



STAFF REPORT PRC2021-08

Standing Committee 10/4/2021

Council 10/18/2021

Amendments: Yes

Submitted to: Strategic Initiatives Committee | Council
Submitted by: Dean Collver, Director, Parks, Recreation & Culture
Subject: Collingwood Arts Centre Feasibility Study Report

PURPOSE

The purpose of this report is to provide Council with the Collingwood Arts Centre Feasibility Study Final Report as delivered by Nordicity Group Ltd.

RECOMMENDATION

THAT Council receives the Collingwood Arts Centre Feasibility Study Final Report by Nordicity Group Ltd.

AND THAT Council directs staff to proceed with the recommended next steps, in accordance with approved workplans and budget.

AMENDMENTS

Appendix A has been updated as an error was noted in Table 11 on page 47. The Year 5 Net operating income was originally listed as \$-30,355 rather than \$-130,355 as it now reads.

1. BACKGROUND

In 2020, Council approved the funding of an Arts Centre Feasibility Study in response to recommendations in the PRC Master Plan and from the community in response to Asset Sale Proceed recommendations. By December of 2020, an open market RFP for the project had been issued, the competition had been administered, and Nordicity Group Ltd in partnership with Giaino Architects had been selected as the successful proponent.

The purpose of the study was to:

- evaluate the needs of the arts and cultural community in Collingwood
- determine if, and to what degree, there is demand for an arts and culture centre
- assess the feasibility of a new arts and culture centre in Collingwood

For the purposes of this study, staff established that a feasible project was one that had “evidence of critical mass demand within the community, and community backing for the establishment and sustainability of an arts centre through earned revenues, direct financial support, and/or taxation.”

2. INPUT FROM OTHER SOURCES

The Feasibility Study relied on significant public engagement which included a broad public survey (1600+ responses), arts and culture stakeholder consultation interviews, a roundtable session with additional stakeholders, and regular updates with the interested parties.

This staff report was reviewed by Department Heads and recommended to proceed to Committee and Council.

3. APPLICABLE POLICY OR LEGISLATION

The Arts Centre Feasibility Study supports the Town of Collingwood's Community Based Strategic Plan goal to *Encourage Diverse Culture and Arts Offerings*.

4. ANALYSIS

The study was conducted between January and August of 2021 and consisted of a market and audience assessment, stakeholder and public consultation, a design and location analysis, recommendations on financing and governance, and finally, recommendations for next steps should Council wish to pursue the goal of developing an arts centre in Collingwood.

The results of the study suggest that there is indeed demand for an arts and culture centre in Collingwood and that it would be feasible, “provided certain design, development, and start-up conditions can be met and the overall implementation executed capably”. Nordicity advises that “success depends on many factors from ensuring continued community buy-in, strong leadership particularly related to market attraction, programming and promotions, as well as a commitment from the Town towards the annual subsidy.”

To move forward, staff propose the following next steps for 2022:

- Staff to review findings and work with community stakeholders to rationalize the options presented in the study
- Staff and community stakeholders to research potential funding options and an overall funding strategy
- Staff to refine business analysis indicated in the study to include the potential requirements of debenture funding over and above operating costs
- Staff to return in late 2022/early 2023 with recommendations regarding a targeted approach for Council to consider

The complete Collingwood Arts Centre Feasibility Study Final Report is attached as Appendix A.

5. EFFECT ON TOWN FINANCES

None

6. CONSIDERATIONS

Community Based Strategic Plan: ☐ N/A or ☒ Explain: Consistent with CBSP
Climate Change / Sustainability: ☒ N/A or ☐ Explain: Choose an item.
Accessibility: ☒ N/A or ☐ Explain: Choose an item.
Communication / Engagement: ☐ N/A or ☒ Explain: Consultation has occurred
Accountability / Transparency: ☐ N/A or ☒ Explain: Enhances Accountability and Transparency

7. APPENDICES & OTHER RESOURCES

APPENDICES

Appendix A	Collingwood Arts Centre Feasibility Study Final Report - Revised
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SIGNATURES

Prepared by:		
<i>Karen Cubitt</i> <i>Manager, Culture & Events</i>		<i>Dean Collver</i> <i>Director, Parks, Recreation & Culture</i>
Town of Collingwood		Town of Collingwood