

WELLS USE REHABILITATION AND RENOVATION STUDY

Final Report

05-24-07

Background:

According to the strategic plan, TAF is caretaker of the Wells and must develop a plan to preserve, sustain maintenance and manage the facilities. WURRS was tasked to conduct a comprehensive uses study in order to develop a master plan to meet these goals. Hence, the recommendations set forth in this report support the TAF Strategic Plan. This report will address specific improvements to the Wells and changes to TAF policy which will provide a healthy and vibrant home for arts and culture in Lafayette and the surrounding area.

Statements from the Strategic Plan which support WURRS

- *TAF takes its role as steward of the Wells building very seriously. The building enables TAF to provide important services to its dues-paying members by providing space for meetings, auditions, rehearsals, performances and storage. The TAF staff coordinates use of the building....*
- *Heightened public awareness of the role and value of the arts in the quality of life and economic development of the communities.*
- *...encourage collaborative approaches for resources and program development among member organizations...*
- *...Involve the business community in arts and culture*

Definitions:

Rehabilitation (R) = restoring the building to like new condition in it's current configuration; such as, tuck pointing and roof replacement.

Functional Renovation (FR) = modifications needed to implement strategies that will improve building use, advance the strategic plan, and help generate revenues.

Complete Renovation (CR) = long term modifications that will ensure the Wells continues as a viable *Arts & Culture (A&C)* center for several decades to come.

Conclusions:

1. In order to enhance TAF's economic stability, improve services for Member Organizations (MOs), and increase community involvement TAF must take a proactive approach toward planning proper use and maintenance of the Wells.¹

¹ Strategic plan & Mission Statement

2. The Wells is considered a valuable asset to the community for many reasons, including its architectural beauty, its historical elements and its value to arts and culture in the area. However, the value of the Wells is not currently leveraging its potential to benefit TAF and its stakeholders.²
3. Through a functional renovation of the Wells, TAF could improve services to its stakeholders, generate additional revenues to further the TAF mission, and help fund sustained maintenance/management of the Wells.³
4. Many areas of the Wells are underutilized either completely or during certain hours of the day. This underutilization creates a space which does not enhance the TAF mission. By encouraging more activities and people to work, visit or entertain at the Wells, TAF will foster an atmosphere of excitement bringing more energy and life into the building. This can be accomplished through increased use of the facilities for business meetings, social events, and office/meeting space for various arts and culture groups. These activities can be used to generate additional revenues through cultivation of donors and direct payments for space use.⁴
5. Utilizing the space in a way that brings greater and varied activities to the Wells and in contact with TAF will promote collaboration between various A&C groups, local business, and community members. The Wells should be modified and/or policy changes made to improve space utilization to provide greater service and enhance revenues.⁵
6. The Wells requires various rehabilitation projects to ensure the continued use of the building. These rehabilitation items will secure the building envelope/mechanicals and will maintain the status quo of the building use.⁶
7. Any proposed rehabilitation and functional renovation will have an overall positive effect on member organizations.⁷

² Strategic plan, Appendixes 1,2,8 & 9

³ Appendixes 1,2,4 & 7

⁴ Appendixes 1,2,3,6,7,8 & 9

⁵ Appendixes 1,4,5,7,8 & 11

⁶ Appendix 10

⁷ Appendixes 1 & 2

Recommendations:

1. Implement a strategy to complete the rehabilitation and functional renovation of the Wells as soon as possible.
2. Create an overall strategy to enhance/modify space within the Wells to increase multiuse and increase revenues. Whereas, all spaces can be used and/or leased for social gatherings and meetings; some spaces will be more directed towards specific uses, such as, music, dance, and/or theater rehearsal/performance, visual art exhibition, and business use. These modifications should include but not be limited to:
 - a. Shared office space for lease to A&C organizations
 - b. Improve aesthetics, lighting, acoustics, and life safety
 - c. Improve building and area security

The exact modifications will be determined during the architectural study (item 3 below).

3. Completion of an architectural building plan containing:
 - a. a written evaluation of the building envelope and mechanicals
 - b. recommendations to stabilize the building envelope and mechanicals
 - c. Conceptual plans for improved use of the building as outlined in this report and as further defined through input of stakeholders.
 - d. general specifications for all elements of R & FR
 - e. timeline of project necessity
 - f. cost estimates for each project
4. Seek advice of fundraising professionals to develop a fund raising strategy to ensure all R & FR can begin within two years.
5. Modify TAF policy to expand and enhance uses of the Wells
 - a. Reflect the need for added community involvement
 - b. Enhance opportunities to generation of revenue
 - c. consider any additional staff requirements
6. Determine a “consistent” name for the building and apply to all publications and marketing. WURRS recommends use of the *Wells*.

7. Develop a strategy to establish maintenance and repair fund equal to approximately 3% annually of the value of the Wells with in 5 year.
8. In the long term, the Wells should continue as a zenith for arts and culture in the Lafayette area. The historic nature of the Wells and centralized location in downtown Lafayette make the Wells an ideal choice to serve in this role. Therefore, TAF should continue to engage with all cultural planning efforts in the area and promote the Wells as hub for arts and culture in the region. .

Respectfully submitted by the *Wells Use Rehabilitation and Renovation Study committee*. (Tom Eismin, Chair, Shelley Lowenberg-DeBoer, Dave Raymer, Barry Rubin, Joanne Kuhn Titolo and Kurt Whal)

TOWN HALL MEETING SUMMARY

Conclusion Building Use:

All three groups requested meeting space. Each group requested specialty space according to their interest (Performance group = performance space, Visual group = gallery space, Community groups = meeting / gathering space). Two of the three groups requested multi-purpose / flexible space.

Meeting space and multi-purpose space should be provided.

- Only the Performing Arts Group requested office space.
- Only the Visual Arts Group requested storage space.
- Only the Community Partners requested information space.

Conclusion Building Environment:

A lively, inviting and attractive space, with good lighting and temperature control are requested by all groups. Through the use of the building occupants, objects, and interior design elements the atmosphere should have an inspiring and creative feeling.

Un-answered question asked by Steve Gloyeske: Is the building a public space or a TAF (member organization) building? General response = Both.

Information collected at Town Hall Meeting conducted on January 22, 2007. Approximately 40 guests in attendance, they were divided up into area of interest groups. The groups discussed building use and building environment and each group gave its recommendations regarding use and environment.

Building Use:

<i>Performing Arts Groups</i>	<i>Visual Arts Groups</i>	<i>Community Partners</i>
Perform / Rehearsal Sp.	Gallery Space	Meeting Space
Meeting Space	Meeting Space	Catered Private Events
Office / Cubicle Space	Storage Space	Receptions
Flexible Space	Seminar / Workshop Sp.	Information Center
	Lecture / Film Room	Community Center

Building Environment:

<i>Performing Arts Groups</i>	<i>Visual Arts Groups</i>	<i>Community Partners</i>
Lively & Active	Artificial & Natural Lighting	Inspiring
Inviting	Controlled Acoustics	Creative
Attractive	Warm & Inviting	Lively
Flexible	Outdoor Sculpture Garden	Fun / Festive
		Comfortable

**SUMMARY OF SURVEY DATA FROM BOARD MEMBERS, INDIVIDUAL DONORS, AND
BUSINESSES**

CONCLUSIONS:

The WURRS committee, working with Purdue University's STATCOM team, surveyed the TAF Board, Business Friends, and Individual Donors to find out the levels of support for Art and Culture in the community, any needs for rehabilitation/renovation of the Wells for future use, and anticipated financial support for such changes at the Wells.

The results of the surveys showed that the Wells is valued, especially in relation to its architectural elements, cultural aspects, and civic contributions.

The Wells needs to be rehabilitated to keep it sound, and renovations are needed to increase its usage to Member Organizations and the community at large.

All three surveys showed that improved acoustics, upgrading modern equipment and amenities for meetings and good aesthetics are necessary for increased usage.

Business Friends use offsite meeting spaces and are more likely to use such spaces that support Arts and Culture.

Both Board and Individual Donors surveyed believe in a capital campaign to renovate the Wells (87% of the Board and 82% of Individual Donors). The same 82% of Individual Donors stated they would make a financial contribution to the renovation of the Wells.

Sampling of questions and answers from the three surveys:

Question/ Statement of Agreement yes/agree responses **Board **Business****

Individual

Would you and /or your company consider using the Wells as a social and/or business meeting space?	20%	39%	N/A
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I or my company would more likely choose an off-site meeting space that supports arts and culture.	66%	72%	N/A
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It is important for an off-site meeting space to have the following:			
High/modern quality equipment /amenities for meetings	47%	100%	77%
Good acoustics	67%	100%	71%
An enclosed area with controlled access	64%	80%	N/A
Good Aesthetics	43%	100%	N/A
Wireless internet	36%	60%	N/A
Low Cost	53%	98%	N/A

Question/ Statement of Agreement yes/agree responses **Board **Business** **Individual****

I would be more likely to use the Wells if the building was renovated and modern facilities made available.	72%	N/A	54%
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I anticipate future financial support of arts and culture.	N/A	92%	90%
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It is important to have a capital campaign for rehabilitation (and renovation) of the Wells.	87%	N/A	82%
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I would be actively involved with the campaign by targeting individuals/businesses for the rehabilitation and renovation of the Wells.	64%	N/A	28%
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I would make a financial contribution to the rehabilitation and renovation of the Wells	N/A	N/A	82%
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Respondents: Board 16, Business Friends 13, Individual/Donor Friends 51

* N/A indicates the question was not asked as shown.

SUMMARY OF MEMBER SURVEYS

Conclusions:

Building finances:

1. 97.3% of respondents know that TAF is fiscally responsible for the Wells building.
2. 48.6% of respondents think their dues cover the cost of the building.
3. Less than 50% of respondents think they should pay higher dues.
4. When asked if they would pay higher dues to support the maintenance of the building 19.4% say yes, and 41.7% say yes but how much.
5. One comment from one respondent: We see our membership as support for TAF rather than receiving services from them.

Building use and environment:

1. 74% of respondents think it is NOT necessary for TAF to provide storage.
2. More than 10% of the respondents are not satisfied with the storage in the Wells building.
3. 90% of respondents agree that TAF should provide gallery space, meeting space for arts and culture organizations, and a community arts calendar. It is necessary for TAF to provide publicity, information and referral for the arts community.
4. 65% of respondents agree TAF should provide performance space.
5. 67.5% of respondent agree TAF should provide rehearsal space.
6. 91% of respondents are satisfied with the condition of the facility.
12.1% of respondents are unsatisfied with the building temperature.

A survey of the Member Organizations of Tippecanoe Arts Federation was conducted with regard to Member Organization satisfaction. The survey work was done in collaboration with the Purdue University STATCOM Graduate Student group. The results of the Survey were presented to the Board of Directors in a report dated April 27, 2005 (full report available upon request).

EVENTS USE OF THE WELLS

Conclusions:

The WURRS committee interviewed 3 caterers in the area to investigate the potential for greater usage of the Wells facility by the community.

We found that there is a potential for accommodating rental business usage within the current conditions of the building as well as other opportunities should additional upgrades and improvements get made to facilities including technical enhancements.

The following categories are the most likely uses: Receptions, Professional Meetings, and Community Events.

Developing a plan for additional usage will require staff time and marketing efforts to be successful.

	Jane's Deli	Debbie's catering	Maize Catering
Time of use	morning meetings	noon hour	evenings noon hour
Value of Space Room rental Upstairs (improved)	\$50-\$75 \$300-500	\$25-40 / hr	\$75 \$750 - 1000
Day of Use	M-F	M-W	Th-Sat
Facilities Required Sink/fridge/stove Lectern/PA/projection	Yes Yes	Desirable Yes	Yes Yes
Types of Uses anticipated	Luncheons Receptions (if improved)	Business meetings Receptions	Corporate luncheons Weddings (if improved)
Utilities needed	better kitchen	A/V	fire extinguishers
Restrooms	adequate	adequate	adequate
Size of space	varies	good options	varies
Number of people	25-300	50 & up	200+
On site parking	good but limited	good but limited	good but limited

SUMMARY OF COMMUNITY RENTAL SPACE

Conclusions:

Area venues rented for social and business events receive approximately \$300-750 per night. (Smaller rooms were rented for less.) The data also shows that such events are likely to be held between 2-5 times each month in any given location. The general conclusion is therefore that the Wells could be used to generate substantial revenues and enhance exposure to TAF and the Wells through leasing of space for various social/business events.

Lafayette Theater:

Open to: Anyone
Facilities: Seating for 250 - 350
Food: Yes catered, \$200 + cost of food
Alcohol: Yes catered, \$200 + cost of drinks, 3-way license
Kitchen: No
Catering: Food: Cajun Connection, Seattle Beanery, Maize, Shoupps BBQ
Bar: Cox Pub, Cajun Connection, Maize
Rates: Not for Profit, \$100 / hr. \$500 max.
For Profit, \$750 flat rate
\$250 Refundable Deposit
\$40 Marquee Fee
Notes: Stage, 76 Chairs, 13 tables, AV equipment coming soon.
Weekends March through June totally booked.

The Trails:

Open to: Anyone
Facility: Four banquet rooms
Food: Yes, meals = \$15.95 to \$25.95 plus 20%
Alcohol: Yes, Cash Bar \$75 min. Open Bar cost of drinks plus 20%
Kitchen: Yes
Rates: Room included with food service \$75 to \$100 / hr. with no food service
Notes: No AV or presentation equipment Two week notice required

Lafayette: Riehl Plaza Depot:

Open to: Anyone
Facilities: 60-70 people main area of depot
Food: Yes if catered
Alcohol: Yes if licensed caterer
Kitchen: No
Rates: \$300 7am-3pm, \$400 5pm-midnight, \$550 7am-midnight
Notes: Used 3-4 times a month in winter, 5-10 times a month in other

McAllister Center:

Open to: Anyone, classes have priority
Facilities: 7 rooms up to 40 people
Food: Yes if catered
Alcohol: No
Kitchen: No
Rates: \$35 for 2 hrs, \$75 for 5 hrs; the gym is \$75/hr
Notes: Used 3-10 times a week, most nights there is some space available

Morton Center:

Open to: Anyone, classes & long term (recurring) rentals have priority
Facilities: 20 rooms
Food: Yes if catered
Alcohol: No
Kitchen: small (not commercial) \$5.00/hr
Rates: Two rates; if admission is charged – higher, if no fee – lower rate
40 person room \$6/ hr w/o fee; \$12/ hr w/ fee
133 person room (multi purpose with some audio/visual eq.) \$25/hr w/o fee; \$50w/fee
Notes: Busy most evenings (a lot of student groups) Friday night large room very busy

Nature Center at Celery Bog:

Open to: Anyone
Facilities: Classroom (smaller) & main (lobby) area
Food: ?
Alcohol: No
Kitchen: No
Rates: Two rates; if admission is charged – higher, if no fee – lower rate
Classroom room \$10/ hr w/o fee; \$15/ hr w/ fee
Main area \$10/hr w/o fee; \$15w/fee
Notes: Restricted because of W.L. park use & limited hours (4-5 times a month).

Ice Rink:

Open to: Anyone
Facilities: One meeting area (where you gather prior to skating), Or rent entire rink
Food: Yes if catered
Alcohol: No
Kitchen: No
Rates: \$25 / hr. for meeting space only
Notes: Not often used except for skating parties. (1-3 times a month)

REQUESTS TO USE THE WELLS FOR BUSINESS AND/OR SOCIAL EVENTS

Conclusions: If the Wells was available for lease for social and/or business events there would be a market to support this concept. TAF has received several requests to use the Wells for various social or business meetings. Currently there is no policy in place to allow for these event to be held at the Wells.

See

During the time period of 6-10-06 through 8-15-06 Dave Raymer & Beverly ??? recorded three unsolicited requests for use of the Wells. These requests were:

- 1) Rehearsal dinner/reception for wedding
- 2) Wedding reception
- 3) Business social event for local business

ARTS AND CULTURE GROUP AS TENANTS OF THE WELLS

General:

- There is a potential for renting office space to arts and culture organizations.
- Storage of paper files was mentioned as a necessity
- A fax machine and receptionist were the least important factor for a tenant

A telephone survey was conducted of various member organizations that were thought to be interested in rental of long term Office “cubical” space. Below is a summary of there responses.

The MOs questioned were: Lafayette Chamber Singers, Bach Coral, WALLA, Historic 9th street Hill Neighborhood Assoc., Tippecanoe Music Teachers Assoc., Centennial Neighborhood assoc., Lafayette Citizens Band, Lafayette Symphony Orchestra, Friends of Downtown.

Question	Yes	No	Maybe
Does your organization currently lease office space?	4	5	XXXX
Would you consider renting space in a newly renovated Wells?	1	1	7
Which of the following would you consider important features to have in a rental space?	XXXX	XXXX	XXXX
Telephone	9		
Internet access	9		
Security of space	9		
Storage for files and office supplies	9		
Storage of small equipment	9		
Fax	6	3	
Copy machine	9		
Common use receptionist	3	3	3

Member Organization Room Usage

From July 2004 through June 2005 a data sheet was kept of room usages in the building. The following chart summarizes the results of the data.

		FY 2004-05	
# Member Organizations		111	
Room Usage Type	#	attendance	attendance/room use
Org. Meeting	257	4448	17
Rehearsals/Practices	111	1487	13
Educational Workshops	65	764	12
Audition Callouts	9	265	29
Recitals	29	1384	48
Special Events	14	629	45
Other	3	32	11
Total Room Uses	488	9009	18

Since this data was collected, the number of MOs using the facility has increased along with the overall number of uses per MO. It should be noted that the overwhelming majority of building use occurs during weekday/evening hours. This creates an under utilization of space during the daytime and on weekends. In addition, the staff has received numerous, unsolicited calls from businesses and organizations interested in having events and activities in the building. TAF's current policies allow for only MO room usage.

TAF WURRS BUILDING AREA vs. EXPENSE ANALYSIS

Conclusions:

1. Corridor & Vestibule, Foyers, Old Stacks and Library Upper Level make up 35.5% of the building area, and these spaces are much underutilized. Develop uses, through the WURRS Report, to better use these areas.
2. Galleries and Meeting Rooms account for 51.4% of the net building expense. Determine if the exposure and / or revenue from these spaces can be justified according to the WURRS Report.
3. Miscellaneous spaces (Old Stacks, Library Upper Level, Taste Storage, MO Office Stuff, Fiddlers Office and Kid's Area) make up 15.1% of the building area. Develop better revenue producing space, through the WURRS Report, for these areas.

Net usable square footage:

Lower Level	5184
Main Floor	5144
Upper Level	1324

Total	11,652

Overhead Expenses for Building including depreciation.

2002	\$53,018
2003	\$78,769
2004	\$61,346
2005	\$64,522
2006	\$67,309

5 Year Average \$64,993

Building use areas:	Cost per Use	Gross	Net		
Building Services	687	5.8%	\$3766		
Building Storage	115	1.1%	\$716		
Toilet Rooms	169	1.4%	\$910		
Corridor & Vestibule	1650	14.2%	\$9230		
Foyers	1687	14.4%	\$9360	\$12,154	18.7%
Kitchen	200	1.7%	\$1105	\$1430	2.2%
Old Stacks	612	5.2%	\$3379	\$4419	6.8%
Library Upper Level	201	1.7%	\$1105	\$1430	2.2%
TAF Offices	737	6.3%	\$4095	\$5329	8.2%
Taste Storage	458	3.9%	\$2535	\$3315	5.1%
MO Office Stuff	120	1%	\$649	\$845	1.3%
Fiddlers Office	276	2.3%	\$1495	\$1950	3.0%
Kids Area	104	1%	\$649	\$715	1.1%
Galleries	2209	19%	\$12,349	\$15,923	24.5%
Meeting Rooms	2427	21%	\$13,649	\$17,483	26.9%

WELLS REHABILITATION ITEMS

List compiled by the Facilities Committee and various other interested parties.

Windows.

Mechanical system.

Front porch masonry repairs.

Front porch decorative light fixture repair.

Masonry cleaning.

Brick tuck-pointing.

Roof and parapet repair, possibly a new roof.

Chimney masonry repair.

Parapet decorative trim replacement and installation.

Another exit from the gallery / main floor level.

Upgraded lighting for meeting room, lower level common space and other rooms.

Main lobby ceiling restoration and detailed painting of patterns.

Upper stacks, west side wall and ceiling plaster repair.

Upper level marble floor infill.

New flooring at various locations.

Mechanical room exterior door repair / replacement.

Mechanical room exhaust fan repair / replacement.

Interior and exterior signage.

Gallery lighting and picture rail system.

Restroom upgrade.

Additional exits.

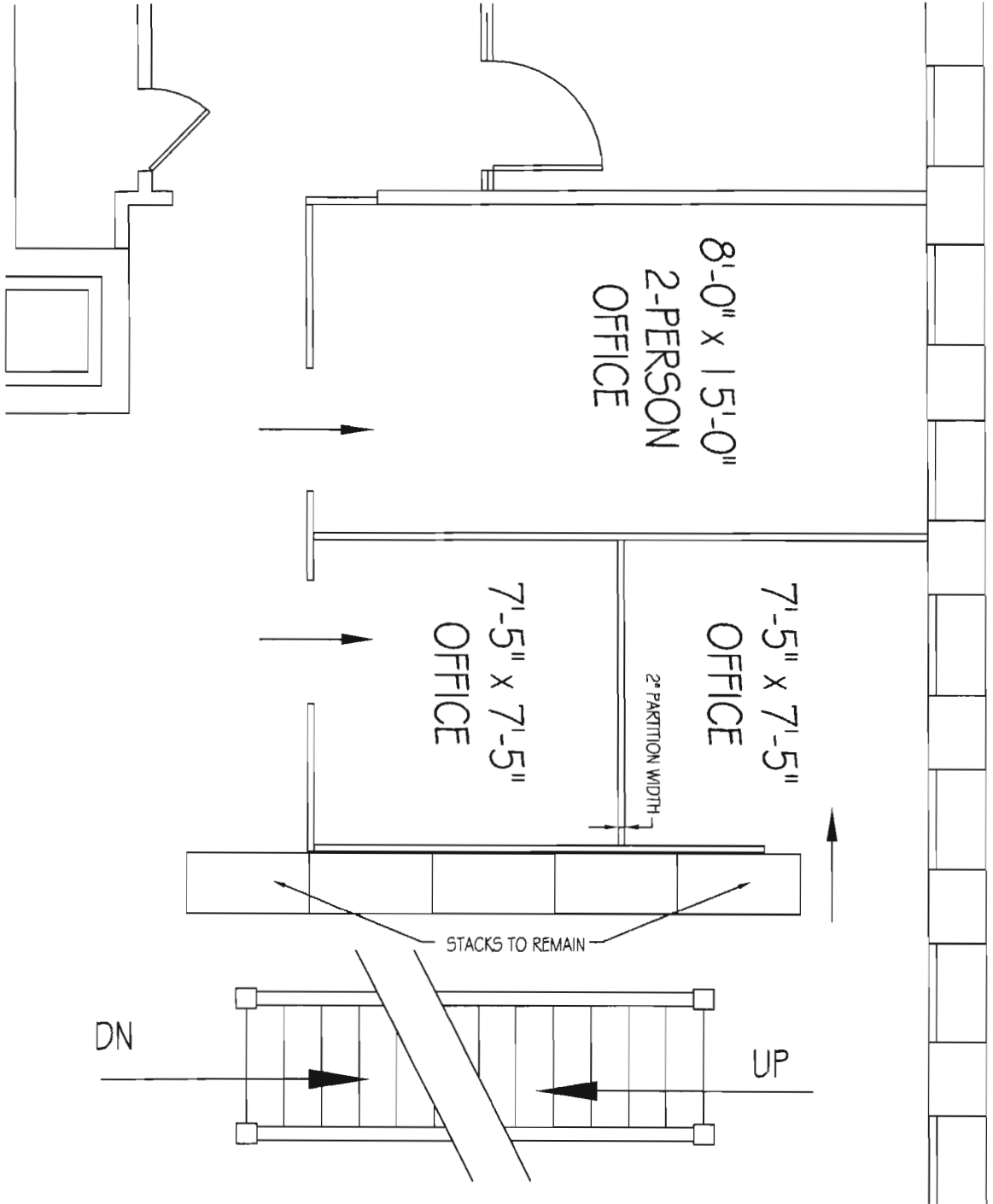
Landscape rehabilitation.

Please note:

Industry standard budget number for building maintenance and repair is 3% of the building value annually. The Wells Building budget for this is very far below this number.

EXAMPLES OF POTENTIAL FLOOR PLAN CHANGES

The following three floor plans are examples of how space within the Wells could be modified to provide additional space for various arts and cultural organizations. Leasing space to these organizations would increase activity in the Wells, provide income to TAF and help to generate a collaborative environment amongst A&C groups; hence, furthering TAF's mission.



WEST STACKS MAIN LEVEL
 PROPOSED OFFICE SPACE LAYOUT

WEST STACKS MAIN LEVEL

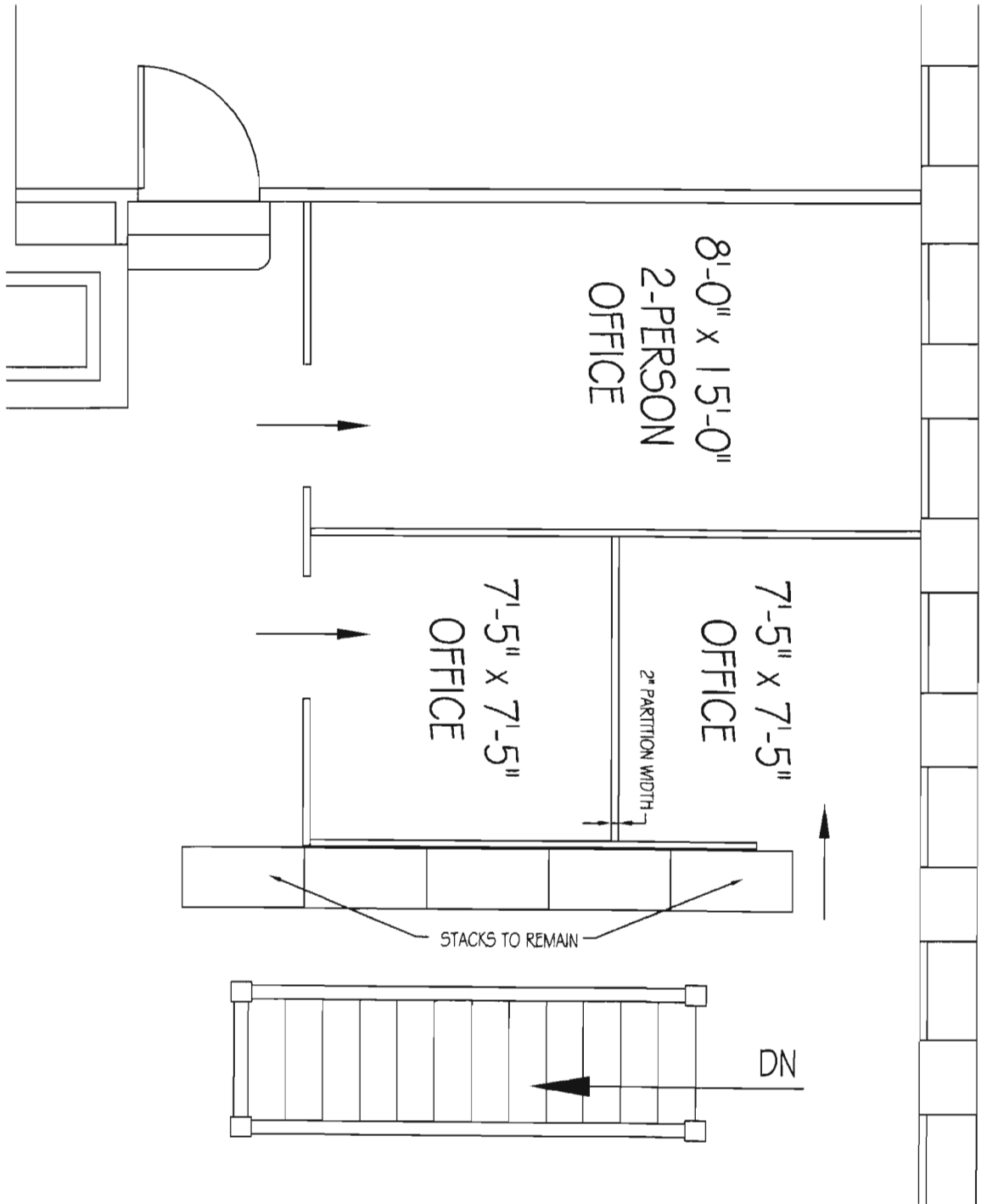
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 CHECKED BY: [Signature]
 JOB NO.:

TIPPECANOE ARTS FEDERATION
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 638 NORTH STREET
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 Phone (781) 429-8880 Fax (781) 429-8888

REV	BY	DATE	DESCRIPTION



WEST STACKS UPPER LEVEL
 PROPOSED OFFICE SPACE LAYOUT

WEST STACKS UPPER LEVEL

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DATE: 5/14/02
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TIPPECANOE ARTS FEDERATION
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REV	BY	DATE	DESCRIPTION