted a comprehensive stakeholder interview process. The six-month community outreach and Pan-Nunavut consultation process included vision retreats, workshops, interviews, community meetings and a digital platform for sharing information (www.qaggiavuut.ca), and in-person interviews with over 70 individuals from over 40 organizations. The full-scale stakeholder engagement included a diverse range of representatives from arts and culture, community and business organizations, broadcasting institutions, City of Iqaluit Mayor and staff, Inuit organizations including NTI, QIA, KIA (Kiv), KIA (Kit), as well as QC, NCC, and NDC, Government of Nunavut officials, and Government of Canada representatives.

The community enthusiastically engaged in the consultation process and responded to the question:

“How do you envision Qaggiq, a future gathering place for the community?”

Stakeholders identified major infrastructure and facility gaps in the Iqaluit marketplace, and the urgent need to create a gathering space for community. They noted that this should be a place that serves the full community, attracts visitors and drives the economy. Participants are proud of the vibrant Inuit arts and culture scene in Nunavut but recognize the limitations of the venues and the complete lack of facilities available for community use. They talked about Iqaluit growing at rapid rates and being a critical portal to the Arctic. Participants reported the need to invest in sustainable infrastructure such as new community and cultural facilities in a responsible way in order to meet other community concerns

such as mental health and wellbeing, having sober places to meet and interact, the loss of Inuit language and culture, and the limited gathering spaces for youth, families, and seniors. Stakeholders identified the need for job and skills training and how the new centre would serve as a platform to connect communities across the territory. All groups felt that there were significant social, tourism, and economic opportunities arising from a new Hub, and that a new mixed-use facility would fill an urgent need for both the community and visitors.

Summary of Findings

The Qaggiq Hub Feasibility Study consultation process identified high-level support from stakeholders, special interest groups, government organizations, and potential funders, for the development of the Qaggiq: Inuit Performing Arts & Cultural Learning Hub.

Co-Location Opportunity

The Feasibility Study also identified community interest to fully investigate potentially co-locating the Qaggiq Hub with other cultural infrastructure projects such as the Nunavut Heritage Centre, which is spearheaded by the Inuit Heritage Trust as mandated by the Nunavut Agreement. The combined infrastructure projects create the opportunity to build a new cultural district in Iqaluit on Inuit-owned land, adjacent to the new hotel development. This co-location opportunity received strong interest and support from the leaders of the Inuit organizations throughout the research process and also the Government of Nunavut. The concept of co-location reduces cost and infrastructure redundancy while creating a dynamic district to attract the community, visitors, and tourists. The co-location will require a phased construction approach in order to integrate the Qaggiq Hub, Outdoor Space, and other cultural infrastructure projects.

Infrastructure investment

Infrastructure Investment in the Qaggiq Hub will provide significant benefits to Nunavut in five key areas: society, health and wellbeing, education, innovation, and economy. Cultural, community, government, and business stakeholders agree that investment in cultural facilities will make Iqaluit more livable and drive economic growth and tourism. Stakeholders also envision the Qaggiq Hub as an important catalyst for the creation of a cultural district and tourism in the city.

Inuit Community Benefits

Additionally, the Qaggiq Hub will provide much-needed support for the local Indigenous community through:

- **Inuit Community Self-Determination:** a positive relationship with Inuit organizations as well as community members, and the implementation of programs to achieve goals set in the Nunavut Agreement
- **Inuit Cultural, Language & Tradition Benefits:** a reconnection or improved connection of Inuit history, language, tradition and culture resulting in stronger feelings of pride, community, belonging, reduced social isolation, and an ability to incorporate traditional practices and values with contemporary needs
- **Education & Employment:** increased employment opportunities, education, and skills training

Economic, Cultural, & Community Impact

The economic impact of investing in the Qaggiq Hub is significant. The construction alone will contribute \$21 million to Nunavut's GDP, and an additional \$344 million to Canada's GDP. The economic impact of the construction of the Qaggiq Hub plus the first five years of operation will contribute over \$40.9 million to the Territory of Nunavut. In addition, 408 full-time equivalent employment positions will be created at the Hub. The economic impact on the community is substantial, however the benefits of investing in the Nunavut arts and culture sector far outweigh the monetary contributions to the economy.

Recommendations & Implementation Issues

The comprehensive Pan-Nunavut consultation and stakeholder engagement process, conducted through this Feasibility Study, clearly demonstrates the urgent need for the Qaggiq: Inuit Performing Arts and Cultural Learning Hub in Iqaluit. The results show that the Qaggiq Hub is a viable project and will benefit a diverse range of user groups, from morning to evening, 7 days a week.

To serve the needs of Qaggiavuut and the broader community, it is recommended that the new centre be built in Iqaluit at a central location on already serviced land. In addition, it is also recommended that the Qaggiq Hub be built on Inuit owned land adjacent to the new hotel mixed-use development site, which maximizes impact of local, territorial, and federal investment.

It is recommended that Qaggiavuut, in partnership with QIA and the Government of Nunavut, should acquire a purpose-built performing arts and learning centre that can provide 25,000 net square feet of usable space.

The Qaggiq Hub should meet the standards for a professional performing arts building, as well as multi-purpose learning and gathering spaces to meet the diverse needs of the community, as outlined in this document.

The construction of a purpose-built performing arts and learning facility, owned and operated by a new entity (to be confirmed) with Qaggiavuut (including the Qaggiq School) as the resident long-term tenant, is generally recommended as the ideal tenure option. This 'shared' operating model will ensure stability through governance, and support the requirement for long-term sustainability.

Overall, the Feasibility Study shows that the Qaggiq Hub is a viable project that supports the requirements for long-term sustainability. The study shows that the project will be transformational for the Nunavut community as it will serve the urgent needs of Qaggiavuut, cultural and education groups, youth and families, as well as the business community across Nunavut. However, the following key challenges must be first be resolved in order to move the project forward in 2021.

IMPLEMENTATION ISSUES & KEY CHALLENGES

- 1. DEVELOPMENT PARTNERSHIP WITH QIA:** It will be critical for Qaggiavuut and QIA to establish a development partnership to build the Qaggiq Hub and confirm the governance model.
- 2. SITE CONFIRMATION:** Due to the shortage of serviced land that is centrally located in Iqaluit, the project will not proceed until there is QIA confirmation to build the Qaggiq Hub on the Inuit owned land adjacent to the hotel site.
- 3. INFRASTRUCTURE FUNDING:** The project will require substantial Federal, Territorial and Inuit Government funding support in order to finance the infrastructure project, and to provide limited support for annual operations.

RECOMMENDATIONS & NEXT STEPS

Due to the complex stakeholder environment and construction challenges in the Arctic, this report includes options for a single-phase and multi-phased approach for development and construction for the Qaggiq Hub (see next page). It is highly recommended to construct the Qaggiq Hub in one complete phase in order to reduce extra cost and complications associated with phased construction. This study recommends that the first two 'core program' phases be completed at minimum, with the third exterior outdoor phase completed when viable.

To address the above listed key challenges, this report recommends the following next steps to be conducted from 2020 to 2021:

1. Establish new Qaggiq Hub Building Committee in partnership with Qaggiavuut, Inuit organizations, City of Iqaluit, Government of Nunavut, and others, to create an advisory leadership team for the capital project.
2. Qaggiq Hub Building Committee and Inuit Heritage Trust to develop an alignment strategy to address the construction of the Qaggiq Hub and the Nunavut Heritage Centre.
3. Qaggiq Hub Building Committee to confirm site availability on Inuit owned land by mid 2021.
4. Qaggiq Hub Building Committee, Inuit Heritage Trust, and the City of Iqaluit to further develop the concept to build a new 'cultural district' and establish a potential co-location strategy to support the local community, tourism, and economic development.
5. Qaggiq Hub Building Committee, the Government of Nunavut, and the City of Iqaluit to investigate further partnership opportunities with Tourism Association of Canada, Destination Canada, Travel Nunavut, Destination Nunavut.
6. Qaggiq Hub Building Committee to develop a capital campaign and engage a professional fundraising consultant to draft the case for support and establish the campaign cabinet by late 2020.
7. Qaggiq Hub Building Committee to develop project communications and marketing materials.
8. Qaggiq Hub Building Committee to select a project manager and engage an architecture firm.
9. Qaggiq Hub Building Committee to confirm project timeline and approach to construction - multi-phased or single phase.
10. Qaggiq Hub Building Committee to begin construction when infrastructure funding is obtained and substantial capital is available.

Recommendations Cont'd

Due to the complex stakeholder environment and construction challenges in the Arctic, this report includes two options for a single-phase and multi-phased approach for development and construction for the Qaggiq Hub. However, it is highly recommended to construct the Qaggiq Hub as a complete project to reduce extra costs (by over 20%) and complications associated with phased construction. This study recommends that the first two 'core program' phases be completed at minimum, with the third exterior outdoor phase completed when viable.

OPTION A: SINGLE PHASE CONSTRUCTION

Completion of full construction project in one phase
 Total Cost: **\$47,725,000**

SPACE	SIZE (SF)
Performance Space (including seating & back of house)	10,000 SF
Lobby / Atrium, (including washrooms & storage)	3,500 SF
Rehearsal / Event Space	2,500 SF
Flexible Spaces / Meeting Rooms / Maker Spaces	3,000 SF
Cafe / Kitchen / Other	1,500 SF
Offices & Co-Working Spaces	3,000 SF
Dormitories / Residences	1,500 SF
TOTAL NET	25,000 SF

OPTION B: MULTI-PHASED CONSTRUCTION

Completion of construction project in multiple phases:
 Total Cost: **\$56,500,000**

PHASE 1: PERFORMANCE & GATHERING SPACES

- Core, essential spaces and services
- Includes the performance space, lobby/atrium, rehearsal/event space, and general public/gathering spaces

PHASE 2: ADDITIONAL COMMUNITY SPACES

- Includes all spaces from phase 1 plus various functional program spaces
- Additional spaces include: office spaces and co-working spaces, community kitchen and café, flexible spaces/meeting rooms/maker spaces, and dormitories/residencies for students and artists

PHASE 3: INTEGRATION WITH OTHER CULTURAL INFRASTRUCTURE PROJECTS

- Includes all spaces from phases 1 and 2
- Also includes outside site and programming context, outdoor public gathering spaces, and integration with other cultural infrastructure projects

Recommendations for Capital Project Timeline



Key Findings

- **Nunavut is the only province/territory** in Canada **without a purpose-built performing arts space** for the community
- **Lack of Infrastructure:** The Senate of Canada and the Government of Canada have released reports stating that Canada's Arctic is in crisis. This urgency results from decades of neglect and disregard, climate change and lack of infrastructure. The reports also state that building new infrastructure in Northern Canada is the most important way of facing the challenges of the changing Arctic. Improved infrastructure will address issues of access to water and sanitation, housing, education, healthcare, and maintaining Indigenous language and culture
- Qaggiq Hub will serve a broad range of local and territorial groups from **arts & culture, community, business, and tourism sectors**
- **Preferred Site Opportunity: Inuit Owned Land** - Parcel Development with new Aqsarniit Hotel - to be confirmed with QIA & QC
- Qaggiq Hub **Strategic Priorities:**
 1. Cultural Hub
 2. Performing Arts
 3. Learning & Training
 4. Diverse Programming
 5. Community Engagement
 6. Health & Wellness
 7. Design & Location
- **Design Recommendations:**
 - Large Venue / Theatre** - Capacity 200-350
 - Rehearsal / Event Space** - Capacity 50-100
 - Other Spaces: **Studio/Maker Space, Cafe/Kitchen, Offices/Co-Working, Dormitories/Residences**
 - Outdoor Performance Space** - Capacity 500-1,000
- **Annual Usage: 250** in the Large Performance Venue, **354** in the Rehearsal/Event Space, **349** in Meeting Rooms, and **1,441** in Dormitories
- **Economic Impact** of Construction & First Five Years of Operations: **\$40.9 million GDP contribution to Nunavut**
- **Total Net Income: Year 1: \$372,426 to Year 5: \$725,243**
- Unique opportunity to build **cross sector partnerships** - **art & culture, education, community, tourism, and business**
- **Increased tourism and economic development opportunities**
- Stakeholder research indicated the urgent marketplace need for additional rental space that can be used by the local government, business, and educational community
- Qaggiq Hub as a **catalyst for city building and placemaking**, creating a Cultural District with other cultural infrastructure projects
- Recommendation: **Build a culturally and geographically appropriate Inuit community Hub with a focus on Inuit performing arts, song, dance, art, cuisine, to serve the entire community - children, youth, families, adults, Elders, and visitors - A place for the whole community with diverse programming - something for everyone**

Appendix - Target User Groups

Group	Large Performance Venue		Rehearsal/ Event Space		Flexible Spaces / Meeting Rooms / Maker Spaces		Dormitories		
	Type of Rental	# of Days	Type of Rental	# of Days	Type of Rental	# of Days	Type of Rental	# of Days	
Qaggiavuut	Qaggiq School: Performances	48	Qaggiq School Courses (Professional Training) courses x 7 days per course	10	70	Summit & Conference	10	5 rooms x 5 days	25
	Qaggiq Theatre Productions	38	Summit & Conference		10			12 rooms x 14 days	168
	Gala	2						12 rooms x 12 days	144
								10 rooms x 84 days	840
1,2,3 GO!	Toonik Tyme Opening & Closing Ceremonies	2	Craft Sale		1				
	Christmas Games	10	Big Band Night		1				
Aakuluk Music	Concerts	15	Conference		4				
	Showcase Event	3	Event		2				
			Industry Development Workshops (2-4 per year)		15				
Alianait Arts Festival	Alianait Arts Festival	4	Annual songwriters Workshop		7	Artist Workshops	3		
	Annual Concert Series	6	Collaboration		7				
	Fundraiser Events	2	Other		2				
"Arctic Comedy Festival (Crack-Up Comedy & Canadian North)"	Show	2	Community Events		12	Workshops	3		
	Themed Comedy Nights	6	Improve Youth Camps		7				
Aurora Events	Private Events	10							
Association Des Francophones du Nunavut (AFN)	Francophone Month Gala Event	1							
	Food Themed events (ie: Lobster Night, Oyster Night, etc.)	5							
	Indigenous Day to St. Jean Baptiste Day Collaboration Week	3							
Baffin Regional Chamber of Commerce (BRCC)	Nunavut Trade Show: Tradeshow Floor (100 booths)	7	Conference and presentations		3				
	Gala & Other	3	Inuit Café: "Health Break Area"		7				
Banff Centre for Creativity & Leadership	Touring Shows	3	Touring Shows		5			12 rooms x 7 days	84
Canada Council for the Arts	Gala Event	1	Indigenous Conference		3			12 rooms x 5 days	60
CBC	Public Forum Events	3	Christmas Fundraiser		1				
	CBC Live National Programming events	10							
City of Iqaluit			Christmas Dinner for YC Kids		1				
CTRC Indigenous Content Creators	Presentation for Indigenous Films & television	1	Smaller group consultations		4	10 rooms x 2 days		10 rooms x 2 days	20
Department of Culture & Heritage (GN)	Qilaut Songwriters Contest Concert	1							
	Inuugatta Inuktuuqta Language Conference	5							

Federal Centre of Excellence for Inuit Employ	Graduations, Inuit Film Screenings	10	Pre Employment Program	50	Pre Employment, Workshops	50		
	Special Performances, Guest Speakers	5	Federal Government Training Workshops	40	Workshop Participants	40		
Ilitaqsiq NU Literacy Council	Fashion Show	1	Inuktitut Day Camps	20	Sewing Program	20		
					Ilisqatigiit Family Programs	24		
Inhabit Media/ Inhabit Ed./ Taqqut Productions	Nunavut Arts Week (In Feb)	7	TV Series Work Space	40	Training Sessions	42		
					Music recording projects (2-3 weeks per year)	20		
Inuit Learning & Development Program (Training of Inuit for Federal Government)	Graduations	10	Career Fairs	2	Pre-Employment Program	50		
	Special Events / Guest Speakers	5						
	Career Fairs	2						
Iqaluit Community Theatre	Annual Theatre Production	2	Family Events	2	Theatre Camp for Kids	14		
	Children's Theatre Production	1			Afterschool Programming	40		
Iqaluit Music Society	Annual Music Camp Performance	1	Annual Music Camp (con't)	5				
NTI	Nunavut Day	1	Annual General Meeting	4				
	Community Feast	1						
Northern 3: Pan Arctic Arts Collective	Gala Performance + Rehearsal	3			Conference Meeting	3	12 rooms x 5 days	60
	Conference Keynote	3						
Nunavut Wildlife Management Board			Public Hearing	1				
Nunavut Hitmakrez	Concerts/Album Release	10						
Nunavut Arctic College	Graduations, Orientations, Celebrations	5						
	Guest Speakers, Special Events, Screenings	5			Facilitators, Staff	20	Facilitators, Staff	20
	Staff Conferences/Training	3	Cultural Classes, Music, Arts Classes (20 students)	20	Community Students	20	Community Students	20
Pirurvik Inuktitut Learning Centre					Meetings	10		
Qajuqtuqvik Food Centre								
QIA	Community Feast	1	Board Meetings	4	Sprouts Program	30		
			Community Meetings	4				
			Christmas Party	2				
TOTAL		267		356		399		1441



Architect Rendering, DSAI (c)



Qaggiq: Inuit Performing Arts & Cultural Learning Hub
Feasibility Study February 2020

Savira 
Cultural+Capital Projects