

## THE JUNCTION

### The Library / Art Gallery and Convention / Performance Centre

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#### EXECUTIVE SUMMARY

As outlined in the Downtown Master Plan, Council's Strategic Plan, *Greater Together*, and Greater Sudbury's economic development strategic plan, *From the Ground Up*, the City of Greater Sudbury is committed to delivering game changing, transformational spaces in the downtown core. The proposed Library / Art Gallery and the Convention / Performance Centre will be a realization of this commitment.

#### The Greater Sudbury Convention and Performance Centre (GSCPC)

The GSCPC will feature a community auditorium worthy of its place as the centrepiece arts and meeting venue of the Capital of Northeastern Ontario. It's 950 seat main hall will feature symphony concerts, public lectures and touring stage productions and, in less than an hour, convert to a flat floor ballroom that can host 850 conference delegates. This innovative approach will address community needs that were first identified almost three decades ago and put Greater Sudbury on the next level for public performances and convention business.

Dating back to the early 1970s, the former City of Sudbury and the City of Greater Sudbury have undertaken no fewer than four feasibility studies and business plans that proposed constructing large performing arts and convention/trade facilities. In all cases, these single purpose buildings were not deemed to be financially sustainable. As a result, the development of local performing arts product in Sudbury has played out mostly in small venues, while meetings/conventions and banquets have been hosted at local hotels and other venues with other core functions. These venues have proven to be constraining for product growth and development, as well as the City's ability to attract larger conventions and other live performance talent.

The project will be a unique, multi-purpose "tier three" convention and live performance facility in downtown Sudbury. It will be a 60,500 sq. ft. building that includes 19,500 sq. ft of rentable space, with a 13,000 sq. ft. main plenary / live performance hall featuring 950 theatre-style soft seats. The GSCPC will be the largest, most state of the art flexible meeting and performance space in northern Ontario.

As outlined in the business plan prepared by CBRE Limited, the GSCPC will become a significant new demand generator by increasing meeting and convention business by 25% over what is currently available. It will bring approximately \$3 Million in new money into the community through increased tourism visitation and related spending and the direct economic impact of its annual operations, estimated at \$2 Million per year. As a result of the capital investment of \$65.5 Million, the project will create new jobs with an estimated \$15 million in salaries and

wages will be generated to support 174 direct jobs in Greater Sudbury. Furthermore, Greater Sudbury can expect 37 annual jobs from operations & visitor spending.

### **The Greater Sudbury Main Library and the Art Gallery of Sudbury**

Like the award-winning library developments in Halifax, Calgary and Ottawa, the new Greater Sudbury Main Library will be a next generation community information and activity hub, an inviting, contemporary, people-oriented space for connecting citizens to a world of information and technology as well as to each other.

In its new venue provided by the City of Greater Sudbury, the Art Gallery of Sudbury (AGS) will transform into the Franklin Carmichael Art Gallery, becoming an anchor institution for our community, able to attract visitors to see one of the largest public community art collections in Canada, and strengthening arts education and experience for a broad spectrum of our citizens.

Both institutions are focused on community service and both have long outgrown their current deficient facilities—the 1907 Bell Mansion that has been the home of the AGS since 1967 and the Greater Sudbury Public Library Main Branch, which was constructed in 1952. Furthermore, since the AGS has a Category A designation under the Canadian Cultural Property Export and Import Act, it is required to meet specific legal, collections management and environmental requirements to properly care for, preserve and make publicly accessible, objects or collections that are of “outstanding significance and national importance”. Due to storage and exhibition space challenges the AGS does not meet all the requirements and therefore becomes at risk of losing its designation. Also, the need for a new AGS facility relates to an offer by the grandchildren of famed Group of Seven artist, Franklin Carmichael, to donate 30 works of art valued at \$3.5 million plus, \$100,000 in cash to the AGS assuming it has a new facility. The Library / Art Gallery shared facility will be a 92,700 sq. ft. building of which 27,000 sq. ft. is dedicated space for the Art Gallery of Sudbury. This co-location was identified as a way to reduce capital and operating costs relative to separate facilities and thereby increasing the likelihood of implementation of needed new facilities.

The Library / Art Gallery will create a cultural hub in the city’s historic downtown and contribute to an arts and culture district giving both organizations more space to better serve the community as a resource for information, a catalyst for ideas and imagination. More space will also provide greater access to Greater Sudbury’s important collection of archival materials and regional art. As the “living room” of our community the new facility will foster a climate of lifelong learning and creativity.

### **Community Supported Approach**

Through the Working Groups for both projects CGS staff has worked on each of the deliverables outlined in the June 2017 resolution, namely a business plan, organizational structure, financial plan and conceptual design. Progress has been made as follows:

- Authority delegated to the Director of Economic Development, establishing a single point of accountability and enabling effective, timely coordination with consultants and stakeholders;
- Completed a site selection process that evaluated sites, specifically in the downtown with Council approving shared site development on the existing Sudbury Community Arena Site;
- An RFP issued and awarded to Centreline Design Architectural Studio to develop an integrated site design for what is now being referred to as The Junction;
- Following site selection, a 5-week community engagement plan was completed to inform the integrated site design;
- Lord Cultural Resources has completed the co-location facility and business plan report for the Library / Art Gallery;
- CBRE Ltd. has completed the business plan for the Greater Sudbury Convention and Performance Centre;
- Organizational / governance models have been explored resulting in a staff recommendation to pursue a Municipal Services Corporation; and
- A recommended site design option, including high level building design elements, has been developed. The recommendation includes the development of a new library/art gallery complex to replace the existing arena, with the convention centre and associated hotel developed on the Minto east parking lot.

In order to sustain the momentum for moving the projects forward staff is recommending the following next steps:

1. Site Investigation: The site investigation will include designated substances analysis, geotechnical analysis and property survey.
  - a. A designated substance analysis will inform the necessary steps associated with decommissioning the existing arena building and related costs.
  - b. A geotechnical investigation will assess the physical properties of soil and rock around the site in order to inform the necessary foundation requirements as the project moves into the detailed design stage.
  - c. This work will inform the cost estimate and detailed design.
2. Refining Project Design and Capital Costs: A request for proposal for detailed design for the Library / Art Gallery and the Convention / Performance Centre will be issued. This will be a two phase proposal that includes refining capital costs in phase one and detailed design in phase two.
  - a. Phase one will include:
    - i. Detailed room data sheets. These documents examine every space within the facility and outline items such as: preferred adjacencies, room finishes, mechanical and electrical requirements, door types, fixture types, square footage, etc.
    - ii. The current business plans, although they address space sharing, do not describe exactly how that will happen. For example, the lobby in the

Library / Art Gallery project can be further explored as to how it will be used by both the groups when and what it will look like.

- iii. The feasibility of sharing other spaces such as loading docks or exterior spaces needs to be assessed in greater detail.
  - iv. Refining capital cost estimates based on the selected site design option.
  - b. Phase two will be detailed design and engineering which will include architectural design, detailed diagrams and drawings for construction, civil works, control systems, electrical facilities, tender documents, etc. This phase of the design work will not be triggered until Council approves the final design and financial plan.
  - c. A parking needs analysis will be undertaken in conjunction with CGS Planning, Transit and Facilities divisions
3. Selection of Key Suppliers: A request for pre-qualification for critical equipment suppliers will be issued. This will include selection of the supplier for environmental controls and HVAC for the Library / Art Gallery and, in a separate process, selection of the supplier for the transformative seating for the Convention / Performance Centre.
- a. Undertaking this work at this stage will reduce the time lines associated with procurement when the project goes forward to final design and construction.
  - b. This will also allow these critical suppliers to participate in the detailed design process.
4. Municipal Services Corporation: Staff will explore the steps necessary to establish a Municipal Services Corporation for the purpose of overseeing the operation and programming for the facilities that will make up the Junction. Recommendations for board composition and draft terms of reference will be developed, as well as a draft operating agreement between the CGS and this new entity.
5. Hotel Developer Attraction: Staff will initiate a process to attract a private sector partner to develop the hotel opportunity associated with the Convention and Performance Centre. Identification of this strategic partner prior to completion of detailed design is an important consideration.
6. Business Case for Financial Plan for 2019 Budget: Staff will continue to refine the details of the financial plan and present it as part of the 2019 Municipal Budget, for consideration by the new Council at that time.
7. Request for Additional Financial Resources: Staff is requesting a further allocation of \$175,000 to advance this work over the next six to eight months. Regular reports will continue at council meetings and a comprehensive update will be provided in Q1-2019.

## BACKGROUND

As priorities of Council the Library / Art Gallery and the Convention / Performance Centre has been before Council to request a decision, provide an update or deliver a presentation several times as can be seen in the Reference Section of this report since it initiated the Large Projects process in November 2015.

At that time, Council invited citizens to bring forward Large Projects that would be transformational for Greater Sudbury. At a Special Meeting of Council, 22 projects were presented for CGS Council's consideration. It was at this meeting that Council heard the Greater Sudbury Library Board present a case for a new Main Branch facility, the Art Gallery of Sudbury shared their vision of new art gallery facility for the community and the Sudbury Synergy Centre Citizen Group shared their vision for a new conference and performing arts centre.

In April 2016, Council prioritized and distilled the 22 projects to four large projects that they wanted to move forward including: The Event Centre, Place des Art, Convention / Performance Centre and a co-located Library/Art Gallery. It was Council's leadership that encouraged the Library / Art Gallery to explore the possibility of collocating.

At its meeting of June 28, 2017 Council reviewed an update on the Library Art Gallery and the Synergy Conference Centre, and directed staff to undertake site selection for these two projects – including potential for shared site development. In addition, staff was directed to finalize a business plan, operational model, financial plan and conceptual design for the Library / Art Gallery and the Convention / Performance Centre. Furthermore, staff was directed to continue working with the Working Groups to achieve these deliverables (CC2017-188 or CC2017-189).

The Working Group for the Library / Art Gallery project is co-chaired by Michael Bellmore (Greater Sudbury Public Library Board-GSPL) and Josée Forest-Neising (Art Gallery of Sudbury Board-AGS). They are supported by the following members: Steven Townend (GSPL), Cindy Derrenbacker (GSPL), Ann Susuki (AGS), Demetra Christakos (AGS), Christina Beaudry (GSPL)

The Working Group for the Convention / Performance Centre is co-chaired by Wendy Watson (Greater Sudbury Development Corporation-GSDC) and John Caruso (Synergy Centre Citizen Group-SCCG). They are supported by the following members: Alex Freedman (Laurentian University), Brenda Tremblay (Science North), Brian Tremblay (SCCG), Debbi Nicholson (Greater Sudbury Chamber of Commerce), Erin Danyliw (GSDC), Jean LeBlanc (SCCG), Rhonda Watson (Health Sciences North), Scott Overton (SCCG), Carmen Simmons (SCCG), Viviane Lapointe (Community Champion)

In September 2017, City Council approved the site selection criteria and also delegated authority to the Director of Economic Development to approve documentation, negotiate terms and execute agreements that support the projects successful on-time completion. This delegated

authority matches the delegated authority Council provided the General Manager of Community Development for the Event Centre Project.

At the November 22, 2017 meeting of Council, CGS staff presented the results of the site selection process including a recommendation for shared site development on the existing Sudbury Community Arena site. At this time Council provided direction to staff to report back to Council on January 9, 2018 with more details associated with the site selection process, specifically related to one of the site options.

At their January 9, 2018 meeting, City Council selected 240 Elgin Street, the Sudbury Community Arena site, as the preferred site to construct the Library / Art Gallery shared facility and the Convention / Performance Centre, as this site received the highest overall rating across twelve criteria approved by Council.

It is important to keep in mind that this will be one site and two projects. One of the similarities of these projects is that both are striving to be gathering places. The Working Groups for the Library / Art Gallery and the Convention/ Performance Centre have decided to create a unified identity for the site and they have chosen "The Junction" for the following reasons:

- Definition is "a point where two or more things converge"
- It speaks to what the projects are striving for
- It is broad enough to capture the activities of the site
- Junction Creek runs just north of the site
- The streets Elgin, Minto and Van Horne create an intersection or junction
- The Sudbury Junction (1883), the original name of the Canadian Pacific train station that is across the street from the selected site <http://www.cpr.ca/en/community/canada-150/sudbury>.

Through the Working Groups for both projects CGS staff has worked on each of the deliverables outlined in the June 2017 resolution noted above and this report presents the result of this work.

## **BUSINESS PLAN(S)**

The business plans for both projects have been revisited and finalized. Staff is recommending that Council approve the business plans for the Library / Art Gallery, and the Convention and Performance Centre, as presented.

A business plan is a guide—a road map, that outlines goals and details how to achieve those goals. It is a useful way of managing risk. In this example, the business plan helps manage the risk that objectives won't be achieved. As such it is meant to be a "living document" that will evolve as new opportunities and realities present themselves. With this in mind, CGS staff will continue to refine each plan as decisions are made and more definition becomes available.

## **Library / Art Gallery Business Plan Highlights**

*(See Attached: Greater Sudbury Public Library and Art Gallery of Sudbury Co-Location Facility and Business Plan Final Report.)*

Both the Greater Sudbury Public Library and the Art Gallery of Sudbury are focused on community service and both have long outgrown their current deficient facilities—the 1907 Bell Mansion that has been the home of the AGS since 1967 and the Greater Sudbury Public Library Main Branch, which was constructed in 1952. Furthermore, since the AGS has a Category A designation under the Canadian Cultural Property Export and Import Act, it is required to meet specific legal, collections management and environmental requirements to properly care for, preserve and make publicly accessible, objects or collections that are of “outstanding significance and national importance”. Due to storage and exhibition space challenges the AGS does not meet all the requirements and therefore becomes at risk of losing its designation. Also, the need for a new AGS facility relates to an offer by the grandchildren of famed Group of Seven artist, Franklin Carmichael, to donate 30 works of art valued at \$3.5 million plus, \$100,000 in cash to the AGS assuming it has a new facility.

As described by Robin Mazumder, Urban Scientist “As a physical space, libraries embody what we should aspire toward when we are talking about healthy places. They are inviting spaces where people from all backgrounds come together in the spirit of learning—perhaps about topics of interest to them, but also, maybe more importantly, learning about each other. In a sense, libraries are the living rooms of our communities...Libraries aren’t just warehouses for books. Libraries are constantly evolving to meet the needs of an ever-changing society...As our cities continue to grow at a rapid rate; libraries will serve as think tanks for urban transformation and will play a vital role in our collective effort to make cities healthy, happy and inclusive places” (<https://robinmazumder.com>).

While the above quote speaks specifically about the role of libraries, the inclusion of an art gallery further bolsters and enhances the creativity and innovation that will lead to community resilience, including community, economic, environmental and social sustainability.

### **Benefits of the Library / Art Gallery**

- Creates a cultural hub in downtown and contributes to an arts and culture district
- Both organizations would have more space to better serve the community as a resource for information, a catalyst for ideas and imagination
- Providing greater access to Greater Sudbury’s important collection of archival materials and regional art
- Fostering a climate of lifelong learning and creativity
- Co-location will result in less space than would be required in two separate facilities resulting in lower unit capital and operating costs, including sharing of some spaces

Following Council’s direction, in April 2016, to combine the Library and Art Gallery projects, the Boards of both institutions determined that they could work together. A working group was created and the services of Lord Cultural Resources were secured to assist in developing a joint business plan.

Early in this process, the consultant identified that the best approach, to ensure long term success for this project, is for the City to build and own the facility and provide space to the Art Gallery at nominal cost. In return, the Art Gallery will bring its valuable collections to the project and its presence will allow access to additional capital support from other agencies than would otherwise be the case. In accordance with this approach, the *Greater Sudbury Public Library and Art Gallery of Sudbury Co-Location Facility and Business Plan Final Report* has been written with the assumption that the Art Gallery of Sudbury will be a tenant of the Library building.

The Strategic Business Plan prepared for the City of Greater Sudbury was received on December 31, 2017 from Lord Cultural Resources in partnership with Susan Kent Consulting and Altus Group Ltd. The consultant's report identifies the concept of co-location of the GSPL and AGS as a way to reduce capital and operating costs compared to operating separate facilities. Co-location is also intended to achieve potential synergies and additional benefits for both institutions, the City of Greater Sudbury and the surrounding region. The benefits to the two institutions include crossover visits and joint programming initiatives to help create a community hub.

The size of the proposed building is assumed to be 61,800 net sq. ft. of program area of which 18,000 net sq. ft. is dedicated space for the AGS, plus access to some spaces of the Library. (The 2010 study for an independent Art Gallery of Sudbury assumed 33,000 net sq. ft. for the AGS while an internal study for the GSPL estimated 57,000 net sq. ft.). The combined program area for the building is 61,800 net sq. ft. with an estimated total gross building area of 92,700 sq. ft.

Based on the report's projections, the capital costs associated with a new build on the Sudbury Community Arena site are approximately \$42 Million for the construction and related costs of the co-located facility plus \$4.5 Million for decommissioning and demolishing the existing building, for a total of \$46.5 Million.

As a tenant of the building and partner of the project the space will be leased by the City to the Art Gallery of Sudbury on a long term basis at one dollar per year. At \$30.50 per square foot, which includes: rent, Common Area Maintenance Charges (CAMs) and utilities the in-kind contribution would have an annual value of \$549,000 / year. It is recommended that lobby rental income taking place from Friday to Sunday evening when the Library is closed to the public will go to the Art Gallery of Sudbury. This is projected at approximately \$25,000/year. With the above recommendations / assumptions in mind CGS will be providing the Art Gallery of Sudbury with an annual subsidy has a value of \$774,000 / year.

As a partner of the project the Art Gallery of Sudbury will offer the value achieved by receiving the art works of the Mastin Collection of Franklin Carmichael, which may provide the opportunity to leverage capital dollars. The value of this collection is estimated at \$3.5 Million. The Art Gallery of Sudbury anticipates being able to contribute to the capital cost through independent fundraising efforts in the amount of \$1.5 Million. As a result, the Art Gallery of Sudbury will contribute a value of \$5 Million towards the capital financial plan.

*Greater Together*, Council's Strategic Plan identifies priority of Quality of Life and Place: Strengthen the high quality of life we already know and love; and priority of Growth and Economic Development: Grow the economy and Attract Investment as two of the four priorities to grow our community. We know that access to the arts enhances quality of life, cultural identity, social wellbeing and economic prosperity for our community.

- Art gallery visits are associated with better health and higher volunteer rates<sup>1</sup>
- 97% of Ontario residents agree that engaging children in the arts strengthens their overall development<sup>2</sup>
- The GDP of cultural industries (\$27.7 Billion) is larger than the value of agriculture, forestry, fishing and hunting combined (\$5.9 billion)<sup>3</sup>
- A thriving arts and culture scene attracts and retains highly sought after professionals<sup>4</sup>
- Social Cohesion-The arts reflect diversity. 91% of Ontario residents agree that art improves our understanding of other cultures.<sup>5</sup>

There is overwhelming proof that arts, culture and heritage provide value to communities in the form of quality of life, downtown revitalization, sense of community, attraction and retention of creative professionals, economic development and tourism. By fostering an environment that supports cultural pursuits and creative individuals will benefit in these areas. Quality of place is a powerful driver in attracting and retaining talent in the global world. Creativity and culture impact the economy in many ways, from directly employing people to being a component of almost any employment sector. There has been increasing recognition of the powerful role creativity and culture play in economic restructuring and generating wealth in our community.<sup>6</sup>

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<sup>1</sup> Hill Strategies Research (2013). *The Arts and Individual Well-being in Canada*.

<sup>2</sup> Nanos Research (2017). *Impressions of the Impact of the Arts on Quality of Life and Well-Being in Ontario: Ontario Arts Council Survey Findings*. Report prepared for the Ontario Arts Council

<sup>3</sup> *Provincial and Territorial Indicators, 2010 to 2014*. (2016). Statistics Canada.

<sup>4</sup> Business from the Arts and Nanos Research (2016). *Culture for Competitiveness: How Vibrant Culture Attracts Top Talent*

<sup>5</sup> Nanos Research (2017). *Impressions of the Impact of the Arts on Quality of Life and Well-Being in Ontario: Ontario Arts Council Survey Findings*. Report prepared for the Ontario Arts Council.

<sup>6</sup> Greater Sudbury Development Corporation (2015). *From the Ground Up 2015-2025. A Community Economic Development Strategic Plan*.

## **Convention / Performance Centre Business Plan Highlights**

*(See Attached: Business Plan for Greater Sudbury Convention and Performance Centre)*

The Greater Sudbury Convention / Performance Centre is proposed to be the largest, most flexible and economically viable meeting and performance facility in northern Ontario. It will be primarily focused on attracting large scale meeting and convention business that is not currently being hosted in Sudbury. The secondary focus of providing a larger scale live performance space gives the venue a unique position in the market. The multi-purpose function of the Centre will help in its objective to achieve a higher number of event days and revenue streams to lessen its dependency on municipal subsidies.

### **Benefits of the Convention / Performance Centre**

- No other facility in the community has the potential to comfortably house more than one convention of more than 300 delegates
- Creates a right-sized community auditorium space with 300 more seats than the Laurentian University's Fraser Auditorium in a state of the art facility
- Builds a significant new demand generator, proposing to increase meeting and convention business by 25% over what is currently achieved
- Fills a long acknowledged gap in the community to both host large scale conferences and live performance shows not currently available
- Aids efforts to attract talent to the community
- Creates new jobs-overall the GSCPC is expected to support a total of 37 direct jobs in Greater Sudbury with salaries and wages of \$2.8 Million.
- Increases flow of new money into the community, most directly through increased tourism visitation and related spending (over \$83,000 per conference/convention and over \$23,000 per live performance in our community)
- Demonstrates commitment to downtown development and revitalization as outlined in the endorsed Downtown Master Plan

As outlined in the business plan, the GSCPC is a multi-use convention centre and performing arts facility to be located in Downtown Sudbury. The recommended development program for the Greater Sudbury Convention / Performance Centre includes 19,500 square feet of rentable space, with a 13,000 square-foot main plenary/live performance hall featuring 950 theatre-style seats. At this size, the GSCPC could effectively compete with other Tier 3 Convention Centres and regional hotels and event venues for large convention groups in excess of 300 persons, with trade show capacity, banquets of up to 900 persons, and live performance events for up to 950 persons.

As outlined in the business plan prepared by CBRE using the Ministry of Tourism, Culture and Sport's Tourism Regional Economic Impact Model (TREIM), while the core business of the GSCPC will be to attract conventions, meetings and trade shows, having the capacity to convert the largest room into a mid-size live performance venue will both serve the need for performing arts growth in Sudbury, but also attract new sources of demand and revenue for the City. Market

and utilization forecasts show the GSCPC hosting 221 meeting & convention events and 274 event days, as well as 55 performing arts events over 70 event days by its stabilized year of operation (Year 5).

The value-added GDP impacts associated with the initial \$65.5 million in capital investment in the GSCPC have been estimated at \$26 million in direct and indirect impacts, with 93% (\$24 million) expected to directly benefit Greater Sudbury. Of this \$24 million in GDP, an estimated \$15 million in salaries and wages will be generated to support 174 direct jobs in Greater Sudbury.

The direct economic activity created by operating of the GSCPC in Greater Sudbury has been estimated at \$2.3 Million per year, with an additional \$1.8 million of GDP produced by indirect and induced sources. By 2023, the GSCPC is expected to contribute a combined \$7.6 Million in spending from both its operation and off-site visitor expenditures. At these demand levels, the GSCPC is projected to operate at an annual net loss of \$272,000 by Year 5. In comparison, Tier 3 Convention Centres in similar jurisdictions to Greater Sudbury across Canada operated at a net loss ranging from \$100,000 to over \$1 Million in 2015.

The new GSCPC has the potential to be a significant new demand generator. By 2023, the operation of the GSCPC represents a potential 25% increase in meeting/convention demand levels to the City compared to levels achieved today, which equates to about 8,000 room nights. In addition, the live entertainment and other events at the GSCPC will attract additional overnight accommodation demand into the downtown core. Additional convention visitors who previously did not utilize Sudbury as a convention location will be expected to induce new demand, thereby driving overnight demand levels higher in the City overall.

Preliminary capital costs for the project, as defined, have been estimated at approximately \$63 Million, with an additional \$2.5 Million estimated for Production and Operational Development, for a total of approximately \$65.5 Million. Given the multiple uses of this facility and its location in the Downtown core, the City will be in a good position to leverage available Provincial and Federal government funding opportunities, which may not be the case for other large-scale development projects.

## **OPERATIONAL MODEL AND ORGANIZATIONAL GOVERNANCE**

It is important that an effective governance model be established to ensure the long-term sustainability of Library / Art Gallery and Convention Performance Centre – The Junction, its infrastructure and the partnerships. The success and strength of The Junction rests on the commitment of the partners and their collective contribution to providing programming that suits the community's objectives for the project and ensures the site is effectively maintained over the short and long-term.

### **Governance Options Library / Art Gallery**

While, the concept of co-location of the GSPL and AGS has been identified as a way to reduce capital and operating costs relative to separate facilities, co-location must take into account that the GSPL is a department of the City of Greater Sudbury that offers free access whereas the AGS is an independent not-for-profit institution that has charged for admission, public programs and facility rentals. Each have different governance and funding structure that will need to be maintained.

With this in mind, it is recommended that a building will be constructed and owned by the City of Greater Sudbury on behalf of the Greater Sudbury Public Library to include space leased to the Art Gallery of Sudbury. The separate missions, governance and staffing structures and sources of operating revenues of the GSPL as a municipal public library and the AGS as an independent art gallery will continue. In other words, the AGS will retain its own independent governance as a long term tenant within the space, including its own Board and staff. Furthermore, the AGS will have its own clear identity within the Library building.

### **Governance Options Convention / Performance Centre**

CGS staff explored a number of governance options including:

- Department of the City – under this model, the Convention / Performance Centre operation would function as a division within a department of the City or special purpose department reporting to the CAO.
- Third Party Operator – With this model, the GSCPC would be publically owned and assumes it operation and/or management would be contracted out to an independent third party operator.
- Independent Not-For-Profit – Under this model, a separate non-profit corporation would organize and deliver live performance programming and meetings and convention events under contract to the GSCPC operator of the City who would retain control of the building.

The table below provides a sample of governance models used in performing arts centres and convention centres in Canada.

Performing Arts Centre	Governance Model
Burlington Performing Arts Centre	Independent Board
Capital Centre (North Bay)	Independent Board
Centennial Hall (London)	3 <sup>rd</sup> Party – Don Jones Entertainment London Symphony Orchestra operates its own box office
CentrepoinTE Theatre (Ottawa)	City Department
FirstOntario Performing Arts Centre (St. Catharines)	City Department
Flato Markham Theatre	City Department
Oakville Centre for the Arts	City Department
Richmond Hill Centre for the Arts	City Department
River Run Centre (Guelph)	Independent Board

Tier 3 Convention Centres	Governance Model
Fredericton Convention Centre	Independent Board
London Convention Centre	Independent Board
Vancouver Island Conference Centre	3 <sup>rd</sup> Party – Global Spectrum
Blue Mountain Conference Centre	Private Operator- Blue Mountain Resorts
Prince George Conference & Civic Centre	City Department (Community Services)
Penticton Trade & Convention Centre	3 <sup>rd</sup> Party – Global Spectrum
Prince Edward Island Convention Centre	Owned by Charlottetown Area Development Corporation and Managed and operated by Marriott Canada (adjoins Delta Prince Edward Hotel)

### **Recommended Model**

Since the City of Greater Sudbury will own both the site and the building(s) for The Junction, it will also be important to generate revenues that will off-set subsidies. As such, CGS staff is recommending that the City of Greater Sudbury establish a Municipal Services Corporation (MSC) to manage the facilities, bid on and host large scale conventions, organize and host meetings and deliver live performance programming. This model will rely on exceptional leadership, governing skill and financial management and requires municipal approval of its budget, in order to secure an annual operating grant.

The Municipal Services Corporation will be focused on achieving the success of The Junction and will be better able to act as a business, making timely decisions and allocating resources appropriately to meet its performance objectives.

Under this model, the services corporation will operate and manage the Convention / Performance centre and Library / Art Gallery facilities. The Library and the Art Gallery will be tenants with lease agreements with the services corporation. The services corporation in turn would be responsible for managing these leases. This approach, while not the same structure, is similar to the model currently employed by the Greater Sudbury Airport Development Corporation.

The advantages of the City establishing an MSC include:<sup>7</sup>

- The establishment of a corporation with a separate board and management permits the City to involve senior experienced members of the community through the board and engage experienced senior management for the corporation, where necessary, to create significant expertise in the intended area of endeavour of the company;
- It would enable the corporation to maintain a singular focus on its business objectives and ensure timely decisions were made to maximize the potential for achieving those objectives;
- City Council still retains ultimate control through its responsibility, as sole shareholder, for appointing the Board of the corporation. It could also amend the corporation's articles of incorporation to give Council final approval over specific matters, providing additional overall influence on the corporation;
- A company provides limited liability to the City. Thus, a Municipal Service Corporation provides the balance of having, a separate legal entity with a separate board and management to carry out objectives, while creating a structure to fulfill the City's objectives through the use of a unanimous shareholder's declaration;
- The City may also choose to appoint one or more City staff members (or members of Council) to the board of the corporation to "have a voice", on the board and to transmit in an effective manner, approaches deemed appropriate by Council and its senior staff;

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<sup>7</sup> Governance Model – Municipal Services Corporation.

<http://artshenkman.com/cs/groups/content/@webottawa/documents/pdf/mdaw/mdy1/~edisp/con053025.pdf>

## FINANCIAL PLAN

CGS staff is recommending that Council direct staff to prepare a business case as part of the 2019 budget process. This approach is in line with existing policies associated with capital budget requests (See Appendix A: Potential Funding Opportunities).

In an effort to realize the deliverable of Council related to developing a financial plan for the Library / Art Gallery and Convention / Performance Centre projects, staff has had discussions with senior levels of government regarding funding opportunities. Through these discussions it has been recommended that it would be advantageous to present the Library / Art Gallery and Convention / Performance Centre as one funding request. Furthermore, any proposal submitted needs to clearly illustrate the strong business case for the senior levels of government to support the project, without reference to a particular funding program or envelope.

### Public Art Accommodation

As directed by Council and as presented to the City's Finance and Administration Committee, staff reported on the elements of a Public Art Policy. Subsequently, a resolution was passed directing staff to finalize a Public Art Policy no later than September 2018 (FA2018-09).

Although the Public Art Policy has not yet been presented for Council's approval, in the report, CGS staff describes the approach used by the City of Toronto: *"The City of Toronto employs the "Percent for Public Art" principle. This is a common practice found within numerous public art programs throughout North America. The recommended minimum public art contribution for a development is based on one percent of the gross construction cost of that development. This 1% budget includes all of the various costs associated with the commission, administration, etc of acquiring public art."* (page 8)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=23326.pdf>.

With this in mind, an allocation of \$1,120,000 would be needed within the budget to accommodate this future policy.

## CONCEPTUAL DESIGN

Significant work has been accomplished towards a final conceptual design. A recommended site design option, including high level building design elements, has been developed. The recommendation includes the development of a new library/art gallery complex to replace the existing arena, with the convention centre and associated hotel developed on the Minto east parking lot. Expanding The Junction onto the Minto east site allows for the functionality, programming and amenities identified through community consultation.

Although adaptive reuse was fully considered in this process, it was not possible to utilize the current structure in a meaningful and cost effective way. The recommended option does,

however, contemplate utilizing the existing arena excavation ("the bowl") for the purposes of parking for the new library and art gallery. Furthermore, staff continues to explore how elements of the Sudbury Community Arena can be integrated into the new build as a way of preserving historical character and reference.

As identified, staff will be pursuing additional steps to flesh out the projects' design to a point where it can be recommended to Council for final approval.

#### Integrated Site Design Community Engagement Campaign

*(See Appendix B: Integrated Site Design Community Engagement Campaign)*

As part of the site design strategy, it was important to engage the community to ensure that concerns and aspirations for the projects expressed by the citizens are directly reflected in the alternatives developed.

- Centreline Design was selected as the consultant to work with the project teams to prepare integrated site design
- Residents were invited to attend an Open House on April 16, 2018 to share ideas and vision for The Junction
- Launched online engagement utilizing "Over to You", the City's online engagement platform
- Library Drop-ins took place from April 17, 2018 to April 26, 2018 at all 13 Library sites with a permanent display set up at the Main Branch during the week of April 17, 2018
- staff also presented a regularly scheduled meeting including Community Action Networks which consisted of a presentation and facilitated discussion
- Informant interview were conducted with communities who have recently implemented similar projects from April 30, 2018 to May 11, 2018 in order provide insight into their experience and lessons learned.

#### Engagement Results

Attendees of the community engagement sessions provided valuable feedback to project staff and volunteers. All attendees were encouraged to provide their comments in-person at the Open House, Library Drop-Ins, Pop-Ups, and Community Hijacks, or in writing online at:

<https://overtoyou.greatersudbury.ca/>.

In-person engagements were successful, with comments received via the survey map and through conversations had at the various engagement sessions:

- Approximately 550 people engaged
- Over 900 comments received

On 'Over to You' Sudbury, residents were engaged, where both ideas and questions were received:

- 403 residents aware of the project
- 177 residents informed by visiting multiple project pages
- 22 ideas

- 11 questions

These comments were collected and assigned a theme based on the content of the comment. The following details the key themes extracted from comments by the public from April 16<sup>th</sup> to May 11<sup>th</sup> 2018 (In order of frequency):

1. Design
2. Parking
3. Location
4. Programs/Entertainment
5. Walking
6. Shops
7. Roadways
8. Sudbury History
9. Hotel
10. Transit/Shuttle

#### Informant Interviews

From April 30<sup>th</sup>, 2018 to May 11<sup>th</sup>, 2018 City Staff performed telephone informant interviews to project and community experts across Canada in order to collect information from a range of institutions with similar project objectives as the Library/Art Gallery and Convention / Performance Centre projects— a newly built or remodeled Library, Art Gallery, Convention Centre, Performance Centre, or Library/Art Gallery. The purpose of these interviews is to provide insight to project staff as the projects move forward, gather information about challenges or issues throughout the project lifecycle that they experienced, and discuss recommendations and advice they might have.

Highlights from these interviews included:

- Ensure a robust community engagement program and build for the future
- Design the space according to the population the facility will serve.
- Create spaces that are both fully functional and have the ability to be used in a variety of ways - Greater flexibility will result in greater sustainability.
- Determine staffing requirements prior to designing the space to ensure enough office space to support the number of staff in the new facility.
- Design decisions have an impact on the day-to-day budget of running a facility, e.g. high ceilings results in higher heating/cooling costs.

#### Integrated Site Design Workshop

On May 15<sup>th</sup>, 2018, CentreLine Design and Cumulus Architects Inc. facilitated a design workshop for integrated site design of The Junction. Here, City Staff, Working Group members, Board members from the Greater Sudbury Public Library Board and Art Gallery of Sudbury Board, and key staff from each of the organizations gathered to discuss desired components for a successful integrated site design. Participants also looked at feedback received during the community engagement campaign.

*NOTE: Visual renderings for Integrated Site Design Options will be provided in the accompanying presentation to be delivered during City Council on July 10, 2018.*

### Crime Prevention Through Environmental Design (CPTED)

As these projects move into the detailed Design Phase it will be important to address the community feedback and concerns highlighted during the Integrated Site Design Public Engagement Campaign. Specifically, that it was important to ensure that The Junction was safe, family friendly and welcoming.

In an effort to accomplish this we will ensure that we use an approach that is reflective of the design philosophies related to Crime Prevention Through Environmental Design (CPTED). CPTED is a proactive design philosophy built around a core set of principles that is based on the belief that the proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime as well as an improvement in the quality of life.

## **NEXT STEPS**

In order to sustain the momentum for moving the projects forward staff is recommending the following next steps:

1. Site Investigation: The site investigation will include an Environmental Assessment (EA) designated substances analysis, and geotechnical analysis.
  - a. A designated substance analysis will inform the necessary steps associated with decommissioning the existing arena building and related costs.
  - b. A geotechnical investigation will assess the physical properties of soil and rock around the site in order to determine the degree and method of remediation required as well as to inform the necessary foundation requirements as the project moves into the detailed design stage.
  - c. This work will refine cost estimates and inform detailed design.
2. Refining Project Design and Capital Costs: A request for proposal for detailed design for the Library / Art Gallery and the Convention / Performance Centre will be issued. This will be a two phase proposal that includes refining capital costs in phase one and detailed design in phase two.
  - a. Phase one will include:
    - i. Detailed room data sheets. These documents examine every space within the facility and outline items such as: preferred adjacencies, room finishes, mechanical and electrical requirements, door types, fixture types, square footage, etc.
    - ii. The current business plans, although they address space sharing, do not describe exactly how that will happen. For example, the lobby in the Library / Art Gallery project can be further explored as to how it will be used by both the groups when and what it will look like.

- iii. The feasibility of sharing other spaces such as loading docks or exterior spaces needs to be assessed in greater detail.
    - iv. Refining capital cost estimates based on the selected site design option.
  - b. Phase two will be detailed design and engineering which will include architectural design, detailed diagrams and drawings for construction, civil works, control systems, electrical facilities, tender documents, etc. This phase of the design work will not be triggered until Council approves the final design and financial plan.
  - c. A parking needs analysis will be undertaken in conjunction with CGS Planning, Transit and Facilities divisions
3. Selection of Key Suppliers: A request for pre-qualification for critical equipment suppliers will be issued. This will include selection of the supplier for environmental controls and HVAC for the Library / Art Gallery and, in a separate process, selection of the supplier for the transformative seating for the Convention / Performance Centre.
    - a. Undertaking this work at this stage will reduce the time lines associated with procurement when the project goes forward to final design and construction.
    - b. This will also allow these critical suppliers to participate in the detailed design process.
  4. Municipal Services Corporation: Staff will explore the steps necessary to establish a Municipal Services Corporation for the purpose of overseeing the operation and programming for the facilities that will make up the Junction. Recommendations for board composition and draft terms of reference will be developed, as well as a draft operating agreement between the CGS and this new entity.
  5. Hotel Developer Attraction: Staff will initiate a process to attract a private sector partner to develop the hotel opportunity associated with the Convention and Performance Centre. Identification of this strategic partner prior to completion of detailed design is an important consideration.
  6. Business Case for Financial Plan for 2019 Budget: Staff will continue to refine the details of the financial plan and present it as part of the 2019 Municipal Budget, for consideration by the new Council at that time.
  7. Request for Additional Financial Resources: Staff is requesting a further allocation of \$175,000 to advance this work over the next six to eight months. Regular reports will continue at council meetings and a comprehensive update will be provided in Q1-2019.

## REFERENCES

1. Update on Library/Art Gallery and Convention Centre Projects (Presentation)—CGS Council Meeting April 10, 2018  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1239#agendaitem14917>
2. Greater Sudbury Convention and Performance Centre (formerly Synergy Centre) Library Art Gallery Update—CGS Council Meeting January 9, 2018  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1233&itemid=14273&lang=en>
3. Greater Sudbury Convention and Performance Centre / Library Art Gallery Update – CGS Council Meeting November 22, 2017  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=20866.pdf>
4. Event Centre Report – CGS Council Meeting June 27, 2017 -  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1130&itemid=13404>
5. Synergy Centre and Library/Art Gallery Reports – CGS Council Special Meeting of June 28, 2017 -  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1210>
6. Event Centre Site Evaluation Matrix Report – CGS Council Meeting April 11, 2017 -  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1125&itemid=13033>
7. Event Centre Development Report – CGS Council Meeting August 22, 2017 -  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=1132&itemid=13757>
8. Large Projects Update – CGS Council Meeting April 11, 2017 -  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1125&itemid=13017&lang=en>
9. Large Projects Update – CGS Council Meeting March 7, 2017 -  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1124&itemid=12718&lang=en>
10. Large Projects Update – CGS Council Meeting December 13, 2016 -  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1034&itemid=12449&lang=en>
11. Large Projects Update – CGS Council Meeting July 12, 2016 -  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=949&itemid=11754&lang=en>
12. Large Projects – CGS Council Meeting April 12, 2016 -  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=943#agendaitem10989>

## POTENTIAL CAPITAL FUNDING OPPORTUNITIES

The following identifies a range of funding resources for potential capital and operating assistance for the Library / Art Gallery and Convention / Performance Centre.

FedNor	FedNor is a federal regional development organization with a specific, mandate to invest in economic development, business growth and competitive and innovation in Northern Ontario. Relevant programs include; Northern Ontario Development Program and the Community Investment Initiatives Program.
Canada Cultural Spaces Fund (CCSF)	This national program which covers a wide range of cultural facility needs (including construction and specialized equipment) was established in 2016 and re-established in the government's Creative Canada program with a budget of \$300 million. While there is no cap, competition for funds is very keen and not all applications are funded.
Northern Ontario Heritage Fund Corporation (NOHFC)	The NOHFC invests in northern businesses and municipalities through conditional contributions, forgivable performance loans, incentive term loans and loan guarantees. Relevant programs include: Strategic Economic Infrastructure Program and Northern Community Capacity Building Program.
Ministry of Tourism, Culture and Sport-Investment & Development Office	The Investment & Development Office provides informant and assistance to Ontario's municipalities, investors and tourism operators, specifically by identifying and developing opportunities for investment and marketing regional investment cases towards investors (e.g. assistance with attracting a hotel to compliment The Junction).
Ontario Arts Council (OAC)	Provides information and assistance in the development of arts infrastructure within Ontario. It provides grants and services to professional Ontario-based arts organizations and artists (AGS would be eligible).
Ontario Trillium Foundation (OTF)	OTF's mission is to build vibrant and healthy communities across Ontario by strengthening the voluntary sector through investing in community based initiatives. The most relevant grant that they offer is the Capital Grant which assists in improving community spaces, broadening access and promoting energy efficiency (e.g. buying/installing equipment, completing renovations and repairs, building structure or spaces in amounts of up to \$150,000).

*\*Note: While these programs are current at the time the report was written, results of the Provincial election may impact provincial funding opportunities*

### INTEGRATED SITE DESIGN COMMUNITY ENGAGEMENT CAMPAIGN

As part of the site design strategy, it was important to engage the community to ensure that concerns and aspirations for the projects expressed by the citizens are directly reflected in the alternatives developed.

Through the City's RFP process, Centreline Design was selected as the consultant to work with the project teams to prepare an Integrated Site Design for The Junction. As part of the Integrated Site Design Community Engagement Campaign, residents were invited to attend an Open House on April 16<sup>th</sup>, 2018 where they were asked to share their ideas and vision for The Junction Integrated Site Design. Simultaneously, on the same day, 'Over to You', the City's online engagement platform, was launched where residents could tell us what they hoped to see at the future site of the Library/ Art gallery and Convention and Performance Centre, ask questions and get project updates. Following this, from April 17<sup>th</sup> 2018 to April 26<sup>th</sup>, 2018 volunteers from both the Library/Art Gallery and Convention / Performance Centre Working Groups, together with City staff, hosted Library Drop-Ins at all thirteen (13) CGS Public Libraries, with a permanent display set up at the Main Library at 74 Mackenzie St. from April 17<sup>th</sup> 2018 to April 20<sup>th</sup> 2018. During this time, City staff also attended Community Action Networks meetings and regularly scheduled meetings which consisted of a small presentation explaining the projects. Informant interviews were conducted from April 30<sup>th</sup>, 2018 to May 11<sup>th</sup>, 2018 in order to provide insight to project staff by gathering information about challenges or issues throughout their project lifecycle that they may have experienced, and discuss recommendations they might have for us.

#### Engagement Results

Attendees of the community engagement sessions provided valuable feedback to project staff and volunteers. All attendees were encouraged to provide their comments in-person at the Open House, Library Drop-Ins, Pop-Ups, and Community Hijacks, or in writing online at: <https://overtoyou.greatersudbury.ca/>.

In-person engagements were successful, with comments received via the survey map and through conversations had at the various engagement sessions:

- Approximately 550 people engaged
- Over 900 comments received

On 'Over to You' Sudbury, residents were engaged, where both ideas and questions were received:

- 403 residents aware of the project
- 177 residents informed by visiting multiple project pages
- 22 ideas
- 11 questions

These comments were collected and assigned a theme based on the content of the comment. The following details the key themes extracted from comments by the public from April 16<sup>th</sup> to May 11<sup>th</sup> 2018.

\*In order of frequency

11. Design: Elements suggested by residents include items such as nice furniture, hammock reading nooks, various locations for book drop-offs, family-friendly outside courtyard with green space for gathering, shade, seating and sculptures, open concept space with big windows and lots of natural light, modern/unique design with greater visual impact, and lots of foliage both inside and outside.
12. Parking: Multiple suggestions center on the idea of a covered parking structure/tower with multi-level parking. Concerns regarding space to park and payment methods were popular. Residents would prefer to see parking meters with advanced payment options such as credit card or cell phone applications. Parking suggestions for bicycles were also offered. While many residents advocated for more parking spaces, just as many residents advocated not to make these projects about parking spaces.
13. Location: The downtown location for the Library/Art Gallery and Convention and Performance Centre is a favourable one. There are mixed reviews regarding the potential demolition of the Sudbury Community Arena, however patrons are excited that the space will be used for something in hopes to revitalize the downtown. There are concerns regarding the buildings in the surrounding area, and proximity of these buildings to the site selected for the Junction. Safety and security is a reoccurring topic, especially at night.
14. Programs/Entertainment: Residents want to see programs and entertainment that are geared towards senior, teens and young children. Suggestions regarding expanding the 'Makerspace' Program and digital platform were popular, along with having more workshops and classes for things like painting and knitting. There were multiple suggestions that spoke to having outside art exhibits, festivals and being able to host live entertainment groups.
15. Walking: Walk-ability is important to residents. Closing Minto St. and turning it into a pedestrian walkway was a very popular suggestion. Residents were also passionate about having a walkway that links Memorial Park to the site, and other downtown businesses that is covered. Having an indoor walkway to connect the Library/Art Gallery and Convention and Performance Centre is key to residents.
16. Shops: Residents are hoping to see local shops, cafes and restaurants incorporated into the design of the Library/Art Gallery and Convention and Performance Centre. They wish to see it as a gathering space for the community, and that the Farmer's Market has a space to be open year round.

17. Roads: Feedback regarding roads was two folded: (1) Traffic control; and (2) Road closures. Residents are concerned about the speed limit on Elgin St., and traffic volumes and access by vehicle in that area. Secondly, a frequent suggestion made by residents is to eliminate Minto St. and turn it into a pedestrian walkway.
18. Sudbury History: Residents would like to see Sudbury's history preserved in the design of the site. Suggestions include creating a local landmark to recognize the former arena site, and permanent plaques with Sudbury's history on them.
19. Hotel: A hotel in and around the site of the Junction was a popular suggestion. Residents believe it should be attached to the Convention and Performance Centre, or have a covered walkway linking the Convention and Performance Centre to a hotel and parking structure.
20. Transit/Shuttle: Bus access and drop off/pick-up locations were a concern to residents. They have suggested that a shuttle be an option for ease of transportation, with multiple drop off/pick up locations.

#### Informant Interviews

From April 30<sup>th</sup>, 2018 to May 11th, 2018 City Staff performed telephone informant interviews to project and community experts across Canada in order to collect information from a range of institutions with similar project objectives as the Library/Art Gallery and Convention / Performance Centre projects— a newly built or remodeled Library, Art Gallery, Convention Centre, Performance Centre, or Library/Art Gallery. The purpose of these interviews is to provide insight to project staff as the projects move forward, gather information about challenges or issues throughout the project lifecycle that they experienced, and discuss recommendations and advice they might have for us going forward.

Each institution was asked for information including their time with the organization, their role in the project, the development of the project, challenges and advice or suggestions for our team going forward.

The following organizations were interviewed:

1. Halifax Public Library- Director of Finance and Facilities
2. Thunder Bay Public Library- Chief Librarian/CEO
3. Vaughan Civic Centre Resource Library- Director of Growth and Communications
4. Chatham-Kent Public Library- CEO/Chief Librarian
5. Art Gallery of Windsor- Executive Director
6. Judith & Norman ALIX Gallery- Curator/Director
7. Gallery TPW- Curator
8. Ottawa Art Gallery- Director/CEO
9. Grimsby Public Library and Art Gallery- Chief Librarian
10. Burlington Performing Arts Centre- Board Vice Chair

Highlights from these interviews included ensuring a robust community engagement program and building for the future and designing the space according to the population the facility will serve. Many organizations spoke to the importance of creating spaces that are both fully functional and have the ability to be used in a variety of ways. One organization spoke to their design which included curved walls—flat pieces of art cannot be hung on curved walls, therefore the space is not fully functional. Greater flexibility will result in greater sustainability. Another organization emphasized the importance of determining staffing requirements prior to designing the space because they not have enough office space to support the number of staff their new facility requires. Design decisions have an impact on the day-to-day budget of running a facility, therefore it was suggested to be cautious when designing the space ie. High ceilings results in higher heating/cooling costs.

### Integrated Site Design Workshop

On May 15<sup>th</sup>, 2018, CentreLine Design and Cumulus Architects Inc. facilitated a design workshop for integrated site design of The Junction. Here, City Staff, Working Group members, Board members from the Greater Sudbury Public Library Board and Art Gallery of Sudbury Board, and key staff from each of the organizations gathered to discuss desired components for a successful integrated site design. Participants also looked at feedback received during the community engagement campaign.

To begin, participants were broken up into four groups and given time to discuss and develop a project wish list. No limitations were imposed and everyone was encouraged to 'think big'. Following this activity, a designated speaker from each table presented their ideas to the group, revealing a variety of ideas and hopes for each project and for the site.

Next, participants were asked to consider what their 'vision for success' would be for the project. The five most popular themes from this activity were:

- Sustainability – economic, social, environmental, and political
- Celebrated architecture
- A destination for tourists
- A catalyst for community growth and economic development
- Accessible for all abilities, ages, and social groups

Each group was provided with a downtown map, four massing cut-outs of a Library, Art Gallery, Convention/Performance Centre, and hotel, trace paper, and post-it notes. They were tasked with developing options for the site.

The groups were asked to specifically explore three different design strategies:

- Adaptive re-use of the existing site and arena
- New build on the selected site
- 'Blue Sky' or think outside of the box with no limitations

Throughout the workshop, some strong and valuable insights and positions towards all of the projects emerged.