

West Newton Cinema Rehabilitation Feasibility Study

Scope of Services and Deliverables

1. Program Planning

- a. **Film: What is the environment and opportunity for continuing to deliver the mix of films that has been the hallmark of the West Newton Cinema: popular first-run feature films, independent and foreign films, and family and children's films?** What adjustments should be made in curating the film program? What would a sustainable business model look like?
- b. **What other programs would be compatible with the core film programs?** What is the business model for operating such programs? At a minimum, review the opportunities for:
 - i. Food and Beverage – Starting with concessions as part of the film program, but perhaps supplemented by a broader, modern menu which could include coffee and baked goods for matinees and beer or wine.
 - ii. Small-scale performing arts - small music combo, comedy/spoken word, small theater performance.
 - iii. Education - Film lectures and discussions, education classrooms for ongoing education for children and/or adults.
- c. **Facility requirements for the contemplated individual programs** – Determine the necessary amount of space, type of space (flat floor, auditorium, stage), accessibility, associated ancillary space (kitchen, dressing rooms, storage), and specialized utilities (plumbing, exhaust hoods and ductwork, refrigeration, fire protection)

2. Facility feasibility study

- a. Assess existing conditions of the facility
 - i. Prepare a base plan of existing conditions
 - ii. Hazardous materials survey and abatement costs
 - iii. Survey of all systems: electric, plumbing, heating and cooling, fire protection, fire alarm, building code and accessibility
 - iv. Identify opportunities for historic preservation, rehabilitation, and restoration
- b. Using the outcome of the program planning, develop tabular and graphic space program
- c. Engineering narrative for all systems
- d. Concept plans for interior layout and envelope.
- e. Concept-level construction cost estimate.
- f. Provide potential phasing alternatives

3. Financial Plan

- a. Project Development Pro Forma – Includes acquisition, construction cost, financing, project management, professional service fees, financing, and 3-5-year operating deficit.
- b. Cash Flow – Schedule for raising and spending development funds, including operating deficits
- c. Operating Cost and Revenue Pro Forma - 5 years

In submitting this pre-proposal, we seek guidance about any limitations of CPC funding for portions of the larger scope of the study. Program and financial planning are essential for a successful project that will result in the preservation and rehabilitation of this historic Newton asset.

Program and financial planning are included in the scope that was approved by the Massachusetts Cultural Council. The program consultant will lead these activities with the participation of the Foundation Board and advisors.