
TO: GENERAL COMMITTEE

SUBJECT: W.A. FISHER AUDITORIUM AND EVENT CENTRE PROJECT REPORT BACK

WARD: 2

PREPARED BY AND KEY CONTACT: S. ROCKEY, BUSINESS DEVELOPMENT OFFICER, EXT. 4339
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SUBMITTED BY: S. SCHLICHTER, DIRECTOR OF ECONOMIC AND CREATIVE DEVELOPMENT

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CHIEF ADMINISTRATIVE OFFICER APPROVAL: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTION

1. That the review of the Fisher Auditorium project, business case, and associated alternatives outlined in Staff Report ECD017-20 be received.
2. That the Fisher Auditorium Project be held for a twelve (12) month time period or such time as recovery from the COVID-19 pandemic allows for market conditions to improve to a status that a business case can be updated and assessed.
3. That staff in the Economic and Creative Development Department report back to General Committee on the future of the project, considerations for a re-imagined project that reflects the City's available resources, partnership opportunities, alternate financing sources, operational commitments, community benefits and economic conditions.

PURPOSE & BACKGROUND

4. The purpose of this Staff Report is to:
 - Provide members of Council with a status of the project and associated business case assessment and outstanding Council direction.
 - Provide members of Council with options pertaining to the Fisher Auditorium and Conference Centre with a recommendation to hold on the project for a 12 month time period until recovery from the COVID-19 pandemic allows for market conditions to improve to a status that a business case can be properly assessed.

- Provide members of Council with a series of alternatives, should Council choose to proceed or exit from the project.

Executive Summary of Key Findings:

5. The vision for a state-of-the-art theatre and conference centre cannot be delivered within the current scope and budget allocations for the capital elements of the project and operational elements.
6. Based on the current design, retaining existing foundation of the W.A. Fisher auditorium, market assessment, benchmarking analysis and overall business case review, the estimated costing to deliver two options for the project is as follows:
 - Theatre Only:
 - Capital Costing: Approximately \$ 30M
 - Annual Operating Expense: Estimated \$750,000/year
 - Theatre and Conference Centre:
 - Capital Costing: Approximately \$ 53M
 - Annual Operating Expense: Estimated \$1.05M/year
7. Further, the COVID-19 pandemic has forced the closure of all live indoor entertainment venues and conference facilities. Some have been able to re-open with limited capacity, but the timing for when these types of venues can fully reopen remains unknown. With the second surge of COVID 19, it is clear that for the near future live performance and conferences will continue to be deeply impacted.
8. As the western gateway to the Downtown, the Dunlop St./High St. area can serve as a focal point, linking existing revitalized areas of the Downtown and the waterfront to create a vibrant and cohesive downtown core. It is important for the City to have control over such an important gateway, including the physical elements. The land ownership realignment provides the City with the desired control.
9. Holding on the current W.A. Fisher Auditorium project for a 12-month time period or until such time recovery from the COVID-19 pandemic allows for market conditions and the overall impact of virtual space and technology on the live performance and meeting/conference markets to be appropriately assessed, potentially leading to new opportunities for space and program delivery and the development of project partners.
10. Further, discussions with potential partners, like nearby property developments such as Smart Centres, could result in elements of an event/conference centre being located elsewhere, which would re-scope a future project for the W.A. Fisher Auditorium.
11. Holding on the project results in an annual operating cost of approximately \$30,000 to maintain the site for fire service access and securing the building on-site. This cost will need to be incurred until such time as there is construction on the site.

Background

12. The City’s 2006 Cultural Master Plan, Building a Creative Future, recommends the careful planning of arts facilities to build capacity within the arts sector. A vital component of cultural economic success is maximizing both the economic and creative potential of cultural places and spaces, along with the organizational capacity of local arts organizations.
13. A large capacity theatre space in the downtown would enable the vision of a “Creative Corridor” in the downtown – a vision that included the W. A. Fisher Auditorium and Events Centre as a western anchor of the corridor, the Five Points Theatre and Meridian Square in between, and the MacLaren Art Centre as the cultural node on the eastern end of downtown. With the additions of the Sandbox Entrepreneurship Centre and Georgian College’s Digital Art and Design campus downtown, the cultural corridor concept has the necessary elements to be a strong economic driver in the future development of the downtown area.
14. The location of the W.A. Fisher Auditorium in the western end of Dunlop Street would represent a significant investment in cultural and tourism amenities, contributing to the revitalization of that section of downtown, which has not had the same scale of investment as in the eastern end.
15. Recent consultations with the arts and culture sector as part of COVID-19 economic recovery planning, reinforced the desire for a large performance space. Groups including the Barrie Film Festival, Huronia Symphony Orchestra, Bravado choir, King Edward Choir, Barrie Concert Band, Kempenfelt Community Players and others require large theatre spaces and stages to produce their shows. Further, it was noted that with a new build, there is opportunity for the City to position itself as an industry leader in developing innovative public spaces that are adaptive to future disruptions that may impact large public audiences.
16. At the same time, there are many factors involved in the development of the Fisher Auditorium and this Staff Report provides a review of the project, its business case and potential alternatives to allow Council to make an informed decision.

Council Direction

17. A summary of Council direction related to the W.A. Fisher project can be found in Appendix ‘A’ of this report.

Timeline Summary

Date / Milestone	Details
July – December, 2017	Cobalt Connects engaged to complete analysis of the potential Fisher development concept. Phase 1, 2 & 3 reports completed. LETT Architects and City staff developed the initial floor plan and concept design.
October 2, 2017	Initial Fisher project/design approved for investigation.
October 23, 2017	Direction given to acquire lands from HIP Development.

November 17, 2017	Completion of the Ferrell & Partners Conference and Meeting Market Scan. An opportunity was identified to expand upon the initial concept, to include facilities that would cater to the business community. Council asked Tourism Barrie to provide a study of the competitive landscape for meeting, conference and event facilities.
March 28, 2018	\$25.6M budget approved for design option A; budget allocated to secure site/building until construction; budget allocated to initiate capital fundraising investigations and recruit an Executive Director (<i>see Council Direction section above</i>).
September 26, 2018	Cobalt Connects W.A. Fisher Auditorium and Conference Centre – Conference Room Analysis completed
October 1, 2018	Motion to clear due diligence conditions for land transfer and to continue discussions with YMCA.
May 2019	W.A. Fisher Auditorium Design Consideration Charrette with local stakeholders.
September 2019	Following introduction of Municipal Accommodation Tax, Economic and Creative Development directed to develop a Tourism Master Plan for Barrie.
October 25, 2019	Harini Pontarini (HPA) was contracted to further develop the LETT concepts, as the LETT designs only included the building as details for Kidd’s Creek and HIP not yet available.
October 28, 2019	Application for Investing in Canada Infrastructure Program.
October – November 2019	In October 2019 the City attempted but was unsuccessful in recruiting a project manager for the Fisher Cultural Hub Development. The project manager was to be responsible for the coordinated management of the visioning, design, funding, development and operationalization of the proposed new creative and cultural hub, the Fisher Auditorium and Events Centre.
November 2019	City restructured its leadership of several portfolios, and leadership for this project was shifted to the Infrastructure & Growth Management (IGM) Division via the newly merged Economic and Creative Development Department. Economic and Creative Development reviewed project details with Recreation and Culture Staff and identified the need for further investigation and validation of facets for the proposed theatre and event centre prior to completing a comprehensive business case.

January 2020	The Conference Centre validation was conducted through HLT consultants, resulting in the Barrie Conference/Events Centre Feasibility Study.
June 5, 2020	Intercom completed the Fisher Auditorium and Event Centre Capital Project Fundraising Capacity Study.
June 22, 2020	Update memo to Council – staff directed to report back after completion of Tourism Master Plan with Fisher options, including a potential exit strategy.
September 2020,	Novita Interpares completed a report on Business Case and Operating Model for the Barrie Theatre.
November 2020	Tourism Master Plan completed with recommendation for theatre and conference centre to bolster tourism.

Why a Theatre?

18. The vision for a theatre/performing arts centre within the downtown has been longstanding. The City's 2006 Cultural Master Plan document recommends the downtown as a logical, creative and natural home for the arts.
19. The City of Barrie does not currently have a large capacity theatre or events centre in the downtown core, relying on the lease of the Georgian Theatre to support large audience performances. The Georgian Theatre has been operated by the City since 2009, in a partnership agreement with Georgian College. The existing lease agreement is on a month-to-month basis.
20. The Georgian Theatre is a dated facility and has not been significantly upgraded since it was built in the 1970s. The theatre has lost its aesthetic appeal and the technical capacity is often insufficient, such that renters have to pay to bring in external third-party equipment for their productions, which impacts their profitability. For this reason, fewer programs are hosted in this space by rental clients, including producers that present shows attracting large audiences.
21. A significant investment would be needed to replace Georgian Theatre's seating, carpeting, technology and infrastructure required to meet updated industry, safety and accessibility standards. A return on investment is unlikely to be achievable over an undetermined future period and Georgian College has indicated that its interest in an upgraded theatre facility is limited.
22. The W.A. Fisher Auditorium was located within the former Barrie Central Collegiate, the oldest school in Simcoe County, founded in 1843. The school was deemed prohibitively expensive to refurbish by the Simcoe County District School Board (SCDSB) and it was closed at the end of the 2016/2017 academic year.
23. There is a strong commitment from Barrie Central Collegiate Alumni and residents to preserve the history and role of the W. A. Fisher Auditorium in the community. Due to its location in the downtown core and proximity to retail and restaurants, the City decided to investigate the option of acquiring and redesigning Fisher as a performing arts centre.

24. In order to determine the level of community support for the acquisition of the W.A. Fisher Auditorium, an assessment of the current performing arts community was undertaken. The assessment, completed in consultation with the local performing art community, looked at the capacity for growth in programming, infrastructure and technical requirements, and the associated community and economic benefits of the facility.
25. In 2017, the City engaged Cobalt Connects to complete a W.A. Fisher Auditorium Study, which included a three phased report. Phase 1 analyzed cultural nodes, cultural capacity, economic and social impact. Phase 2 considered programming capacity and a preliminary operational model. Phase 3, delivered in December 2017, reviewed public engagement, governance, refined design, technological review and budget timelines – all related to the establishment of a modern space at the Fisher Auditorium site. These reports have been provided to Council in their entirety with previous staff reports. A summary is included in Appendix 'A.'

Why an Events/Conference Centre?

26. A vision for an events/conference centre in the downtown core has existed for many years, positioned as a contributor to city centre revitalization and a boon to the corporate tourism market.
27. There have been attempts to encourage the development of a hotel and convention centre in the downtown, namely at the 1-15 Bayfield St. City-owned parcel. A development proposal for the site was not completed.
28. In 2019, the City engaged FLOOR13 Consulting and partners KWL Advisory and GME to develop a five-year Tourism Master Plan that leverages and supports the growth of existing tourism in the Barrie area; integrates sports, nature and business tourism; and provides direction on growing the overall tourism sector. As part of this engagement, the need for a conference and event centre at the W.A. Fisher Auditorium site was identified, to help capture available demand for conference and cultural events.
29. The City of Barrie 2020 Tourism Master Plan supports the addition of a conference centre in downtown Barrie, based on the following insights:
 - The drive time from the GTA to Barrie is shorter than it is for competitors (i.e., Muskoka and Blue Mountain);
 - Meeting facilities north of the GTA and Simcoe area have grown tired and become less appealing;
 - Pricing related to hosting a conference in Barrie is perceived as more affordable when compared to GTA and Muskoka; and
 - Barrie would appeal primarily to Ontario-based corporations and secondarily to smaller Ontario based associations (100-500 delegates). Barrie would not qualify for larger national groups as the cost to transport delegates from the airport would be cost prohibitive.
30. It was highly recommended that, to succeed, the conference component requires a 3.5*+ hotel development in conjunction with the building of the centre – which would be either connected or adjacent. A current development proposal from Smart Centres includes a hotel within their development. Opportunity exists to align spaces between the City and Smart Centres development.

31. The Tourism Master Plan states that if a City-owned conference facility is not found to be financially viable, a developer could also be enticed to build a hotel with a larger meeting space that would still position Barrie as a potential meetings destination. If this were to be the case, the following criteria should be considered for such a facility:
- Room inventory in the range of 250-300 units
 - Approximately 10,000 to 15,000 sq ft of dining, plenary, breakout and boardroom space
 - Adequate parking for guests
 - A three-meal-per-day restaurant
 - Recreation facilities and a business centre

Evolution of Concept Design

32. Working with Lett Architects and Cobalt Connects in 2017, staff originally investigated the business case for the facility, the development options for the existing structure, and a high-level operating model. Through that work, the opportunity to include in the conceptual design a conference and events centre – in addition to the performing arts space – was identified.
33. The work was preliminary in terms of design, functionality and cost implications, but represented a significant opportunity that would align with strategic priorities for the downtown and creative corridor developments. At the time, the Ontario Tourism Regional Economic Impact Model (TREIM) analysis showed the economic benefits from the proposed facility would be a 38% increase in overall attendance, an annual increase of 790 overnight stays (from the current 375 stays) and over 32,000 hours of net new food service employment. The outcomes of this initial investigation were presented in Staff Report CE008-17.
34. Tourism Barrie and Ferrell & Partners Marketing Inc. were engaged to conduct a Conference and Meeting Market Scan for the City of Barrie, and to provide input into the conceptual design process to ensure that the needs of the conference and events market were incorporated.
35. A summary of this report is available in Appendix A. From the initial schematic design presented in October 2017, members of Council identified several areas for potential design improvements, and requested that staff identify all opportunities to make the W. A. Fisher Auditorium a multi-functional facility that has the technology and infrastructure to effectively operate and compete at industry standard levels. City Council suggested maximizing the potential event space, requesting that staff investigate increasing the area of the facility, and accommodating more functionality by improving back-of-house program spaces, including a catering kitchen to support the events space.
36. A preliminary conceptualization study was completed by Lett Architects in 2018 to determine the economic and social impacts of a new performing arts and event centre. The proposed vision at that time included a facility that was approximately 35,000 square feet. Approximately 14,000 square feet was the existing Fisher Auditorium to be fully renovated, while the additional 21,000 square feet was to be new construction
37. Lett Architects updated the conceptual design to accommodate all of those elements, as well as to incorporate insights gained from the business events and conferences market scan conducted. The update identified essential operational amenities that would be required in order to successfully build a strong business offering in the conference and events markets. Please see Appendix 'A' for conceptual floor plan and façade rendering from Lett Architects' updated conceptual design.

38. Staff further supported the recommendation from Lett Architects and Cobalt Connects that the proposed facility design under Option A be selected by Council for the project, as it would give the City of Barrie the best opportunity to redevelop the site for maximum impact beyond just the theatre. As stated in the Cobalt report, the proposed facility design will allow the City to:
- a. Host large catered events (conferences, weddings, e-sports, corporate functions, and tradeshows) in the downtown;
 - b. Provide rehearsal space for local not-for-profit arts organizations;
 - c. Make available meeting rooms for local clubs, not-for-profits, businesses;
 - d. Incorporate key amenities that make the facility an attractive and cost-effective venue for large scale performances (e.g. Jann Arden, Comedy Festival, professional speakers); and,
 - e. Have access to a broader range of revenue opportunities that can assist in offsetting operating costs.

Current Design Options & Cost Estimations

39. A subsequent RFP was awarded in October 2019 to develop a revised concept plan for the theatre building and was awarded to Hariri Pontarini (HPA). Based on recent enterprise environmental factors, the project scope and constraints have changed to redefine the preliminary design to incorporate the surrounding developments by HIP Developments and Kidd's Creek, as well as connect with the remainder of the downtown core.
40. The purpose for engaging a new architectural design was to further develop the initial concepts completed by LETT, which reviewed new breakout and support spaces, adequate loading areas, and overall site development. One of the key elements of the scope was to design an attractive gateway feature reflective of the creative hub, incorporating the surrounding Kidd's Creek daylighting and HIP Development proposals that were not available at the time of the LETT concept design.
41. In June 2020, Harini Pontarini Architects completed a pre-design and feasibility study to redevelop the Fisher Auditorium and Event Centre and urban landscape. The proposal includes a 66,500 square-foot state-of-the-art facility with 650 seat multi-purpose proscenium auditorium, as well as a 600 person event centre equipped with a large conference room, kitchen, multi-purpose rooms, breakout rooms, market hall and access to a rooftop terrace overlooking the views of Kempenfelt Bay.
42. HPA has continued to revise the design based on feedback received to date through the Tourism Master Plan process, HLT Conference Study work, and Novita Interpares theatre review work. Please see Appendix 'B' for the HPA report.
43. During the course of this project, HPA examined 5 options for the Fisher Centre. HPA's first exercise concluded that it might be more efficient and result in better siting to abandon the existing Fisher auditorium structure; the exercise also reviewed differing venue flexibility and typology (i.e., Non proscenium, flexible, retractable). However, the mandate given was to honour the heritage of the W.A. Fisher Auditorium; building on its physical foundation was identified as paramount to the city's strategy and a multi-purpose 650 fixed seat proscenium auditorium was prescribed.

44. Having reviewed the previous feasibility design, HPA determined the main thrust of the new project was to conceive of the site as a whole – all the way to Bradford Street, and encompassing the newly constructed Kidd's Creek. HPA identified that it was very important to have a seamless sequence of civic spaces – urban park, entry, major lobby, and the main 650-person venue all on one uninterrupted level addressing the city and park to the east, and Dunlop Street to the north.
45. Unlike the previous feasibility, HPA concluded there was not enough space between the existing auditorium and Dunlop Street to make for a generous entrance and lobby/event space in sequence all at one level. They also felt it was very important for the lobby and entrance to face the new park and Kidd's Creek, and to position vehicular movement, parking and loading needs away from Dunlop Street, the park and the prominent corner.
46. The position and orientation of the existing auditorium, coupled with the civic planning exercise, placed the lobby along one long side of the auditorium. While HPA identified that this is not as efficient as would be a lobby located directly at the back of the audience section, it did enable the reuse of the auditorium structure and meant that the elongated transparent lobby addressed both the park and Dunlop Street.
47. Another key consideration identified by HPA was the quality and ambience of the auditorium itself. Trying to accommodate all the patrons at one level, while efficient space-wise, would lose intimacy and character given the overall width of these rooms and the gulf of the aisles.
48. HPA created a narrower, acoustically stronger, and more intimate main level audience with capacity for 475 people, and with a characteristic double row gallery and mezzanine for an additional 175 patrons, providing a scalable venue that retains an intimate setting.
49. HPA also examined an option that separated the Auditorium and the Events Centre around one lobby, all at the same level. This L-shaped scheme was spatially efficient, but its siting ate up too much of the urban park, crowding the contours of Kidd's Creek. The shape also made vehicular movement and parking difficult.
50. The resulting design encompassed a 3-storey scheme where the conference/event spaces were vertically stacked over top of the theatre/performance space. Hariri Pontarini Architects has provided the most recent design options: Option 1 is the theatre plus conference and event centre, while Option 2 removes the conference and event centre component of the project. (See Appendix B for the full report and renderings).
51. Option 1 Overview: Full Theatre and Conference/Event Spacing

Total GFA = 66,500 sf

Net Programmed Area = 44,509 sf

Performance Space = 10,295 sf, 650 seats

Performance Support = 2,873 sf

Conference & Event Space = 11,271 sf

Multi-purpose, Breakout, Studio & Education Spaces = 7,382 sf

Gathering Space = 2,184 sf

Front of House Amenity = 4,023 sf

Admin/support/Operations = 2,338 sf

Total Project Cost = \$53M

Total Construction Cost = \$39M

Total Soft Costs = \$9M

52. Option 2 Overview: Theatre Only

Single-storey auditorium, 654 seats on ground level, with reduced landscape scope and parking requirement

Total GFA = 39,928 sf

Total Project Cost = \$30M

Total Construction Cost = \$22M

Total Soft Costs = \$5M

53. The original theatre/event centre design provided for approximately 1 acre to 1.25 acres of land available for synergistic uses. Preliminary reconfiguration discussions have resulted in the reduction of land available for synergistic uses to approximately 0.85 acres. Staff have continued to revise the conceptual design to maximize the opportunities for synergistic uses, as well as to optimize operations.
54. Throughout 2019, discussions between Creative Economy, Facilities and Planning continued. Integrated Site Plan options were anticipated to be presented to Council with the Fisher/Event Centre business plan proposal in late 2019. It was determined that the Capital Campaign would not proceed until a building design and business plan was approved.

Fundraising Potential

55. In 2020, the City hired Interkom to conduct a Capital Project Fundraising Capacity Study. This assessment was a cursory review of key City of Barrie assets, the proposed project, current fundraising activities and the market to assist the City in preliminary assessment of its fundraising capacity.
56. Interkom identified that a typical industry standard for this type of fundraising project is 10% of the project costs. Pending the scope of the current cost estimates, Option 1 with conference centre would target \$5.3M in fundraising dollars and Option 2 with theatre only would target \$3M. Given that the City has been successful in achieving naming rights for the Five Points Theatre, Meridian Place (through the Downtown BIA) and the Sadlon Arena, Interkom identified that the City has fundraising capacity, but that a full Feasibility Study would be needed to validate the community capacity based on existing economic conditions and competing campaigns.
57. Capital campaigns are increasingly reliant on major gifts in general, i.e., naming rights and other transformational and legacy gifts. As such, the proposed project will also need to identify the assets that can be named and their perceived values. The naming of the auditorium was assessed as the highest value asset at up to 50% of the total fundraising target. An assessment of how to incorporate the W.A. Fisher name will need to be assessed, as well as the impacts on fundraising potential both in dollars and donors.
58. A fundraising feasibility study is designed to help assess the fundraising capacity in the community and evaluate Capital Campaign readiness. A full feasibility study cannot be completed until the scope of the project is confirmed in order to be able to define the set of assets and their value.

59. Depending on the availability of various funding mechanisms, a three-way public funding model could be pursued by the City, as has been undertaken by some municipalities that completed similar investments in Ontario. Pursuing available government program opportunities should continue to be investigated once the project scope is confirmed.

Economic Benefit

60. The Ontario Ministry of Heritage, Sport, Tourism and Culture Industries TREIM Model provides an estimate of the economic impact that an investment is expected to have on the local economy in terms of Gross Domestic Product, employment and taxes generated. The analysis is based on the following:
- The investment/capital expenditures of a facility (operation); in this case, an Arts, Entertainment and Recreation type facility
 - The investment taking place in Barrie in 2025 (Estimated project timing based)
 - Induced impacts of household spending, induced impacts of business investment, and local government property tax revenue impacts

61. Interkom provided the following economic benefit calculations according to the TREIM Model:

Option 1: Theatre and Conference Centre

Local GDP = \$18+M
Labour Income = \$13+M
Employment = 148

Option 2: Theatre Only

Local GDP = \$9+M
Labour Income = \$6+M
Employment = 74

62. Through the Tourism Master Plan work completed and consultations regarding the Conference Centre assessment, the following comparator economic impact assessments were provided and generally align with the assessment of Interkom:

Economic Impact Reported by Comparable Centres				
	RBC Place London	Penticton Trade and Convention Centre	Prince George Conference and Civic Centre	Fredericton Convention Centre
Exhibit Space (s.f.)	-	13,590	18,000	-
Ballroom Space (s.f.)	33,033	15,620	-	12,490
Meeting Space (s.f.)	15,247	5,934	4,800	7,354
Total Rentable Space (s.f.)	48,280	35,144	22,800	19,844
Year Economic Impact Reported	2018	2017	2017	2018
Number of Events	301	84	101	195
Delegate Days	126,995	83,780	n/a	49,475
Direct Economic Impact	\$21,700,000	\$11,672,086	\$6,900,000	\$11,812,259

*Source: HLT Advisory Inc. based on publicly available centre information.
n/a- Not available.*

Theatre/Performing Arts Centre Governance and Operating Model

- 63. While previous reports had recommended a non-profit corporation operating model, the Novita Interpares, 2020, Barrie Theatre Business Case and Operational Model report found that the City's best interests would be served by an all-City department model. Since the facility is devoted to its civic goals and will have been built using public funds and private donations, all governance models are dependent on the City maintaining ownership.
- 64. Novita Interpares surveyed a number of theatres from across Canada during their investigations to determine norms and best practices. Survey responses from 10 municipal theatres revealed that 9 were owned by the municipality. The operations of the one theatre facility that was owned by a non-profit were in fact managed by the municipality. Two theatres were managed by non-profits and were closely tied to the municipality. One theatre was leased to a large, well- established and capable performing arts producer, also a non-profit.
- 65. Therefore, the recommended operating model for the Theatre is one where the Corporation of the City of Barrie owns, manages and programs the facility. This operating model has a number of advantages including full control of the vision and mission, full fiduciary responsibility, full control of operating and service standards, facility budget, programming budget and a single management structure. This model requires a theatre manager with a proven track record. This model also has the lowest risk of models considered and the highest potential benefit.

66. Projected Operating Profile Based on Industry Averages:

Extrapolating and comparing on the basis of evidence gathered from comparable municipal theatre operations, the Barrie Theatre would expect to have the following operational profile:

	Industry Average (700 seats)	Proposed Barrie Theatre (650 seats)
Gross operating revenue	\$3,500,000	\$3,250,000
Earned operating revenue	\$2,660,000	\$2,470,000
Annual municipal contribution	\$840,000	\$780,000
Seating capacity	700	650
Basic non-profit rental fee	\$1,630	\$1,630/\$2.50/seat
Net municipal annual cost per seat	\$1,200/seat	\$1,200/seat
FTEs	15	13
PTEs	56	51
Volunteers	50-100	50-100
Annual event days		260

Source: Novita Interpares: A Report on Business Case and Operating Model for the Barrie Theatre (W.A. Fisher Auditorium)

Based on the number of seats and number of event /days, the Barrie Theatre could expect a range of annual attendance in order of 100,000 to 125,000 people.

Conference Centre Governance and Operating Model

67. The Barrie Conference/Events Centre Feasibility Study, conducted in conjunction with the Tourism Master Plan, included a number of operating recommendations, including:
- *General Recommendations:* Administrative and general staff should oversee the entirety of the facility and its core functions. Conference sales responsibility should be shared in part with Tourism Barrie. Tourism Barrie should act as the main sales entity for the client for business events sales (conventions & corporate meetings), supported by an internal salesperson (one-stop shop) for banquet and day use sales, as well as site inspections and client tours.
 - *Food & Beverage Recommendations:* Food and beverage operations should be outsourced to an exclusive third party operator, under a commission-based program with the facility.
 - *Hotel Partner:* It is highly recommended that a 3.5*+ hotel development be considered in conjunction with the building of the centre, which would be either connected or adjacent. A 180 to 250 room hotel should be targeted, with a small amount of breakout and boardroom space (max. 5000 sq ft).
68. Based on the consultants' experience working with Convention Centres of Canada and member centres, buildings comparable in size to the contemplated Barrie conference centre host 10-30 conventions and 60-250 meetings annually.
69. For Canadian convention centres of a similar size, annual operating deficits generally range from \$100,000 to \$1,000,000. According to the consultants, in the Barrie market, with adequate hotel supply and breakout space, a centre could operate at an annual deficit of ~\$300,000 and generate significantly greater economic impact for the City of Barrie due to a significant increase in out-of-town delegates.
70. The following statement of Projected Operations indicates that the Conference Centre will operate at a loss annually. This is typical for many convention/conference centres in Canada operating facilities comparable in size and comparable in location to this project.

Conference Centre 5 Year Pro-Forma					
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue					
F&B Commission	\$389,242	\$458,461	\$465,486	\$483,614	\$496,877
Space Rental Revenue	\$239,000	\$276,488	\$283,843	\$295,954	\$308,279
Other Revenue	\$82,721	\$97,181	\$98,826	\$102,727	\$105,755
Total Revenue	\$710,963	\$832,130	\$848,155	\$882,295	\$910,912
Operating Expenses					
Event Support	\$347,429	\$408,160	\$415,069	\$431,455	\$444,172
General & Admin*					
Payroll	\$102,040	\$102,550	\$103,063	\$103,578	\$104,096
Other	\$86,857	\$102,040	\$103,767	\$107,864	\$111,043
Sales, Advertising, Marketing	\$306,120	\$307,651	\$309,189	\$310,735	\$312,288
Repairs and Maintenance	\$111,600	\$112,158	\$112,719	\$113,282	\$113,849
Utilities	\$83,700	\$84,119	\$84,539	\$84,962	\$85,387
Insurance	\$27,900	\$28,040	\$28,180	\$28,321	\$28,462
Total Operating Expenses	\$1,065,647	\$1,144,717	\$1,156,526	\$1,180,197	\$1,199,297
Net Operating Income (Loss)	(\$354,683)	(\$312,587)	(\$308,371)	(\$297,902)	(\$288,386)
<i>Source: HLT Advisory Inc. estimates.</i>					
<i>*Only includes incremental General & Admin expense required for operations of the conference centre.</i>					

71. Upon more detailed review of the cumulative operation, there may be further opportunity for synergies and efficiencies in operations between a theatre and conference centre. The costs above reflect a reduced General & Administration need, but a more thorough operation study would need to be completed to identify further operational synergies and cost efficiencies with the theatre.

Potential Partner Exploration

72. Council Motion (20-G-105) was passed on June 29, 2020, requesting staff initiate discussions with Smart Centres on the possibility of a conference centre being included in this project. Staff have been in contact with representatives of Smart Centres throughout the review of this proposal and as recently as November 18, 2020.

73. The Director of Economic and Creative Development, the Director of Development Services and a senior representative from Smart Centres specifically discussed exploring the opportunity for the addition of conference or meeting facilities within the proposed hotel to complement and support other facilities in the downtown.

74. Through the confirmation of the ultimate design and programming of the hotel, Smart Centres is open to engaging with the City and the community to identify opportunities and market need for the inclusion of components of a conference centre and/or meeting facilities, recognizing the value of the proposed hotel in the overall success of conference facilities.

75. More fruitful dialogue would commence upon defined direction on the project scope.
76. The YMCA's move away from the site opened the opportunity to explore partnership opportunities with other community partners. Staff had been working closely with a prominent organization with the goal of solidifying this location as a community hub and gateway to the downtown; full of street activation, the site would still offer linkages to strategic priorities and strong urban design. A viable partnership model was close to being conceptualized for presentation to Council when the COVID-19 pandemic hit.
77. The organization with whom staff were working with has indicated the need to pause all discussions until a reassessment of organizational needs can be completed post-pandemic.
78. Other opportunities to explore partnerships and tenancies with related arts and culture organizations have not been pursued to date and could provide further potential activation of the site.

COVID-19 Impact

79. The investigations into the feasibility of a redeveloped W.A. Fisher Auditorium and Event Centre have assumed a 'typical' market situation, but the current impacts of COVID-19 have resulted in extremely 'atypical' circumstances for theatres, conference centres, businesses and the general public at large.
80. COVID-19 forced the closure of all live indoor entertainment venues and conference facilities. Some have been able to re-open with limited capacity, but the timing for when these types of venues can fully reopen remains unknown. With a second wave of COVID-19 now upon us it clear that, for the near future, live performance and conferences will continue to be deeply impacted.
81. At some point, the industry will recover and people will return to enjoying live performances and in person conferences, but it is impossible to predict when the sector can expect to make a full recovery and if there will be any long standing implications.
82. Virtual performances and conferences have emerged during COVID-19 and it is unknown if the market will continue to demand such options post recovery, which could change the entire landscape of these sectors and the need for facilities to be equipped to provide both in person and virtual type events.
83. In a memo to Council dated June 22, 2020, Fisher Auditorium and Event Centre Update, staff recommended that development plans be held until it is more clear how the COVID-19 economic recovery is going to unfold. That recommendation holds now as pandemic conditions continue to be active and industry recovery remains unclear.

ANALYSIS

Project Validation

84. While undertaking an investigation to validate facets of the business case, Economic and Creative Development – in consultation with Recreation and Culture and Facilities – focused on the following key areas:
 - a. The Conference Centre market opportunity assessment, needs requirements and estimated operating budget – completed as a component of Tourism Master Plan.

- b. Fisher Auditorium and Event Centre Capital Project Fundraising Capacity Study
- c. Report on Business Case and Operating Model for a Barrie Theatre
- d. Tourism Master Plan

85. Based on this analysis, the Economic and Creative Department has concluded the following:

Theatre/Performing Arts Centre

- 86. A performing arts centre is needed to develop the arts & culture sector, contribute to tourism development, and to overall contribute to a complete community.
- 87. There may be opportunities to offset some of the centre's operating costs through an event/conference space; however, benchmarked with other Ontario municipal theatres, average operational costs are \$750,000 per year.
- 88. The City should own and operate the centre, at least in the short term; even with the inclusion of a third-party board, the City would have to oversee overall facility maintenance and, ultimately, the operating fiscal responsibility. Opportunities to explore an independent board would be at a future state, as the capacity within the culture community grows.
- 89. Recruiting a theatre manager early in the process is critical to maximizing the fiscal potential of the operations. The greatest profitability is from touring shows. An effective theatre manager would be able to advise on core functionality of space in the development of the project and would need to be actively booking shows/programming at least one year prior to doors open.

Event/Conference Space

- 90. The initial LETT design provided event space, but was not a conference space.
- 91. If there is a desire to achieve a functional conference space, additional and significant square footage is required to provide adequate meeting, break out, banquet and crush space. The key market standard is 300-400 delegates for a seated function. The additional square footage would accommodate larger configurations.
- 92. The City could operate the space or seek a third-party operator – in either whole or part – to operate food services. There are few examples in the marketplace to benchmark costing from, and preliminary operating cost estimates are approximately \$300,000 per year.
- 93. Some operational efficiencies could be achieved through colocation of the conference space with the theatre and would need to be further assessed.
- 94. A hotel adjacent to or nearby is critical to the success of a conference centre, in addition to adequate parking.

Proposed Facility

- 95. The current design for the theatre does not provide the most efficient use of space and does not maximize the relationship between spaces. This could hinder the ability to attract touring shows, which are a key revenue driver in the performing arts sector.

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96. Eliminating the requirement to utilize the existing structure in its current form would provide greater opportunity to develop a more effective, user-driven space; through design, there is also an opportunity for the facility to pay homage to the W.A. Fisher legacy.

Site Configuration – Strategic Land

97. As a result of the Kidd's Creek realignment, there are 0.85 acres fronting the parcel that can be considered a key market site for encouraging and supporting synergistic uses.
98. The current project architects are not recommending developing the frontage and recommend instead a 'gateway' project for the area based on open space that is supported by public art and passive use.

Fundraising

99. Should the City pursue Federal/Provincial dollars, suitable programs for application and priorities with other City infrastructure will need to be assessed.
100. The initial fundraising assessment suggests that typical projects of this sort can generate 10% of project costs - pending the completion of campaigns and other economic factors.
101. Allowing the building naming rights to be purchased represents the largest percentage of fundraising potential. The impact of retaining the W.A. Fisher name will need to be considered as part of the overall fundraising program.
102. A complete fundraising feasibility study will need to be completed once the final concept is determined. This study will determine the assets, valuation, prospective donors and overall foundation for the fundraising campaign.

Market Conditions (COVID-19 Impacts)

103. Live performances and meetings/conferences are likely to be the last to return to a pre-pandemic state. While it is expected that both markets will return, the speed, conditions, and long-term impacts of consumer attitudes and behaviours are not yet fully known. These industries are facing significant disruption and it is too early to assess long-term industry changes.
104. The associated demands for virtual spaces and technology can provide new opportunities for configuring physical spaces using hybrid and streaming technology, bringing audiences together locally and around the globe.

Potential Partnerships

105. Opportunity exists to explore tenancy partnerships for the theatre or complimentary space that could be conducive to the development of the arts community.
106. Regarding their Bradford Street proposed development, Smart Centres have expressed preliminary interest in a hotel and are amenable to continued dialogue about complimentary meeting space possibilities. As they work through their ultimate design of and programming for the hotel, Smart Centres is open to engaging with the City and the community to identify opportunities and address the market need for a conference centre and/or meeting facilities. They recognize the value that a proposed hotel contributes to the overall success of a conference facility.

107. To identify synergies with a hotel and meeting space, more discussions will need to be had with Smart Centres once a facility concept is determined.
108. A second, potential partner may also benefit the project, but planning for this has been paused due to business needs associated with the COVID-19 pandemic. The timeline for revisiting this opportunity is currently not defined.

Next Steps to Move the Project Forward

109. There are several options and variables to consider to be able to complete a consolidated business plan. The scope and hierarchy of the project elements must be confirmed including determining if the project is to serve as a stand-alone theatre/performing arts centre -. Determining if the space is to serve primarily as a theatre/performing arts space and secondarily as an event/conference space, or as an event/conference space primarily with a secondary theatre/performing arts space, is critical for prioritizing the utility layout and functionality of the space. All of this will inform a consolidated business plan.
110. The 2020 Novita Inter pares Business Case and Operating Model of the Barrie Theatre (W. A. Fisher Auditorium) report determined that there are a number of unanswered questions about the project and found that the project is not ready to go ahead on the basis of the current stage of development.
111. A fiscal capital commitment to either Option 1 (theatre/performing arts space and event/conference space) or Option 2 (theatre/performing arts space) needs to be determined along with the estimated operating costs of each option.
112. Beyond the fiscal commitments to Options 1 and 2, defining the operational model and organizational structure will then drive the pro-forma operating budget and operational efficiencies that can be achieved between Options 1 and 2. Further defining the project scope will help in further identifying funding to be sought from other levels of government. The project lead – who will be the liaison with Council, City departments, architects and contractors and will oversee the budget, construction, timeline, fundraising, etc. – will need to be selected.
113. Novita recommends that, to proceed the next decision point, a project macro-timetable at a minimum be completed – its timeline would be through to opening day, and it would need to include decision points, project delivery plan and a design brief.
114. Several concerns were raised about how the current space layout and functionality would negatively impact the ability to attract touring performances. A strong reconsideration raised by both HPA and Novita Inter pares is to abandon the existing Fisher Auditorium structure to create greater efficiencies in space relationship and venue flexibility. Doing so could leverage further design and potential cost efficiencies by achieving greater flexibility and utility of the space.
115. Once the full scope of the project has been confirmed, an experienced fundraising consultant would need to be retained to conduct a capital campaign fundraising feasibility study to confirm the actual campaign goal and program that can be achieved to support this transformational infrastructure project. A fundraising feasibility study can only be completed once the final project scope is determined.

Temporarily Holding the Development

116. Given the uncertain impact of the pandemic on live performance, as well as on the meeting and conference markets, holding the project for a set amount of time may result in better insights into how the proposed project can adapt to the disruption of these industries. Changes in space configuration, technology, and general consumer behaviour may inform new opportunities to create a more progressive and innovative space.
117. Temporarily holding the development will also allow for further partner opportunity exploration.

Exit Strategy

118. Per Council Motion 20-G-105, Council requested the provision of a potential exit strategy from the project, including and not limited to declaring the lands surplus to the City's needs and listing it for sale.
119. The Fisher Auditorium sale was part of negotiations which included Red Storey Field, 34, 36, 38, & 40 Bradford St., and 44 Bradford St.
120. The City strategically realigned its land ownership to provide the City with Dunlop Street frontage and control over land use in the hub area, providing a prominent location for key community development projects in a mixed used area complimented by high density residential development.
121. Should Council desire to exit from the project, there are options it could undertake to declare the lands as surplus and seek to dispose of the asset. A complete appraisal of the property that takes into account improvements from the Kidd's Creek construction, development limitations of the site related to Kidd's Creek, and the impacts of an existing building on the site would all be influencing factors on the valuation of the property.
122. The City could also consider the following alternative uses for the site:
- Private development of a hotel and/or conference centre
 - Health services centre
 - Post secondary or private educational campus
 - Condominium/mixed use development
 - Affordable housing
 - Office tower
 - Retail development
123. The zoning on the site is commercial and allows for a variety of uses should the City endeavor to sell the property. The special provisions and holding provision are outlined below but are not anticipated to provide any major deterrent from the development community. The specific zoning is as follows:
- C1-2 (SP-481) (H-125) 125 and the south half of 155 Dunlop Street West, 34, 40, 42 and 44 High Street, and 34, 36, 38, 40 and 50 Bradford Street
- a) The additional permitted uses of a school college or university shall be permitted.
 - b) The following uses of Automotive Service Station, Building Supply Centre, Bus Terminal, Bus Transfer Station, Nightclub, Nursery or Garden Supply Centre shall be prohibited.

- c) The (H) symbol indicates that the lands so zoned cannot be used for a purpose permitted by City Centre Commercial (C1-2) (SP-481) (H-125) until the (H) symbol is removed. The removal of the (H) symbol shall be subject to completion of the following matters to the satisfaction of The Corporation of the City of Barrie: that the owner/applicant enters into a Site Plan Agreement with the City of Barrie. (By-law 2015-114, OMB Decision PL140066)
124. As the western gateway to the Downtown, the Dunlop Street and High Street area presents a focal point and linkage to the waterfront and existing revitalized areas of the Downtown and High Streets to create a vibrant and cohesive downtown core. Without control of this property, the community hub and gateway vision for this area would be challenging to achieve.
125. If the City were to not move forward with the Fisher Auditorium and Event Centre project, it should retain the property, and the following other City uses could be considered:
- City of Barrie additional office space. The building is not ideal for office space with limited windows and slanted floors. It would take a great deal of investment to convert it to usable office space.
 - With its location adjacent to the downtown Fire Station, it could be converted to training space for staff or other space for Fire Services use; however, Phase 2 of the Emergency Services Campus includes a first responder training centre.
 - A food and artisan market would require modifications/redevelopment, but this could be an alternative to the market that has been marked for the downtown bus terminal.
 - It could be converted to park space but given the close proximity to the waterfront parks this would not be considered the best use for this property.
126. If the City were to not move forward with the Fisher Auditorium and Event Centre project and sell the property to a private developer there are other City-owned location opportunities should the City decide at a later date that they do want to invest in a performing arts and/or conference centre. The plans could be developed elsewhere, for example:
- Downtown parking lots such as 1-15 Bayfield Street which has been marketed in the past for a convention centre.
 - Paul Sadlon Arena, which takes the project out of the downtown, but does offer the potential for the addition of a conference centre.

ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS

127. Required environmental investigations have taken place including an Environmental Pre-demolition Survey, an Archaeological Report, Geotechnical and Environmental Assessments.
128. Any future environmental investigations would be identified as part of the design and development of the project.

ALTERNATIVES

129. The following alternatives are available for consideration by General Committee. Under each of the alternatives, staff will need to undertake additional works and report back to General Committee with a detailed scope of work, execution plan with key project milestones identified, and budget (capital and operational).

The alternatives presented provide four scenarios for General Committee to consider to provide to direction to staff for the project.

Alternative #1

General Committee could choose *not* to put the project on hold for twelve months.

Given the uncertainty of the impact of the pandemic on live performance as well as on the meeting and conference markets, holding the project for a set amount of time may provide better insights into how the proposed project can adapt to the disruption of these industries. Changes in space configuration, technology and general consumer behaviour may reveal new opportunities to create a more progressive and innovative space. Further, temporarily holding the development would also allow for further partner opportunity exploration.

Should Council choose to exercise this option, direction to staff will be required as outlined in alternatives two through four.

Alternative #2

General Committee could choose to proceed with the existing design concepts under Option 1 (theatre/performing arts space and event/conference space) or Option 2 (theatre/performing arts space) utilizing the existing Fisher Auditorium structure as part of the development.

This option provides the most expedient path to development. General Committee would need to provide to direction as to what build option under this scenario is desired, and confirm its capital commitment as follows:

Option 1 Theatre/Performing Arts and Conference/Event Spacing

Total GFA = 66,500 sf
Total Project Cost = \$ 53M
Total Construction Cost = \$39M

Option 2 Overview: Theatre/Performing Arts

Total GFA = 39,928 sf
Total Project Cost = \$ 30M
Total Construction Cost = \$ 22M

Under either option in this alternative, the following recommendations are required to provide staff with the direction needed to complete the next stages of the project that include a project macro-timetable created through to opening day including key decision points, project delivery plan and an updated design brief for the space.

- The operating model remain as a City-owned and operated facility in the immediate term.

- Recruitment of a qualified theatre manager early in the development process.
- As part of creating a 'gateway' project, and in support of open space and controlling uses, the current 0.85 acres of frontage of the property be retained in support of open space that could be better supported by public art and passive use.
- A technology review for the space that would support new opportunities to address future market demand for hybrid and streaming technology.
- Continued exploration of partnerships that could enhance the development.

Specifically, in support of Option 1 (theatre/performing arts with conference centre space), the following additional recommendations will be required to provide staff with adequate direction to move the project forward:

- A combined operating model for the conference and theatre components, built on the following premise for the conference facility:
 - Administrative and general staff should oversee the entirety of the facility and its core functions.
 - Conference sales responsibility shared in part with Tourism Barrie.
- Food and beverage operations outsourced to an exclusive third party operator, under a commission-based program with the facility.
- Pursuit of a strategic relationship with a hotel development in proximity to the site.

This alternative under either option presents several challenges as identified by the consultants as it relates to the overall functionality and utility of the theatre space to be able to attract and adequately serve touring shows, which are typically the main revenue source for municipal theatres in Ontario of a similar size and scope.

Revisiting the space layout and configuration within the final design may yield some improved functionality, but the challenges presented by the retention of the existing seating and staging cannot be overcome and provided limited flexibility of space configuration.

Alternative #3

General Committee could choose to proceed with Option 1 (theatre/performing arts space and event/conference space) or Option 2 (theatre/performing arts space) in principle, abandoning the requirement that the Fisher Auditorium structure be retained, while focusing redesign on reflecting the history and legacy of W.A. Fisher as part of the development.

This alternative provides the most effective path to achieving maximized utility of the physical site itself, as well as maximized efficiency and flexibility of the space itself to adapt to several theatre and potential conference configurations.

General Committee would need to provide direction as to what build option under this scenario is desired, and confirm its estimated capital commitment, which is generally in-line with the current design costing:

Option 1 Theatre/Performing Arts and Conference/Event Spacing - \$53M

Option 2 Overview: Theatre/Performing Arts - \$30M

Through the design process under this option, the overarching goal would be to identify cost efficiencies through a less-restricted building envelope.

With either option in this alternative, staff would need further direction to complete the next stages of the project, including a redesigned concept, and a project macro-timetable created through to opening day that highlights key decision points, a project delivery plan and an updated design brief for the space. The following recommended steps would provide that needed direction:

- The operating model remain as a City-owned and operated facility in the immediate term.
- Recruitment of a qualified theatre manager early in the development process.
- As part of creating a 'gateway' project, and in support of open space and controlling uses, the current 0.85 acres of frontage of the property be retained in support of open space that could be better supported by public art and passive use.
- A technology review for the space could provide new opportunities to address future market demand for hybrid and streaming technology.
- Continued exploration of partnerships that could enhance the development.

Specifically, in support of Option 1 (theatre/performing arts with conference centre space), the following additional recommendations would be required to provide staff with adequate direction to move the project forward:

- A combined operating model for the conference and theatre components, built on the following premise for the conference facility:
 - Administrative and general staff should oversee the entirety of the facility and its core functions.
 - Conference sales responsibility shared in part with Tourism Barrie.

- Food and beverage operations outsourced to an exclusive third party operator, under a commission-based program with the facility.
- Pursuit of a strategic relationship with a hotel development in proximity to the site.

This alternative, under either option, addresses the concerns raised by HPA and Novita Interpares on how current design efficiency, functionality and effectiveness may negatively impact the ability to attract touring performances.

Abandoning the existing Fisher Auditorium structure would result in greater efficiencies in space relationship and venue flexibility and would achieve cost efficiencies and broaden operational revenue.

Further, the opportunity to pay homage to the W.A. Fisher legacy would remain through the building redesign and finishes, maintaining the original spirit and intent behind developing the site.

Alternative #4

General Committee could choose to exit from the project in its entirety

Should Council desire to exit from the project, it could declare the land as surplus and seek to dispose of its asset or retain it for its own future use.

To dispose of the site, a complete appraisal of the property will need to be undertaken that takes into account improvements from the Kidd's Creek construction, development limitations of the site related to Kidd's Creek and the impacts of an existing building on the site.

A disposition strategy could include a straight to market sale, where a broker is retained who lists the property and brings offers for the City's consideration. The City would seek to achieve the highest market value for the site or the General Committee could take a more strategic view and adopt a policy similar to the current rationalization of downtown parking lots strategy that seeks to attract a more defined use based on a set of principles – i.e., maximizing density, or the pursuit of and Request for Expressions of Interest for a set of specific uses that could include:

- Private development of a hotel and/or conference centre
- Health services centre.
- Post secondary or private educational campus
- Condominium/mixed use development
- Affordable housing
- Office tower
- Retail development

For staff to complete a full disposition strategy, General Committee would need to provide direction as to its desire to dispose of the property and its desire to achieve a strategic outcome and provide direction to staff to initiate a valuation process.

FINANCIAL

Capital Expenditures

130. Two capital projects have been created in association with the Fisher Project and funded from the Reinvestment Reserve (known as the Community Benefit Reserve). The Budget, Actuals to date and Forecast of these projects at the time of drafting this report are as follows:

Project #	Name	Project to Date		Forecast			Total Budget & Forecast
		Budget	Actuals	2021	2022	2023	
FC1138	Fisher Auditorium						
Strategic Priorities Reserve		\$ 350,000	\$ 427,450				\$ 350,000
Reinvestment Reserve (Community Benefit)				\$3,000,000	\$11,500,000	\$11,500,000	\$ 26,000,000

Project #	Name	Project to Date	
		Budget	Actuals
FC1142	Fisher Auditorium		
Strategic Priorities Reserve		\$ 200,000	\$ 27,831

131. It should be noted that in the draft 2021 capital plan being presented to Council on December 14, 2020. Project FC1138 has been pushed out with a forecasted start in 2023 and end in 2027. Both projects are funded from the Reinvestment Reserve (commonly known as the Community Benefit Reserve). At the time of this staff report, the Reinvestment reserve has a forecasted 2020 year end uncommitted balance of \$10.7 million. Per the City's Financial Policy Framework, 80% of the dividend from Barrie Hydro Holdings goes to the Reinvestment Reserve with the remaining 20% to the Tax Capital Reserve.

132. Based on current assessed project costs from HPA Architects, the current project capital budgeted funds are inadequate to meet the needs of the project under either Option 2 for a theatre only or Option 1 for a complete theatre and conference centre.

133. Under Option 1, which includes a theatre development and conference centre, the delta in budgeted capital expenditure is \$27M. Under Option 2, the delta is approximately \$4M. These scenarios do not take into consideration the fiscal impacts of fundraising or the ability to secure additional sources of funding from provincial or federal programs. Depending on the timing of the projects, the additional costs for option 1 or option 2 would need to be funded from a combination of debt financing and contributions from the Reinvestment Reserve.

Impact of Holding the Project

134. Placing the project on hold for 12-months will retain the project within the City's 10-year Capital Plan, but will move the timing of the project to allow for other capital projects that are in a position to proceed to be prioritized accordingly.

135. Maintaining the site in its current condition is approximately \$30,000 per year and had been managed through the Capital Project FC0633. Funding will be required as part of the 2021 budget for the 2021 year.

Operational Expenditures

136. Operational impacts will also need to be considered with the implementation of the project and are estimated at between \$750,000 to \$1.05M per year based on preliminary assessments.
137. Opportunities may exist to secure additional forms of funding that would offset both the capital and operational costs associated with the project, however, none have been secured to date and are dependent on the City having a defined project scope.

Property Disposition

138. Should Council seek to dispose of the property, an updated appraisal of the property would be required to adequately assess the financial impacts to the City.

LINKAGE TO 2018-2022 COUNCIL STRATEGIC PLAN

139. The recommendation(s) included in this staff report support the following goals identified in the 2018-2022 Strategic Plan:

Growing Our Economy – Support Tourism Industry Growth, Support the creation of more stable and diverse jobs

Building Strong Neighbourhoods – Create great public spaces

APPENDIX "A"

Summary of Council Direction Re: W.A. Fisher Auditorium

1. On October 2, 2017 City Council approved the following motion, 17-G-225 regarding the W.A. Fisher Auditorium:
 1. That Staff Report CE008-17 regarding the potential development of a 650 seat multi-purpose cultural and events centre (Option A in the Lett report) in the W.A. Fisher Auditorium, be received.
 2. That staff be directed to review seed funding options available to the municipality for the proposed Fisher project, with the intent of attracting sponsorship, investment and grant funding, subject to an agreement with HIP Developments regarding the subject lands on which the theatre is to be developed.
 3. That staff in the Creative Economy and Legal Services Departments be authorized to explore an operating model for the W.A. Fisher Auditorium and Events Centre, based on a collaborative structure between City staff and not-for-profit arts organizations, subject to an agreement with HIP Developments regarding the subject lands on which the theatre is to be developed, and report back to General Committee.
 4. That staff in the Creative Economy Department be authorized to investigate the potential to engage a professional fundraiser to create a sponsorship program for a portion of the capital project and the potential alignment with the existing sponsorship pilot program, subject to an agreement with HIP Developments regarding the subject lands on which the theatre is to be developed. (CE008-17) (File: R05-FIS)
2. Further, on October 23, 2017, Council passed Motion 17-G-247 that related to the Barrie Central realigned land ownership and land use concept, and which provided the direction to acquire the lands necessary to facilitate the W.A. Fisher Auditorium concept and Kidd's Creek drainage solution as well as the disposition of a portion of lands to HIP Developments.
3. On March 26th, 2018, Council approved Motion 18-G-058 which provided the following direction:
 1. That in response to feedback from Council related to the facility design, Option A for the Fisher Auditorium and Events Centre, which includes a side loading dock, expanded catering kitchen, storage facilities, as well as the fly gallery for increased revenue generation and utilization, be endorsed in principle, subject to future capital prioritization and approvals.
 2. That Facilities staff be directed to include the preferred Facility Design Option A for the Fisher Auditorium and Event Centre project, and the associated budget of \$25.6M, as part of the 2019 Capital Planning process.
 3. That the approved 2018 Capital Budget for Project #000633, Fisher Auditorium Redevelopment, be increased from \$250,000 to \$550,000 funded fully from the Council Strategic Priority Reserve (1304-0410).
 4. That the allocated funds in Capital Project #000633, Fisher Auditorium Redevelopment, be used to provide power to the site as well as properly secure, seal and maintain the existing

structure until construction commences or until demolition occurs, subject to the land acquisition by the City.

5. That a Fisher Auditorium Implementation Capital project be created with an allocated 2018 budget of \$200,000 funded from the Council Strategic Priority Reserve (1304-0410) to act as seed funding to initiate the capital fundraising component of the project that includes the recruitment of a Fundraiser/Fundraising organization, which would be self-funded as part of the capital fundraising model and the Fundraiser/Fundraising organization report back to General Committee to provide an update on a fundraising plan prior to construction commencing on the Fisher Auditorium and City staff to report back to General Committee concerning a funding programming plan.
 6. That staff encourage the cultural and business community stakeholders to create a Not for Profit (NFP) Corporation that would commit to engaging a professional staff including an Executive Director to lead the operational functions of the facility, including professional staffing and programming, in addition to pursuing grant funding opportunities.
 7. That the recommended Governance and Operating model as outlined in Staff Report CE001-18 be approved, with the intent that an independent Not for Profit corporation would enter into an operating agreement with the City, subject to approval of Council.
 8. That the funding equivalent to a temporary full time position of a professional Executive Director be included in 2019 and 2020 budget planning, with the understanding that the position would be transitioned to the Not for Profit Corporation once the operations of the facility are transferred from the City to the Not for Profit organization. (CE001-18) (File: R05-FIS) (P24/17)
4. Following the property acquisitions for the Fisher Property, Council Motion 18-G-193, passed on October 1, 2018, cleared the due diligence conditions to facilitate the land transfer and provided further direction to staff to:
 - a) Continue working with the YMCA regarding an integrated site plan for the Fisher Auditorium and Events Centre re-use and the proposed YMCA building on the Fisher Property should the YMCA select this location;
 - b) Continue negotiations with the YMCA concerning possible use by the YMCA of property surplus to the City's needs; and
 - c) Report back to General Committee with a staff report seeking further direction related to the potential inclusion of the YMCA in the development of the Fisher Property site or other potential alternatives should the YMCA choose to locate elsewhere. (LGL012-18) (File: L07 - 1139) (P13/18)
 5. Subsequent to this direction, the YMCA made a selection to locate their site on the adjacent HIP lands.
 6. On October 28, 2019, Council Motion 19-G-29 gave staff the authority to apply for the Investing in Canada Infrastructure Program (ICIP), including an application to support the Fisher Auditorium and Event Centre under the Rehabilitation and Renovation Category.

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7. The last Council direction, Motion 20-G-105 was passed in June, 2020 and provided the following direction:

That the memorandum from S. Schlichter, Director of Economic and Creative Development dated June 22, 2020 regarding the Fisher Auditorium and Event Centre Update be referred to staff in the Economic and Creative Development Department to prepare a report to General Committee after the Tourism Master Plan has been considered by Council to provide information on a potential exit strategy from the project, including and not limited to declaring the lands surplus to the city's needs and listing it for sale and discuss with Smart Centres the potential for a conference facility within their proposed development on Bradford Street and Checkley Street.

APPENDIX "B"

Condensed Consultant Report Summaries Re: W.A. Fisher Auditorium

Cobalt Connects - Phase 1 Report Condensed Summary

W.A. Fisher Auditorium Study - Barrie Cultural Nodes, Cultural Capacity, Economic & Social Impact

Cobalt Connects began their study in July, 2017 and in 6 weeks completed as full an analysis as possible of the potential Fisher development.

The W.A. Fisher Auditorium assessment included:

- Interviews with key cultural leaders and producers
- A drop-in session and online survey for the broader arts community
- A site visit to the W.A. Fisher facility and Mady Centre for the Performing Arts
- Neighbourhood assessment of Dunlop Street using Cobalt's *Expressing Vibrancy* methodology
- Review the architectural plans for the facility
- Review of comparable facilities and communities for best practices
- Economic Impact Analysis via Tourism Regional Economic Impact Model

Below outlines a number of conditions or concepts that Cobalt Connects felt are essential to moving forward related to the property and cultural community:

Design:

Fisher must become a 650-seat multipurpose venue with superior technical capabilities, with the exception of a fly gallery. The venue should further explore LETT's concept of a mechanized false fly. Technically the theatre needs stellar acoustics, cinema quality video projection, and concert sound. The addition of an at stage grade loading dock is essential to future success.

Cobalt Connects fully endorses the LETT proposed design with the above conditions.

Operation

The facility should become a joint venture project between the City of Barrie and a coalition of producers. The coalition would incorporate as a separate non-profit making it grant and donor eligible beyond the City, and independent of the capital asset. This coalition must be led by a professional artistic and administrative body with experience including: a Managing Producer, Marketing Director, Technical Director and Community Outreach & Partnership staff. It should remain a non-union house for ease of operation to empower local cultural producers to build capacity, be self-determining and focus on sustainability.

A focus on working with producers like Paquin Entertainment, Education in Art and AEG LIVE to develop a program for touring productions should become an early focus of the development team on this project going forward. With producers like this making up upwards of 20% of a season in the facility, they are essential to long-term viability. The City of Barrie should immediately begin conversations with producers of this level.

Five Points Theatre (Mady Centre at the time of the report)

The Mady Centre is still a vital piece of the cultural nodes concept as a venue in the continuum of spaces required by Barrie cultural community. We would recommend that the Mady Centre become a performing arts incubator with all of the supports and programs required to make it successful. The Mady should become the launching pad for programming and artists who graduate to the W.A. Fisher as they reach their potential.

This would mean that organizations such as Talk is Free Theatre and Theatre by the Bay become the resident companies of the Mady Centre. A capital investment should be made in replacing the seating, paired with a reduction in seating to 100. The venue and its programming should be positioned as artist-driven, affordable, and challenging. Add to this a complement of professional development programming for the broader arts community, events such as Black History Month and other cultural appropriate content, and local music to build a full calendar.

Public Realm Investment

Investing in the envelope of the W.A. Fisher building and the mission re-alignment of the Mady Centre will be major catalysts if linked with appropriate public infrastructure to bring the two facilities together. The proposed design for the overall W.A. Fisher site is heading in the right direction but needs to be followed through for the course of Dunlop. Bike lanes, public seating, trees and quality storefronts must connect from end to end. Following the Taking Stock process will give the City a clear benchmark to measure against.

Similarly, the precinct concept will be greatly enhanced with the addition of a postsecondary arts campus either across the street or where the YMCA complex is proposed. Regardless, space within an adjacent building should be sought for cultural programming that cannot fit within the tight envelope of the W.A. Fisher building. Linking the social programming and a strong community arts practice between the YMCA and CAMH, along with the proposed park amenities would make this an exemplary accessible cultural hub that ties in the social, physical and mental health benefits of arts and culture in the downtown core.

Cobalt Connects - Phase 2 Report Condensed Summary

W.A. Fisher Auditorium Study - Phase Two - Programming Capacity

Following the Phase One consultation with local cultural stakeholders, LETT Architects and City of Barrie staff developed the floor plan and concept design for the W.A. Fisher Auditorium and Event Centre. This design was to accomplish a number of technical and operational demands in order to create a multi-use facility to house a wide range of programming - first meeting the expectations of the core local presenting organizations, and then to attract outside cultural and conference potential.

To complement the LETT drawings, Cobalt Connects worked with City Staff to generate a desired equipment list for the venue that would match local and touring presenters' demands. While we acknowledge that some brands will change and that there will likely be some advances in technology by the time the facility is realized, the list provided addresses the general needs of the facility.

With the most recent (September 14, 2017) architectural drawing in hand and an equipment list developed, local cultural stakeholders were assembled to review the basic plan with the following intentions:

- Determine any further technical or design deficiencies
- Explore operational models and collaboration
- Assess the degree of support and willingness from organizations to anchor their programming in the new facility

Based on two phases of consultation with cultural stakeholders, city staff and community organizations Cobalt saw a strong plan for a renewed theatre and event space at the W.A. Fisher Auditorium.

The surrounding development by HIP Developments and City of Barrie Planning creates a strong western anchor on Dunlop Street and encourages a connection with the remainder of the downtown core. With upwards of 1500 new residents, a cultural centre, naturalized areas, and retained heritage features, the site should become a destination to live, work and play. It should also spur the necessary development along Dunlop to improve the pedestrian and commercial environment on the street.

From a cultural perspective, the W.A. Fisher Auditorium will finally create a modern, technically advanced, appropriately scaled venue for the community in a neighbourhood that will benefit from the incredible economic and social spin-off. Local organizations that are working hard to create and present relevant content to the community can now do so in a space that matches their identity in Barrie. The venue will produce more than 170 opportunities for engagement in film, dance, music, theatre, and much more as the it matures in its role.

The collaborative model put forward has been embraced by City staff and cultural producers, business and tourism organizations. With the addition of academia and health care to the collaborative, it could well be the most diverse management approach to a community facility in Ontario. Truly bringing the best of Barrie's leadership to the table to ensure the sustainable, innovative and creative operation of the W.A. Fisher Auditorium and Event Centre.

Cobalt Connect - Phase 3 Report Condensed Summary

W.A. Fisher Auditorium and Event Centre Phase Three Report, December, 2017 - Public Engagement, Governance, Refined Design, Technical Review Budgeting

Over the past six weeks Cobalt Connects worked with the City of Barrie Creative Economy and Facilities Departments, local cultural stakeholders, Tourism Barrie and a range of specialists to dive deeper into the W.A. Fisher Auditorium and Event Centre model.

During this time, they held two large stakeholder sessions with cultural producers, dozens of one-on-one meetings, conducted a public survey reaching 588 residents, and gathered a wealth of data on comparable theatres in Ontario. They felt confident that they understood the players involved in this initiative and the local landscape of cultural programming.

At this stage of the process, the design provided by LETT Architects was still conceptual in nature yet provides as much detail as possible with the available information. The design allows for the transformation of the W.A. Fisher Auditorium into a facility that meets the technical specifications of Barrie's programming portfolio and those wishing to bring their experiences to the local audience. It retains the best of the existing facility, while adding the necessary components to transform the experience of the performing and presented arts in Barrie. Combined with the proposed park and residential development on the site, the design creates a strong node for cultural, social and economic growth at the west end gateway of Barrie's downtown core.

Based on their consultation with the local arts community, the W.A. Fisher Auditorium could become the united home for presentation-based art programming in Barrie – including the Kempenfelt Community Players, Barrie Concerts and Georgian Music, the Barrie Film Festival, King Edward Choir, Huronia Symphony, Theatre by the Bay, Talk is Free Theatre, banner contemporary music programming, and range of local and regional dance recitals and competitions. Additionally, we see the renewed facility becoming a home for countless social gatherings and celebrations, and a hub for educational and professional development opportunities.

Based on their assessment, they see the best route forward being one in close collaboration with local cultural, business and education partners. The Downtown BIA, Chamber of Commerce, Tourism Barrie, Georgian College and the cultural community have all expressed a willingness to work together to reach success. This opportunity is rare and requires continued, genuine engagement to leverage the best that Barrie can offer to realize this vision.

There is still much to be refined and discovered in this process, especially as it related to the governance model, and rates to ensure the facility remains viable for local producers. These elements will only be refined with time and mutually-respectable collaboration which is greatly needed to improve the capacity and impact of culture in Barrie.

Ferrell & Partners - Conference and Meeting Market Scan Condensed Summary

Ferrell & Partners Conference and Meeting Market Scan, November 17, 2017

The City of Barrie completed a study to assess the feasibility of converting the W.A. Fisher Auditorium into a performing arts facility. An opportunity was identified to expand upon the initial concept, to include facilities that would cater to the business community. Barrie City Council asked Tourism Barrie to provide a study of the competitive landscape for meeting, conference and event facilities.

The primary focus of this report is a series of indicators and key considerations which have emerged from a competitive scan of the conference and meeting market for the City of Barrie. An overview of how this complex industry works is included, to provide context for the evaluation of Barrie's current situation in the competitive landscape.

Key Considerations for Barrie:

The market scan of competitive conference and meeting facilities for Barrie shows that there is well over 200,000 square feet of meeting space already available in the market. Operators in the competitive set have presence in this market, supported by direct sales, marketing and an established client base. In most cases, they also offer complementary amenities, activities and services for meeting clients, often combined in an attractive package.

In contemplating the potential role of a new meeting facility, planners would first need to better understand the meeting business coming to the city now, the utilization of existing meeting facilities and the utilization of facilities in the competitive set. It is important to note that in many cases, meeting space is provided at no charge to clients who are generating guest room and catering revenue. Very often, fees for meeting space are a major point of negotiation for a facility, based on a variety of factors.

While Barrie hotels already attract small meeting business, the room base of the individual properties (small) suggests that developers have not seen potential for larger meeting and conference groups (250+ people) in this market.

Third party customer reviews suggest that many hotels in Barrie fall short of customer expectations across all market segments and are in need of upgrading. This is a critical factor in future success as a meeting destination. The quality of guest rooms, supported by appropriate services and amenities in all hotels, must match the caliber of meeting facility, and meet client expectations.

The closure of the Kempenfelt Conference Centre leaves a supply gap in the lucrative training category, and an established base of long term clients. The average size of these groups (25-40 people) presents a more manageable opportunity, if the right configuration of meeting space, catering services and guest rooms were available. It should be noted that existing meeting facilities in Barrie may have already absorbed this business.

Hotels in Barrie are already hosting training programs and other specialized small groups. Further research should evaluate market interest, demand and revenue potential to grow this business.

Tourism Barrie has strong relationships with its members and partners. Prior to embarking upon a development strategy for the meetings market, it will be essential that all parties (hotels, restaurants, meeting facilities, attractions, municipal officials etc.) are interested in developing this business, will support a collective sales effort, and are committed for the long term.

It will be critical to recalibrate the balance between hotel capacity, meeting facilities and onsite catering services if Barrie is to succeed in the meetings market. While several industry members have pointed to the lack of a space large enough to handle weddings, social events and meetings of more than 400 people,

careful consideration should be given to the requirements of this business, versus the potential opportunity for Barrie, which is in the smaller meetings and training market. Meeting planners and customers organizing large social events have very different needs.

Preliminary indicators suggest that there is a possibility that another facility configured for the meetings industry, with flexible space for clients to meet, enjoy high quality meals, breaks and receptions could serve the smaller meeting and training industries. However, the facility would have to compete with other businesses already active in this market.

Implications for a new facility that could serve the small meeting and training markets include:

- Flexible meeting rooms for groups of up to 150 people
- An on-site full service kitchen
- State of the art audio visual capabilities
- Adequate parking
- Transportation or transfer services for groups staying in multiple hotels
- Alignment of industry partners, with everyone working together to succeed
- Both Tourism Barrie and a new facility would require budgets to support a full time sales force and
- extensive marketing

In evaluating what role a new facility might take on, it will be important to ensure that a city owned operation will not destabilize the meeting business that the industry is already attracting. A new facility should support and enable overall growth of the business for the city, not displace business from existing operators.

This initial market scan has uncovered a number of issues that should be considered. These include:

- The small meetings market is the key opportunity for Barrie and is now being served by a large and diverse number of facilities from hotels to church halls.
- The market has more than 200,000 sq. ft. of meeting space now. Meeting space occupancy percentages in the market are not known, but it is fair to assume that existing suppliers are not operating at maximum capacity.
- The behaviours of buyers and sellers in the meetings market is a consideration. Most buyers will negotiate for complimentary meeting space and most suppliers are prepared to negotiate on this issue, in hopes of selling guest rooms and catering which have higher margins.
- Hotel owners must clearly understand customer expectations, and be committed partners in the development of the meetings and training markets. A full audit of all hotels is required. Owners who cannot meet market expectations will need to make capital investments to raise the quality of the guest rooms and services that they operate. This requires consensus and a long term commitment.
- Given the nature of the meetings market, any new entry will require not only capital investment, but a long term financial commitment to sales efforts and collaborative marketing work with competitors and suppliers of support services.
- Before moving to consider an additional capital investment to address the meetings market, we recommend a detailed feasibility study of the meeting and training markets should be completed, to more clearly direct design and operational decisions.

Cobalt Connect - Conference Room Use Analysis Condensed Summary

Cobalt Connects W.A. Fisher Auditorium and Conference Centre – Conference Room Analysis, Sept 26, 2018

After considering the survey respondents, personal interviews and the RFPs, Cobalt Connects felt the conference elements in the current W.A. Fisher plan are strong for the vast majority of local, regional and provincial conferences. The addition of spaces within the YMCA development would bring greater flexibility and viability to the conference centre, but careful attention would need to be paid to design integration between the two facilities. If conference goers, and more so planners, feel like they are split between two buildings, instead of on an integrated campus, they will be hesitant.

The technical abilities of the W.A. Fisher facility bode well for its ability to host the conference of the future. High quality sound, projection, Internet, Wi-Fi, live streaming and the like are all highly desirable features. Knowing the venue will have superior inhouse technical staff to a traditional conference space is a major plus.

The two greatest challenges for the W.A. Fisher from their process are:
(1) Close proximity to a hotel with 150 rooms.
(2) Large format, open space for trade shows (minimum 5,000-10,000 square feet)

The first issue can be addressed via strong partnerships and transportation solutions, but in speaking with the conference producers they rarely trust this scenario. The City should work hard to entice a hotel chain to move in directly across the street, or within the HIP Development portfolio. Otherwise a transportation solution that is not standard City transit must be developed to cater to the conference community.

The large-format trade show space is not essential for all conferences. Depending on the format of the conference, this need could be accommodated in the various rehearsal and multi-function spaces as even FEO (who had the largest trade show component) notes they can split up the tradeshow if required. Trade Show elements are major money makers for conferences. Many producers say that without them, costs to participants would double, thus devastating the conference attendance. As the W.A. Fisher process moves forward, it would be a solid exercise to run with architects to place the amenities required for various conference configurations in virtual space. This would allow the team to see how the orientation of the planned rooms provides opportunities or deficiencies for trade show use.

Barrie should continue its efforts to develop an integrated site as it provides a number of unique amenities that we feel would make it a destination conference space. Without question, the development of appropriate accommodations is essential to its success beyond local/regional professional development and social functions.

Cobalt Connects W.A. Fisher Auditorium Design Consideration Charrette May, 2019 – Condensed Summary

In September 2018, City of Barrie Council approved moving forward with the W.A. Fisher Auditorium and Conference Centre based on a proposed land-swap with HIP Developments. While the land transfer was being finalized, the old school was partially demolished. In this process a larger than anticipated portion of the facility was demolished. This gave the architects some freedom to revise the floorplan. Additionally, the project had considered co-locating with the YMCA. A charrette was held to consider the relationship between the facility regarding shared services, common spaces, etc. While there was a natural synergy, the YMCA has chosen to locate across the street, embedded in the HIP development. While this preserves the ability to consider programming relationships, it does mean that the Fisher facility must contain all of the necessary space to make it truly viable instead of relying on shared space opportunities.

The session was attended by representatives from the local theatre, music, and visual arts communities, as well as representation from the City of Barrie (Creative Economy, Planning) and the Downtown BIA. A total of 21 participants attended the event.

After completing the overview, the group was given time to openly discuss issues with the current design from their professional perspective. Below is a summary of the key issues discussed:

Primary concerns with existing design:

- Patron flow (lower/upper lobby, multi-use common areas, limited elevator access, etc.)
- Parking (without adequate parking the audience will not embrace the venue)
- Entrance / Parking Relationship
- Limited number of breakout rooms (conferences, sectional rehearsals, etc.)
- Sunken rehearsal hall (accessibility, loading large instruments, etc.)
- Lack of storage for 'resident' companies (set of timpani, music stands, library, etc.)
- Lack quick access washrooms for artists from stage space
- Expansion of local conference spaces (Liberty North) to accommodate similar audience sizes
- Lack of a quick change room
- Size of banquet facility (duplicating the Liberty North's new expanded room)
- Single bar for full house (alleviated with pop-up bars during crush periods)
- Audience overlap during peak times if theatre and conference are both operating
- Lack of technical work space (electrical shop, paint room, scenic shop, etc.)

After discussing core deficiencies, the group moved on to talk about new ideas that could be integrated into the space, or that need enhancement with the loss of the YMCA partner space.

New space to consider

- Integration of visual art community needs (visual art studios, sculpture garden, display cases, public art)
- Integration of a more social food service location (café, restaurant, bakery, etc.)
- Increase break out spaces to 5-7 rooms
- Integration of other music sector needs (master class, increased storage, music rehearsal)
- Inclusion of an orchestra pit
- Addition of a coworking space for local arts organizations

- Consideration of exterior experience (film screening, micro stages, outdoor access to utilities, rooftop space)

Based on the full room being informed by the open discussion, each table was asked to begin developing a model of the facility as they envision it – starting with essential spaces for the success of the facility. After discussing core elements of each group’s plan, it was clear that there were a few areas of strong alignment across the full group.

(1) Start Fresh

While we had the full benefit of the W.A. Fisher building, it seemed economically and environmentally prudent to work with the existing structure.

This step needs to be considered quite seriously as it impacts the timing and budget of the project, but it also removes a nostalgic thread that may have been a core element of the capital campaign. This thread could be maintained through the naming and approach of the campaign but should be considered before demolition takes place.

(2) Parking / Entrance Relationship

The original building creates a challenging entrance scenario, especially if we’re considering AODA compliance and guest experience. Reorienting the building allows us to create a truly accessible site, and ensures that audiences young and old have barrier-free enjoyment of the venue.

Parking is also a serious concern for all involved. If we cannot clearly place 300+ parking spaces within close proximity to the theatre it will be a challenge for some producers, especially those focused on older demographics, to draw sustainable audiences.

(3) Visible Interaction

The two maquette designs shifted the theatre, a typically windowless structure, away from the frontage and placed more interactive spaces at the curbside. Café space, lobby and courtyard, conference space, studios or even the rehearsal hall provided more animation to the public view than the theatre itself. These spaces also likely provide animation for longer hours than the theatre, giving the public a better view into the creative process. Many felt this plays into their earlier concerns about creating a venue with a truly engaging audience experience.

(4) Storage

The more we found time to talk about a ‘day in the life’ in this space the more storage came up. Where to do all the tables go? Do we really have three sets of timpani to find space for? How frequently do items move about in the space to accommodate the overlapping uses? Ensuring that we have ample storage throughout the complex will make operation much smoother.

(5) Flow

With multiple uses coming to the site (rehearsal, theatre patrons, conference guests, students, etc.), we need to ensure that the overall site design has a logical flow and focus on patron user experience. Demolishing the remaining structure allows a team of planners and designers the ability to address these issues without the encumbrance of the school layout.

With limited time to digest and discussion moving forward, what is most clear is that there are some significant decisions to be made in the short-term so the project can move forward. Without clarity on these core issues, the user groups will continue to feel that the wheels are spinning, or that the project remains in a hypothetical phase of ideas not realities.

The core issues are:

- Can the building be demolished and the site truly reimaged?
- If it is demolished, what portion of the site is open for cultural infrastructure?
- Are we focused on building an auditorium / conference centre or cultural hub?
- Is the \$26.4M budget a hard figure – or if a business plan can support greater revenue is this open for consideration?

HLT Advisory - Barrie Conference/Events Centre Feasibility Study – Condensed Summary

Barrie Conference/Events Centre Feasibility Study, January 2020

The objectives of the conference/events centre feasibility study were to:

- Assess the market potential for meeting, conference and social catering business at the Barrie Central Collegiate site, giving consideration to the existing meeting and event facilities within the local market;
- analyze existing project plans and indicate the type of facilities, scale and nature of amenities required to support the market demand;
- estimate the likely number of events, size of events, and rental rates;
- prepare a Statement of Projected Operations setting out our views on revenue potential as well as operating costs for the conference/events centre;
- recommend high level changes or upgrades to the existing plans in order to ensure maximum conference space acceptability.

The catchment area for Barrie as a regional destination for meeting and events is a two-hour drive-time radius from Barrie. Barrie will attract a mix of multi-day and same-day corporate and association events, local and regional social catering (i.e. weddings, seasonal parties) events. With its ease of access, waterfront location, newness and proximity to the GTA, the proposed Centre site will be considered attractive to event planners.

There are many regional events that are generated from the GTA. Key considerations are that the venue is within a 2-hour drive from the GTA, provides for good year-round highway access, the facilities are useful and attractive and that there are attractive local amenities in the vicinity. Barrie will also attract meeting and events from Northern Ontario – especially for those that want to be proximate to the GTA and Pearson International Airport but do not want to host the event in Toronto proper.

Barrie as a Conference Destination:

- Potentially attractive if the right size of meeting facility is available
- Appeals primarily to Ontario-based corporations and to secondarily to smaller Ontario based associations (100-500 delegates)
- Drive time from the GTA is more accessible compared to competitors (Muskoka and Blue Mountain)
- Barrie will not qualify for larger national groups as the cost to transport delegates from the airport would be cost prohibitive
- Meeting facilities north of the GTA and Simcoe area have grown tired and now less appealing to groups
- Pricing related to hosting a conference in Barrie perceived as more affordable when compared to GTA and Muskoka
- A new meeting facility in Barrie would require a high level of amenities (activities, F&B, AV, entertainment option) such as is found in the GTA and Muskoka
- Meeting facility would require a hotel adjacent or within a very short walking distance to attract business events

Potential demand for a conference centre facility in Barrie is limited by the number of hotel rooms adjacent to the centre and also a lack of additional hotel rooms within walking distance. The event projections in the following sections of this report assume that additional hotel supply will be developed within 1 km walking distance of the centre while additional required room demand will be accommodated at other hotels in Barrie. This situation is not considered ideal by event planners who typically prefer entire room blocks within close proximity to the centre. The potential for large multi-day events has been considered in the

recommended Conference Centre program, however until additional hotel rooms are added to downtown Barrie, the size of events and the duration will be limited.

Based on HLT's experience working with Convention Centres of Canada and member centres, comparable sized buildings to the contemplated Barrie conference centre host 10-30 conventions and 60-250 meetings annually. The Barrie conference centre convention and meeting projections outlined in this report represent the low end of that range, a result of the lack of proximate hotel rooms and the suboptimal ratio of primary exhibit/ballroom space to breakout meeting space (6:1 ratio).

Operating budget:

Based on HLT's experience with Canadian convention centres of a similar size, annual operating deficits generally range from \$100,000 to \$1,000,000. The projected Barrie conference centre operating loss is at the low-end of this range, a function of their ability to host local based social/banquet events which benefit the facility's profitability.

The 5-year Statement of Projected Operations provided for the proposed Conference Centre is based on the following assumptions:

- Food & Beverage operations were assumed to be outsourced to a third-party service provider. HLT assumed the Conference Centre would receive a Food & Beverage commission of 27.5% of revenue. Based on HLT's experience, convention centre commission rates range from 25%-30% across North America.
- Repairs & Maintenance, Housekeeping, Utilities, and Insurance were calculated on a per square foot basis based on similar ratios at comparable facilities; potentially shared with the theatre operations.

Conference Centre 5 Year Pro-Forma					
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue					
F&B Commission	\$389,242	\$458,461	\$465,486	\$483,614	\$496,877
Space Rental Revenue	\$239,000	\$276,488	\$283,843	\$295,954	\$308,279
Other Revenue	\$82,721	\$97,181	\$98,826	\$102,727	\$105,755
Total Revenue	\$710,963	\$832,130	\$848,155	\$882,295	\$910,912
Operating Expenses					
Event Support	\$347,429	\$408,160	\$415,069	\$431,455	\$444,172
General & Admin*					
Payroll	\$102,040	\$102,550	\$103,063	\$103,578	\$104,096
Other	\$86,857	\$102,040	\$103,767	\$107,864	\$111,043
Sales, Advertising, Marketing	\$306,120	\$307,651	\$309,189	\$310,735	\$312,288
Repairs and Maintenance	\$111,600	\$112,158	\$112,719	\$113,282	\$113,849
Utilities	\$83,700	\$84,119	\$84,539	\$84,962	\$85,387
Insurance	\$27,900	\$28,040	\$28,180	\$28,321	\$28,462
Total Operating Expenses	\$1,065,647	\$1,144,717	\$1,156,526	\$1,180,197	\$1,199,297
Net Operating Income (Loss)	(\$354,683)	(\$312,587)	(\$308,371)	(\$297,902)	(\$288,386)
<i>Source: HLT Advisory Inc. estimates.</i>					
<i>*Only includes incremental General & Admin expense required for operations of the conference centre.</i>					

Recommendations:

General Design considerations

- Sufficient pre-function space to permit the hosting of two large groups simultaneously (theatre and conference group)
- Maximize natural light with windows into meeting rooms and maximize views
- Create outdoor reception/pre function space where possible (roof top terrace would be a differentiator) • Dedicated conference centre passenger elevators/escalators and service elevators
- Dedicated kitchen & storage on same level as meeting and banquet rooms.
- Onsite high-technology A/V, lighting and communication elements.

Facility Design

- Addition of high-quality acoustic walls to multi-function rooms and to the main convention space to provide additional booking flexibility. This would also require consideration of multiple client entry points.
- Incorporate back of the house entry points to minimize F&B service staff using client public space.
- Include the performance hall in the conference centre's inventory of sellable space within an approved time-based booking window.\

Staffing

- Administrative and general staff should oversee the entirety of the facility and its core functions.
- Conference sales responsibility should be shared in part with Tourism Barrie. Tourism Barrie should act as the main sales entity for the client for business events sales (conventions & corporate meetings), supported by an internal salesperson (one stop shop) for banquet and day use sales as well as site inspections and client tours.

Food & Beverage

- Food and beverage operations should be outsourced to an exclusive 3rd party operator, under a commission-based program with the facility.

Hotel Partner

- It is highly recommended that a 3.5*+ hotel development be considered in conjunction with the building of the centre, connected or adjacent.
- A 180 to 250 room hotel should be targeted with a small amount of breakout and boardroom space (max. 5000 sq ft).

Novita Inter pares - Theatre Business Case & Operating Model Review Condensed Summary

A Report on BUSINESS CASE AND OPERATING MODEL For the Barrie Theatre (W. A. Fisher Auditorium) Sept 1 2020

The goal of this report was to validate and update the theatre business and operation model for the W.A. Fisher Auditorium

Key finding related to Operating Models:

This report recommends that the operating model for the Barrie Theatre should conform to the industry standard as determined through a survey of twelve comparable theatres (averaging 700 seats) in municipalities similar to Barrie.

It is recommended that the theatre is owned and operated by the City, Council would be the governing body that delegates 100% operational authority to the theatre manager (likely via a departmental reporting structure). Council would annually approve the goals for the year and the budget but would have no other involvement.

The following chart summarizes the different operating model options:

<u>Option A – All City (Departmental model)</u>	
Authority	Corporation of City of Barrie – Council delegates its authority to a City Department
Owner of physical assets	City of Barrie owns it and manages with City staff
Facility programming	City of Barrie programs the facility
Advantages	City has full control of the vision and mission City has full fiduciary responsibility City has full control of the operating and service standards City has full control of facility budget City has full control of programming budget There is a single management structure The theatre manager reports to the City
Disadvantages	Requires theatre manager with proven track record The City remains responsible for all costs
Risk Benefit Balance	Lowest risk/highest potential benefit
<u>Option B – All City (Board management model)</u>	
Authority	Corporation of City of Barrie – Council delegates its authority to an appointed Board of Management
Owner of physical assets	City owns the physical asset and manages it with City staff
Facility programming	The City programs the facility with City staff

Advantages	<p>City has full control of the vision and mission</p> <p>City has full fiduciary responsibility</p> <p>City has full control of the operating and service standards</p> <p>City has full control of facility budget</p> <p>There is a single management structure</p> <p>The theatre manager reports to the City</p>
Disadvantages	<p>Requires exceptional leadership by the Board</p> <p>Requires a Board to give theatre manager operational autonomy</p> <p>Requires a theatre manager with proven track record</p> <p>The City remains responsible for all costs</p>
Risk Benefit Balance	Low risk/high potential benefit
<u>Option C – City + Non-profit Corporation</u>	
Authority	Corporation of City of Barrie is constant authority, but Council delegates its operating authority to a non-profit corporation
Owner of physical assets	City owns the physical asset and manages it with City staff
Facility programming	The non-profit programs the facility with its own forces
Advantages	City has full control of facility budget
Disadvantages	<p>City has only partial control of the vision and mission</p> <p>City has full fiduciary responsibility, but only partial fiduciary control</p> <p>City has only partial control of the operating and service standards</p> <p>There are two management structures</p> <p>The program manager does not report to the City</p> <p>The non-profit corporation must have a very strong covenant bona fides and financial reserves</p> <p>The City could be liable for the default of the non-profit corporation</p> <p>Upon default, the City is left with a non-performing asset</p>
Risk Benefit Balance	Medium risk/medium potential benefit
<u>Option D – City + Commercial Corporation</u>	
Authority	Corporation of the City of Barrie is constant authority and Council delegates its operating authority to a commercial corporation.
Owner of physical assets	The City owns the physical asset and manages it with City staff
Facility programming	The commercial corporation programs the facility with its own forces
Advantages	City has full control of facility budget
Disadvantages	<p>Council has only partial control of the vision and mission</p> <p>City has full fiduciary responsibility but only partial fiduciary control</p> <p>Council has only partial control of the operating and service</p>

	<p>standards</p> <p>There are two management structures</p> <p>The program manager does not report to the City</p> <p>The interests of the commercial corporation may conflict with the interests of the City</p> <p>The commercial corporation must have the resources to indemnify the City from loss or harm</p> <p>The City could be liable for the default of the commercial corporation</p> <p>Upon default, the City is left with a non-performing asset</p>
Risk Benefit Balance	Highest risk/lowest potential benefit

Operating Budget:

Based on a review of the operations of similar municipal theatres (averaging 700 seats) the report identifies the following for Barrie:

	<i>Facility operations</i>
<i>Operating Budget</i>	\$3,250,000
<i>Revenues</i>	\$2,470,000
<i>Net Cost (City)</i>	\$780,000

The theatre must be fully operational on Opening Day:

Typically, the City would take over the building from the General Contractor at least six months prior to opening day. This report emphasizes that the success of the operational model is entirely contingent on being fully operational on opening day and outlines the preparatory period to achieve this goal. This period would typically be financed as part of the capital budget.

Project Oversight and Direction:

This report advises the City to create a staff steering committee and further stresses the need for this committee to avail itself of advanced theatre planning advice. This steering committee should not recommend moving forward until there is a comprehensive development plan in place.

Capital Costs and Budget Control:

This report cautions the City to proceed from this point forward only on the basis of a project plan that includes a specified capital cost limit that includes a specified capital cost limit that is supported by a fully developed design brief. The balance between the capital quantum and the project goals would be determined within comprehensive planning process.

Recommendation 1 – If the project moves to the next decision point

Work to be done before moving ahead:

- Confirmation of the capital budget quantum
- Capital revenue strategies
- Project macro-timetable through to opening day including decision points
- Project delivery plan
- Design brief

- Create a consolidated business case for the development and for the operation of a municipal theatre in Barrie that is typical of other municipal theatres across Ontario/Canada

Recommendation 2 – If the project is held

Create a legacy report:

If this project is to be put on hold, the City is advised to minimize the risk by creating a legacy document that will establish the proper basis for going forward at the appropriate time. This document would include:

- Record of issues to be addressed
- Project charter including vision, mission, goals and standards
- Project timetable, critical path and decision points
- Macro-budget and cash flow for design and construction
- Design criteria for facility site
- Facility program and relationship diagram
- Systems and equipment program and design criteria
- Description of technical investigations to be undertaken
- Overview of capital revenue plan

There are some aspects of the proposal for a complementary conference centre that would also need to be considered:

- Purpose and goals of the conference
- Size and general parameters
- Siting in relation to the theatre operating synergies

Interkom – Capital Project Fundraising Capacity Condensed Summary

Fisher Auditorium and Event Centre Capital Project Fundraising Capacity, June 5, 2020

The purpose of the report was to provide an initial scope of the community capacity in support of a capital fundraising campaign for the Fisher project; to provide and identify a range of potential financial support available; outline the methodology that could be used to mitigate potential risk in the fundraising; and to provide a draft workplan and budget for the capital fundraising campaign.

Depending on the availability of various funding mechanisms, typically a three-way public funding model could be pursued by the City, as has been undertaken by some municipalities that completed similar investments in Ontario.

Given that the City of Barrie achieved naming rights for the Five Points Theatre, Downtown Barrie Meridian Place and the Sadlon Arena, in addition to potential prospects identified by Interkom (confidential appendix provided to client), it would be prudent to undertake a full Feasibility Study to mitigate any doubts and establish whether there is suitable support for a capital campaign that could raise upwards of 10% of the projected project costs, to assist and offset the investment required by the municipality.

A Fundraising Feasibility Study is designed to help assess the fundraising capacity in the community and evaluate Capital Campaign readiness; however, a full feasibility study cannot be completed until the scope of the project is confirmed in order to be able to define the set of assets for which to conduct the Study Community Capacity Assessment.

In order to proceed with a Fundraising Feasibility study, the City needs to officially approve the project and establish a reasonable fundraising goal based on a percentage of the overall project budget (in our experience with three levels of government participating in project funding (30/30/30), approx. 10% will have to be raised from the community.

A Case Statement (project summary) will also need to be prepared, which would clearly outline the rationale of the project (needs assessment), the estimated costs and the benefits of the project to potential participants in the study. Based on the Feasibility Study, an initial set of donor prospects could be identified and be engaged for the next phase of the fundraising plan, which would be the capital fundraising implementation, by using a phased approach.

The cost to fundraise (Capital Campaign implementation) is often 8-10% of gross fundraising goal* plus fundraising expenses

* The gross fundraising goal = Actual fundraising goal + fundraising cost

The fundraising cost should normally be included in the overall project cost.

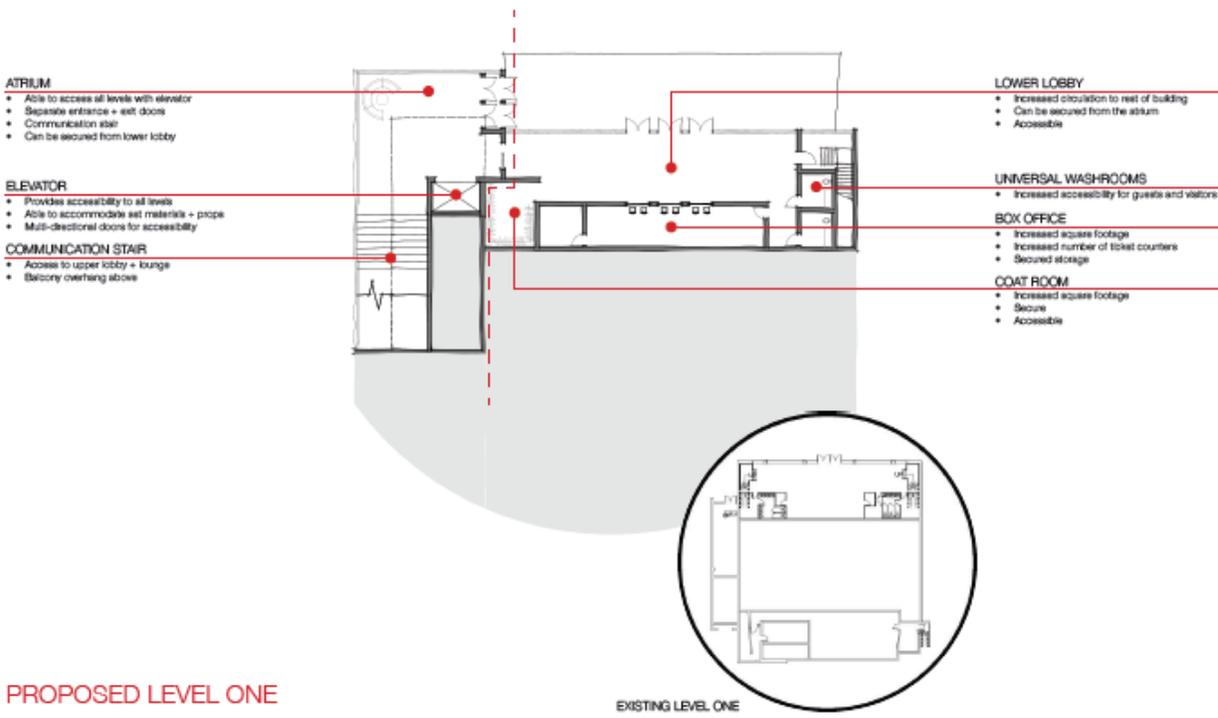
Based on research of a potential donor's past and current philanthropic support, involvement and/or influence in the community, a number of companies and individuals have been identified that could be leads to potential support. However, confidential fundraising feasibility study conversations need to take place to explore potential donors' willingness to support and gift-giving capacity. From this primary research and other successful fundraising campaigns conducted in the City of Barrie, there appears to be enough support to conduct a feasibility study to confirm campaign readiness.

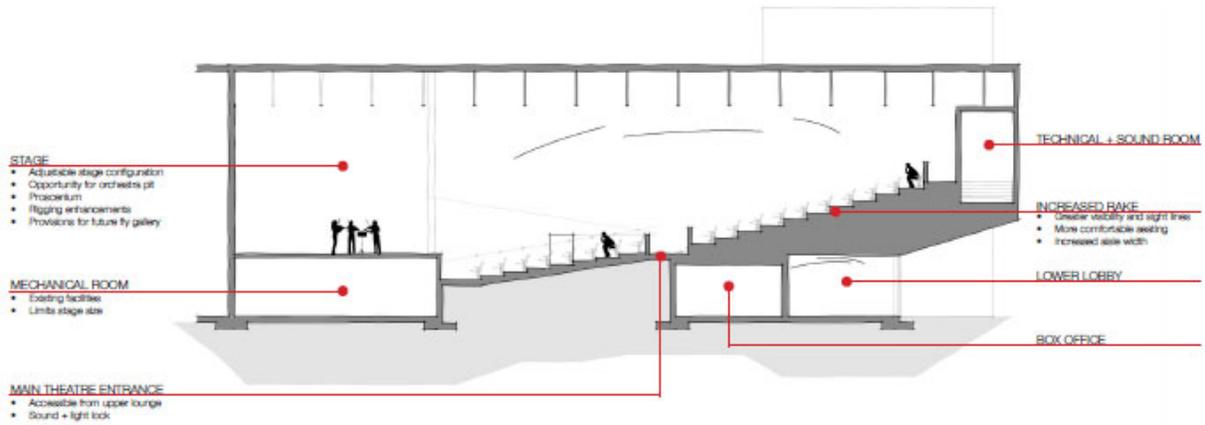
Next Steps:

- Finalize an operational model and its organizational structure for the Fisher Auditorium and Event Centre project
- Update and finalize a Business Plan and Pro-forma Operating Budget

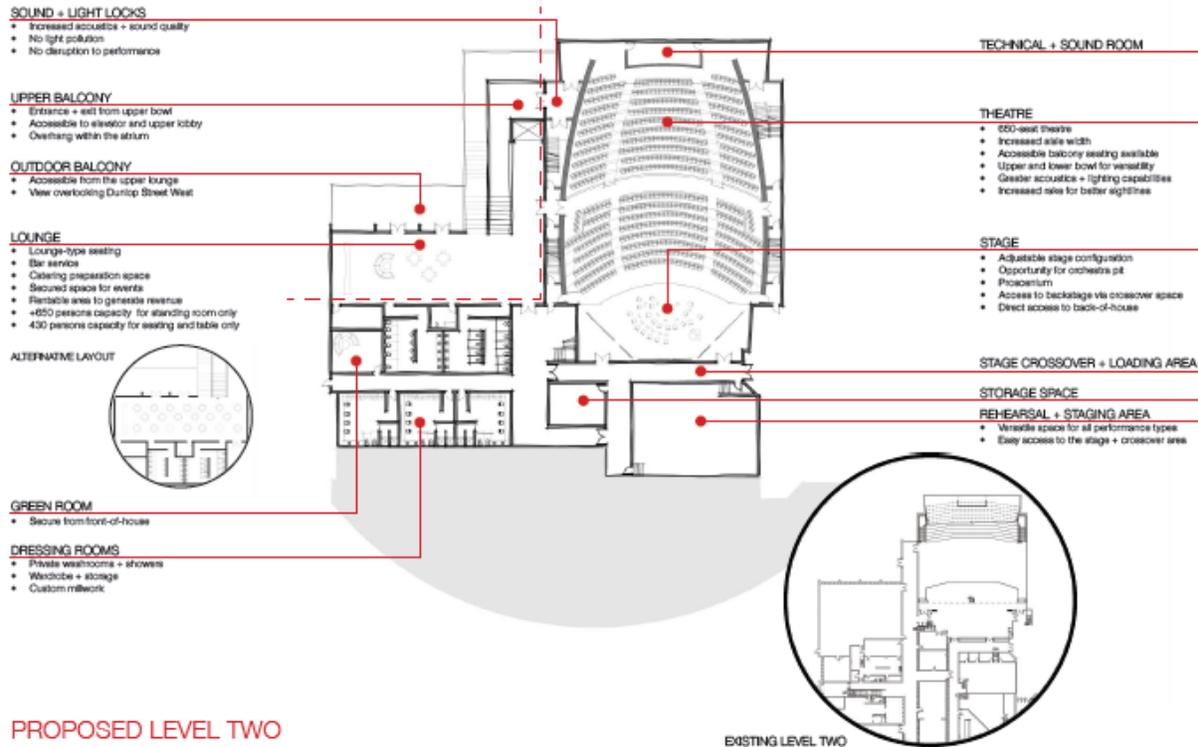
-
- Council to approve the final project scope and budget and funding to be sought from other levels of government
 - Appoint a Project Lead (or commence recruitment of such person forthwith) who will be the liaison with the CAO and Council (and City departments, architects, contractors to oversee the budget, construction, timeline, fundraising, etc.)
 - City to hire an experienced Fundraising Consultant to conduct a Capital Campaign Fundraising Feasibility Study to confirm the actual campaign goal that can be achieved in support of this transformational infrastructure project

Lett Architect – Design Concept





PROPOSED THEATRE SECTION



PROPOSED LEVEL TWO

APPENDIX "C"

HPA Design Options

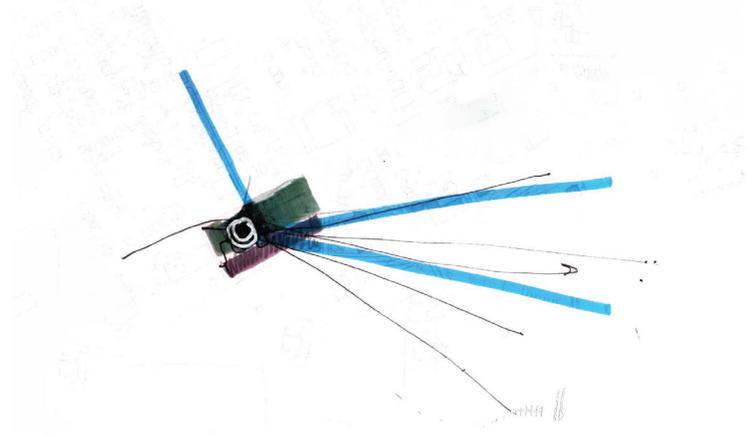


Barrie Fisher Performance & Event Centre

HARIRI PONTARINI
ARCHITECTS

June 25, 2020

*“The Fisher Auditorium and Events Centre will create **exceptional synergies** for performing arts and culture...and will become a **landmark destination** for the City.”*

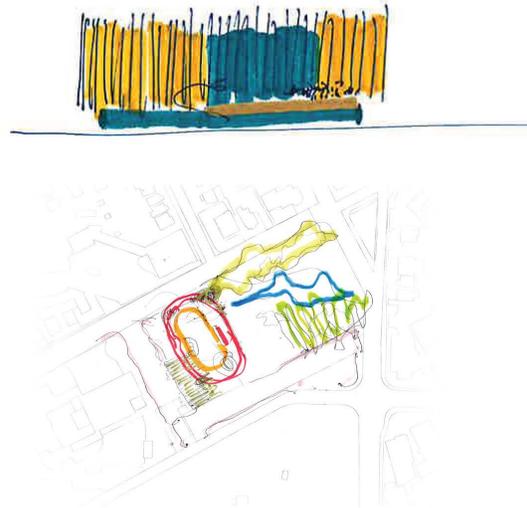


Vision

The City of Barrie is embarking on a bold campaign to heighten its historic downtown experience. Focusing on people first – Barrie will carefully knit together nodes of living, working and playing. Daily life will coalesce with culture, entertainment, events, and commerce. Vivality, this new fabric will embrace Kempenfelt Bay, connecting the city to its land and Lake Simcoe.

The strategic reconstruction of the Fisher Centre, Kidd's Creek, and urban park will be a key driver in the city's trajectory. Envisioned as a cohesive gesture, the new Fisher Centre will be a cultural attractor and a civic beacon. This state-of-the-art facility will bring together performance, events, conferences, and exhibition. Anchored strongly around a new 1.2 hectare urban park that celebrates vibrancy and diversity, the centre's new entrance and multi-storey lobby will become a new living room for residents and visitors to Barrie. The transparent enclosure will connect the city and park with culture and drama; it will showcase and emanate vibrancy, wrapping the auditorium drum in a lantern of light that will be a gateway and a beacon along Dunlop Street. Inside, the lobby platforms will connect all three levels of the Fisher Centre – vertically stacked to raise the buildings height as an icon. The upper lobby, Events Centre and Market Hall will enjoy spectacular views of Barrie and Kempenfelt Bay in all directions.

The transformed Fisher Centre will be a welcome home for Barrie's premier resident performing arts organizations, punctuated by significant travelling talent now attracted to perform in Barrie. A 650 seat multi-purpose proscenium auditorium outfitted with state of the art audio-visual, lighting, and adjustable acoustics will host over 170 performances a year, mixing national and international talent with the city's very own Barrie Film Festival, Barrie Concerts & Georgian Music, Talk is Free Theatre, Huronia Symphony, Theatre by the Bay, and Kempenfelt Community Players. The significant lobby and amenity space with 2 bars and cafes will extend the social experience as a complete 'night out'.



To maximize utilization, programming, and operational efficiency, a 600 person Event Centre containing a large events/conference room, kitchen, 4 multi-purpose rooms, 3 breakout rooms, a unique market hall, and a terrace is co-located with the Fisher Auditorium. Together these two programs serve a need for a combined 1250 patrons and visitors. Housing them together enables a unique scalability; the large multi-purpose program studio doubles as a rehearsal hall; conferences and events requiring large format presentation of 650 people together can be seamlessly accommodated, while opening night and season banquets can unfold with ease on the top level.

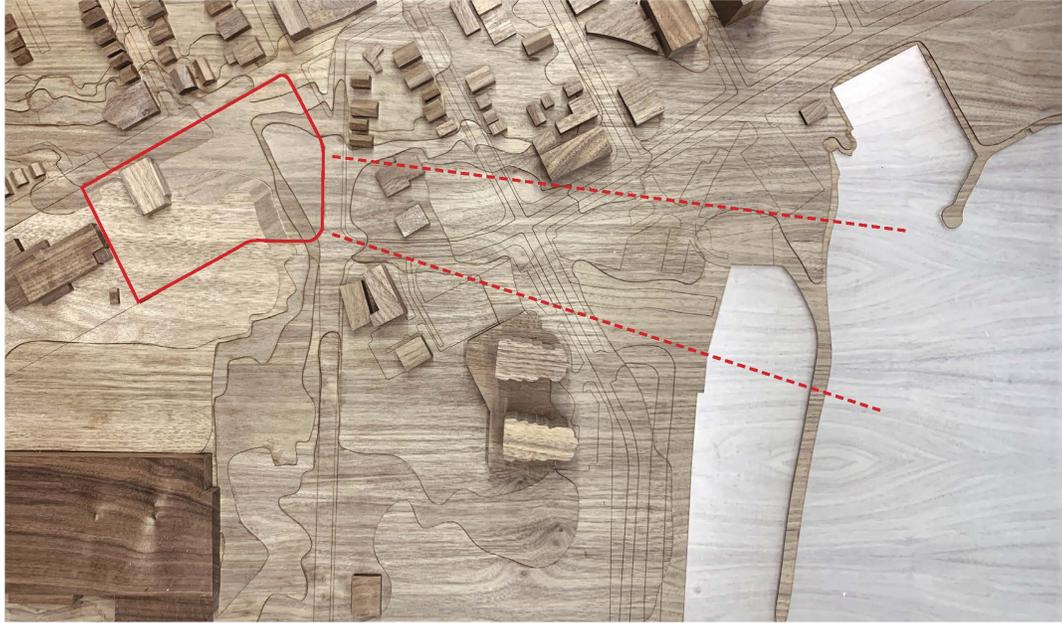
By stratifying the two main programs vertically, efficiencies are achieved in the footprint and siting which allows parking, loading, and vehicular access to all be effectively handled on the south away from Dunlop Street and the watershed. The revitalization and surfacing of Kidd's Creek will frame the precinct as a champion of environmental stewardship. With a tall and significant three storey volume, the Fisher Centre will stand out as a beacon; while the views from the event centre and terrace will be unique in the city.





SITE CONTEXT 
City of Barrie

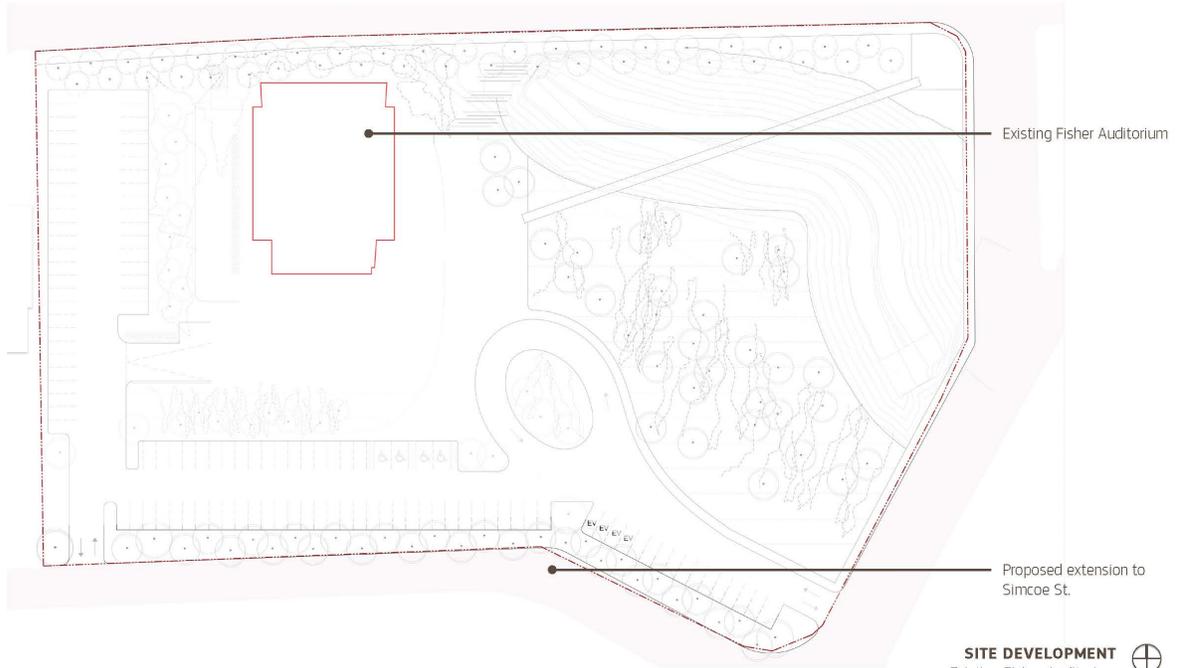
 HPA
5 of 48



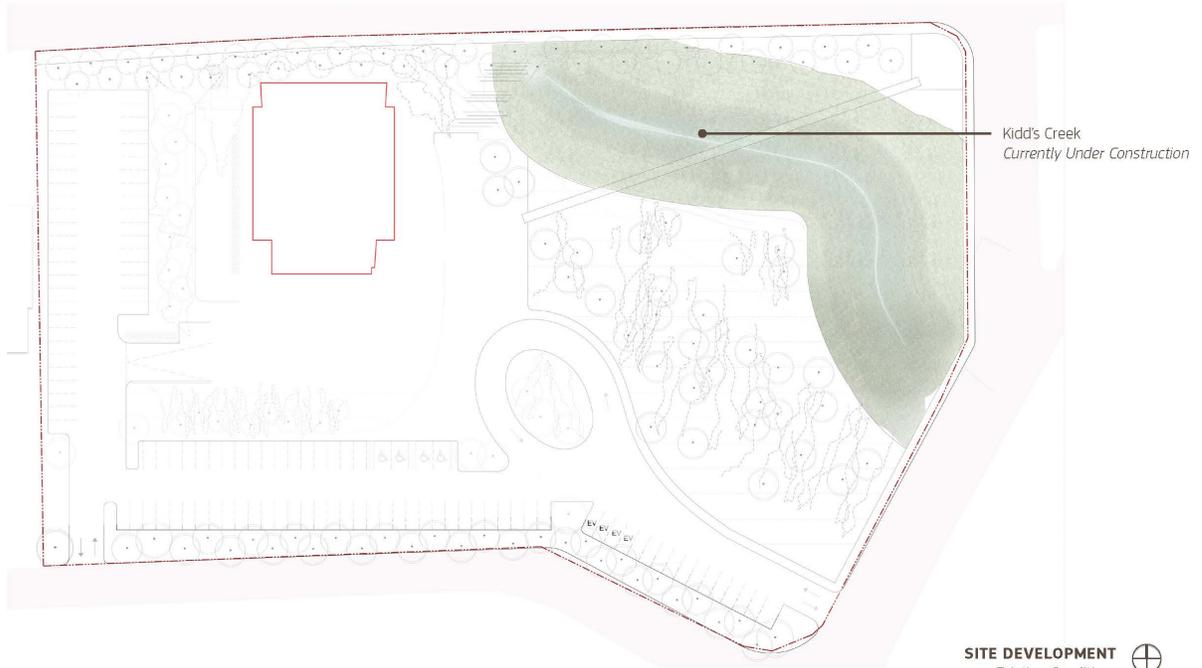
SITE OVERVIEW 
Existing Site



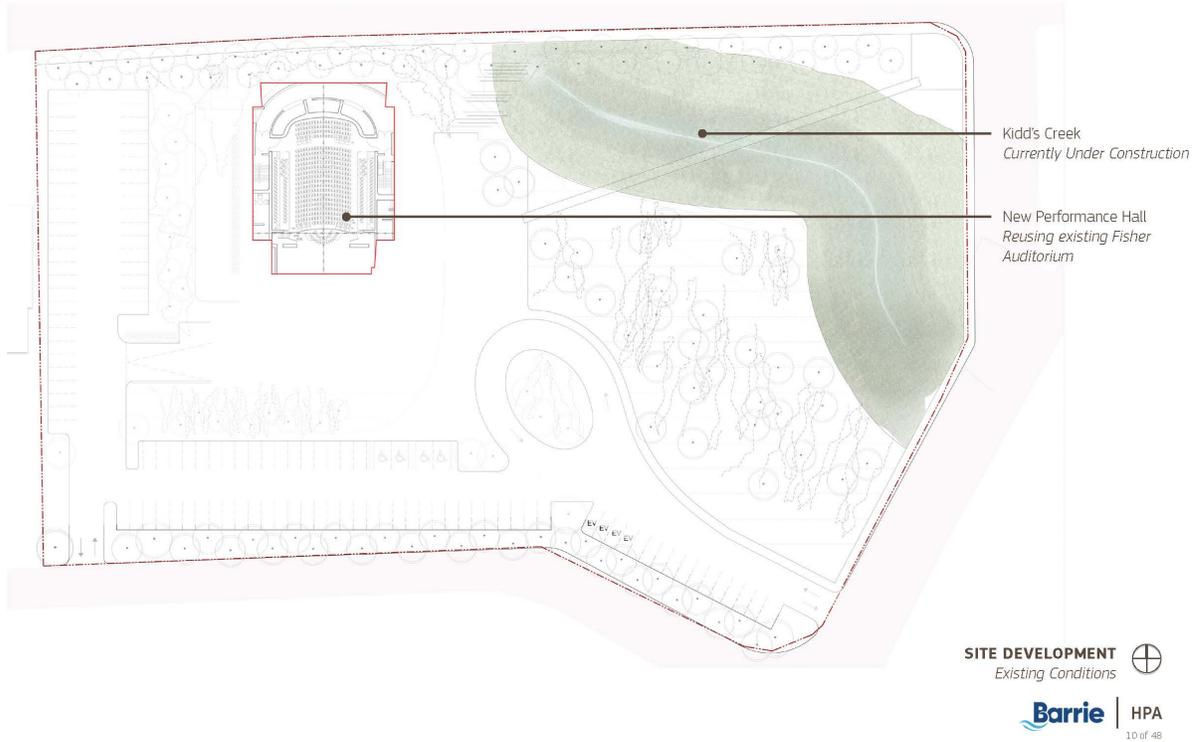
SITE OVERVIEW 
Proposed Design

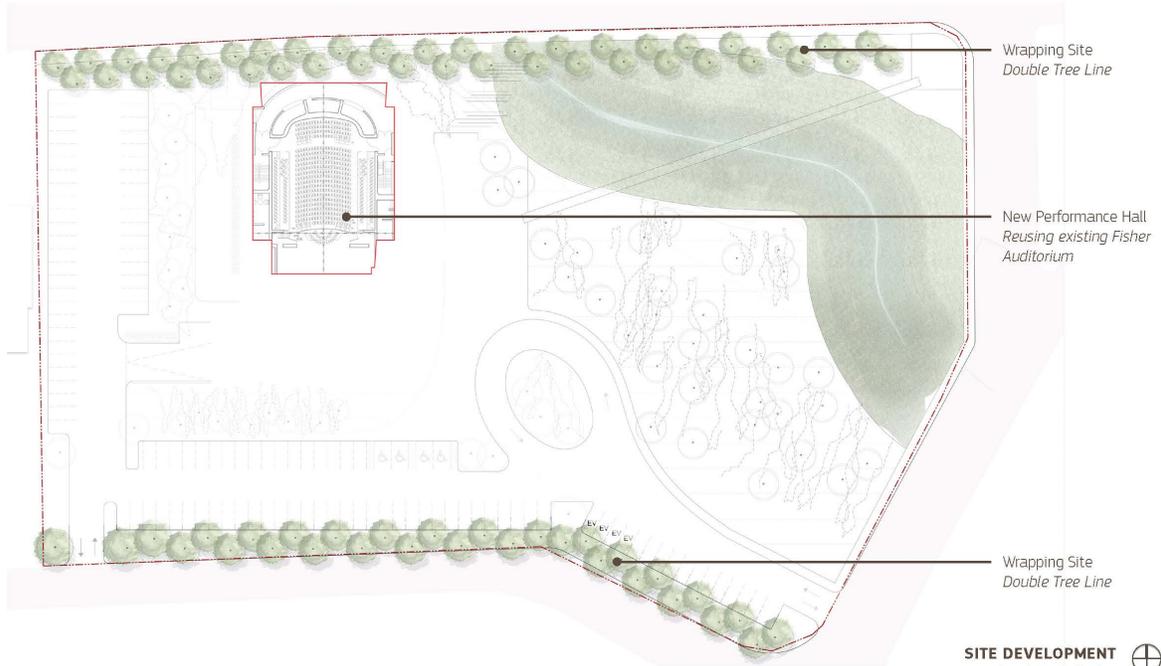


SITE DEVELOPMENT ⊕
Existing Fisher Auditorium

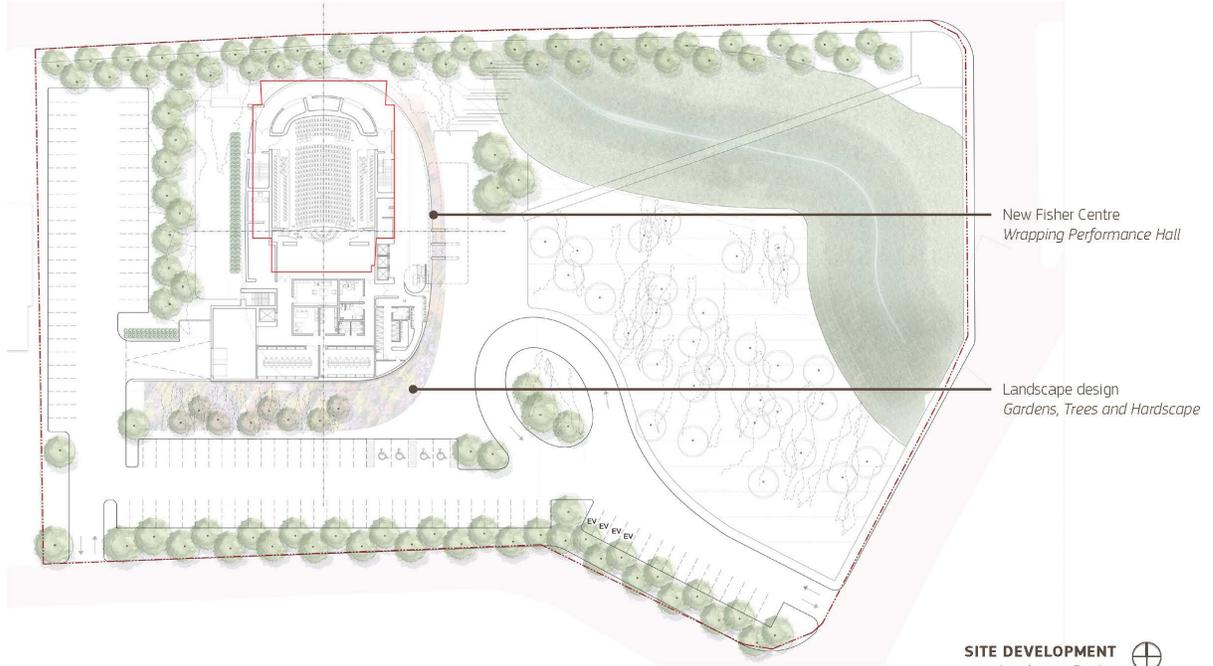


SITE DEVELOPMENT
Existing Conditions





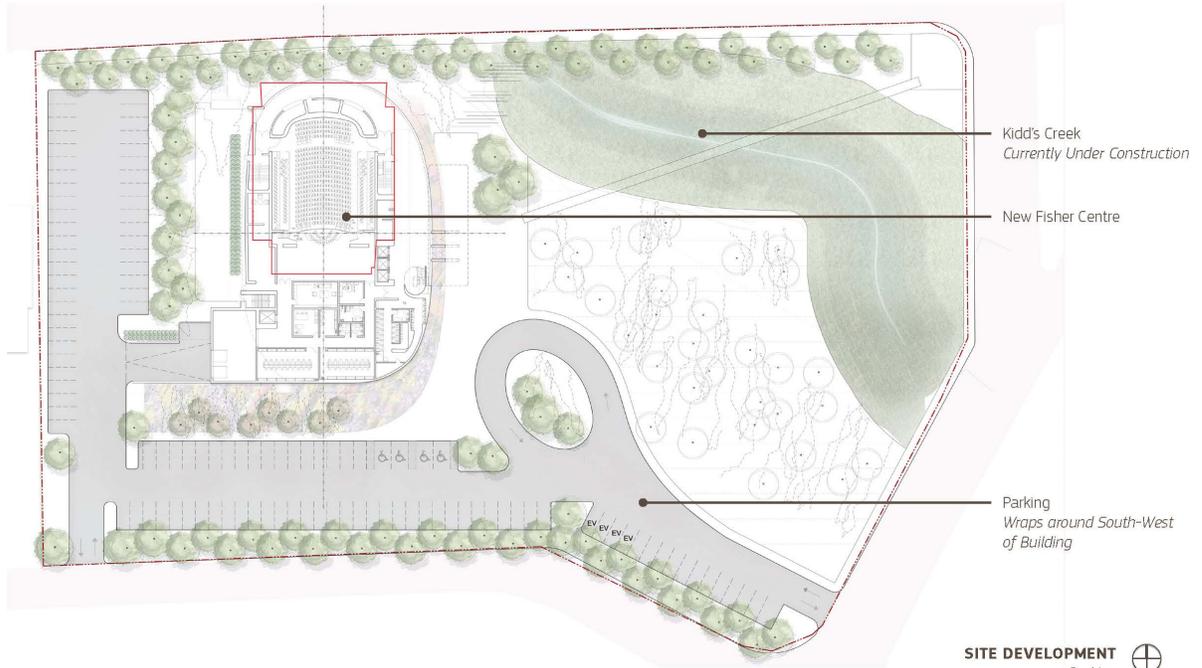
SITE DEVELOPMENT
Landscape Design



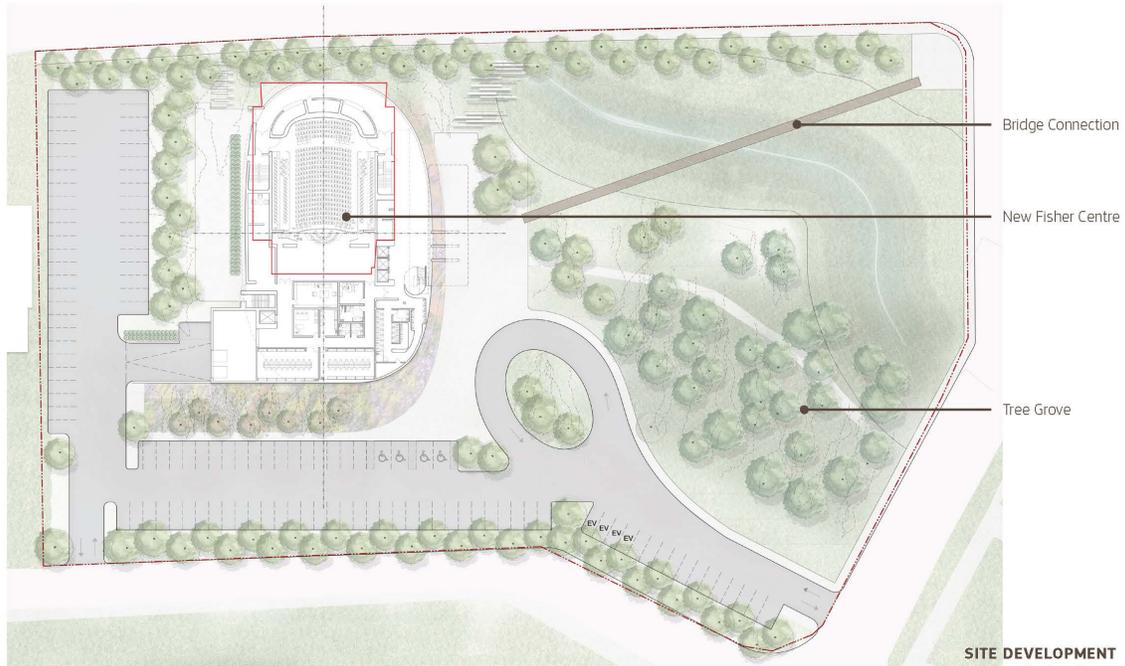
New Fisher Centre
Wrapping Performance Hall

Landscape design
Gardens, Trees and Hardscape

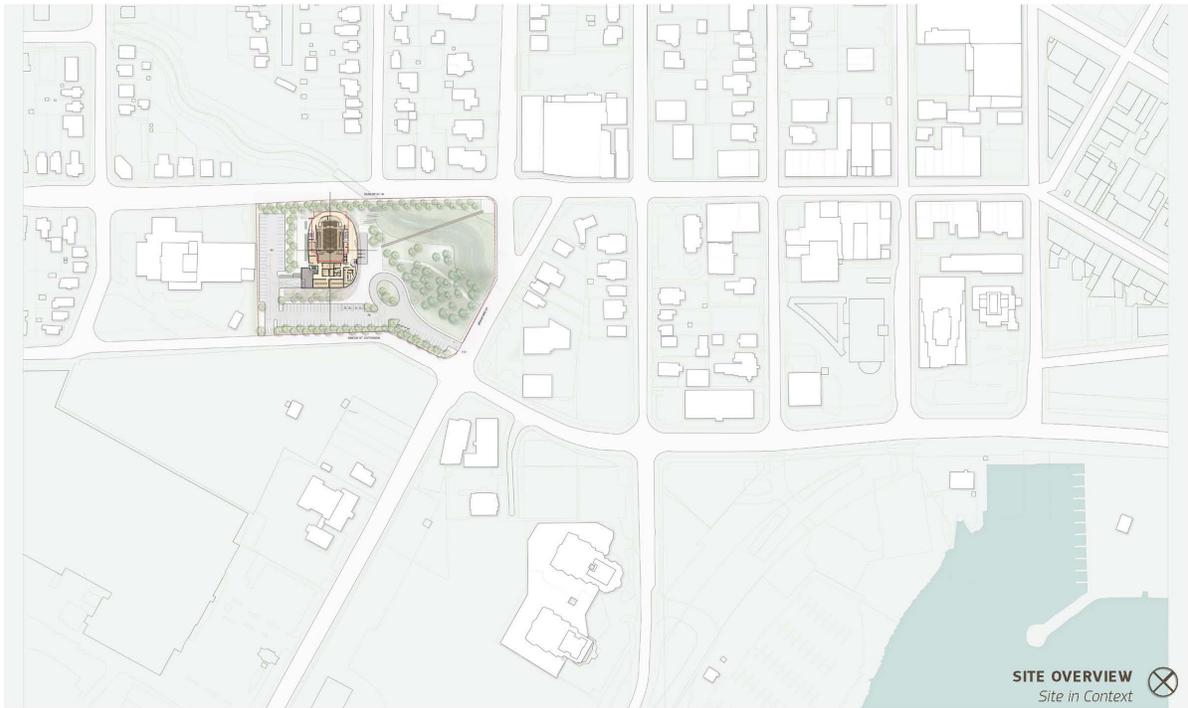
SITE DEVELOPMENT
Landscape Design



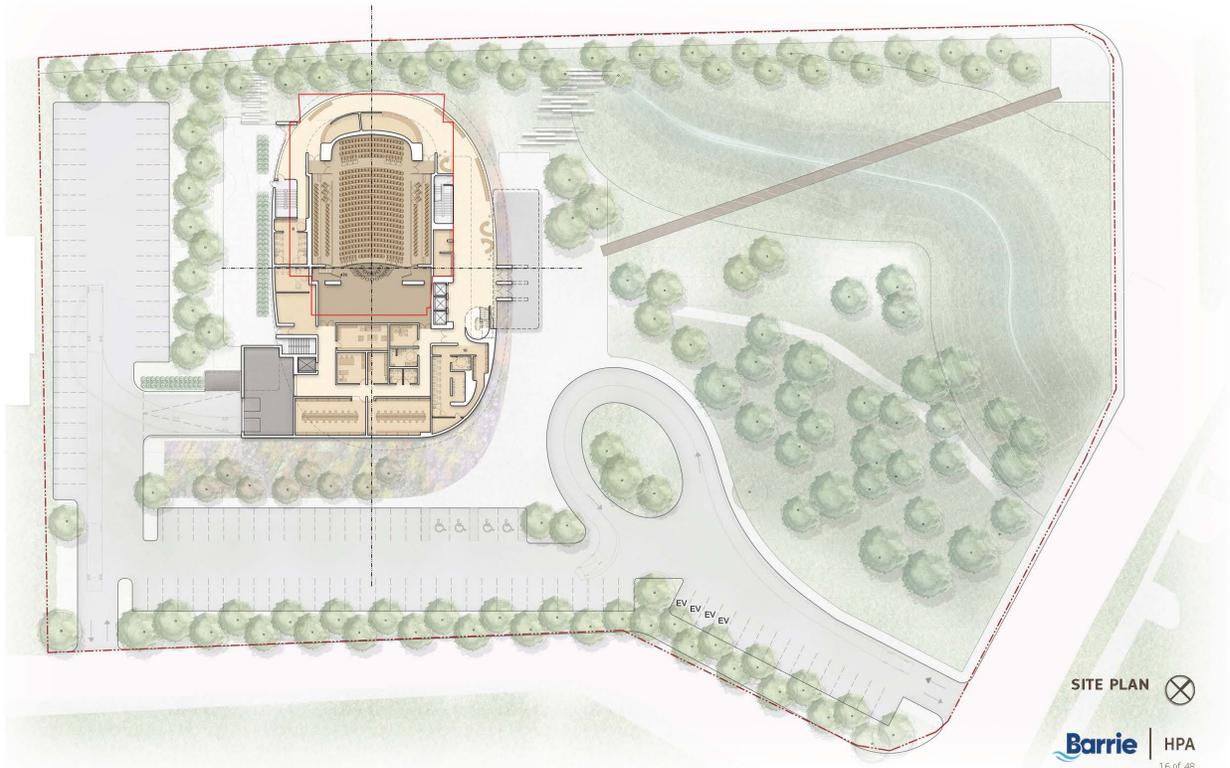
SITE DEVELOPMENT
Parking



SITE DEVELOPMENT 
Completing the Landscape



SITE OVERVIEW
Site in Context





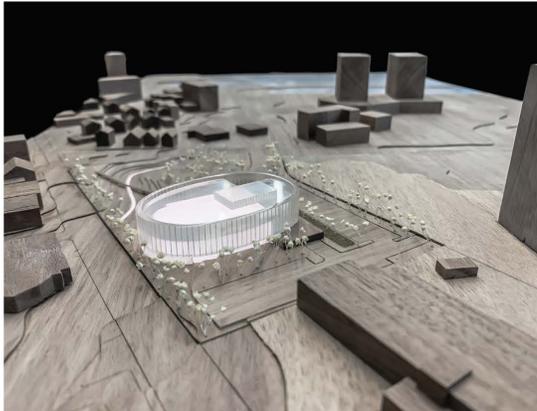
OPTION 1 - BARRIE FISHER CENTRE
Exterior Conceptual Rendering



OPTION 1 - BARRIE FISHER CENTRE
Conceptual Rendering - Main Lobby



OPTION 1 - PERFORMANCE HALL
Conceptual Rendering

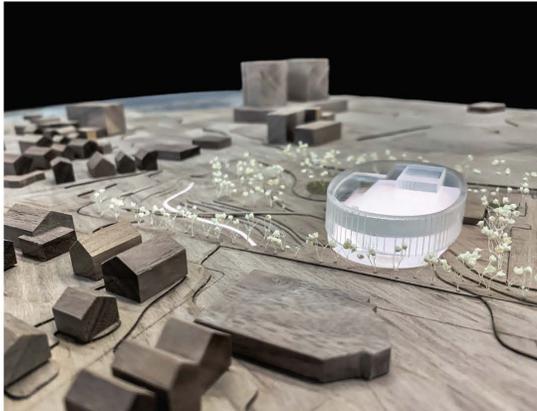


Considerations

During the course of this project, HPA examined 5 options for the Fisher Centre. Our first exercise concluded that it might be more efficient and result in better siting if we abandoned the existing Fisher auditorium structure; and also reviewed differing venue flexibility and typology (ie. non proscenium, flexible, retractable). However, the mandate to honour the heritage of the W.A. Fisher Auditorium, and build on its physical foundation was paramount to the city's strategy; and the mandate for a multi-purpose 650 fixed seat proscenium auditorium was prescribed. This finally led to an iconic, welcoming, and well-sited multi-use performance and event centre.

Having reviewed the previous feasibility design, we understood the main thrust of this new project was to conceive of the site as a whole – all the way to Bradford Street, and encompassing Kidd's Creek. It was very important for us to have a seamless sequence of civic spaces – urban park, entry, major lobby, and main 650 person venue all on one uninterrupted level addressing the city and park to the east, and Dunlop Street to the north. Unlike the previous feasibility, we concluded there was not enough space between the existing auditorium and Dunlop Street to make for a generous entrance and lobby/event space in sequence all at one level. We also felt it was very important for the lobby and entrance to face the new park and Kidd's Creek; while addressing vehicular, parking, and loading needs away from Dunlop Street, the park, and the prominent corner.

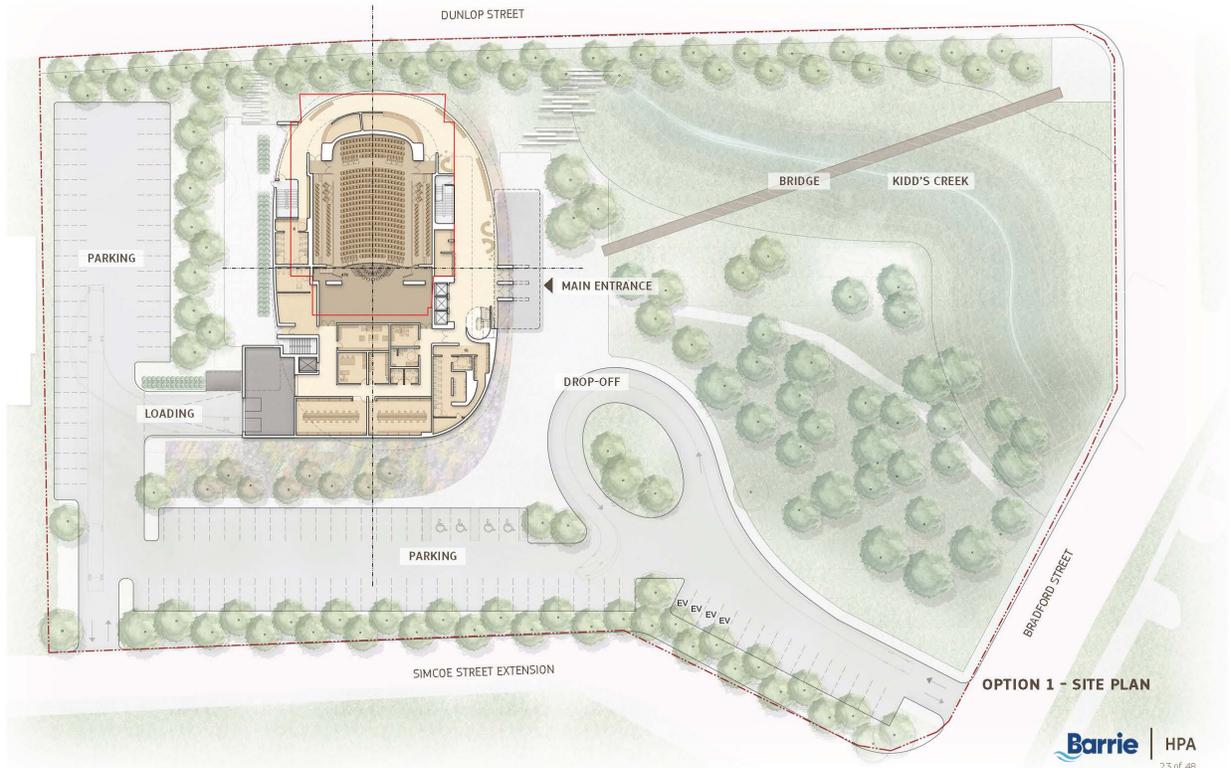
The position and orientation of the existing auditorium coupled with the civic planning gesture noted above, meant that the lobby would be along one long side of the auditorium. While this is not as efficient as would be a lobby located directly at the back of the audience, it did enable the re-use of the auditorium structure and meant that the elongated transparent lobby addressed both the park and Dunlop Street.

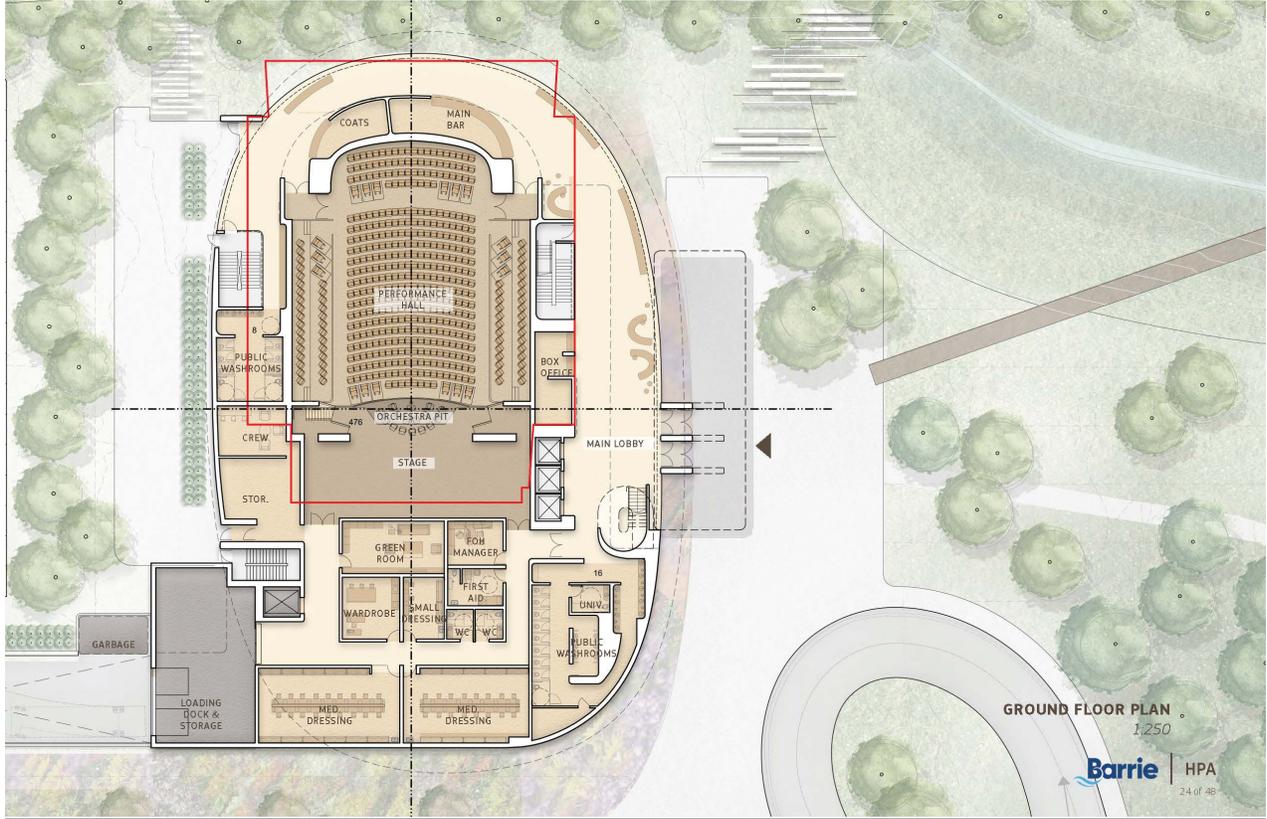


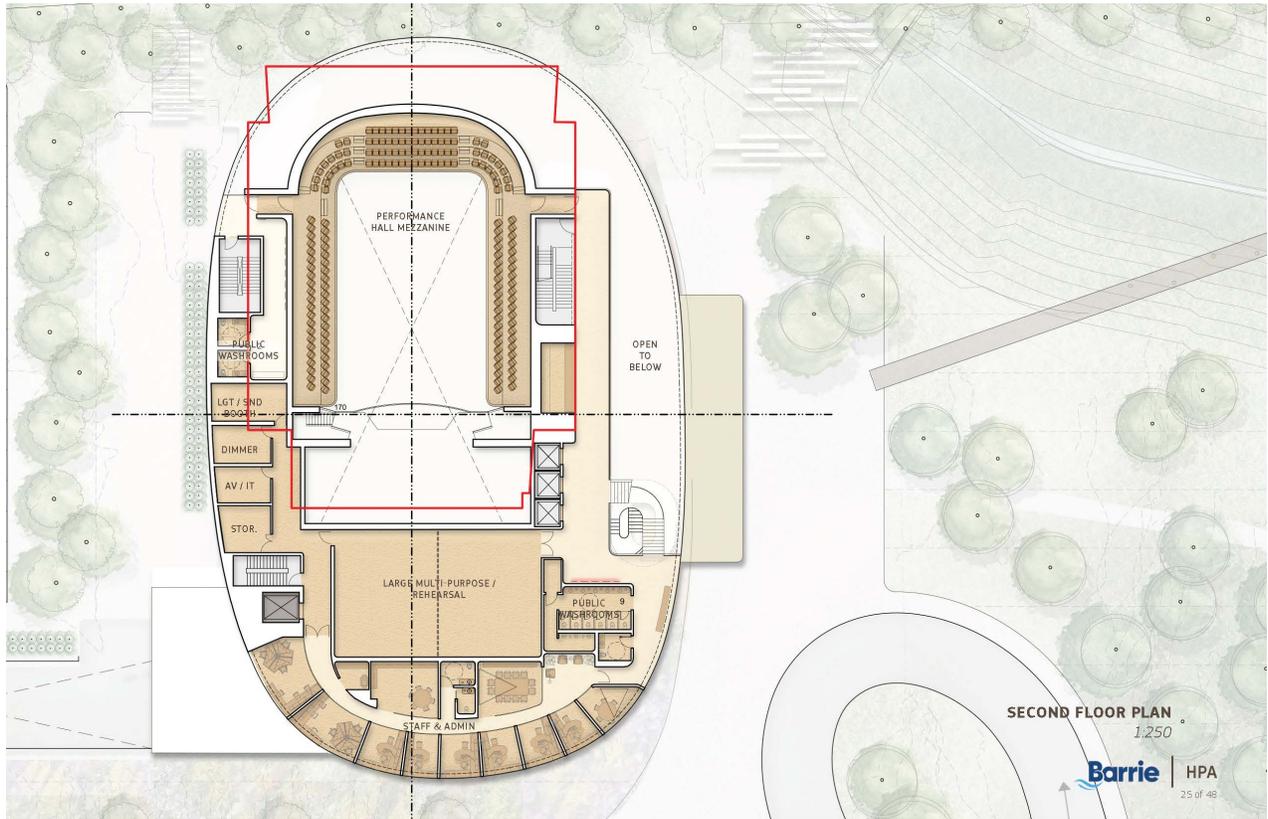
Another key consideration was the quality and ambience of the auditorium itself. Trying to accommodate all the patrons at one level would have required a 3 bay audience with wide aisles separating the middle from the side bays. While efficient space-wise, the overall width of these rooms, and the gulf of the aisles means the room lose intimacy and character; the extra width causes visibility into the wings; and the prospect of not filling the venue on a given night means it feels half empty and poorly attended. Our ambition was to create a narrower, acoustically better, and more intimate main level audience of 475, with a characteristic double row gallery and mezzanine for an additional 175 patrons. With this configuration the performance feels more intimate, and you get a scalable venue: shows attracting between 350 and 475 patrons will only open the main level, and will still feel very well attended.

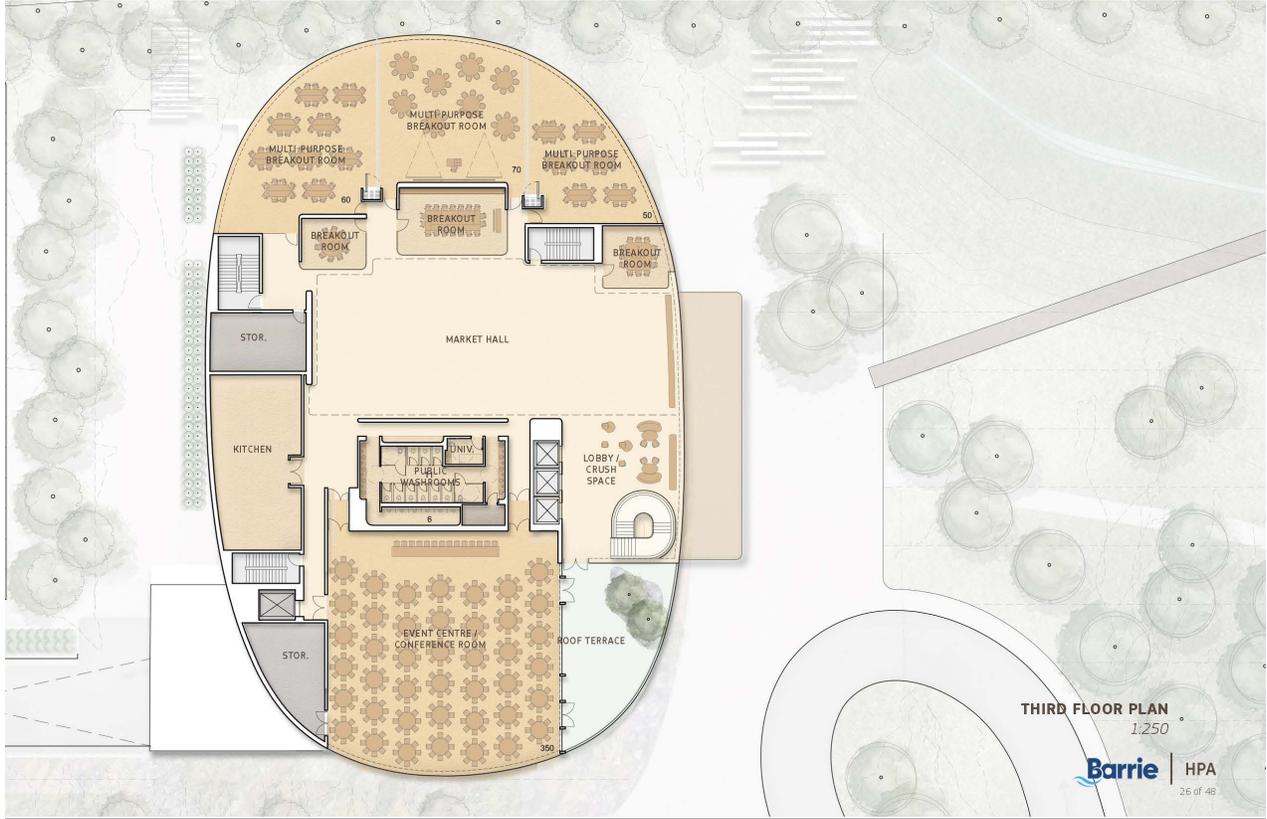
HPA also examined an option that separated the Auditorium and the Events Centre around one lobby, all at the same level. This L-shaped scheme was spatially efficient, but its siting ate up too much of the urban park, crowding the contours of Kidd's Creek, and making vehicular movement and parking difficult. The City wisely asked us to develop the singular 3-storey scheme where events were vertically stacked over top of performance.

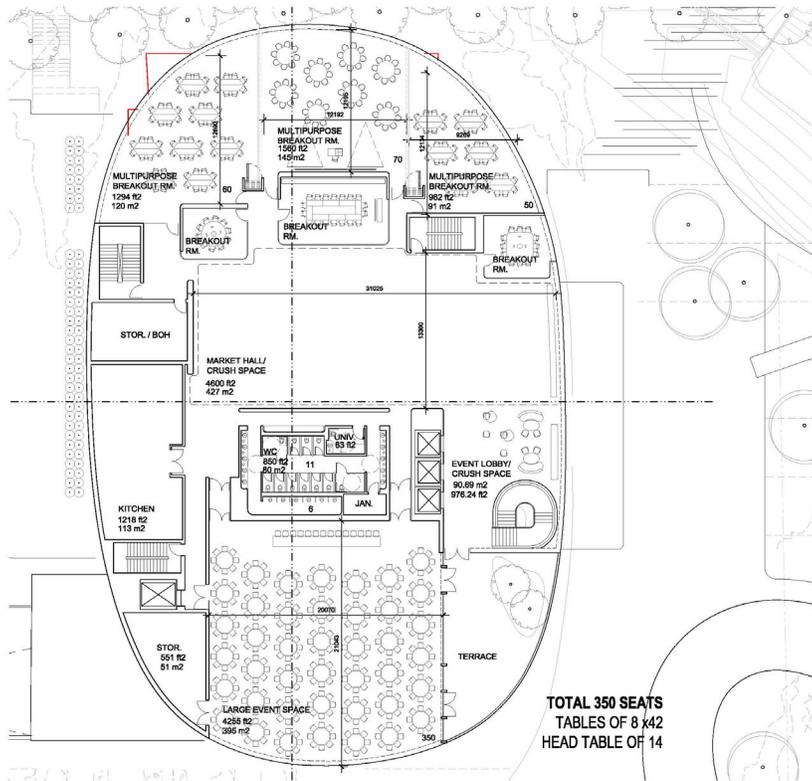




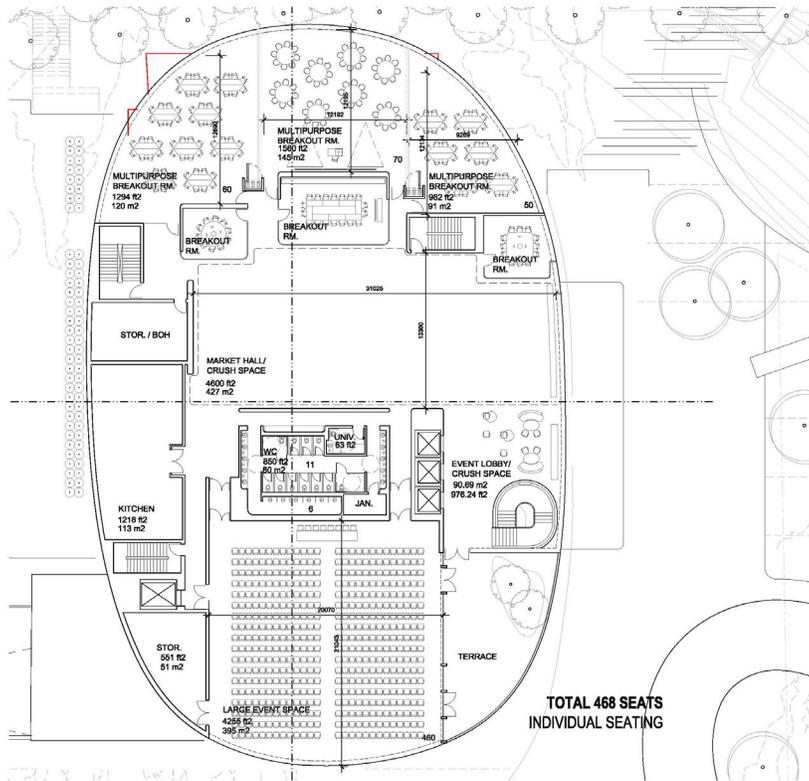




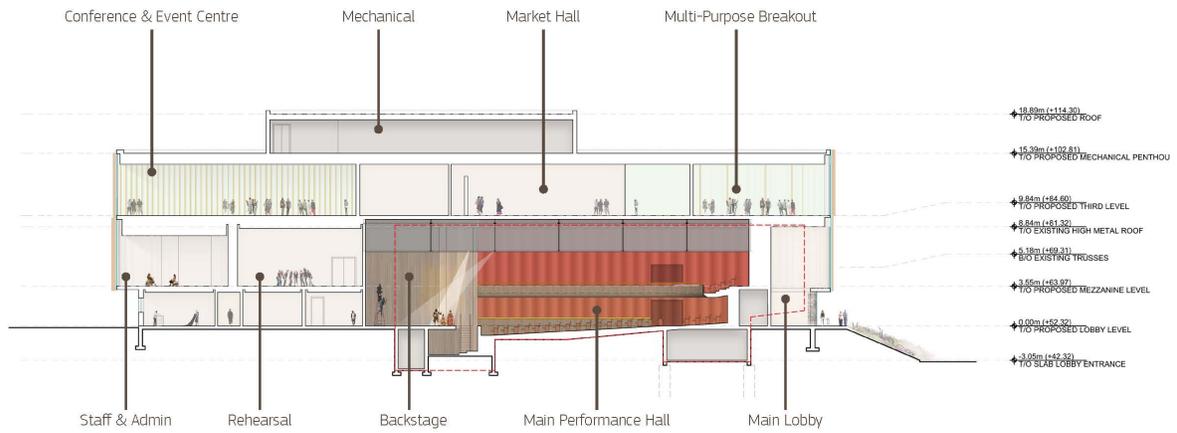




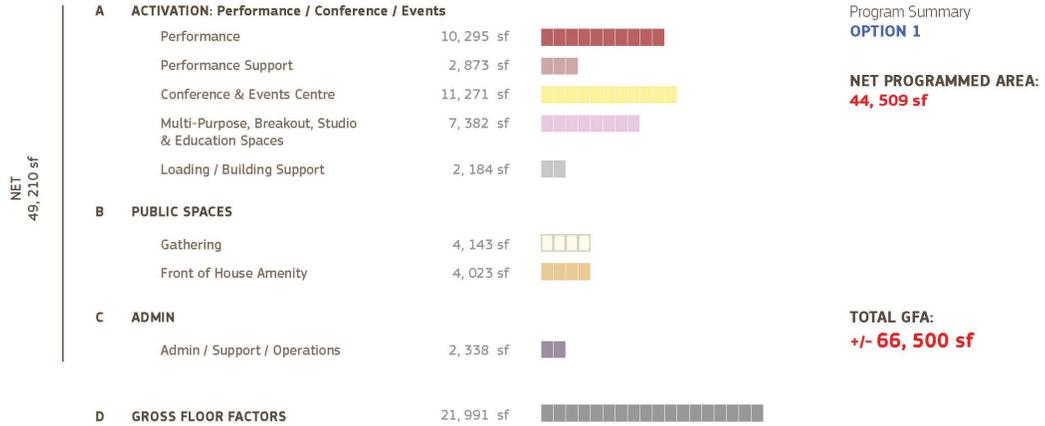
THIRD FLOOR PLAN
Event Space Seating Plan Options



THIRD FLOOR PLAN
Event Space Seating Plan Options



OPTION 1 - BARRIE FISHER CENTRE
Diagrammatic Section



OPTION 1 - BARRIE FISHER CENTRE
Program Summary



Fisher Auditorium and Events Centre - Facility Program

HARIRI PONTARINI ARCHITECTS

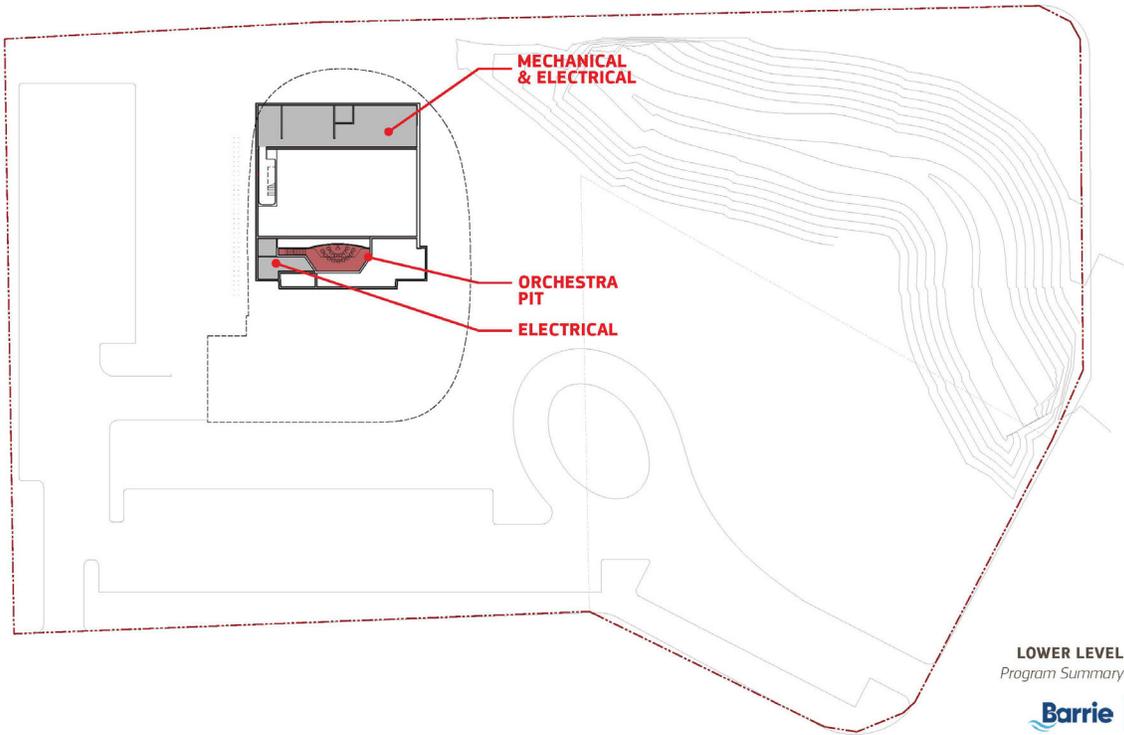
PROJECT SUMMARY		
	OPTION 1	
A: Activation: Performance / Conference / Events	51%	34,005
B: Public Spaces	12%	8,166
C: Admin	4%	2,338
D: Lean Gross Floor Factors / MEP / Elevator	33%	21,991
TOTAL AREA GFA	SF	66,500 SF

Program	Item	Quantity #	Unit Area Sq Feet	Item Area Sq Feet	Description
A. ACTIVATION: Performance / Conference / Events					
Performance					
	Auditorium (650 people)	1	4515	4515	raked floor, main level
	Upper Tracked Gallery Mezzanine	1	2439	2439	
	Orchestra Pit	1	445	445	
	Stage / Cross-Over	1	1912	1912	
	Stage Storage	1	393	393	backstage area for staging, road box storage
	Show control area	0	165	0	includes light/audio/video
	Seating/Apt. booths	1	222	222	includes light/audio/video support
	Dinner/Audio Bank Rooms	1	179	179	
	AV/Lit Tech	1	156	156	
Performer Support					
	Small Dressing Room	1	200	200	3-person rooms, no T/S
	Medium Dressing Rooms	2	286	572	8-person rooms, no T/S
	Green Room	1	402	402	lock kitchenette
	Performer Restrooms	2	65	130	M/F ladies/gentlemen's (support's dressing rooms)
	Wardrobe / Rooms	1	260	260	includes laundry
	Crew Room	1	269	269	changing, lounge, kitchenette
Conference & Events Centre					
				13271	800-850 Seated Capacity, 1000 Standing, Full Floor, can also double as 2nd Performance Space; Divides into 1 or 2 Rooms.
	Conference & Events Room (800 - 1000)	1	4347	4347	
	Storage Provision for Retractable Seats	1	484	484	
	Kitchen / Catering Support	1	1170	1170	cooking pantry, storage
	Market Hall	1	4395	4395	road/trade shows
	Events Lounge / Crash Space	1	975	975	
Multi-Purpose, Breakout, Studio & Education Spaces					
	Large Multi-Purpose Studio / rehearsal	1	2085	2080	Equipment for Events, Dinner, Music, Rehearsal
	Small Studio / Program Room	0	350	0	Equipment for Dinner, Music
	Medium Breakout Rooms	3	1416	4248	varying sizes avg 1416' each
	Small Breakout Rooms	3	378	1134	varying sizes avg 378' each
	Artist in Residence Studios	0	150	0	Working Artist / Recording space ?
Loading / Bldg Support					
	Skidoo Loading Dock / Receiving	1	1327	1327	2 bays (loading and bldg services) outdoor truck
	Garage/Storage Area	1	200	200	
	Janitor Closets	1	215	215	x3 divided between three floors
	Existing Storage Room	1	442	442	located on third floor
UTILITIES					
Garthright					
	VenueBuses for Autism)	1	125	125	Vehicle venueBuses
	Lobby / Gallery	1	4018	4018	Dynamic space with key/GAR, ACT Collabor, Program Activations, Community Information, contributes to Events Centre also within lobby space
Front of House					
	Box Office	1	375	375	include with concierge desk
	Conc. Room	1	200	200	50% of attendees
	Restrooms Upper No. (1 fixture / 25 seats)	1	255	255	
	Restrooms Lower No. (1 fixture / 25 seats)	1	257	257	
	Restrooms, Main No. (1 fixture / 25 seats)	2	702	1404	serves 1250 patrons, M/F, unisex, family, evenly distributed
	B/WC	3	67	201	
	Universal WC	2	83	166	1 on main floor, 1 on third floor

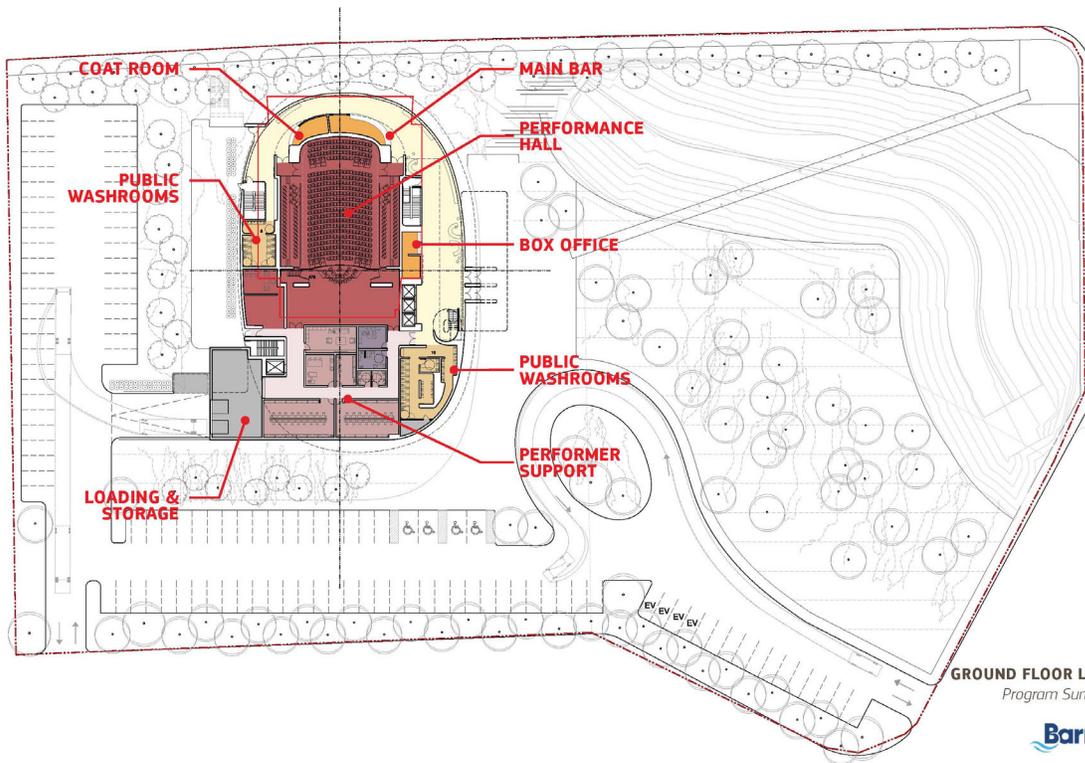
Program	Item	Quantity #	Unit Area Sq Feet	Item Area Sq Feet	Description
	Barco, Bar, Café, Support	1	500	500	option 1 - bar on main and mezz level
	F.O.H. Equipment Storage	1	183	183	
C. ADMIN / SUPPORT / OPERATIONAL					
	Facility Administrative Offices	6	105	630	
	Office Support	1	843	843	meeting rooms/reception/lobby/atrium/T/etc.
	Front of House Manager	1	191	191	
	First Aid Room	1	162	162	
	Production Offices	2	204	408	
	Visiting Production Office	1	150	0	
	Tech Services (IT, Computer)	1	170	0	
	Building Management / Operations	1	250	0	
	Security (Stage Door Entry)	2	52	104	server admin
	Workrooms				
NET PROGRAM					
				44,509	
D. LEAN GROSS FLOOR FACTORS / MEP / ELEVATOR					
				21,991	
	Mechanical	1	2981	2981	
	Electrical Boxes / AV / IT (in L)	1	2020	2020	
	Fencing Electrical / Mechanical	3	210	630	
	Subwell zone	3	55	165	counted once throughout building
	Passenger Elevator	1	115	115	counted once throughout building
	Service Elevator				
	Structure, build-up, trace, areas, circulation			1970	
UTIL					
Site Treatment					
	Outdoor Amenities				Pub-Up / Drop-Off / Paths / Marquee
	Outdoor Activation				Flora / Fauna / Music / Amphitheatre / Festival Hub
	Parking (See 2. Rev'd 6m)				150 Cars
	Vehicle Loading Approach				
	Outdoor Verandah - Gathering Space				
TOTAL AREA GFA		SF		66,500 SF	

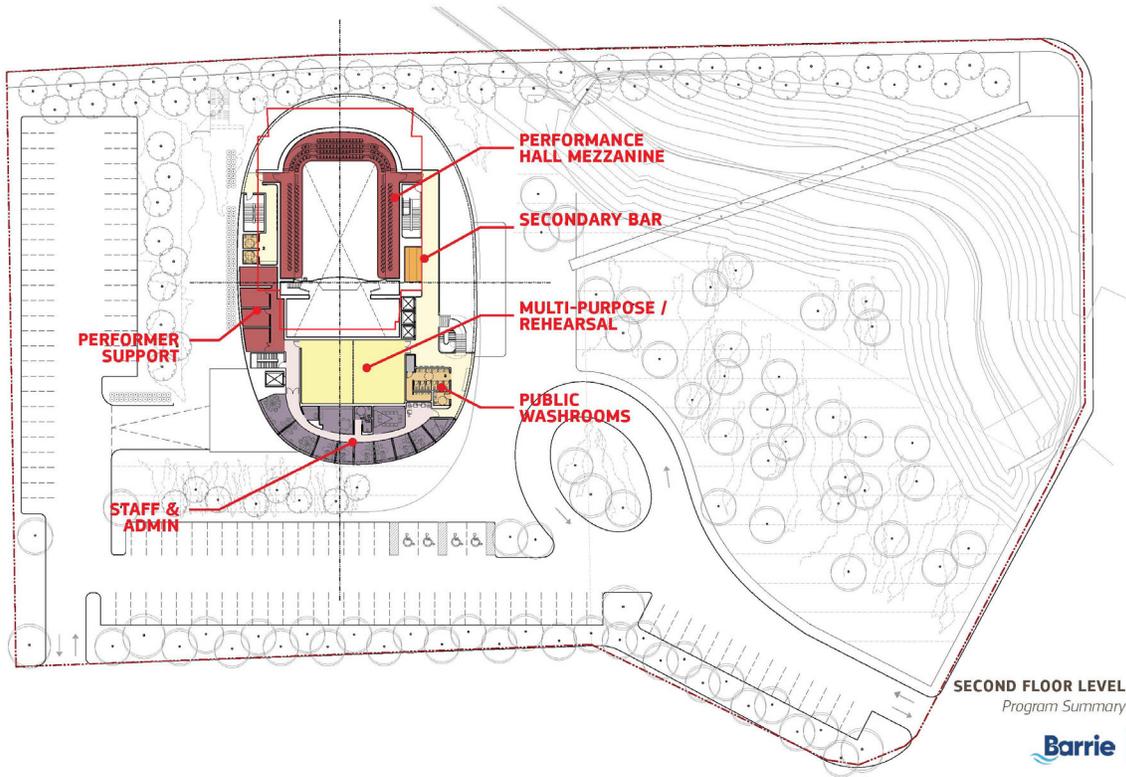
OPTION 1 - BARRIE FISHER CENTRE
Facility Program

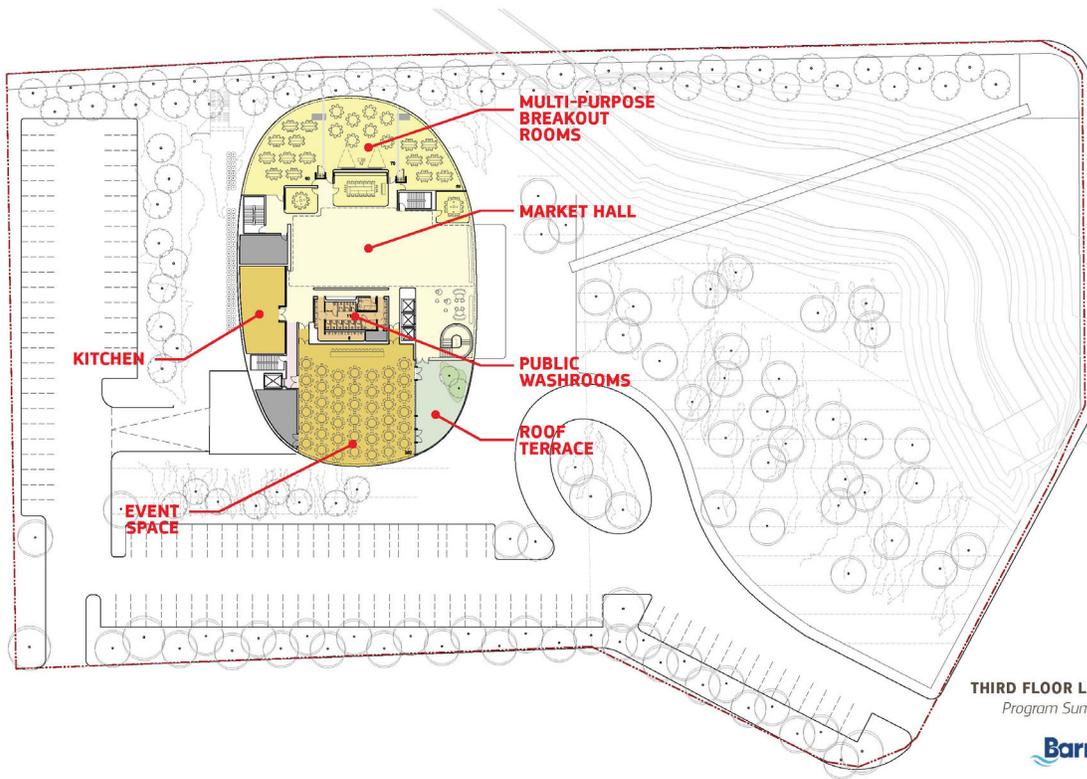




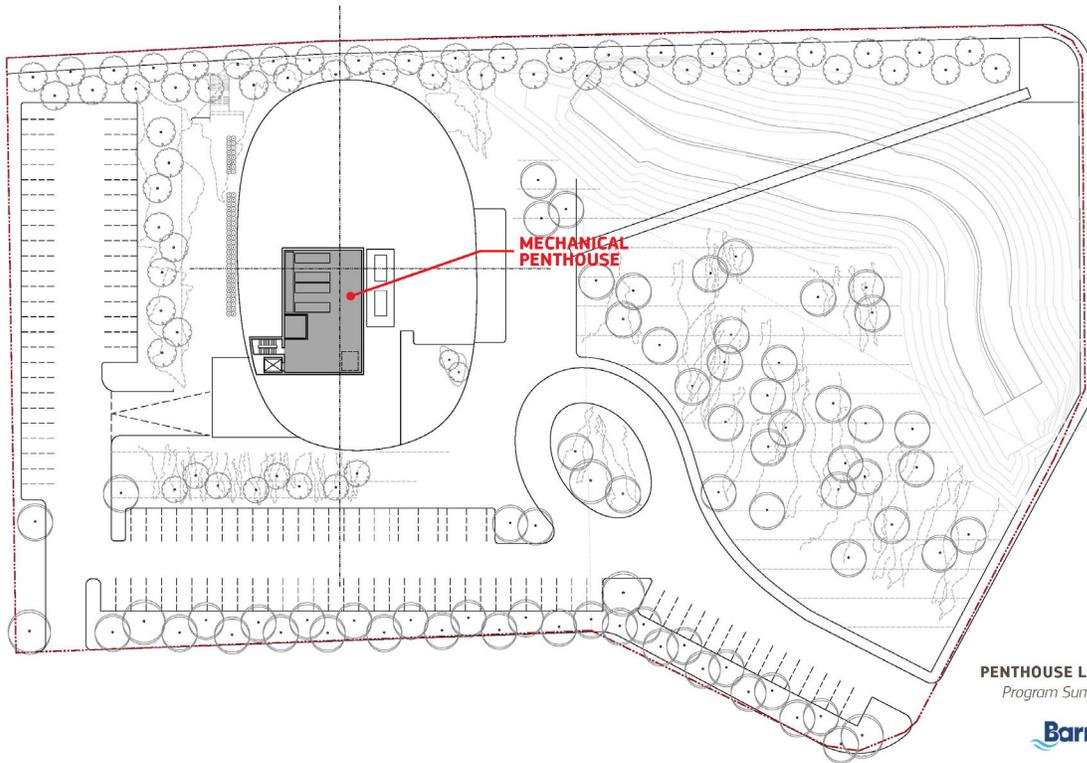
LOWER LEVEL
Program Summary



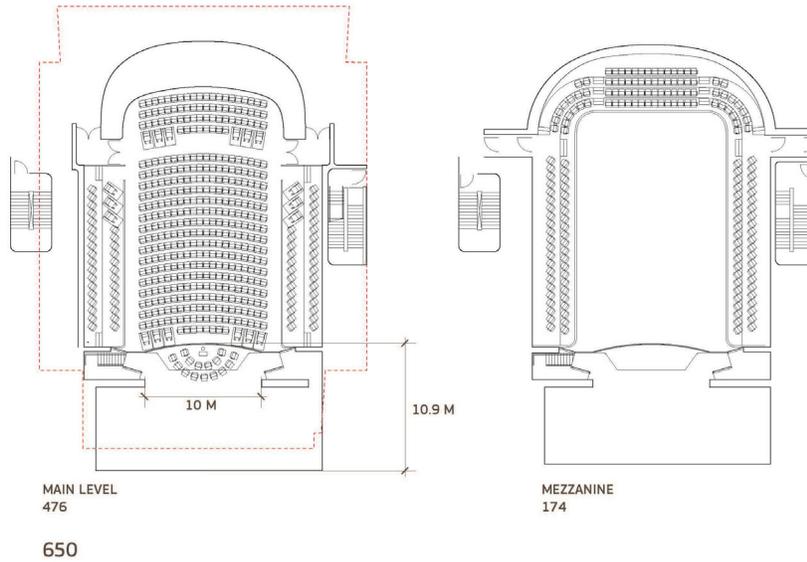




THIRD FLOOR LEVEL
Program Summary



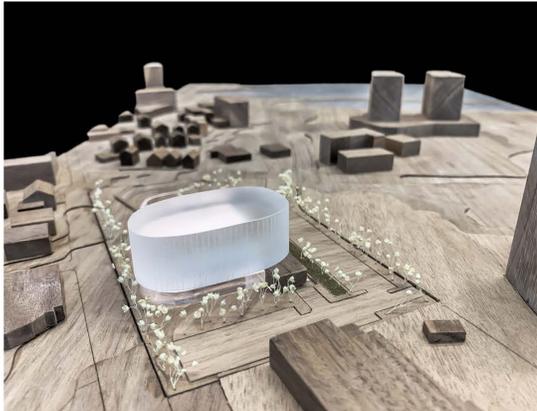
PENTHOUSE LEVEL
Program Summary



OPTION 1 - PERFORMANCE HALL
Proposed layout



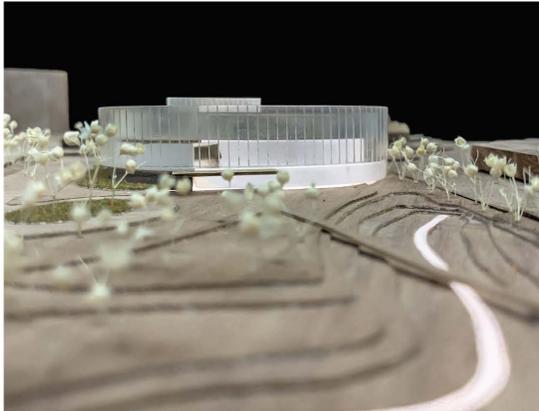
OPTION 1 - PERFORMANCE HALL
Conceptual Rendering



Finally, we also examined a vertically scalable solution where up to 3 additional storeys could be added for an institutional anchor tenant partner, resulting in a dynamic 125,000 sf combined facility with significant economies of scale, consolidation, program diversity and a guaranteed tenant income source.

Through all these options and considerations we found that the overall solution to site and civic planning, along with the character of the venue to be the key drivers:

- Create an urban and civic park
- Frame the main entry and lobby as an extension to the park and City of Barrie
- Respect Kidd's Creek
- Reconnect with Lake Simcoe and capitalize on selling views to Kenpenfelt Bay
- Consolidate vehicular access, parking, and loading at the 'back-of-house'
- Create a memorable singular beacon for Barrie to be proud of



Future Steps

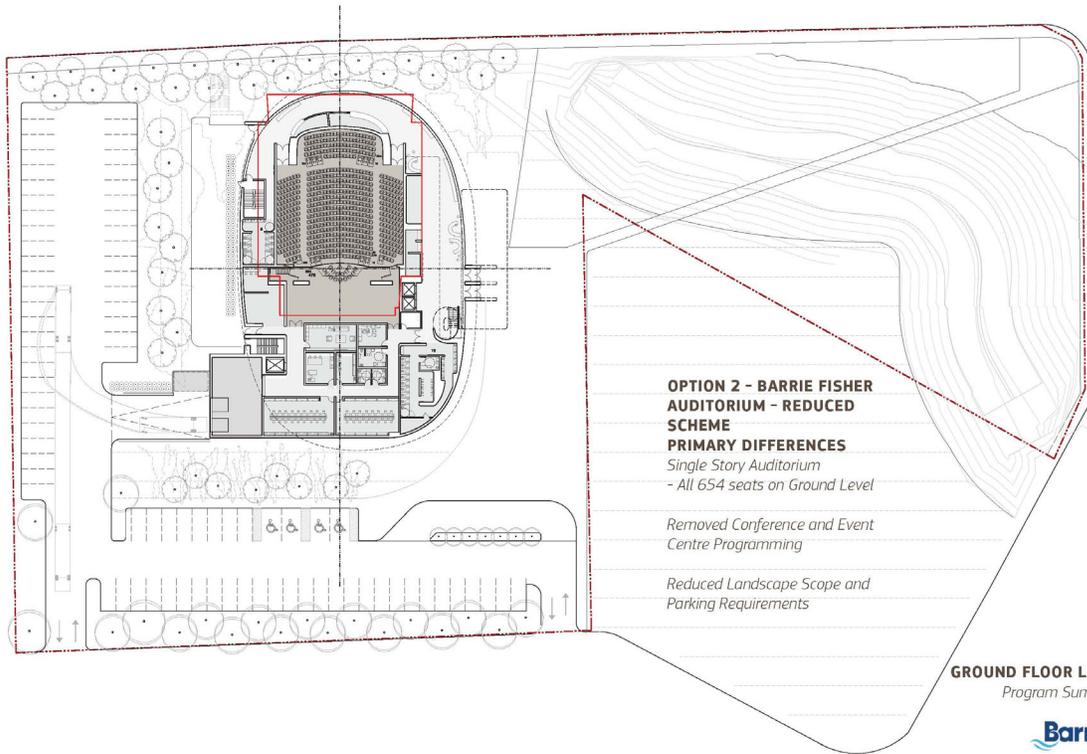
Moving forward the project should reconnect and review all its synergies and inputs together.

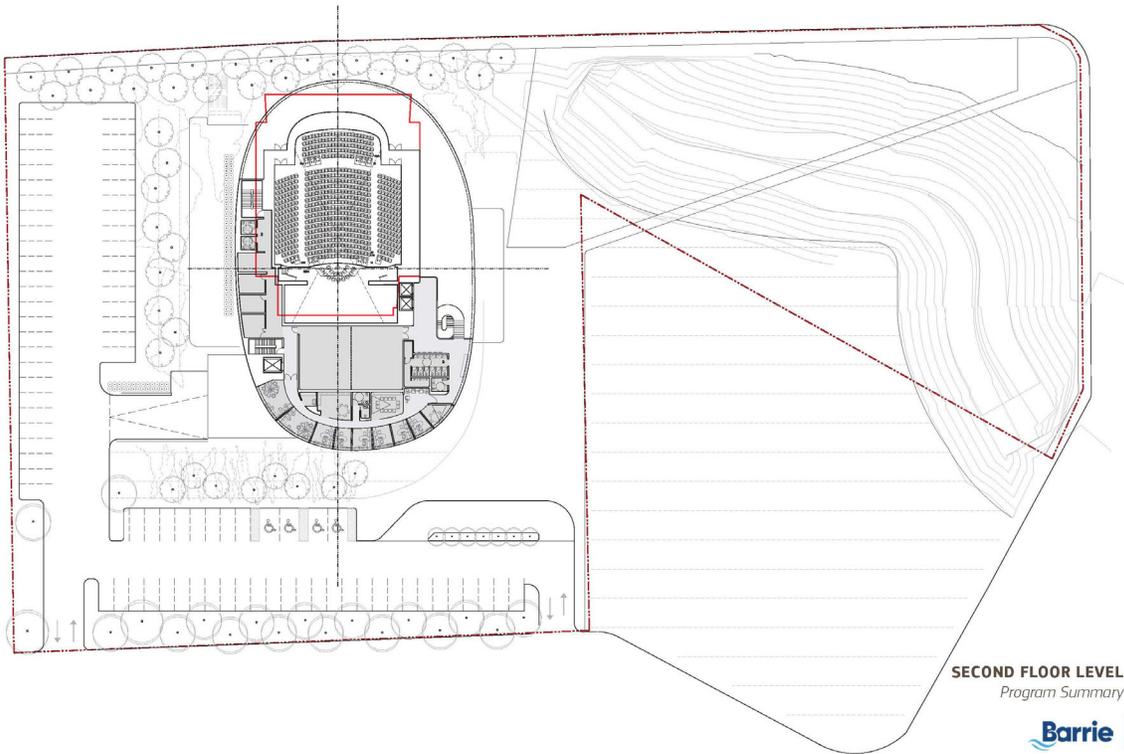
- Needs and use analysis
- Business case and operating pro-forma
- Activity profile of performances
- Type of venue to best fit the activity profile: capacity, seating arrangement, flexibility, support
- Making sure the venue is right-sized
- Increase the depth of the lobby where required

APPENDIX E
Option 2 Design package

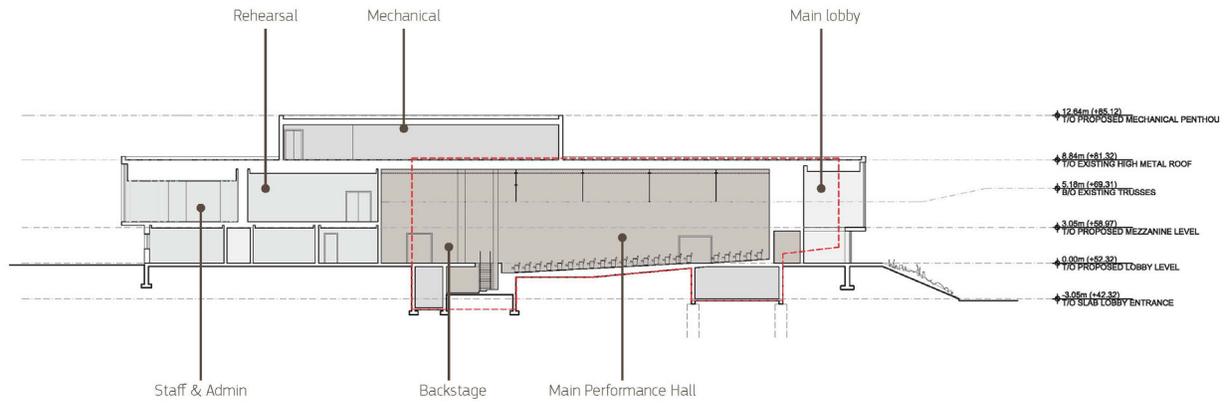


OPTION 2 - BARRIE FISHER AUDITORIUM
Exterior Conceptual Rendering

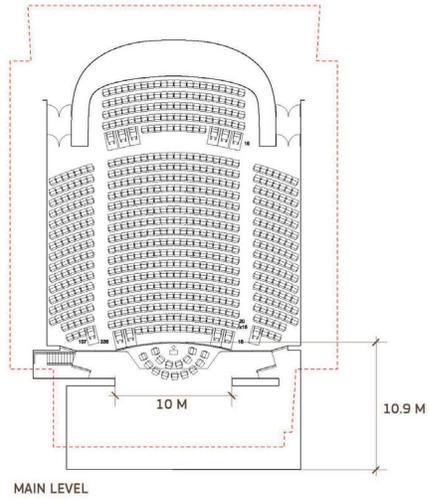




SECOND FLOOR LEVEL
Program Summary



OPTION 2 - BARRIE FISHER AUDITORIUM
Sectional Diagram



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OPTION 2 - BARRIE FISHER AUDITORIUM
Performance Hall Layout

Feasibility Project Budget Summary

Design Option 1

Singular Iconic Combined Performance & Event centre

3 Storey integrated facility incorporating the existing Fisher Auditorium; with new lobby, amenity, programming and event spaces around a new auditorium structure; upper level Event Centre above Performance Venue.

Project Name:	Fisher Auditorium + Event Centre
Address:	125 Dunlop St W, Barrie
Gross Floor Area (SF)	66,500
Date:	November 11, 2020
Issue No.:	2

Construction Cost

Demolition / Alterations	\$	157,000	
Net Building Cost (Trade Estimate)	\$	28,002,000	\$421/SF
Site Development & Landscape	\$	2,609,000	
Contractor's General Requirements + Fee	\$	3,538,000	11.5%
Estimating Contingency	\$	3,431,000	10%
Subtotal	\$	37,737,000	
Construction Contingency	\$	1,887,000	5%
Total Construction Cost	\$	39,624,000	

Soft Cost

Theatre & Events Equipment & Lighting	\$	1,500,000	
Audio Visual - Performance, House, Paging	\$	1,500,000	
Kitchen + Bar Equipment	\$	350,000	
Furniture	\$	300,000	
Security + IT	\$	500,000	
Signage & Wayfinding	\$	70,000	
Development Charges	\$	-	Excluded
Building Permit	\$	137,203	\$22.2/m2
Professional Fees	\$	3,962,400	10%
Subtotal	\$	8,319,603	
Soft Cost Contingency	\$	831,960	10%
Total Soft Costs	\$	9,151,563	

Subtotal Project Cost

SUB-TOTAL	\$	48,775,563.30	
Escalation to Tender: 1.5yr	\$	2,194,900	4.5%
Project Management Fee	\$	1,463,267	3% on total project costs
TOTAL COST	\$	52,433,730.55	
H.S.T. (1.76%)	\$	922,833.66	
TOTAL COST INCL. HST	\$	53,356,564.21	

Assumptions/ Exceptions

Budget includes LEED Silver Certification
1.25 acre City park / landscape is included
Site & surface parking - 120 spaces is included
Specialized equipment not included
Relocation not included
Tiered approach to promote sustainability through Net Zero strategies and approaches is not included