



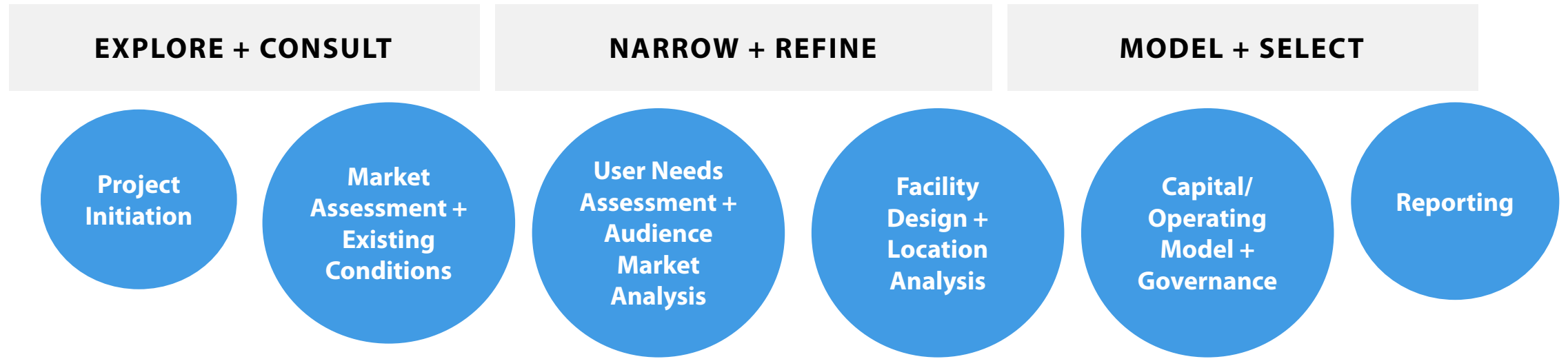
Collingwood Arts & Culture Centre Feasibility Study: Presentation

October 4, 2021



Photo Credit: Al Sposato of vtMORE

Approach & Overview



Online survey completed by **1600+ members of the public**, including 150-200 culture sector stakeholders

Interviews with **16+ Collingwood-based arts leaders**

A roundtable with **~30 arts, culture and community stakeholders** in attendance

8+ market/industry expert interviews

Site visits and **tour** through Downtown Collingwood

Collingwood's Arts and Culture Centre: Preliminary Vision*

The Collingwood Arts and Culture Centre will be a place that **celebrates Collingwood's vibrant arts sector** and **showcases it for Collingwood's residents, families, seasonal visitors and tourists.**

The Centre will **attract touring performers/ performances** that **engage and entertain local and regional audiences.**

The Centre will **complement the downtown's existing arts district**, fulfilling a need expressed by the community for many years.

The Centre will be designed to **operate with minimum subsidy while being accessible to artists and all audiences.**

Collingwood's Arts and Culture Centre: Preliminary Vision*

The Centre will be:

- **Accessible** and **Affordable**
- **Flexible** and **Future-friendly**
- A place **to Consume** but also **to Connect**

The Centre will:

- **Support** and **elevate** Collingwood's creators
- **Engage** and **respond** to the needs of Collingwood's residents
- **Bolster** Collingwood's positioning as a regional hub for arts, culture and entertainment

"Has to be as inclusive and accessible as possible"

"I propose the arts facility to be directed at the local community rather than for tourists."

"Incorporate digital into the design of the arts centre to make it future-friendly"

Collingwood's Arts and Culture Centre: Directions

	Seats	Approx. Size	Construction Costs	Business Model	Price for Local Use
01	400-600	38,000 - 45,000 sq. ft.	\$16-\$25m	70-80% community-driven activity, 30% "tour"-based	\$1,350/night
02	800+	76,000 - 84,000 sq. ft.	\$32-49m	50:50 community-driven activity + "outside" artists and shows	\$2,025/night

Size and Scale

400-600 Seat Arts Centre Option:		37,951sq.ft.- 45,301sq.ft.
Programming		Sq.Ft.
"Must Have" Spaces		37951
Public Gathering Areas		3887
Front of House		2200
Theatre (400-600 capacity)		7768
Administration		1230
Theatre Support Spaces		4200
Studios/Classrooms		5070
Services/Circulation		13596
+ "Should Have" Spaces		41001
Outdoor component		2250
Additional office and catering		800
+ "Could Have" Spaces		45301
Additional gallery and studios		1500
Retail and market space		2200
Apartment for artists		600

800 Seat Arts Centre Option:		75,914sq.ft.- 83,964sq.ft.
Programming		Sq.Ft.
"Must Have" Spaces		75914
Public Gathering Areas		13843
Front of House		2800
Theatre (800+ capacity)		14730
Administration		1505
Theatre Support Spaces		8600
Studios/Classrooms		7370
Services/Circulation		27066
+ "Should Have" Spaces		79264
Outdoor component		2250
Additional office and catering		1100
+ "Could Have" Spaces		83964
Additional gallery and studios		1000
Retail and market space		2700
Apartment for artists		1000

Location Analysis



Business Model Considerations – assuming \$250k/year subsidy*

		Year 1	Year 2	Year 3	Year 4	Year 5
Scenario 1 <i>(assumed 400 seats)</i>	Operating Income	- \$312,467	- \$221,655	- \$179,999	- \$159,171	- \$130,843
Scenario 2 <i>(assumed 800 seats)</i>	Operating Income	- \$388,674	- \$307,515	- \$219,935	- \$175,145	- \$130,355

*The operating costs modelled in this analysis do not include the cost of financing. For example, if some of the construction cost is financed with debt, the annual subsidy will need to increase in the amount of interest and principal repayments

Key Success Factors: At Any Scale

Highly qualified ED/CEO: Arts knowledgeable, marketing-oriented and inclusive
– connect with local community

Artist Experience: Centre will have to compete with other tertiary markets to attract “name” acts

Nurture and Prepare Local Sector in advance to plan strategically re: ticket pricing, promotions and growth

Venue Ladder: Create supportive conditions for emerging artists (e.g., facility design and features to create intimacy)

Community Engagement: Be the pride of the Town in design, programming, inclusion, accessibility, connectivity

Next Steps

- Adjust/refine the **pricing strategy** and **fill capacity** along spectrum from 400 to 800+ seats
- Re-engage key **local stakeholders** in the arts and culture sector for reactions
- Engage with **regional partners**, and **industry associations** and **funders**
- Advance **prebuilding initiatives** including a **fundraising strategy**
- Advance **site selection** and **capacity determination**
- Discuss optimal **governance approach**

Thank You & Questions?

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