

Identifying and assessing scenarios for renovating the VMS

# ALTERNATIVE USES

Victory Memorial School



## Approximate timeline

June 2010	1. Study steering committee approves report for presentation to Council
June 2010	2. Senior municipal staff prepares accompanying staff report for Council meeting
July 2010	3. Staff report circulated to steering committee to study for information and comments.
August 2010	4. Staff report and report presented to Council
August 2010	5. Council receives report for information and direct municipal staff for report with financial and organizational recommendations
September 2010	8. Go/no go decision regarding concept
September 2010	6. Develop council report along with a small operating allocation for project steering committee's work and approval to seek funding for preparation of business plan
Early-2011	7. Prepare business plan financial projections, and engineering/architectural report under separate agreement
Mid-2011	8. Go/no go decision based on business plan
Late-2011	9. Completed college sales package
Late-2011	10. Complete granting, sponsorship, and funding package
Mid-2012	11. Preliminary agreements with first tenants
Mid-2012	12. Go/no go decision regarding construction
Late 2012	13. Remainder of college tenants
2013-2014	14. Funding available
2013-2014	15. Renovations
2014	16. College marketing begins
2014	17. College leasehold improvements completed
Mid-2014	18. Continuing education courses begin
Mid-2014	19. Corporate training courses begin
September 2014	20. First full-time program cohorts begins

# I. Purpose of the study

- Second part of study Conestoga/Ingersoll power centre study
  - Conestoga may not need VMS space
- Identify alternative scenarios that meet Ingersoll's municipal goals
  - At concept stage only
  - Recommend preferred scenario
  - Go/No go point for concept



# 2. Town goals for VMS

- Supports strategic plan
- Generates traffic for the downtown
- VMS operations do not run a deficit

## Process to identify and assess alternative scenarios

- Over 30 face-to-face interviews
  - Workshop
- US Facilities operators interviews
  - Web review
- Committee meetings



# 3. Alternative scenarios

Community services centre	Cultural centre	Educational facility	Housing (within the existing shell)	Wellness centre
<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>• Meets residents' need for more convenient services</li> <li>• Likely to increase foot traffic to downtown marginally</li> </ul> <p><b>MINUS</b></p> <ul style="list-style-type: none"> <li>• Too close to London and Woodstock</li> <li>• Clients have established travel patterns</li> <li>• Branch offices do not see need to establish new office or move to Ingersoll                             <ul style="list-style-type: none"> <li>• Does not contribute substantially to the Town's economic development activities</li> </ul> </li> <li>• Insufficient number of potential tenants</li> <li>• Some tenants may vacate existing spaces</li> </ul> <p></p>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>• Creates cultural hub</li> <li>• Can share services</li> </ul> <p>• Creates stronger, more cohesive cultural sector</p> <ul style="list-style-type: none"> <li>• As a venue, may increase foot traffic to downtown periodically</li> </ul> <p><b>MINUS</b></p> <ul style="list-style-type: none"> <li>• Generally have few financial resources and so lease obligations may need to be Town subsidized</li> <li>• May duplicate existing spaces</li> <li>• Organizations generally do not need extra space</li> <li>• Insufficient number of potential tenants</li> <li>• Some tenants may vacate existing spaces</li> </ul> <p></p>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>• Meets Town strategic plan</li> <li>• Supports Town's emerging brand strategy</li> <li>• Tenants do not need subsidies</li> <li>• Complements Conestoga skills centre</li> <li>• Generates heavy traffic to downtown</li> <li>• Strongly supports Town's economic development work to attract new energy-related investment</li> <li>• Does not require tenants to vacate existing spaces</li> <li>• Colleges in expansion mode</li> <li>• Meets businesses' training needs</li> </ul> <p><b>MINUS</b></p> <ul style="list-style-type: none"> <li>• Requires capital investment</li> <li>• If Town is landlord, requires additional staffing resources</li> <li>• Potentially large numbers of "strangers"</li> <li>• Requires increase Town services (transportation, residential, parking)</li> </ul> <p></p>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>• Helps Conestoga skills centre with student housing needs</li> <li>• Generates traffic for downtown</li> </ul> <p><b>MINUS</b></p> <ul style="list-style-type: none"> <li>• Does not directly meet Town strategic plan</li> <li>• Unclear that housing demand is sufficient to support new housing</li> <li>• Increased financial and operating risk if Town is developer</li> </ul> <p></p>	<p><b>PLUS</b></p> <ul style="list-style-type: none"> <li>• Generates traffic for downtown</li> <li>• Tenants may require subsidy</li> <li>• Meets residents' need for more convenient services</li> </ul> <p><b>MINUS</b></p> <ul style="list-style-type: none"> <li>• Does not directly meet Town strategic plan</li> <li>• Tenants that relocate vacate existing spaces</li> <li>• Insufficient number of potential tenants</li> <li>• May require Town to operate</li> </ul> <p></p>



# 4. Multi-Institutional Training Centre

Focus	Main components	Sales pitch	Market
<ul style="list-style-type: none"> <li>• Renewable and sustainable energy</li> <li>• Emergence of a "centre for excellence" in power (such as Silicon Valley is computer software)</li> <li>• Practical rather than theoretical studies</li> </ul>	<ul style="list-style-type: none"> <li>• Educational facilities                             <ul style="list-style-type: none"> <li>• Classrooms</li> <li>• Lecture space</li> <li>• Professors' offices</li> <li>• Administrative offices</li> </ul> </li> <li>• Third-party student services                             <ul style="list-style-type: none"> <li>• Food services</li> </ul> </li> <li>• Complementary community services                             <ul style="list-style-type: none"> <li>• Employment</li> <li>• Wellness</li> <li>• Counseling services</li> </ul> </li> <li>• Incubator for energy-related start-ups</li> <li>• Back-of-house services such as carpentry and electrical shop, security, and computer/IT</li> </ul>	<ul style="list-style-type: none"> <li>• Allows colleges to focus on doing what they do best which is teaching</li> <li>• Relatively low cost/risk to enter the southwest Ontario market which is a "hotbed" of renewable/sustainable energy manufacturers and services</li> <li>• Opportunities to collaborate with others in the same field for programming, course development, any research, events, corporate training, and continuing education</li> <li>• Being part of a "centre of renewable energy training excellence"</li> </ul>	<ul style="list-style-type: none"> <li>• Tenants                             <ul style="list-style-type: none"> <li>• 13 college (of 24) currently offer energy related programming</li> </ul> </li> <li>• Students                             <ul style="list-style-type: none"> <li>• Draw from outside Ingersoll trading area</li> </ul> </li> <li>• Uniqueness                             <ul style="list-style-type: none"> <li>• Only MITC in Ontario and likely Canada</li> </ul> </li> </ul>