

Klondike Institute of Art and Culture

Dënäkär Zho Renovation Study

Functional Program & Concept Design

June 2023

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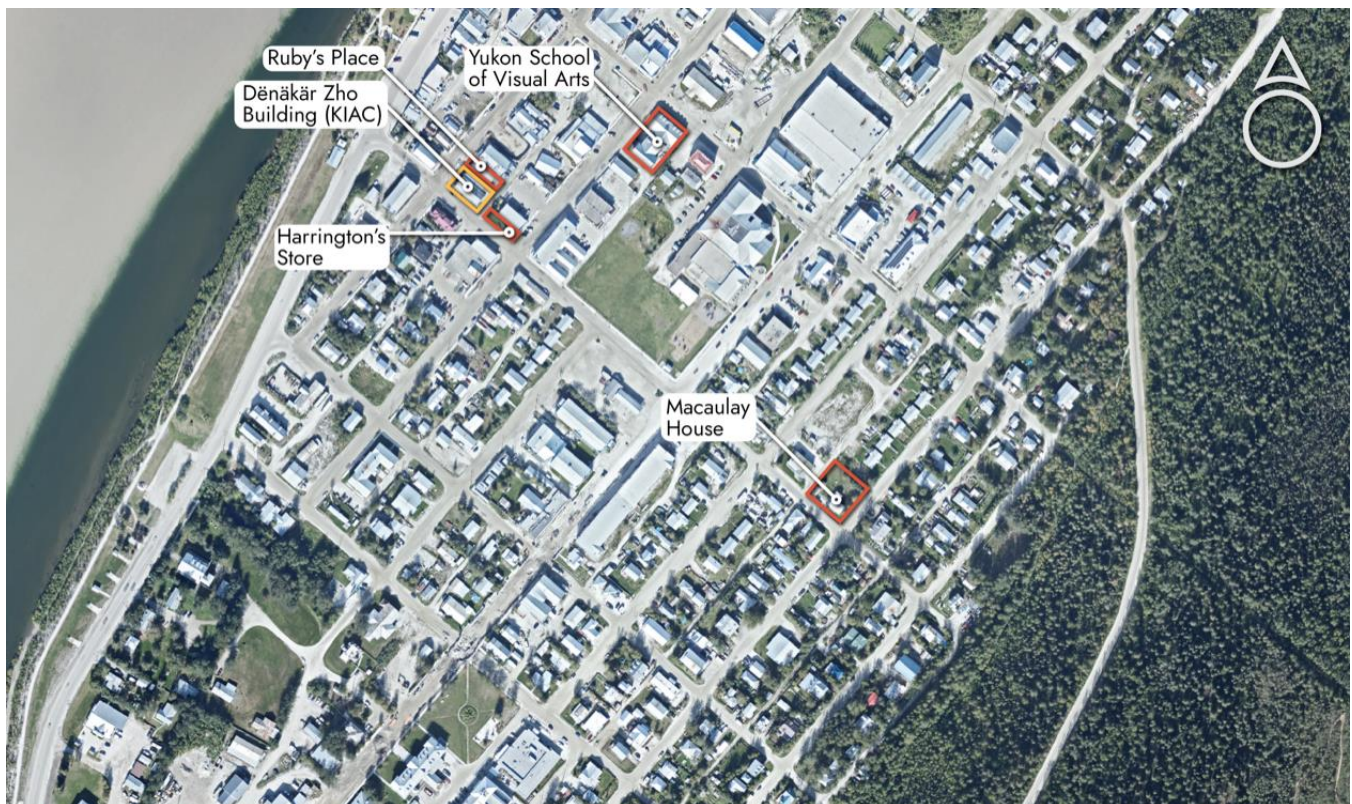
*We gratefully acknowledge that we are gathered on
the traditional territories of the Tr'ondëk Hwëch'in First Nation*

1 INTRODUCTION

The Klondike Institute of Art and Culture (KIAC) plays an integral role in the community as a centre for the arts, education, and programming but also as a community hub, a gathering space for creative people, and a tourist attraction. Its mission is to foster and support the arts by providing education, resources, and opportunities for artists, residents, and visitors. KIAC resides in the Dënäkär Zho Building which was once known as the Odd Fellows Hall as it was originally built by the Odd Fellows Fraternity in 1901. In 2019 it underwent a renaming ceremony jointly led by the Tr'ondëk Hwëch'in (TH) elders' council who selected the name Dënäkär Zho, translating to the house of mixed colours – which refers to programs being inclusive to everyone no matter their ethnicity or cultural background. This new name and revitalized trajectory for the facility is in contrast to the building's history of being a site of tremendous harm to Indigenous people and signals KIAC's intention towards decolonizing community space in Dawson.

The building was refurbished and re-established as KIAC in 1998 to support arts and culture programming, but the facility was not purpose-built or significantly renovated to support such activities, and requires significant space optimization to maximize its cultural value. KIAC has engaged KZA and Cornerstone Planning Group to develop a phased space optimization plan that supports the current and future needs of the local arts community.

Figure 1: KIAC Context Map



1.1 APPROACH

KZA and Cornerstone Planning Group (Cornerstone) was contracted to complete the scope of work, following a 6-step approach. The following information summarizes the approach taken to complete the study.

1. **Digital Scan** – A 3D digital immersive Matterport scan was undertaken to generate as-built plans to inform the design process, allow 24/7 review by consultants and provide walk-through capabilities for stakeholders and staff.
2. **Project Launch** – This step involved preparing and hosting a kickoff teleconference with the Project Team to clarify and confirm scope, approach, schedule, stakeholders, deliverables, communication and engagement plan, and available background documentation.
3. **Background Documentation Review / Current State Analysis** – Following Project Launch, the review of background documentation and programming data began to help gain a solid understanding of current state challenges and opportunities.
4. **Community Engagement** – Helping the Current State Analysis were the key findings learned from engaging with key staff, community members, artists, and partner organizations of KIAC. This step involved an initial semi-virtual introductory information-gathering workshop, a stakeholder survey, and interviews with key personnel, artists, and facility super-users.
5. **Draft Functional Program / Concept Development** – After completing community engagement activities, the team drafted the final functional program report which included a summary vision for the service delivery model, current challenges and opportunities, future planning assumptions, space requirements, descriptions of spaces / components, identification of key functional relationships between components, gap analyses between current and future space needs, and concept options. This step culminated in a site visit by the project team where the draft vision for the facility, program, and concepts were presented in a workshop format with both staff and Board.
6. **Finalize Report** – This step involved the incorporation of feedback gained from the Draft Functional Program Workshop towards finalizing the Report / program / concepts.

1.2 STAKEHOLDERS ENGAGED

In order to fully understand the current context of KIAC's facility challenges and the needs of its users, a number of key representatives from KIAC and local partner organizations were interviewed (see next page).

Table 1: Stakeholders Engaged

Organization	Position	Purpose of Engagement
Parks Canada	Visitor Experience Coordinator	To understand the partnership between KIAC and Parks Canada and the challenges and opportunities with regard to a variety of buildings / assets across Dawson City.
Klondike Development Organization	Project Manager and CED Officer	To explore what development opportunities exist in Dawson City, and discuss what might be feasible for KIAC in relation to potential available assets.
Yukon School of Visual Arts	Program Director	To review the existing facilities and understand any program overlaps.
Dawson City Music Festival	President	To understand relationship and opportunities between DCMF and KIAC.
Larrikin Entertainment	Artistic Executive Producer	To better understand the requirements related to performance spaces and what that would mean for KIAC's ballroom space, and supporting spaces.
KIAC – Artists in Residence	Artist in Residence	To better understand the role KIAC plays in the community of Dawson City, and the needs of local artists.

1.3 KEY TERMS

A functional program is an important pre-design process that provides documentation of a building's key characteristics. These building characteristics are developed to optimize the operations of the organization and the building while reflecting the values of the organizational vision. This document provides a description of the space required to accommodate future KIAC services and activities the facility. It organizes information using text, tables, and diagrams. Important definitions and key space planning terminologies that are used in the development of this document include:

- ❖ **A Component** is a group of spaces with common purpose.
- ❖ **Internal Circulation** is the area assigned to move between the spaces/rooms within a component. For example, the hallways within a staff only zone.
- ❖ **External/Major Circulation** is the area assigned to the spaces between components. For example, the building stairway between floors is major circulation.
- ❖ **Net Square Meters (NSM)** is the usable space within a room/area, excluding wall thicknesses. Net Square Meters will also be reported in Net Square Feet (NSF)
- ❖ **Component Gross Net Square Meters (CGNSM)** is the area of all programmable and support spaces including internal circulation and interior wall thicknesses within the component(s). Component Gross Net Square Meters will also be reported in Component Gross Net Square Feet (CGNSF)
- ❖ **Building Gross Square Meters (BGSF)** is the total area of all levels of a building as measured to the outside face of exterior walls. It includes all rooms/areas, internal and external circulation, building systems (mechanical, electrical, HVAC etc.), and interior and exterior walls. Building Gross Square Meters will also be reported in Building Gross Square Feet (BGSF)

2 CURRENT STATE

This section of the report summarizes KIAC’s current services, spaces, challenges, and opportunities. KIAC’s current state of services and spaces is coloured by its facility limitations. While providing invaluable services to the arts community, it is clear that it could provide significantly more programming and experiences following a space optimization exercise.

The current operating hours of the facility are as follows:

Office Hours	
Monday - Friday	9am – 5pm
Saturday, Sunday	Closed
ODD Gallery Hours	
Monday – Friday	10am – 5pm
Saturday	12pm – 4pm
Sunday	Closed

2.1 CURRENT SERVICES

KIAC offers a broad range of different services for the community such as its programming, event hosting and rentals, and its artists in residency program, among others.

2.1.1 PROGRAMMING

KIAC offers a range of art courses, workshops, and community programming. These programs provide opportunities for local residents and visitors to develop their artistic skills, connect with one another, and explore different mediums such as painting, sculpture, printmaking, ceramics, and more. KIAC’s educational initiatives contribute to the cultural enrichment and creative growth of community members in Dawson City.

2.1.2 EVENTS AND RENTALS

KIAC operates the ODD Gallery, a contemporary art space that hosts exhibitions throughout the year. These exhibitions showcase the works of local, national, and international artists, fostering dialogue and engagement within the community. KIAC also organizes events such as artist talks, performances, film screenings, and festivals that bring people together to celebrate and appreciate various art forms. Many of such events occur in KIAC’s Ballroom / Multi-Purpose Performance Space. Rentals for such events as well as community meetings and rentals of the commercial kitchen provide a revenue stream for KIAC that stakeholders described as important and an opportunity to develop further following space optimization.

2.1.3 ARTISTS IN RESIDENCE

KIAC's residency program attracts artists from around the world to Dawson City. Artists are provided with dedicated studio space and accommodation at Parks Canada-owned Macaulay House, allowing them to focus on their creative work and immerse themselves in the unique cultural and natural surroundings. The presence of visiting artists enriches the local art scene, stimulates artistic exchange, and exposes the community to diverse perspectives. Dawson City boasts a disproportionately high number of artists in a community of its size and requires additional studio spaces to accommodate their work and their contribution to the community.



Due to Covid-19, planned artist residencies had been cancelled and KIAC invited local Dawson City artists to apply for use of the studio spaces at Macaulay House.

2.2 CURRENT SPACES

2.2.1 PROGRAM SPACES – Dënäkär Zho

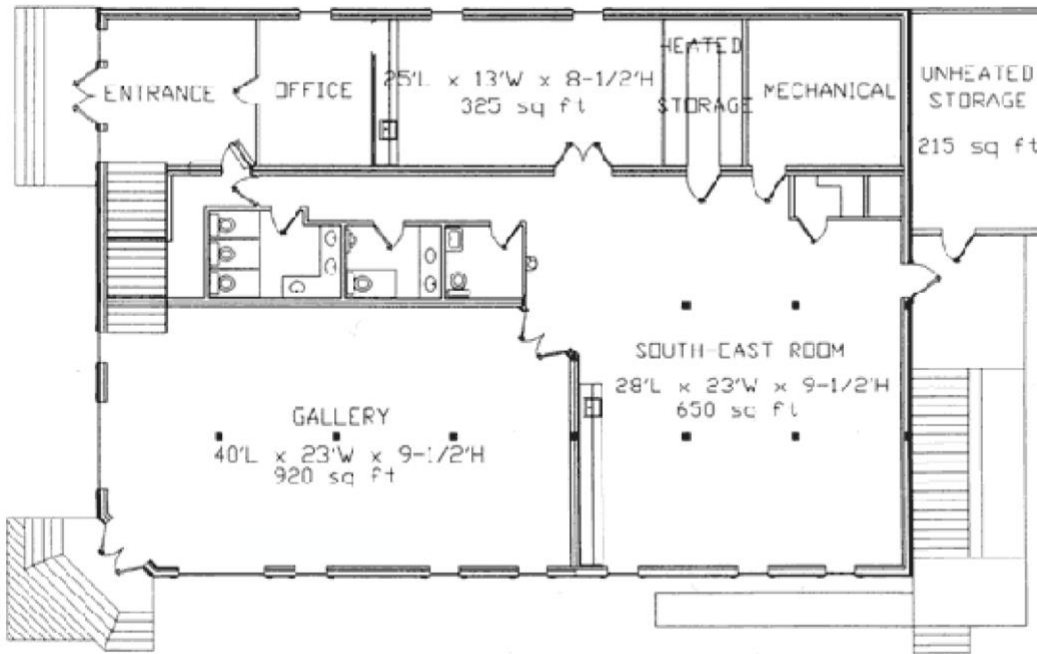
Dënäkär Zho Building is a three-storey “mish-mash” of the Odd Fellows Gallery building and an adjacent building where the majority of programming and events take place. It also includes an elevator addition that was combined onto the outside of the facility in 1998.



At grade level, the building contains a small foyer, a classroom which doubles as an office area for two staff desks, a dedicated office space, three washrooms, a mechanical room, heated storage, and unheated storage.

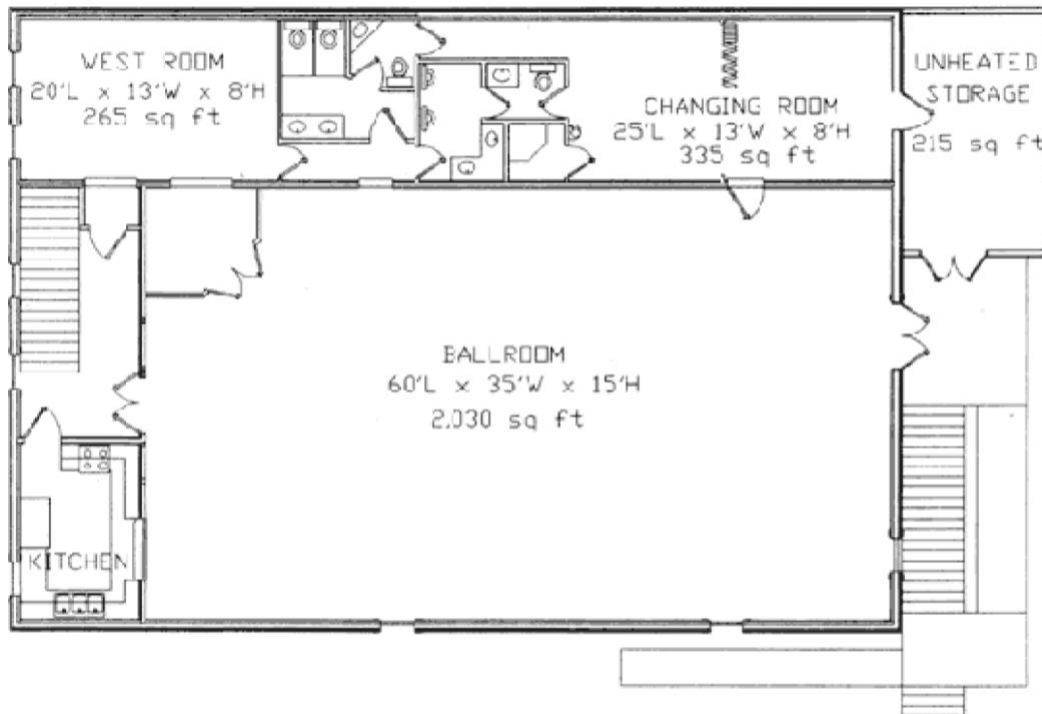
The second floor contains a ballroom which doubles as programming space and performance space, a green room for performers, a heated and unheated storage area, a washroom, a small commercial kitchen, and a small multipurpose space. Additionally, there is a balcony accessible by ladder and an attic storage area accessible by ladder.

Figure 2: KIAC Facility First Floor



KIAC Facility First Floor

Figure 3: KIAC Facility Second Floor



KIAC Facility Second Floor

Table 2: Current Spaces at KIAC Facility (excluding inaccessible 3rd floor)

Floor	Space	Area (SM)	Area (SF)
1	Reception	11	118
1	Offices	29.9	322
1	Washrooms	19.2	207
1	ODD Gallery	67.6	728
1	Gallery Office	15.9	171
1	Classroom	61.9	666
1	Storage	5.8	62
1	Circulation	58.1	625
2	Green Room	36.2	390
2	Washrooms	25.1	270
2	Ballroom	189	2034
2	Kitchen	16.6	179
2	Music Room	17.6	189
2	Circulation	16.4	177
2	Janitor Closet	1.8	19
TOTAL NSM:		572.1	6158

2.2.2 AUXILIARY SPACES

Macaulay House

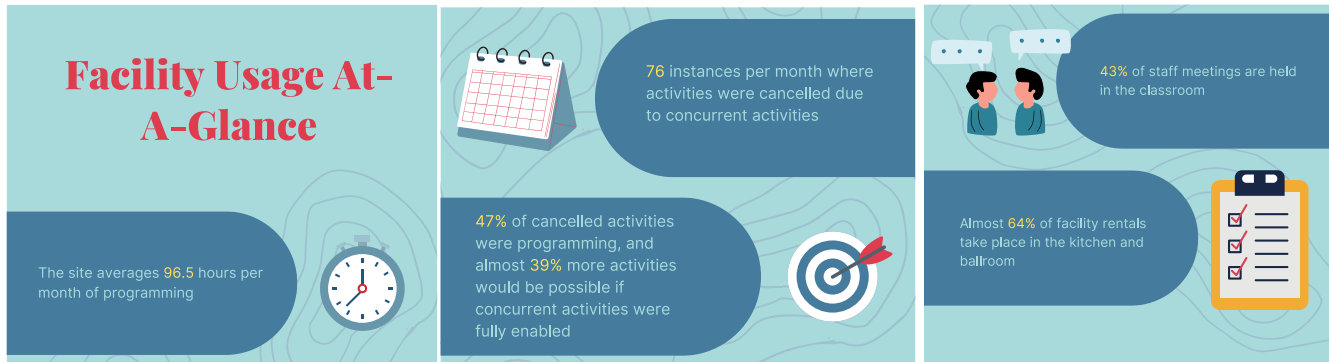
Macaulay's Residence, also known as the Macaulay House, is a historic building located in Dawson City, Yukon, Canada. It holds significant historical and architectural importance in the region and is recognized as a National Historic Site of Canada.

Macaulay House is currently leased by KIAC to accommodate its Artists in Residence Program. It is owned by Parks Canada and is a candidate for disposition – see below **2.4.6 Partnerships and Space Opportunities** for further discussion.

2.3 CURRENT CHALLENGES

There are a number of challenges that are limiting the Dënäkär Zho facility's ability to function as desired. The current challenges are itemized in this section, followed by a discussion of opportunities to address the challenges. The below graphic represents findings from KIAC's team calendar data, illustrating some of the challenges listed below.

Figure 4: Team Up Calendar Data Summary



2.3.1 Limited Floorplate

KIAC's offering of programs, services and facility rentals is limited by its limited and inefficient floorplate. The building takes up almost the entirety of the parcel of land and the building is heritage protected, limiting the ability to expand or reconfigure the envelope.

2.3.2 Non-Purpose-Built Space, Including Storage

As the Dënäkär Zho Building is situated in what was once the Odd Fellows Hall in combination with an adjacent building conjoined together, the layout of the building is awkward and does not support the desired use of the building for community members. This has resulted in a myriad of spatial inefficiencies that have limited certain spaces, and has resulted in suboptimal flows, and a lack of space activation. Perhaps the most glaring example of inefficient space are the upper-level bathrooms which have extraneous access routes, walls, and is burdened with a confusing and awkward layout.

Critically, the facility not being built for purpose means that there is not suitable storage solutions in place. This means staff need to store administrative and program supplies in hallways and against walls, leaving the space feeling crowded and disorganized.

2.3.3 Infrastructure Maintenance

As a non-profit organization, KIAC is challenged with respect to the maintenance and upkeep of its facility, especially considering the age and layout of the building. Issues include aging infrastructure, repairs, and inaccessibility. These challenges negatively impact the functionality and accessibility of the space, potentially limiting KIAC's ability to deliver its programs effectively.

2.3.4 Underutilization / Inability for Concurrent Activities

Stakeholders cited the most core challenge facing the facility is its inability to support concurrent activities. This is due to a lack of acoustic and functional circulation separation between spaces and the fact that the Classroom space has had to be used as an office space for staff. While the Classroom is used in the evenings for programming, it is not able to be used during business hours with its current daytime use as office space.

From an acoustic perspective, the facility was not originally designed to accommodate the noise generated from concurrent activities. Staff manage the schedule based on their knowledge of what programs are incompatible with other activities and cancel or reschedule bookings as required.

2.3.5 Inaccessibility

The building has significant inaccessibility challenge with respect to mobility devices. There is a ramp to the main floor via the rear of the building, creating an inefficient pathway which is an access deterrent for patrons with limited mobility, particularly in winter. Once inside the building, people with mobility devices need to travel back through the building to the foyer to access a lift to get to the second floor. The lift is sometimes out of service and repair services only travel to the community occasionally, making the second floor completely inaccessible for patrons with limited mobility for at least some of the time. Moreover, there is a third level which is only accessible via ladder, which not only limits general accessibility, but severely limits the functionality of the third level.

2.3.6 Scheduling

As mentioned above in 2.3.4 Underutilization, one of the primary challenges facing KIAC staff is the task of managing the programming and event schedule for the organization, its members, and facility users. The Office Administrator is tasked with this job, making sure that if two programs / events are scheduled at the same time, that they can occur simultaneously without disruption. In many instances, two concurrent activities cannot be scheduled concurrently due to noise generation, space limitations, and suboptimal flows of the building (e.g. Screen Printing users utilizing the Green Room / Dark Room large sink and walking through the Ballroom with wet or messy materials into the Classroom downstairs for production space).

2.3.7 Lack of Revenue Generation

A substantial opportunity cost arises given how limited the facility is with regard to its inability to support simultaneous activities and its related limitations for additional programming, including rentals. Very few programs generate revenue with the exception of the Film Festival, accounting for roughly 20% of KIAC's total annual revenue. Rental revenue is also generated, but stakeholders explain that this could be enhanced with space optimization, as Dawson has limited meeting and community space options, so demand is high.

2.3.8 Lack of Warmth and Legibility

The facility's purpose and KIAC's offerings are not obvious from the exterior of the building, nor are they legible once inside the facility. The lobby space feels like a vestibule and could do more to communicate a

welcoming hub and community gathering space. Stakeholders described a desire to improve the street appeal and atmosphere of the façade in order to increase visitor numbers and enhance the experience for visitors.

2.4 BUILDING ASSESSMENT

Kobayashi + Zedda Architects (KZA) visited KIAC on two separate occasions, April 27 and June 7 2023, to meet with KIAC Staff and Board members and review the existing facility. As part of the current engagement, the site review consisted of a tour of the current program spaces with an overview of current building conditions.

2.4.1 BUILDING ENVELOPE – EXISTING CONDITIONS

KZA reviewed the existing conditions over the course of the two (2) site visits. The section below provides an overview of the current state of the facility.

2.4.2 Roof

The majority of the roof assembly is a cold roof with a vented attic space. The front section of the roof, above the kitchen and interior stair, consists of a small warm roof to provide the required head space for the audio video storage loft and access to the AV loft in the ballroom above.

In 2022, the commercial kitchen below the loft had an additional stovetop/oven and commercial dishwasher installed along with a new exhaust vent. Since these renovations have occurred, staff members have noted an increase in ice damming and leaking from the roof directly above the kitchen space. The new exhaust vent penetrates the front exterior wall and was observed to not be adequately sealed around the penetration. The combination of increased hot/humid air in the kitchen and the new, poorly sealed, penetration is suspected to be the source of increased ice damming during the winter months.

See Seasonal Leaking section below for more information.

2.4.3 Walls

Dawson City structures are primarily constructed on temporary crib foundations on gravel pads. Due to the existence of discontinuous permafrost, structures on crib foundations are susceptible to seasonal frost heave/movement which can cause visible cracking in the gypsum wall board. During the review, cracking was observed in multiple locations throughout the building. Typically, cracking was observed near windows and columns which would be more susceptible to movement within the foundation system.

Annual maintenance, in the form of building levelling is typically successful at keeping building damage at bay. Understandably, this is an arduous task and, in a market, short on available labour. KIAC staff have identified that it has been at least two (2) years since the building was releveled and the cribbing reviewed.

The facility walls are assumed to be the following assembly:

- Wood shake siding
- Tyvek

- Sheathing
- 2x6 wood studs with batt insulation
- Poly Air and Vapour Barrier
- 2x3 wood strapping
- GWB

The assumed existing exterior wall assembly does not meet the NECB 2017. In order to meet NECB 2017, an additional layer of outboard insulation would be required. The current assembly is approximately half of the required effective U-Value in order to meet current codes.

2.4.4 Windows and Doors

Windows throughout the facility are wood framed, single hung windows and are approximately 23 years old. Single hung windows are not the most optimal windows for use in a climate such as Dawson City. Single hung windows do not seal tightly and allow for air leakage in compared to the triple-glazed casement or awning windows.

The existing windows and doors appear in fair condition. Through speaking with board members, it is understood that the windows were not properly installed and sealed, causing extreme air leakage around every existing window that affects user comfort during the winter months. The windows are only double pane with certain windows showing a broken seal with condensation.

The two main doors (ballroom entrance and gallery entrance) to the facility are wood doors that are not thermally broken or insulated. These doors are susceptible to expansion and contraction during caused by the temperature fluctuations from summer to winter.

2.4.5 Seasonal Leaking

KIAC Staff and Board members have identified areas of seasonal leaking that occurs for the duration of the spring melt. KIAC staff noted that these areas do not leak during regular rain events, but occur seasonally during the spring melt. This information is indicative that the seasonal leaking is largely in part from a discontinuous air and vapour barrier that allows the warm moist air to penetrate into the roof assemblies and condensing/freezing within the roof assembly.

The shed roof over the office spaces is noted to have glaciation occurring in winter which causes the ice damming to extend to the roof and wall junction. The combination of ice damming, glaciation, and snow-drifting likely extends beyond the membrane lapping between the roof and adjacent wall. During the spring melt, the water will find its way through the lapping and travel along structural members.

Leaking in the facility appears to only last the 2 to 3 weeks period during the spring melt. Isolated leaking events were noted this year during the middle of winter. During these isolated events, it was noted that unseasonably warm temperatures were occurring on these days which led to the melting of the ice damming.

2.4.6 Washroom Count/Occupant Load

The existing washroom count is based on a total occupancy for the facility of 350 people which, as per NBCC 2020, requires 4 water closets for males and 7 water closets for females (11 total). KIAC staff members and board members all expressed the current occupancy of 350 people greatly exceeds their actual needs. KIAC Staff indicated that a maximum occupancy of 250 people is more realistic given the past attendance.

Reducing the occupant load to 250 from 350 reduces the number of required washrooms to 8 total. KZA proposes creating all gender-neutral washrooms and has included 8 individual water closets (including 2 barrier-free water closets) in the concept plans. KZA notes that reducing the occupancy to building will affect current liquor licenses and will require the occupant load to be clearly posted at each entrance to the facility.

2.4.7 Structural Assessment

Prior to proceeding into design/construction documents, KZA recommends undertaking a structural assessment of the facility to better determine the overall scope of work. The findings from the structural assessment will help determine the full extents of the required upgrades and reveal some currently unknown conditions.

This assessment may require select invasive investigation to provide a full picture of the existing structural state of the facility.

2.5 CURRENT OPPORTUNITIES

2.5.1 Facility Renovation

The footprint of the facility is not able to be changed because the building already occupies almost all of the lot, and because heritage designation makes it difficult to substantially change the exterior other than for accessibility purposes. However, upgrading the existing facility could enable the facility to increase capacity by enabling more concurrent programming, host larger (and concurrent) events, and enhance the overall visitor experience.

2.5.2 Efficient Storage and Reorganization

The tour of the facility revealed a lack of smart storage solutions and general organization of programming supplies, equipment, and office materials. As part of a facility renovation, it is feasible to implement smart, custom storage solutions that could resolve many of the space inefficiencies facing the facility.

2.5.3 Facility as a 'Community Hub' and Spoke Model

In discussions with stakeholders, many interviewees echoed the invaluable role KIAC plays as a central, community hub in Dawson City. Stakeholders also emphasized the value of KIAC's activating community and underutilized space through events and programs outside of Dënäkär Zho. KIAC can activate this model more fully by strategically positioning their activities in line with this framework, and align renovation and partnership

plans accordingly. As a result the Dënäkär Zho building would be positioned as the dedicated Community Hub in relation to various “spokes” dispersed throughout the community which accommodate secondary functions that the main hub cannot accommodate, and which achieve the value of activating underutilized space with cultural experiences.

2.5.4 Opportunity to Increase Revenue Sources

KIAC leadership and stakeholders indicated that most of their programming results in minimal revenue, and that the Dawson City Film Festival is likely the only event that nets significant revenue for the organization throughout the year, accounting for ~20% of annual revenue. Additional rental revenue and programming revenue could be generated if the facility is renovated and organized in a way that supports concurrent activities.

2.5.5 Grants and Sponsorships

It is feasible that the space optimization / functional programming exercise can better position KIAC for funding opportunities, including sponsorships and grants from governmental, philanthropic, and corporate entities. By actively pursuing new funding opportunities, KIAC can invest in facility improvements and maintenance for sustainability of operations.

2.5.6 Partnerships and Space Opportunities

While KIAC is already partnered with many different organizations, this space optimization study has identified additional opportunities for partnerships, space sharing, and expansion.

The facilities listed below are currently owned by Parks Canada. Parks Canada is in the process of divesting various heritage assets in the region to enable other organizations to maximize the highest and best use of said facilities. In the 1960s Parks Canada had acquired a number of facilities for heritage and operational purposes, however the community needs and fiscal environment have shifted and Parks now has more assets than it requires. Parks Canada policy dictates that assets being disposed of are first offered to other levels of government for acquisition including TH and Yukon Government for first right of refusal prior to being put on the open market or offered to other interested parties, including non-profit organizations.

Each of the below properties are candidates for divestiture or lease, as indicated. This presents opportunities to re-purpose and optimize an additional facility beyond Dënäkär Zho while preserving its heritage character, should other levels of government not pursue acquisition.

Ruby’s Place

Ruby’s Place, also known as Building 13, is a historic structure located in Dawson City next door to the Dënäkär Zho facility. It is a significant building that has played a role in the city’s history and cultural heritage.

Ruby’s Place was constructed during the Klondike Gold Rush era in the late 19th century. The building was originally used as a brothel, one of many that existed in Dawson City during that time. It is currently not

occupied. Ruby's has been structurally stabilized with new foundation and site grading, however extensive interior renovations will be required to accommodate any future use. Parks Canada has indicated Ruby's Place is a candidate for lease. Stakeholders have identified this site as an opportunity for expansion for the purposes of office space, maker space, or both.

Macaulay House

Macaulay's Residence, also known as the Macaulay House, is a historic building located in Dawson City. It holds significant historical and architectural importance in the region and is recognized as a National Historic Site of Canada.

Macaulay House is currently leased by KIAC to accommodate its Artists in Residence Program. It is owned by Parks Canada and is a candidate for disposition. It has been identified by stakeholders as an opportunity to permanently acquire and give security to the AiR Program, a cornerstone of KIAC's programming. Additionally, the house is situated on a double lot and has potential for expansion/subdividing to create additional housing.

Harrington's Store

Harrington's Store is another historic building located in Dawson City, behind the Dënëkär Zho facility. It was established by Frank and Annie Harrington in 1899 during the Klondike Gold Rush era and has remained a landmark. It has gone through various interior and exterior refurbishments in attempt to replicate its original façade and style. It is currently not occupied and would require significant renovation to enable occupancy. Harrington's Store is a Parks Canada candidate for disposition. Stakeholders have identified Harrington's as an opportunity to provide office space, gallery space, or maker space on the main level, and housing on the upper level, which is currently configured as residences.

Studio or Maker Space

Stakeholders identified that there are multiple organizations looking for a suitable space to support a Maker Space. For instance, the Industrial Arts and Technology Society of Yukon (IATSY) and the Dawson City Arts Society (DCAS) were identified as actively looking for space to serve this function in the community; KIAC has the opportunity to partner with these or other organizations on the development of community Maker Space, better leveraging limited human and financial resources than if either organization were to pursue this alone.

3 FUTURE STATE

3.1 PLANNING ASSUMPTIONS

The following key planning assumptions have been used in the development of the future state:

- The user group population will experience some degree of steady growth at 1-2% per year in line with the projected growth of Dawson City, with seasonal surges in the warmer months
- KIAC will continue to operate in symbiotic partnerships with other community groups, artists, and levels of government
- KIAC programming will remain flexible responding to the artistic community's interests, rather than intentionally focused on a particular form or forms of artistic expression
- KIAC's primary interest is serving the needs of the community, and supporting tourism is secondary
- KIAC will develop the resources to undertake a renovation and explore opportunities to expand into secondary sites, whether through purchase, lease, or partnership
- KIAC will focus on youth and adult programming

See next page for KIAC's future space requirements within the existing footprint of the building.

3.2 SPACE REQUIREMENTS

The following space list details required future spaces, their areas, and their descriptions under the assumptions that only the existing footprint will be used (no additions).

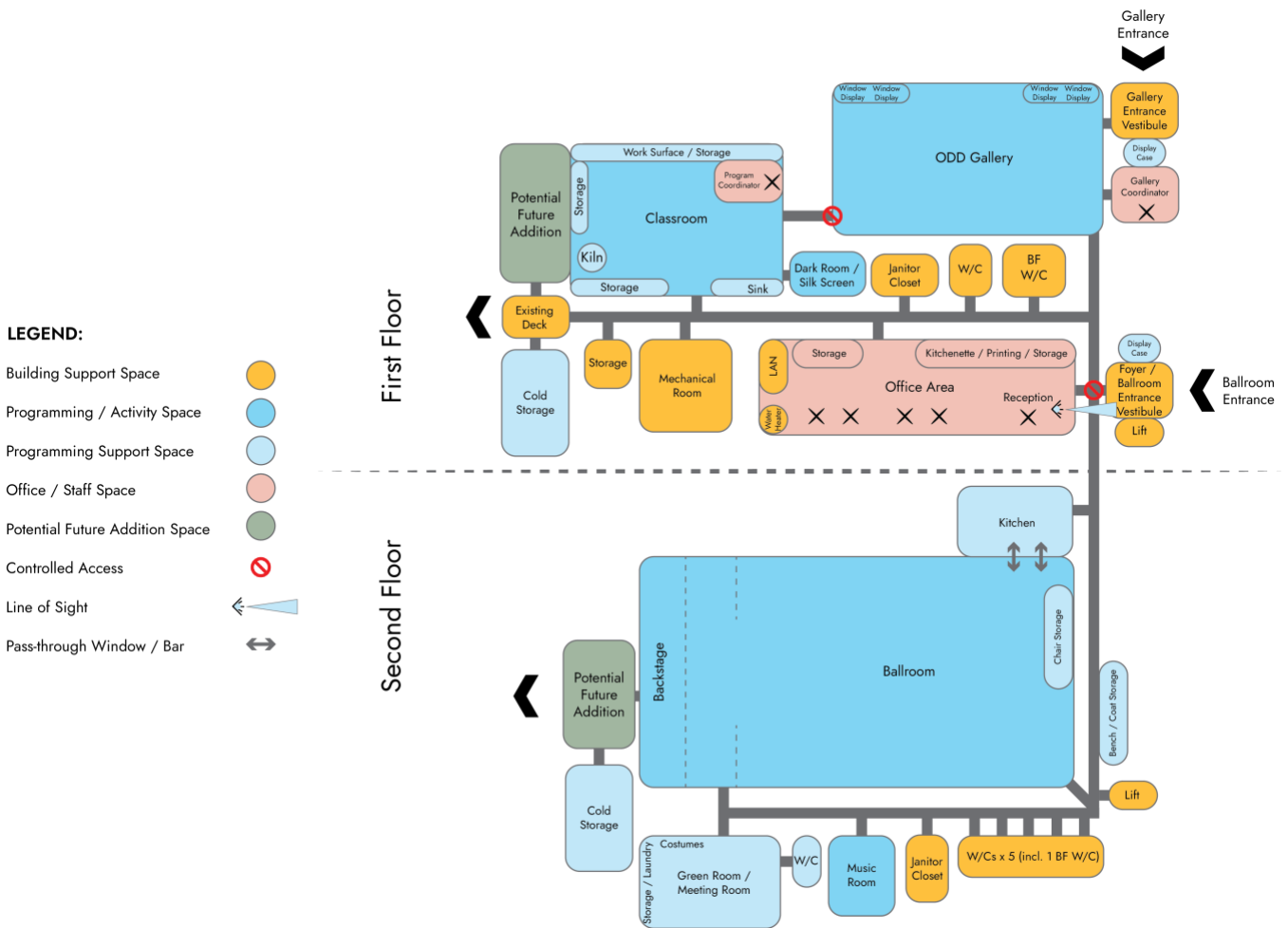
Table 3: KIAC Future Space Requirements

Floor	Space	Area (SM)	Area (SF)	Description:
1	Vestibule / Ballroom Entrance	16.3	175	Acts as an arctic entrance and features a display case and physical and visual access to Reception located adjacent
1	Administration Area (Incl. Reception)	50	538	Includes Reception (with accessible BF counter), 4 workstations, kitchenette and printing area, storage, LAN, and Water Heater location
1	Corridor / Circulation	38.5	414	Corridor walls feature additional gallery space for selected artists
1	Gallery Vestibule	5.2	56	Acts as an arctic entrance and includes display case
1	ODD Gallery	64.4	693	Includes 4 window display areas
1	Gallery Office	7.2	78	Enclosed office located adjacent to ODD Gallery for ease of supervision and engagement with gallery visitors
1	W/Cs	7.3	79	Includes 1 BF Washroom and 1 regular Washroom
1	Janitor Closet	4.5	48	Includes a low work sink
1	Darkroom	9.2	99	Supports regular darkroom activities and screen printing. Single door with blackout curtain for light containment (accessed via Classroom)
1	Classroom	60.2	648	Comes with built-in storage cabinets, a kiln for pottery classes, and a large counter / wet area with large utility sinks to accommodate screen-printing activities and pottery cleanup. Sinks should have clay traps. The space will be designed to support a variety of activities, with durable and cleanable surfaces.
1	Mechanical Room	16.2	174	
1	Cold Storage	20.1	216	Misc. Storage area with appropriate shelving
2	Kitchen	16.5	178	Original layout maintained. Renovated and design to support Ballroom events and activities
2	Corridor / Circulation	47	506	
2	Ballroom	181	1948	Renovated to support diverse events, performances, and activities including ceiling-mounted rods for blacks and wings. Adjacent to Kitchen (features pass-through window bar area), and has a delineated backstage area separated by performance curtains. Also includes chair storage.
2	Green Room / Meeting Room	21.8	235	
2	Music Room	13.5	145	Comes with built-in storage and features a piano. Designed with acoustic and soundproofing treatments.
2	Cold Storage	20	215	Misc. Storage area with appropriate shelving
2	W/Cs	15.3	165	Includes 1 BF Washroom and 4 regular Washrooms
2	Janitor Closet	2.6	28	Includes a low work sink
TOTAL NSM:		616.8	6639	

3.3 FUNCTIONAL RELATIONSHIPS

In relation to the space list, the following component-level relationship diagram introduces the ideal arrangement of spaces and identifies proximity and access considerations. Please note that this diagram is not intended to be a floor plan and instead should be referenced during floor plan development.

Figure 5: KIAC Relationship Diagram



Key Functional Relationships and Notes:

- Entrance Vestibules to feature compelling information about programming, events, the purpose of KIAC and the history of the facility
- Reception to have direct line of sight onto Ballroom Entrance Vestibule
- Circulation routes to feature clear and culturally diverse and inclusive wayfinding and signage
- ODD Gallery to feature window display areas that feature selected artworks
- Darkroom is to be adjacent to and accessed from the Classroom
- Classroom to feature a large utility sink with clay trap to accommodate screen-printing, pottery, and other messy activities
- Classroom to feature the existing Kiln and built-in storage cabinets

- Music Room to function as a flex space if not being used for musical programming
- Administration Area to feature a staff kitchenette
- Where possible, activity spaces are to receive acoustic / soundproofing treatments such as door seals to minimize noise transfer
- Kitchen to have a pass-through window / bar area to serve Ballroom users for events and performances
- Ballroom Backstage Area / Wings to be properly delineated by retractable and removable ceiling-mounted curtain blacks or other mechanism for creating division between audience and backstage so that performers are blocked from audience vision

3.4 GAP ANALYSIS

The following table illustrates the key space differentials from current state to future state.

Table 4: Gap Analysis Summary Table

Space Type	Change from Current State
Office	<ul style="list-style-type: none"> o Increase of 11.4 m² o Reconfigure office space to be grouped in 4 open concept workstations as well as a reception area; explore concept of hot-desking rather than assigned workstations
Washrooms	<ul style="list-style-type: none"> o Net reduction of 21.7 m²; due to a reduction in the number of washrooms to more appropriately reflect actual building occupancy numbers, and due to a more efficient, sensible layout o Convert lower floor facilities into gender neutral washrooms; remove urinals o Realignment of washrooms on upper floor to improve access and flow
Darkroom	<ul style="list-style-type: none"> o Create dedicated darkroom on lower floor adjacent to and accessed from Classroom
Ballroom	<ul style="list-style-type: none"> o Delineated Ballroom space to separate Ballroom Backstage function; explore flexible options like ceiling-mounted darks to establish separation o Provided additional dedicated chair storage
Accessibility and entrance	<ul style="list-style-type: none"> o Gallery footprint only slightly reduced by 3.2 m² – however, this is not including the Gallery Office (at 7.2 m²) which previously took up Gallery space o Create Z-shape accessibility ramp on front side of building o Second floor by the lift to be raised to avoid any step-up conditions on the second floor
Storage	<ul style="list-style-type: none"> o Additional 6 built-in storage areas on main floor and 3 additional on upper floor o Create purpose-built shelving and cabinetry in cold storage area on upper floor

3.5 FUTURE DEVELOPMENT OPPORTUNITIES

The following are recommended directions to explore as KIAC plans for its future facility needs:

3.5.1 Artist Housing

Dawson City is experiencing a significant housing shortage, particularly affordable housing. To serve the needs of the community at large as well as the artist community in particular, including the Artist in Residence and SOVA instructors, it is recommended that KIAC explore the development of artist housing units. Options to explore may include market units attached to a programming, studio, or office space to subsidize operations; affordable units subsidized by a government entity either connected to operational space or standalone; or an alternative partnership model.

3.5.2 Studio or Maker Space

Stakeholders report that studio or maker space is in high demand in Dawson, and several community groups are interested in developing this opportunity. It is recommended that KIAC pursue partnership models to develop a maker space with capital costs shared among partner organizations. This may be in a building purchased or leased for this purpose, along with other needs such as office space and/or artist housing. The Parks Canada asset candidates proposed for disposition or lease should be considered, and financing models should be pursued over the summer of 2023 to prepare for Parks disposition process beginning Fall 2023. Ruby's Place and Harrington's have been identified as particular properties of interest for this purpose, partly due to their proximity to Dënäkär Zho. Ruby's should be considered first due to the structural stabilization work that has already occurred, and the extensive structural and site grading work that would be required to make Harrington's occupiable.

3.6 DESIGN GUIDELINES

3.6.1 Flexibility

Many of the spaces in the renovated Dënäkär Zho building should be re-configurable to adapt to changing activities, needs, and conditions. Furniture and other elements should be moveable to support these changes. Subdividable walls should be considered where possible to enable opportunities for activity changes.

3.6.2 Accessibility

The facility should feature as many barrier-free spaces as possible. That is to say, the majority of spaces should incorporate universal design throughout. Namely, the reception desk should be at an accessible height for those with mobility issues. Likewise, at least 1 washroom per floor should be barrier free and be sized appropriately to accommodate wheelchairs and their turning radii.

3.6.3 Inclusivity

Similarly, the facility should also embody inclusive design across all spaces to appropriately reflect the diverse communities of Dawson City. That is, indigenous and other persons of minority groups should feel welcome in the space and see themselves in it. It is important however to design the facility that accurately reflects local

communities to avoid a design that feels generic or involves “indigenous-washing” or other similarly lazy design efforts. Some design features may include:

- ❖ Local indigenous art
- ❖ Designing spaces that have input from TH Elders and community members

3.6.4 Wayfinding

Visitors of the facility should be presented with a clearly indicated entrance to the Centre with clear directions to each facility component (Printing Station, ODD Gallery, Classroom, Darkroom, Ballroom, Music Room, etc.). Cubbies should be visible from major circulation and easy to access. Signage should include non-English languages that are widely spoken in the study area, as well as indigenous languages (Tr’ondëk Hwëch’in Hän language). Signs should also include braille. Refreshed external signage of the facility should be considered for better findability.

3.6.5 Acoustics

Activity and programming spaces where possible should receive acoustic and soundproofing treatments to minimize noise transfer between different spaces and components. This will help allow for concurrent activities in the facility.

3.6.6 Shared Spaces

To enhance operational and spatial efficiency, shared spaces should be integrated into the design where possible.

3.6.7 Celebration of Community and Art

The facility should showcase community leaders, relevant initiatives, programming opportunities, and local artists artworks wherever possible. The striking level of creative talent in the community should be immediately obvious upon entering and navigating the facility.

4 CONCEPTS

The following section details how various scopes of work relate to funding streams, and the potential concept options to realize KIAC's future space requirements.

4.1 Scopes of Work

The scopes of work below have been broken out based on possible funding streams identified by KIAC staff. The lists provide a high-level overview of the required scope of works.

4.1.1 Accessibility Improvements Scope

- Raise floor on second floor to eliminate the need to interior ramps
- Adjust Passenger lift to accommodate new floor height
- Washroom reconfiguring on both lower and upper floors
- Improve exterior barrier-free access, relocate accessible ramp to the front of the facility.

4.1.2 Building Envelopment/Energy Upgrades Scope

- Complete any structural remediation required based on a Structural Assessment
- Remove and replace all windows. Ensure windows are sealed to vapour barrier.
- Add cellulose insulation to attic space.
- Ensure all penetrations are seals.
- Repair/replace lower shed roof, ensure adequate lapping between roof and wall membranes.
- Include fall arrest anchor points on the roof to allow for seasonal snow clearing.

4.1.3 Interior Fit-up

- Reconfigure Interior partitions.
- Install new interior doors and glazing.
- Reconfigure/install new LED lighting fixtures throughout.

4.1.4 Building Addition (following structural remediation)

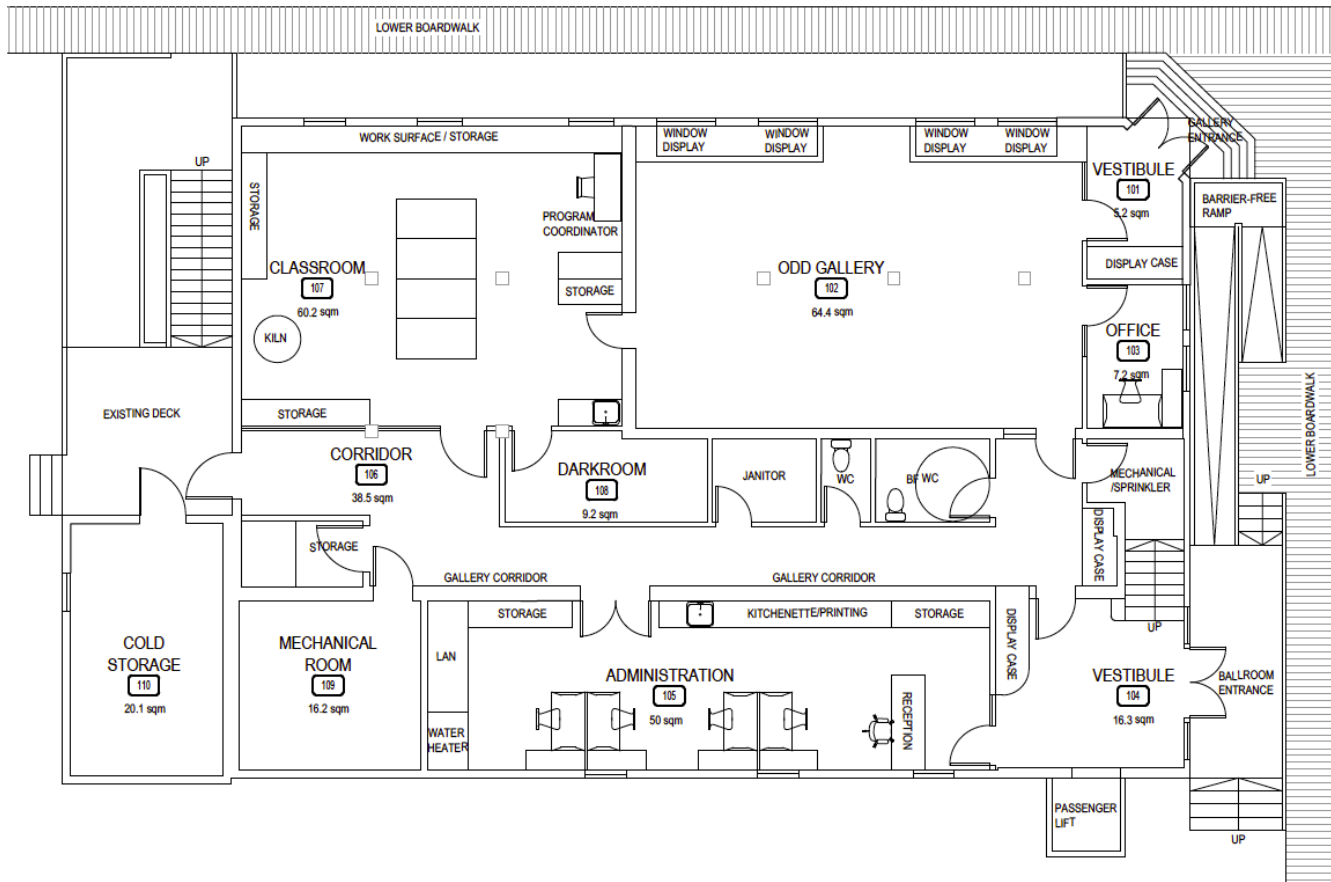
- Remove existing cold storage addition.
- Remove existing exterior deck and staircase.
- Construct new addition including exit stair from second floor.

Prior to renovations proceeding, KZA recommends the new exhaust vent through the front of the building be resealed to help address the current ice damming occurring on the roof above.

4.2 Option 1 – Existing Building Footprint

Option 1 explores maintaining the existing footprint along with cold storage on both the first and second floors. This option maintains program location throughout the building with relocating or removing select interior partitions. All existing loadbearing/structural wall will remain in place and unchanged (unless deemed necessary by a Structural Assessment).

Figure 6: KIAC Facility Option 1 Concept Layout - Main Floor

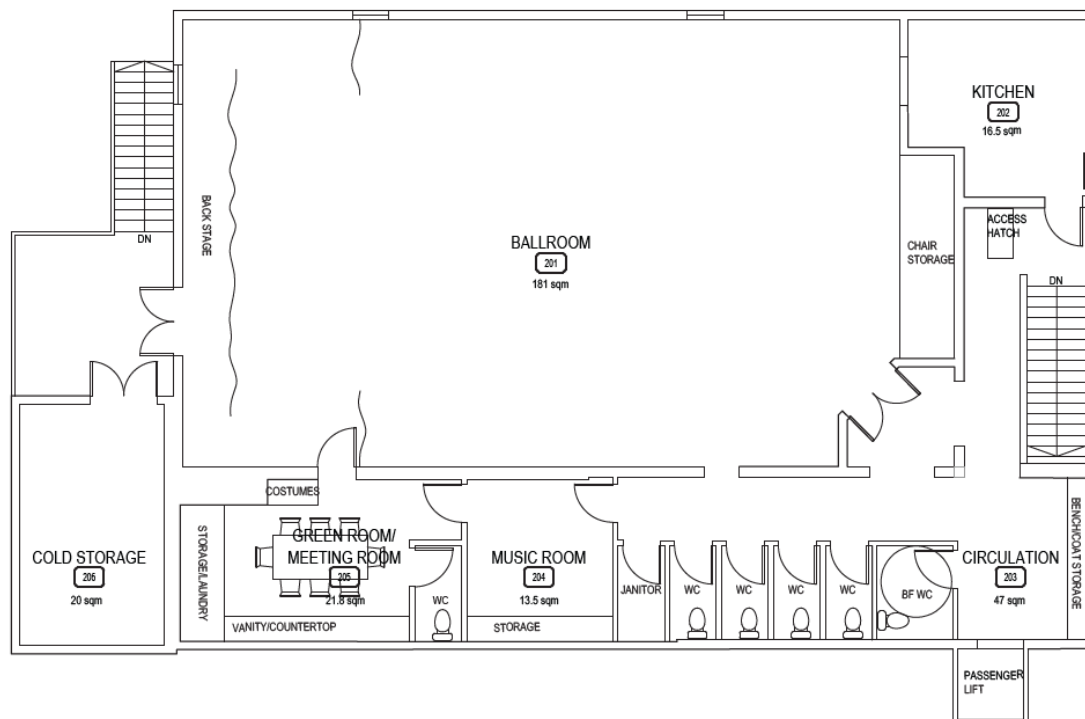


Main Floor Notes:

- Optimized circulation path, with appropriate and culturally sensitive wayfinding
- More intentional Reception / Main Entrance Area (to be designed to be a welcoming, informative, and inclusive space) with foyer vestibules designed to act as arctic entrances
- ODD Gallery features Window Display Areas
- Efficient gender-neutral bathroom allocations (includes 1 barrier-free accessible washroom)
- Consolidated and efficient open office area / staff kitchenette with adequate storage
- Classroom space purpose-built to accommodate a diversity of activities, including messy activities such as Pottery (features a Kiln)

- Classroom is also equipped with built-in storage units as well as a large sink and counter area for Screen-printing
- Dark Room is adjacent to Classroom
- Cold Storage area is expected to be equipped with shelving for enhanced storage capacity
- Where possible, programming / activity spaces will receive acoustic and soundproofing treatments

Figure 7: KIAC Facility Option 1 Concept Layout – Second Floor



Second Floor Notes:

- Optimized circulation path, with appropriate and culturally sensitive wayfinding
- Efficient gender-neutral bathroom allocations (includes 1 barrier-free accessible washroom)
- Ballroom is delineated with removable and retractable curtains to provide a functional backstage area
- Ballroom is supported by storage areas with built in shelving and a purpose-built Green Room
- The Green Room doubles as a staff meeting space and has its own gender-neutral Washroom
- The Music Room comes with built-in storage cabinets and houses the piano
- The Music Room can also double as a staff lounge with a couch or flex space
- Cold Storage area is expected to be equipped with shelving for enhanced storage capacity
- Where possible, programming / activity spaces will receive acoustic and soundproofing treatments, especially the Music Room

- Kitchen layout remains the same as current, though the expectation is that the space will be optimized in such a way to better support performances and events (e.g. more shelving, improved pass-through window, better appliances, improved ventilation, etc.)
- Dedicated chair storage exists close to the entrance of the ballroom

4.3 Option 1b - Improving Loft Access

In this option the Main Floor is the same as Option 1, but the Second Floor has enhancements to improve access to the upper loft, currently only accessible by ladder. KIAC staff highlighted the challenges faced with accessing the loft for either storage or by the audio/visual technicians during events. While installing a full functioning staircase to access the loft would greatly increase use of the space, the cost associated with a renovation of the sorts may be prohibitive and outweigh the benefits.

Installing a dropdown attic staircase would be the most cost-effective option to improve safe access to the loft without requiring alterations of an existing structural wall and incorporating a new compliant staircase.

Figure 8: KIAC Facility Option 1b Concept Layout - Second Floor

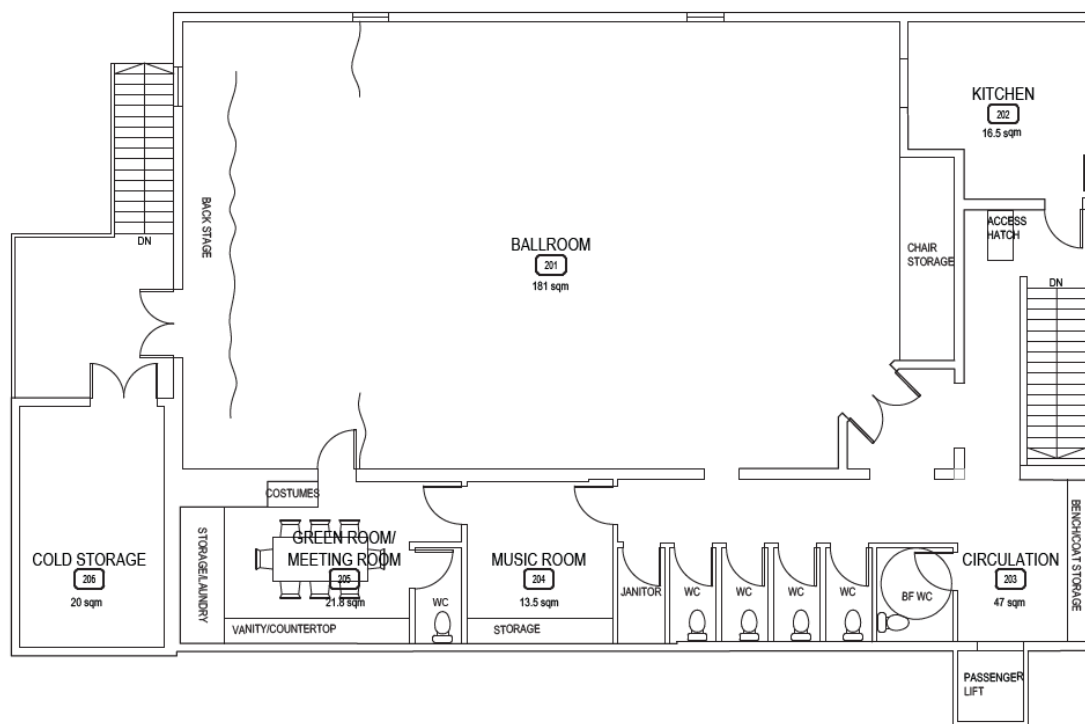
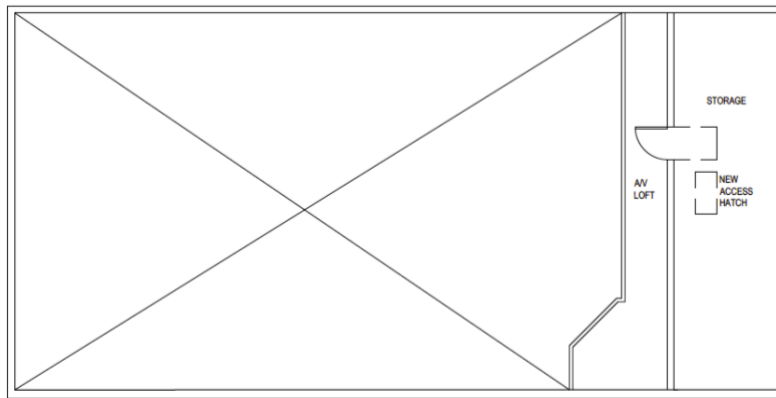


Figure 9: KIAC Facility Option 1b Concept Layout – Attic Floor



4.4 Option 2 – Building Addition

This option explores removing the existing cold storage at the back of the facility and maximizing the lot coverage that is allowable the municipal zoning bylaws. A site survey would be required to determine the exact extent of the allowable buildable area on the lot and to ensure the facility does not impede on the existing powerline easement.

Figure 10: KIAC Facility Option 2 Concept Layout - Main Floor

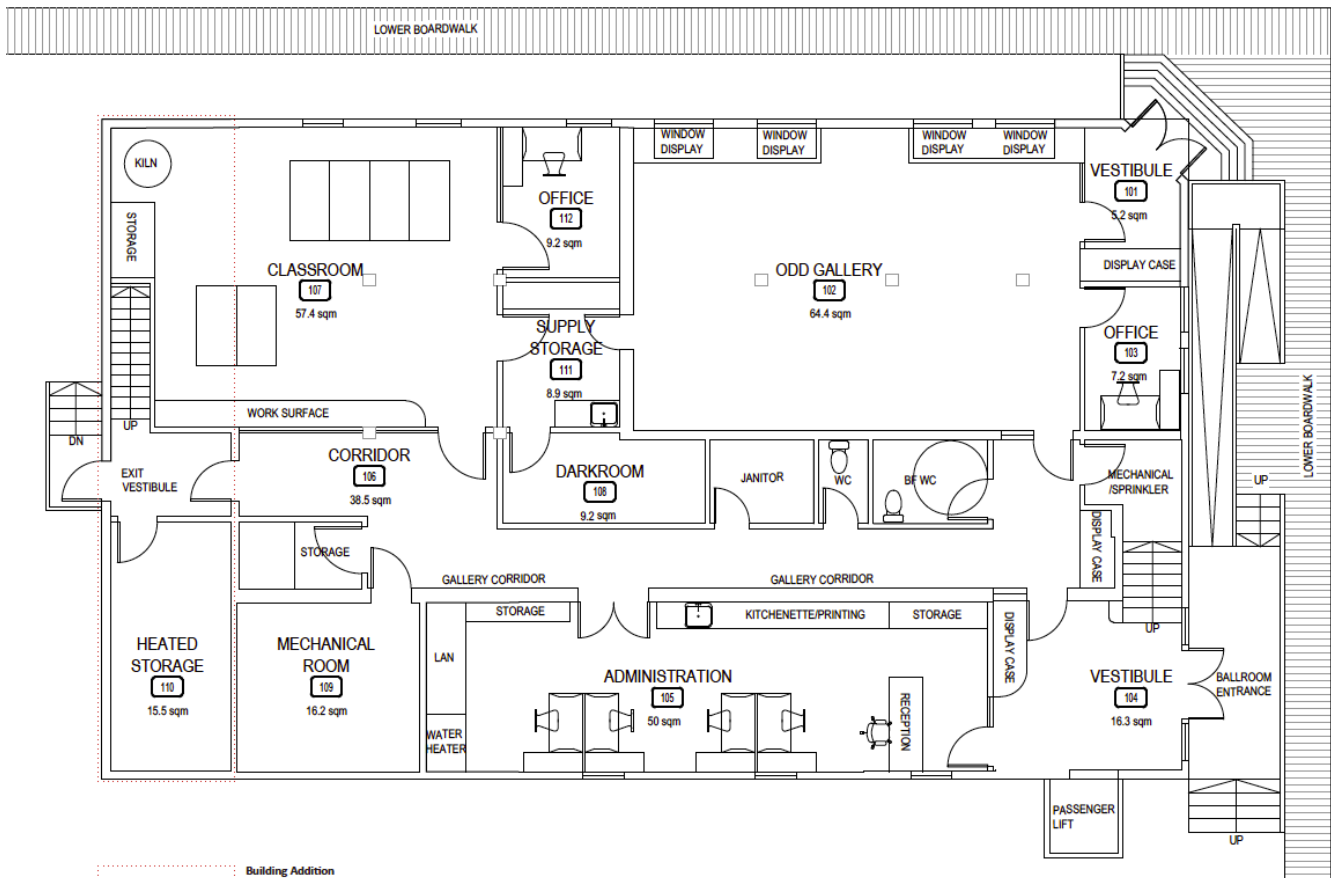
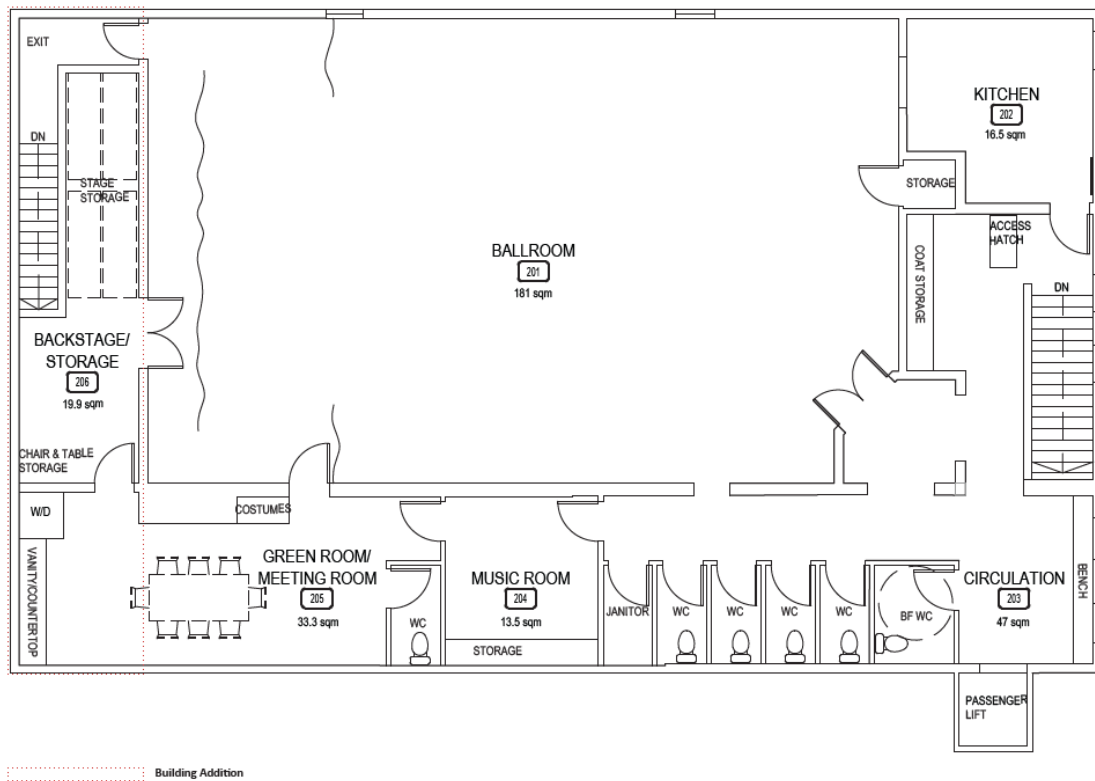


Figure 11: KIAC Facility Option 2 Concept Layout - Second Floor



4.5 Costing

4.5.1 Cost Estimate for Renovation Work

The cost estimate provided below is based on a cost per square meter of the concept design of the facility. The price per square meter is derived from comparable project scopes completed in Dawson City. The cost estimate is considered a Class D and would be within +/- 30% accuracy.

The costs indicated below include a 30% contingency that is associated with the unknowns. As the design progress, this contingency lowers. It is recommended for renovation projects to carry a 20% contingency at the time of construction to ensure there is an adequate budget to account for any unknowns that may be revealed during the course of construction.

Possible phases/scopes of work are described next page.

Table 5: Class D Cost Estimates

Phase / Scope of Work	Area (SM)	Cost (\$/SM)	Estimated Cost	Comments
Accessibility Improvements - Interior	100	\$9,000.00	\$900,000.00	Scope of work includes all upgrades associated with the washroom reconfiguration.
Accessibility Improvements - Exterior	45	\$2,000.00	\$90,000.00	Includes demolition of existing ramp and access stairs.
Interior Fit-Ups	340	\$3,000.00	\$1,020,000.00	Includes demolition of existing partitions and reconfiguring of new partitions.
Envelope Upgrades	270	\$400.00	\$108,000.00	Includes replacing all windows, doors, and additional cellulose insulation in the attic.
Building Addition	90	\$10,000.00	\$900,000.00	Includes demolition of existing cold storage and rear access stairs / deck.
Total Estimated Cost (including all scopes / phases)			\$3,018,000.00	

4.5.2 Cost Estimate for Architectural Fees

The fees described below are based on the estimated construction cost and includes basic engineering services and represents the high end of the estimate. Once the full scope of work is determined, the fee will be adjusted to properly reflect the scope of work. The fee below is based on proceeding with the scope of work in its entirety.

Based on the current Class D estimate, KZA anticipates a design fee of \$275,000. This fee includes all disciplines, disbursements, contingencies, overhead, and profit. All soft costs including professional consulting fees and permits can be estimated to be roughly 10% of construction costs.

Note: Structural assessment fees are not included.

The following concepts were prepared by KZA. The concepts were informed by the challenges and opportunities learned in discussions with stakeholders, the identified future KIAC space requirements, and the relationship diagram.

5 CONCLUSION & RECOMMENDATIONS

The Dënäkär Zho facility provides significant value to the community of Dawson City, including cultural experiences, programs and classes, and events and rentals. Importantly, it also provides a community hub function for Dawson. However, as the space was not purpose built and the usage has changed over time, the facility does not support optimized usage. Issues include insufficient storage, inability to provide concurrent programming, lack of full accessibility for patrons with limited mobility, among other issues. The potential modifications are limited by the floorplate of the building and that it is heritage designated so exterior changes are substantially restricted.

In this report opportunities for space optimization have been identified, including concepts for a future state and the corresponding area requirements. In terms of option selection, it is recommended that Option 2 be pursued as it creates the greatest capacity for the long term viability of the facility. Should Option 2 be cost prohibitive, it is recommended that Option 1b be pursued to enable access to the Attic level, unlocking the additional capacity and optimizing the existing footprint.

Since the building is occupied and programmed, as well as resources being conceivably limited, implementation should be phased. Below is the recommended priority staging for modification based on urgency of need, practical groupings, and relative operational disruption.

5.1 Envelope Remediation and Exterior Accessibility

The first phase of renovations should be the envelope remediations as these are urgently affecting building integrity. At the same time, the accessibility and entrance upgrades should be done. Building access may be limited during these upgrades so programming and ODD Gallery installation schedule will need to plan for these disruptions.

It is recommended that public grant funding for accessibility, heritage preservation, and climate change mitigation be sought to fund capital requirements of this phase.

5.2 Modifications to Office Area

It is recommended that the second phase of renovations be optimization of the office area, freeing up the classroom for daytime programming and some capacity for maker space for members when programming is not taking place. Four open concept workstations can be built in the existing office area, and the concept of hot desking should be explored to accommodate maximum numbers of staff, particularly during the summer months. Additionally, foyer renovations and an open sightline for a reception desk can be created from the main Ballroom entrance, offering a more legible and welcoming environment.

Millwork for built in storage cabinets should be constructed around the perimeter of the room and administrative supplies should be organized therein.

During this renovation period, it is recommended that staff work from home if possible, and where not possible that the classroom become a temporary workspace for all staff requiring a desk on site.

5.3 Washrooms and Darkroom on Lower Floor

The third phase of implementation is recommended to be the reconfiguration of washrooms and the establishment of a Darkroom on the lower floor. With a more efficient configuration for washrooms and a reduction in required number of facilities, capacity is created for a Darkroom in the lower floor hallway. This eliminates the need for travel across the Ballroom and up and down stairs with wet materials as is required in the current state.

It is recommended that public funding for accessibility improvements be sought for washroom upgrades.

5.4 Second Floor Washroom, Green Room, and Music Room

Following the lower floor interior renovations, second floor washroom reconfiguration, green room renovation, and music room renovations should take place. These renovations should be done as a group since the spaces are inherently interrelated. These renovations will be substantially disruptive and should be commenced at a time when no performances or Ballroom bookings are scheduled; significant lead time will therefore be required.