



Committee of the Whole Report

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| Report Number: | ED2024-044 |
| Meeting Date: | November 5, 2024 |
| Title: | Phase Two – Cultural Centre Feasibility Study Findings |
| Description: | Presentation and recommendation of next steps related to the 2023-2024 Cultural Centre Feasibility Study (Phase 2) Task Force work completed by Giaimo Architecture Inc, and Nordicity Consulting |
| Author and Title: | Donna Goodwin, Economic Development Officer - Arts and Culture |

Recommendations:

That Report ED2024-044, **Phase Two – Cultural Centre Feasibility Study Findings**, be received;

That the Cultural Centre Feasibility Study and its Appendices attached as Appendix A and B to Report ED2024-044, be endorsed;

That Staff be directed to proceed to Phase Three (3) of the Cultural Centre Project, being site selection and design to develop the Cultural Centre, located on municipal water/wastewater services with a municipal operating model supported by hybrid governance model as detailed in the Task Force findings attached as Appendix C to Report ED2024-044;

That Staff report back to Council by end of Q2 2025 for Phase Three (3) next steps and implementation plan;

That Council thank the members of the Cultural Centre Feasibility Study Task Force for their participation on the Task Force, being David Morrison, Christina Charpentier, Patrick Murphy, Tim Wiesner, Lisa Graves, and Laurie Dillion-Schalk and disband the Task Force; and

Department Head: _____

Financial/Legal/HR/Other: _____

Chief Administrative Officer: _____

That these recommendations be brought forward to Council for consideration at the next Regular Council Meeting.

Background:

In 2022, Council endorsed the results of the 2021-2022 Cultural Centre Phase 1 Feasibility Study:

CW2022-142

That Report ED2022-032, Cultural Centre Feasibility Study Findings, be received;

That the “Feasibility Study for a Cultural Centre(s) in the City of Kawartha Lakes,” dated May 27, 2022, including recommendations and conclusions, prepared by Nordicity and Giaimo, and attached as Appendix A, be endorsed;

That up to \$100,000.00 be included in the 2023 Special Project budget to initiate Phase 2 – site exploration, selection, and feasibility analysis; and

That Council thank the Task Force and its members: Susan Taylor; Athol Hart; Patrick Murphy; Barbara Doyle and former members Dianne Lister and Beverly Jeeves for their essential service.

On February 28, 2023, Council passed the budget allocation of \$100,000 to initiate Phase 2- site exploration, selection, and feasibility analysis:

CR2023-151

That the Question and Answer Document for the Proposed 2023 Special Projects Budget for the City of Kawartha Lakes, be received; and

That the 2023 Special Projects Budget for the City of Kawartha Lakes be approved.

Staff returned to Committee of the Whole on April 18, 2023, to share an opportunity to match Council’s Special Projects budget allocation through the Federation of Canadian Municipalities (FCM)’s Green Municipal Fund. During this discussion, Council also requested that a formal Task Force be struck for Phase 2 work.

At the Council Meeting of April 18, 2023, Council adopted the following resolution:

CR2023-224

That Report ED2023-027, Cultural Centre Feasibility Study - Phase 2, be received;

That Council authorizes staff to apply for federal funding to leverage the 2023 Phase 2 Cultural Centre Feasibility study budget; and

That staff be authorized to increase the overall project budget with grant funding, and update the financing of the project in the event grant applications are successful.

At the same meeting, Council also directed staff to establish a Task Force to steer the work as outlined for Phase 2.

CR2023-225

That the Cultural Centre Feasibility Task Force be re-activated.

Staff returned in June 2023 with the Terms of Reference for the Phase 2 Cultural Centre Feasibility Task Force and Council adopted the following resolution:

9.3.25 CW2023-191

That Report ED2023-038, Terms of Reference - Cultural Centre Phase 2 Task Force, be received;

That the Terms of Reference for the Kawartha Lakes Cultural Centre Phase 2 Task Force, as generally outlined in Appendix A to Report ED2023-038 be approved, as amended to include a maximum of nine (9) members including three (3) stakeholders from the cultural community; and

That Deputy Mayor Richardson and Councillor Smeaton be appointed to the Task Force from Council.

This report addresses the work completed by the Phase 2 Cultural Centre Feasibility Task Force, an update on the Federation of Canadian Municipalities Green Municipal Fund work and next steps for Phase 3.

Rationale:

Since 2015, the cultural sector and the municipality have been exploring the concept of building a Cultural Centre in the City of Kawartha Lakes. In 2019, the community and the City agreed to jointly study the concept formally with Phase 1 work completed in 2022. To ensure that meaningful collaboration continued during Phase 2, a Task Force was created with representation from Council and the community. Comprised of seven

(7) residents and two (2) members of Council, the Task Force was asked to work with Giaimo Architecture Inc. and Nordicity Consulting to help shepherd the feasibility study to fruition.

The Task Force was established by Council in June 2023. The Terms of Reference included the mandate, member composition with its completion/reporting date no later than December 31, 2024. Its mission was as follows:

The Kawartha Lakes Cultural Centre Phase 2 Task Force was established to accomplish the following:

1. Municipality to share the results of the Phase 1 feasibility study
2. Inform further site exploration, selection, and feasibility analysis
3. Review refined operating, resource and capital cost estimates presented in the Phase 1 report
4. Inform a fundraising and financing strategy
5. Receive and Assess recommendations for the preferred operating model and site location for the Cultural Centre for Kawartha Lakes.

Phase 2 represented a critical step in determining the feasibility of advancing the vision and concept for a Cultural Centre for Kawartha Lakes, one based on community needs, operational realities, site availability, scale, and location considerations. The Task Force mission was to provide advice and recommendations to Council and Staff with site selection as a critical milestone to its successful execution of Phase 2 deliverables.

The Project Manager, together with the Consultants, was responsible for obtaining inter-Departmental and stakeholder input as needed. Consultants completed interviews with community and cultural organizations, 218 residents completed surveys through the City's Jump-In platform, and two (2) meetings with cultural and heritage stakeholders and Curve Lake First Nations were held. A review of all strategic plans and the 2020-2030 Cultural Master Plan rounded out the research and feedback loop required.

Phase 2 Cultural Centre Feasibility Task Force

The Cultural Centre Feasibility Task Force had its first meeting on September 19, 2023. At that time, the Terms of Reference was reviewed, and Staff provided an update on the work completed in preparation for Phase Two since the adoption by Council of Phase One findings. This included the extension through sole source, of Phase One

consultants Giaimo Architecture Inc and Nordicity Consulting. The project kick-off meeting with the Task Force occurred on October 25, 2023. The consultants provided a summary of Phase One findings and shared Phase Two deliverables with the Taskforce, who then approved their project approach. Building on work completed through Phase 1, the consultants identified four (4) goals:

- Review and socialize the results of the study
- Undertake further site exploration
- Identify a fundraising and financing strategy – and explore governance implications
- Refine operating and capital cost estimates

In December 2023, Staff organized a cultural facilities study tour open to Task Force members, municipal staff, and community cultural non-profits. The group toured three facilities: Queen Elizabeth Park Community and Cultural Centre in Oakville; The Gibson Centre for Community, Arts and Culture in Alliston and the Simcoe County Archives, to gain a better understanding of the types of centres currently providing similar cultural services. The Task Force also participated in a workshop to provide input into the 2024-2027 municipal strategic planning process.

Between November 2023 and August 2024, 12 activities were completed by the consultants, staff and/or Task Force.



Figure 1 Cultural Centre Task Force Activities

Phase 2 work was synthesized into an interim report for review and comment by senior management and Task Force members. Two meetings using a workshop structure were held to inform (a) building structure and site criteria, and (b) configuration and operations options, generated information and provided direction to the consultants. Operational and financial modeling to activate the research findings to assess the feasibility of the proposed design and operation of a new cultural centre were completed June through August with a final feasibility report submitted by the Consultants to the Task Force in September 2024.

On October 11, 2024, the Task Force confirmed that the work completed addressed each of the 5 items outlined in the Terms of Reference. Its findings are attached as Appendix C. This concluded their work on behalf of Council.

Green Municipal Fund Update

In November 2023, while work continued through the Task Force, staff applied to the Green Municipal Fund through the Federation of Canadian Municipalities. This funding will allow consultant Giaimo and City Staff to model net-zero construction and operational activities, providing an assessment and analysis of such technology in the construction and operation of a Cultural Centre in the City.

On May 2, 2024, the Mayor and Council received a letter from the Federation of Canadian Municipalities notifying the City that its application had been approved. The Culture Centre Feasibility Phase 2 project budget was \$100,000 funded through the Special Projects Budget. This grant provides an additional \$100,000 in funds, doubling the current budget assigned to the Cultural Centre feasibility study project. With Council accepting the grant, the budget will increase to \$200,000. The funds will be used to support feasibility analysis of net-zero construction. Information gathered from this additional work will inform the design and construction plans to be developed in Phase 3. The additional work is estimated to take 6 months, extending project timelines into 2025. Corporate Services will update the overall project budget to reflect the federal contribution. The work will be completed by March 2025.

With work from the Green Municipal Fund finished by March 2025, staff recommend bringing forward Phase 3 scope of work, a schedule and budget for implementation of Phase 3 by the end of June 2025.

Other Alternatives Considered:

Council could accept the report for information only. This option is not recommended. There is considerable momentum for this project with evidence-based support to continue the work in Phase 3.

Alignment to Strategic Priorities

The Cultural Centre Feasibility Task Force findings as presented in the Cultural Centre Feasibility Report and Appendix A link with strategic priorities within the 2024-2027 Kawartha Lakes Strategic Plan:

1. A Vibrant and Growing Economy
Build economic development initiatives to support and expand existing businesses, attract new businesses, and expand local employment opportunities:
 - Complete the Cultural Centre Feasibility Study and assess recommendations for the preferred operating model and site location for a Cultural Centre

2. Good Government
Provide accountable government and responsible management of resources:
 - Secure and advocate for provincial and federal government funding for municipal infrastructure and service delivery needs, and critical community infrastructure and project investments
 - Ensure municipal assets are well maintained and well managed

Financial/Operation Impacts:

The Phase 2 budget was \$100,000 from the Special Projects Budget with an additional \$100,000 in matching funding sourced through the Green Municipal Fund. The upcoming Report in Q2 2025 will include the funding required to complete Phase 3. The Long-Term Capital Budget includes funding for design and potential build of the Cultural Centre for deliberation at the relevant point in times.

Consultations:

Cultural Centre Task Force
Chief Administrative Officer

Director, Community Services
Director, Corporate Services
Treasurer
Manager, Economic Development
Manager, Records and Archival Services
Manager, Building and Property

Attachments:

Appendix A – Cultural Centre Feasibility Study Final Report



Adobe Acrobat
Document

Appendix B – Cultural Centre Feasibility Study – Appendix A



Adobe Acrobat
Document

Appendix C – Task Force Findings



Appendix C

Department Head e-mail: lbarrie@kawarthalakes.ca

Department Head: Leah Barrie, Director Development Services