



**PERFORMING ARTS CENTRE
TASK FORCE**

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TO: MAYOR J. LEHMAN AND MEMBERS OF COUNCIL

FROM: CHAIR, COUNCILLOR, J. HARRIS

NOTED: S.SCHLICHTER, DIRECTOR, ECONOMIC AND CREATIVE DEVELOPMENT

R.BELL, DIRECTOR, RECREATION AND CULTURE

R. PEWS, DIRECTOR, CORPORATE FACILITIES

D.MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES

A.MILLER, RPP, GENERAL MANAGER OF INFRASTRUCTURE AND GROWTH MANAGEMENT

M.PROWSE, CHIEF ADMINISTRATIVE OFFICER

RE: STATUS UPDATE: PERFORMING ARTS CENTRE TASK FORCE

DATE: June 21, 2021

The purpose of this Memorandum is to provide members of Council with an update concerning the Performing Arts Centre Task Force as per Council Motion 21-G-062, included as Appendix 'A' to the Memorandum.

On April 22, 2021, Council directed the creation of three task forces, including the Performing Arts Centre Task Force. The key mandate of the task force is to develop a plan to construct a modern performing arts facility in the city's core to replace Georgian Theater and Fisher Auditorium. Councillor J. Harris was identified as Chair of this Task Force.

Task Force Membership

A Performing Arts Centre Task Force (PAC Task Force) has been organized comprised of members representing a variety of stakeholders in the arts and culture sector and includes representation from industry members, sector champions and influencers. Other organizations/stakeholders may be brought in on an ad-hoc basis as advisory stakeholder partners. In addition to Councillor J. Harris, Councillor Thomson and Councillor Riepma, the following list of people have graciously agreed to volunteer their time and expertise to be regular members of the PAC Task Force.

- Councillor Jim Harris (Chair)
- Councillor Robert Thomson
- Councillor Clare Riepma
- Angela Baldwin
- Scott Boyer
- Chris Ferando
- Marshall Green
- Tania Gregoire
- Greg Groen
- Wayne Hay

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- Graham Knight
 - Josephine Martensson-Hemsted
 - Barry Peacock
 - Damian Spaulding
 - Julie Underhill

A Terms of Reference has been created and approved by PAC Task Force members and is attached as Appendix 'B' to this Memorandum.

Meetings to Date

Three PAC Task Force meetings have taken place to date, every two weeks since May 5, 2021.

Meeting 1: May 5, 2021 - focused on getting the group familiarized with the project background and answering associated questions.

Meeting 2: May 20, 2021 – focused on dividing the Task Force into three Working Groups to help streamline the work that needs to be completed.

Meeting 3: June 3, 2021 – hosted the first Working Groups in breakout sessions and focused on completing workplans for those Working Groups.

The next full PAC Task Force meeting will be held on June 24, 2021. Working Groups are setting up their own meeting schedules in addition to the regular PAC Task Force meetings. Full PAC Task Force meetings may lessen in frequency as individual Working Groups increase the frequency of their meetings.

Staff meet with Councillor J. Harris (Chair) regularly every Thursday morning to ensure the project is progressing and to prepare background materials for Task Force members.

Task Force Mission/Purpose

The mission/purpose of the PAC Task Force is to serve as a working group to advance the planning required to construct a modern performing art facility in the city downtown core to replace the Georgian Theater and Fisher Auditorium. The outcome of the Task Force's work will be the development of a complete project plan, including appropriate key milestones, necessary to execute it including validation of the site location and key needs for the centre necessary to inform its design; establishing a budget, and overall fundraising targets. It is anticipated that the mission/purpose will be fulfilled by the end of 2021 and that members will remain on the Task Force until that time.

Performing Arts Centre Location

The PAC Task Force members are in agreement to move forward with planning for a Performing Arts Centre at the former Fisher Auditorium site at 125 Dunlop Street West.

Working Groups

To streamline the planning work, three Working Groups have been created and have developed associated workplans. Working Groups will regularly report back to the larger PAC Task Force on their progress.

Working Group 1: Main User Groups/Programming/Technical requirements/Scope development.

The purpose of Working Group 1 is to develop a scope of work for an architect that is based on the input of all user groups and the needs of a growing city.

Tasks include:

1. *Collect information* - obtain a list of user group needs and desires, and prioritize options identifying those that are critical versus nice to have. Determining user group size and space requirements, financial capabilities, and review previous designs for limitations and information from other municipal theatres for best practices.
2. *Analyse information* – assemble and review information received and identify any gaps and any other opportunities, including public and secondary user information from Group 2.
3. *Conclusions and recommendations* – develop detailed list of building requirements to review with user groups and amend as necessary to develop final building scope.

Working Group 2: Community Engagement/Communications/Marketing.

The purpose of Working Group 2 is to garner community feedback and develop marketing and communications messaging to help obtain community support for the Performing Arts Centre. This will include a public input presence on the city website and by phone as per Council direction.

Tasks include:

1. *Collect information* - identify who has been previously engaged and identify others that need to be engaged. Determine what questions to ask to determine community needs, and arrange surveys and focus groups to collect information. This includes secondary users and general public/audiences.
2. *Develop messaging* – develop messaging that will engage the community and become the basis for future fundraising efforts.
3. *Collaborate with Working Groups 1 & 2* – work with Group 1 to ensure public and secondary user group feedback is incorporated into design scope development, and work with Group 2 to develop messaging for fundraising campaign.

Working Group 3: Fundraising

Tasks include:

1. *Grants/Funding Proposals* - filter and prioritize available grant/funding opportunities as identified by staff, and develop an advocacy plan for government support.
2. *Naming/sponsorship opportunities* – develop a list of potential naming/sponsorship opportunities associated with the Performing Arts Centre, including what could be salvaged from the existing Fisher Theatre to honour the W.A. Fisher legacy.
3. *Fundraising consultant* – determine the need for a fundraising consultant to provide expertise/consultancy before initiating a capital campaign and support staff in scope development.
4. *Capital Campaign support* - identify potential capital campaign fundraising champion(s) and identify potential capital campaign corporate/personal giving donors.

Staff will report back in September via Memo with an update on the progress of the individual Working Groups and any associated funding requests beyond existing budget approvals.

APPENDIX 'A' – Council Motion 21-G-062

21-G-062 MARKET PRECINCT TASK FORCE, PERFORMING ARTS CENTRE TASK FORCE, AFFORDABLE HOUSING TASK FORCE

WHEREAS revitalizing the west end of Downtown Barrie and the creation of more affordable housing are urgent priorities for Council; and

WHEREAS the recent decision to close Georgian Theatre and not to proceed with renovating Fisher Auditorium has highlighted the urgent need for a large performing arts facility in Barrie; and

WHEREAS helping the City's residents, business community, and cultural community recover from COVID includes addressing these three key issues, which can be part of a strong recovery for Barrie; and

WHEREAS Council directed City staff to develop a funding strategy by April for strategic projects, as part of the 2021 Business Plan;

THEREFORE BE IT RESOLVED as follows:

1. That three Task Forces; a Market Precinct Task Force, a Performing Arts Centre Task Force, and an Affordable Housing Task Force be established.
2. That each Task Force be mandated to report to General Committee by the end of 2021 with a plan to accomplish the following:
 - a) Market Precinct Task Force - a plan for investments in the economy and in public spaces in the west end of Downtown Barrie;
 - b) Performing Arts Centre Task Force - a plan to construct a modern performing arts facility in the city core to replace Georgian Theater and Fisher Auditorium; and
 - c) Affordable Housing Task Force - a plan to co-ordinate County, City, and charitable/not-for-profit housing projects and policies, to aggressively expand the supply of affordable housing, with particular emphasis on addressing the hardest to house.
3. That each Task Force be comprised of interested members of Council, stakeholder organizations from the downtown, cultural, and housing communities as identified by the Chairs, and staff as identified by the Chief Administrative Officer and/or the Executive Management Team.
4. That the Market Precinct Task Force be chaired by Deputy Mayor, B. Ward, the Performing Arts Centre Task Force be chaired by Councillor, J. Harris, and the Affordable Housing Task Force be chaired by Mayor, J. Lehman.
5. That the Mayor's Office provide administrative (minutes, scheduling) support to the Task Forces, and technical support (mapping, feasibility expertise, etc.) be provided by the following Departments:

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- a) Market Precinct Task Force - Development Services;
 - b) Performing Arts Centre Task Force - Recreation and Culture Services and Economic and Creative Development; and
 - c) Affordable Housing Task Force - Development Services.
 6. That each Task Force provide updates via memorandum to Council in June, 2021 and September, 2021.
 7. That each Task Force identify any funding requirements associated with their activities, which will be submitted to General Committee as part of the June update, and funded from the Council Strategic Priorities Account if less than \$20,000 for the year.
 8. That each Task Force develop an open public consultation portal (online and by phone) and provide for any additional specific public consultation opportunities as deemed appropriate.
 9. That given potential Federal and Provincial funding programs may be available in support of COVID recovery, City staff be delegated authority to apply for grants generally in line with the objectives of the Task Force, with funding agreements to be subject to Council approval prior to execution if a grant application is successful. (Item for Discussion 8.1, March 8, 2021)

APPENDIX 'B' – Terms of Reference

**CITY OF BARRIE
Barrie Performing Arts Centre Task Force
TERMS OF REFERENCE**

1. MISSION, PURPOSE, AND MANDATE

The Performing Arts Task Force will serve as a working group to advance the planning required to construct a modern performing arts facility in the city downtown core to replace the Georgian Theater and Fisher Auditorium. The outcome of the Task Force's work will be the development of a complete project plan, including appropriate key milestones, necessary to execute the plan including validation of the site location and key needs for the centre that will inform the design, establish a budget, and overall fundraising targets.

Background

On March 22nd, 2021 Barrie City Council provided direction for the creation of a Performing Arts Centre Task Force as summarized below:

- The recent decision to close Georgian Theatre and not to proceed with renovating Fisher Auditorium has highlighted the urgent need for a large performing arts facility in Barrie;
- It is anticipated that the work of the committee will help the City's residents, business community, and cultural community to recover from COVID-19 and will be part of a strong recovery for Barrie;
- The Performing Arts Centre Task Force, to be chaired by Councillor, J. Harris, must report back to General Committee by the end of 2021 with a plan to construct a modern performing arts facility in the city core to replace Georgian Theater and Fisher Auditorium, with interim updates to Council via memorandum in June, 2021 and September, 2021.
- The Task Force will be comprised of interested members of Council, stakeholder organizations from the cultural field as identified by the Chair, and staff as identified by the Chief Administrative Officer and/or the Executive Management Team.
- Technical support (mapping, feasibility expertise, etc.) is to be provided by the Recreation and Culture Services and Economic and Creative Development departments.
- The Task Force is to identify any funding requirements associated with their activities and include them as part of the June update to Council.
- The Task Force is to develop an open public consultation portal (online and by phone) and provide for any additional specific public consultation opportunities as deemed appropriate.
- Given that potential Federal and Provincial funding programs may be available in support of COVID recovery, City staff may apply for grants generally in line with the objectives of the Task Force. Funding agreements will be subject to Council approval prior to execution if a grant application is successful.

Specific committee duties include:

- Bringing perspectives from the groups or areas of expertise represented and supporting the alignment of perspectives and needs of all stakeholders in making decisions in the best interest of the City and community as a whole.
- Sharing information and soliciting feedback from representative organizations if the member is representing a larger alliance or group and act as the voice on the Task force for said organization or group.
- Aligning and sharing common messaging regarding the plans for a performing arts centre.
- Validating and establishing the overall vision and scope of a performing arts centre for Barrie.
- Validating the Performing Arts Centre's location in the city core

- Establishing a budget for the project and development of overall fundraising goals in alignment with such budget, and funding sources including identification of potential provincial and federal funding opportunities, and community funding capacity.
- Informing Council on progress of the work of the Task Force.
- Reviewing and reporting back to City Council on matters referred to the Task Force for further investigation.

2. MEMBERSHIP

The Task Force Members represent a variety of stakeholders in the arts and culture sector and include representation from industry members, sector champions and influencers with expertise in the areas identified above, who are capable of contributing time and expertise necessary to achieve the mandate of the Task Force.

The expectation is that members will attend monthly broader Task Force meetings along with the potential for additional focused sub-working group meetings and individual task assignments to be undertaken.

The Performing Arts Centre Task Force membership includes:

- Councillor Jim Harris (Chair)
- Councillor Claire Riepma
- Councillor Robert Thomson
- Angela Baldwin
- Scott Boyer
- Chris Fernando
- Marshall Green
- Tania Gregoire
- Greg Groen
- Wayne Hay
- Graham Knight
- Josephine Martensson-Hemsted
- Barry Peacock
- Damian Spaulding
- Julie Underhill

Other organizations/stakeholders may be brought in on an ad-hoc basis as advisory stakeholder partners. A quorum of 50% + 1 members will be required for a meeting to proceed.

The Performing Arts Centre Task Force will have the ability to create project or issue-specific working groups and, through the Chair, appoint members to these groups as needed for a specified time and purpose. These working groups will be tasked with an issue and will report back to the team on potential solutions.

3. ROLES AND RESPONSIBILITIES OF MEMBERS

Committee members shall:

- a) Attend and actively participate in all meetings;
- b) Work with other members to attempt to reach consensus on decisions before the Task Force, finding balance and alignment between perspectives and needs of all stakeholders to achieve decisions that are in the best interests of the City and community as a whole; and

- c) Adhere to these terms of reference, City of Barrie's Procedural By-law, Purchasing By-law, and the Council/Committee Code of Conduct.

4. CONFLICT OF INTEREST

Citizen members of the Performing Arts Centre Task Force are disqualified from directly or indirectly benefiting from their participation on the Performing Arts Centre Task Force during or after their tenure.

5. REPORTING

The Task Force is mandated by Council to report back to General Committee by the end of December 2021 with a plan to construct a Performing Arts Centre with specific direction to provide Memorandums back to Council in June and December of 2021.

6. RESOURCES

Staff from the Mayor's Office will provide administrative support, including preparation and distribution of agendas, minutes, and supporting documentation.

Project specific support will be provided by the Economic and Creative Development, Recreation and Culture, and Facilities Departments. It is understood that the City may need to hire outside specialist consultants for specific matters.

MEETING TIME, PROCEDURES, LOCATION

At the first meeting of the Performing Arts Centre Task Force a meeting schedule will be established. Agenda items will be established and circulated in advance of each meeting along with meeting minutes from the previous meeting for review.

A call for agenda items will be sent out through the Chair from the Mayor's Office including a deadline for attendance confirmation. If minimum attendance is not expected to be obtained, an alternate date shall be selected.

Task Force meetings may be cancelled by the Chairperson given reasonable notice to all members. Meeting records (agendas, minutes, etc.) will be maintained by the Office of the Mayor and provided to Task Force members.

Meetings will take place by video conference until it is deemed safe by the City to meet in person at which time the Task Force Members can determine if the group will continue to meet via video conference or start meeting in person, or a combination of the two options.

7. TERM

Members will be expected to remain on the Task Force until the purpose and mandate of the Task Force are fulfilled, which is expected to be by the end of 2021. If a Member wishes to remove themselves from the Task Force a suitable replacement will be appointed by the Chairperson in consultation with the Task Force membership.