



## Staff Report PRC2023-03

Committee of the Whole 2023-07-24

Council 2023-07-31

Amendments

**Submitted To:** Committee of the Whole | Council  
**Submitted By:** Dean Collver, Director, PRC  
**Prepared By:** same  
**Subject:** Community Centre Feasibility – Regional Consideration

### Recommendation

**THAT** Staff Report PRC2023-03, Community Centre Feasibility – Regional Consideration, be received;

**AND THAT** Council direct staff to collaborate with staff from the Town of the Blue Mountains regarding a blending of resources to accomplish a feasibility assessment that incorporates both municipalities' needs.

### Amendments

None

## 1. Executive Summary

In approving annual budgets for both the Town of the Blue Mountains and Collingwood, each Council allocated respective funding toward a Feasibility Assessment for a Multi-Use Recreation Facility (Community Centre). Staff are seeking direction from respective Councils regarding leveraging this coincidence to provide a regional review of service requirements and Community Centre needs between the two municipalities.

## 2. Analysis

### Background

The Town of the Blue Mountains has approved funding toward the delivery of a feasibility assessment, as advised by their 2021 Leisure Activities Plan. The Town of

Collingwood has approved funding toward the delivery of a feasibility assessment, as advised by their 2019 PRC Master Plan. Both Plans indicated opportunities to, at least, review regional potential for the purpose of: efficiency, to reduce redundancy, and to provide accurate delivery of services throughout a future timeframe.

The Library's 2022 Strategic Plan highlighted the need for versatile space and the Collingwood Public Library Board provided direction to review expansion or relocation feasibility. Council supported the Board's direction with the approval of Library budget to complete this study. The model of integrating library services into a community centre has proven effective in several municipalities across the province. As such, it is being blended with the municipality's approach, as a measure of efficiency and timing opportunity. It is not an expectation or objective of this study to determine any combination of municipal library services.

### **Feasibility Assessment**

In a municipal context, a feasibility assessment is a tool used to confirm community needs, in a prioritized framework, for both the current timeframe as well as a defined future scope. This assessment also reviews business alternatives to determine the most effective means of delivering services. It often utilizes a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of current conditions, alongside community consultation, research of best practices, planning and forecasting tools, and the contextual review and application of other municipal plans and documents to provide more information that will allow Council to make a "go/no-go" decision on further progressing plans for a major capital project.

Public engagement will be a key factor in this approach, as well as consultation with local and Provincial Sport Organizations, third-party recreation providers, and group-users of community space. Given the investment that will be required to support a successful project outcome, 50-year future outlook is identified as being an advisable period for consideration within the study.

High level costing and next steps recommendations may also be included within a feasibility assessment.

### **Rationale**

In discussions between staff at the Town of the Blue Mountains and Collingwood, the complimentary timing and concurrent direction of each department's Master Plan indicated that, at the very least, direction from each municipal Council would be desirable before launching independent Request for Proposal to consult on concurrent activities.

Everything from a clearer regional assessment of needs to potential upper tier funding in the future, supports the concept of a collaborative approach. However, **feasible outcomes may yield a range of possibilities** that include recommendations to distribute recreation activity between the two communities in reflection of localized municipal priorities, that each municipality pursue their own specific agenda regardless of the other, that there be further consultation with other adjoining municipalities, or a single combined facility. It is recognized that some of these outcomes may present challenging prospects for Councils to work with as residents may desire all services within local boundaries. Even recognizing potential efficiencies, and the elevated quality potentials with a distributed or shared approach, comes with important considerations around equitable investment in facility governance and operations and a longer-term collaborative partnership between communities.

In recognizing the close nature, geographically and culturally, between the Town of the Blue Mountains and Collingwood, and that overlap in services provided to each other's constituency exists today, staff felt it was appropriate to offer the option of a regional approach.

### **Financial Impacts**

If both municipal Councils provide direction to proceed with a collaborative approach, staff recommend that the approved budgets be blended into an RFP upset limit of

\$200,000 for the enhanced project scope, with \$100,000 committed from each municipality. Staff also recommend that the remainder of each municipality's approved budget be held in reserve for unforeseen adaptations that may be required as the project proceeds. A Request for Proposals will be issued by one municipality out of necessity (i.e., via one vendor marketplace account), but jointly evaluated by staff from each municipality, to determine optimal costing, compliance, and ability to achieve the desired deliverables of the project. This joint approach to an RFP will be guided under the advice of the applicable Procurement department to ensure best industry standards are practiced and upheld.

### **Conclusion**

Staff are willing and able to work with any direction provided by each Council. It is understood that, while some examples of a similar collaboration exist within the province, this is an unusual decision to be asked to make. It is an opportunity for understanding neighboring communities within a regional (or sub-regional) context, and the influence that they have on one another, however, both communities must be ready for a gesture of this magnitude.

## **3. Input from Other Sources**

Department Heads were consulted and agreed to advance this report to Council. The Town of the Blue Mountains was consulted at a staff level to generate the content included in this report.

## **4. Applicable Policy or Legislation**

2019 Collingwood PRC Master Plan

[https://www.collingwood.ca/sites/default/files/uploads/documents/town\\_of\\_collingwood\\_final\\_prc\\_master\\_plan\\_march\\_2019-compressed.pdf](https://www.collingwood.ca/sites/default/files/uploads/documents/town_of_collingwood_final_prc_master_plan_march_2019-compressed.pdf)

2021 Town of the Blue Mountains Leisure Activities Plan

<https://www.thebluemountains.ca/sites/default/files/2021-12/Town%20of%20Blue%20Mountians%20-%20Leisure%20Activities%20Plan%202021.pdf>

2022-2024 Collingwood Public Library Strategic Plan

[https://www.collingwoodpubliclibrary.ca/custom/web/content/Strategic%20Plan%20Booklet\\_2022-2024\\_artboard.pdf](https://www.collingwoodpubliclibrary.ca/custom/web/content/Strategic%20Plan%20Booklet_2022-2024_artboard.pdf)

## 5. Considerations

- |   |  |
|---|--|
| <input type="checkbox"/> Community Based Strategic Plan:                          | Choose an item.  |
| <input checked="" type="checkbox"/> Services adjusted if any                      | Meeting the identified needs and service levels – near term and future |
| <input type="checkbox"/> Climate Change / Sustainability:                         | Choose an item.  |
| <input checked="" type="checkbox"/> Communication / Engagement:                   | Advertisement/Notice will be provided                                  |
| <input checked="" type="checkbox"/> Accessibility / Equity, Diversity, Inclusion: | Other:   |
| <input type="checkbox"/> Registered Lobbyist(s) relating to content:              | [add content and meeting dates]  |

Next steps and future action required following endorsement: Development of joint RFP and governance structure for procurement of consulting services, as well as ongoing project delivery.

## 6. Appendices and Other Resources

## 7. Approval

**Prepared By:**

Dean Collver, Director PRC

**Reviewed By:**

**CAO Comments:** Endorsed July 19, 2023