

## **St. Lawrence Centre for the Arts Redevelopment**

**Date:** March 30, 2022

**To:** St. Lawrence Centre Redevelopment Committee and the Board of Directors of TO Live

**From:** President and Chief Executive Officer

**Wards:** 13

### **SUMMARY**

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At its meeting of January 20, 2020, City Council adopted EX12.6 which directed TO Live and CreateTO to prepare a building program, Class D cost estimate, business model and funding strategy for a reimagined St. Lawrence Centre for the Arts ("STLC"), a civic asset managed by TO Live and located at 27 Front Street East in the heart of the St. Lawrence neighbourhood.

The purpose of this report is to provide the Board of Directors of TO Live (the "Board") with an update on the work directed by City Council, and the recommendations for next steps.

The work completed to date reflects Phase 1 of the City's Major Capital Project Approval Process (Preliminary Assessment/Feasibility) which includes:

- development of a building program informed by a robust consultation process with a broad range of representatives in the arts, culture and creative spaces and the St. Lawrence Market Neighbourhood Association and BIA;
- development of a heritage approach and principles to guide the future reimagining of the STLC;
- a test fit of the building program to ensure the cultural heritage of the site can be celebrated, while providing new spaces to support the evolving and changing needs of the arts, culture, and creative sector for the next 60 years;
- a Class D cost estimate to inform a preliminary project budget;
- a financial model that operationalizes the new vision for the STLC; and
- a funding strategy to support the construction of a new reimagined STLC.

The STLC has played an important role in the evolution of the City's cultural fabric. Constructed by the City of Toronto as a Canadian centennial project, the STLC opened its doors in February 1970. For 52 years, the building, alongside its counterpart, Meridian Hall (originally named the O'Keefe Centre), has served performers and hosted performances that have entertained citizens and visitors.

Today, following the impacts of the pandemic and a devastated cultural sector, a new cultural landscape is emerging that calls for a reimagining of the STLC that builds upon the renewed values and themes articulated by the community through the consultation process, and also aligns with TO Live's five year Strategic Plan - flexible spaces; equity, access and affordability; creative process; and delivery systems that will support the next generation of artists, performers, creatives, and the local community.

This advances the Council direction to prioritize a more equitable recovery and inclusive economy articulated through the *COVID-19 Impacts and Opportunities* report and *Building Back Stronger: Report of the Economic Cultural Advisory Group*.

The reimagined STLC will create a cultural ecosystem where renewed cultural spaces, innovative spaces and gathering spaces will anchor the STLC as a cultural and civic hub along the important Front Street cultural corridor. A reimagined STLC will support the following key objectives:

- Reimagine an aging, outdated facility that no longer serves the functional needs of the cultural and creative sector and the local community;
- Create a new state-of-the-art cultural hub and community asset for the city that will be fitted out with cutting-edge broadcast technology and livestreaming equipment, virtual and augmented reality technology, and high-speed connectivity to support the next generation of creatives and generate economic activity in Toronto;
- Create flexible spaces that will:
  - serve the dynamic needs of artists (local or otherwise) and contribute to their artistic development, innovation and collaboration;
  - provide flexible theatre spaces, a rehearsal hall, studios and workshops, lobbies and outdoor spaces that will be used and animated throughout the day and night;
  - enable the versatility of spaces to serve performance and presentation, creation and incubation to best serve the local artistic community as well as enable TO Live to showcase the world's most innovative artistic programs through presentation; and
  - bring together a variety of partners - local artists and organizations, performers educational partners, anchor tenants and the local community in open and accessible space.
- Build cultural capacity in the city, that will secure longevity of space for the creative community;
- Support the cultural and retail importance of Front Street East as a "Cultural Corridor and Retail Priority Street" in the City's Downtown Plan;
- Contribute to the enhancement of the Front Street public realm with improved connections to Berczy Park, Scott Street and Meridian Hall;

- Target Toronto Green Standards, Version 3, Tier 4 and establish new sustainable performance standards for this archetype;
- Develop a business model that will provide affordable access to the performing arts sector, communities and neighbourhood that will be representative of the citizens of Toronto; and
- Develop a funding strategy that will draw support from federal and provincial governments and fundraising to minimize the capital requirements from the City.

The next steps require City Council's approval to advance to Phase 2 of the City's Major Capital Project Approval Process (concept design, through an international design competition, site investigation and due diligence to inform a project budget and schedule). Subject to City Council's approval, a design competition would be launched in Q3 of 2022 with a recommended design team and project budget reporting to Executive Committee and City Council in Q2 of 2023.

## **RECOMMENDATIONS**

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The President and Chief Executive Officer recommends that the Board of Directors of TO Live recommend that:

1. City Council endorse the building program for the new reimagined St. Lawrence Centre for the Arts, as more particularly itemized in Attachment 2;
2. City Council direct the President and Chief Executive Officer, TO Live and the Chief Executive Officer, CreateTO, along with the Executive Director, Corporate Real Estate Management and the Chief Planner & Executive Director, City Planning to:
  - a. Explore options for and complete the schematic design process to reimagine the St. Lawrence Centre for the Arts, informed by the existing secured funding as outlined in the TO Live State of Good Repair budget and the building program outlined in Attachment 2 and the heritage approach and principles outlined in Attachment 1;
  - b. Complete an updated Class D cost estimate;
  - c. Provide an update to the project budget and funding strategy.
3. City Council direct the President and Chief Executive Officer, TO Live and the Chief Executive Officer, Create TO, along with the Executive Director, Corporate Real Estate Management and the Chief Planner and Executive Director, City Planning, to report back to the Executive Committee and City Council in the second quarter of 2023 with updates including: the completed schematic design, the project costs based on a Class D estimate, the business model and funding strategy.

## FINANCIAL IMPACT

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There is no financial impact arising out of the recommendations in this report. Resources required to support this project are being allocated from the current staffing complement and are part of the TO Live and CreateTO 2022 Council approved operating budgets.

TO Live's approved Capital Budget for 2022 includes \$3 million dollars out of the STLC State of Good Repair ("SOGR") to fund Phase 1 and 2 of the Major Capital Project Approval Process which includes: conceptual design, feasibility, site investigation, schematic design and costing. The budget for Phase 1 and 2 is outlined in Table 1.

A preliminary project cost of \$295.5 million (in today's dollars), based on a Class D cost estimate completed by a third-party cost consultant, establishes an order of magnitude for this project. An updated Class D estimate will be provided upon the design finalization. A contingency/risk allowance of \$125.9 million (inclusive of construction escalation costs) is carried to reflect a preliminary design and a project construction start date of December 2026. Should City Council approve advancing to the next stage in the Major Capital Projects Approval process, a refined design, and updated cost estimate and project schedule will inform a project budget.

City Council approved the 2022-2031 Capital Budget and Plan for TO Live which includes funding to address capital improvements for SOGR as well as upgrades to AODA standards at the STLC to continue the studies and planning required for the STLC redevelopment.

Given the magnitude of the cost estimate, this project will require a funding strategy that will draw support from other orders of government and a fundraising capital campaign (to be undertaken by TO Live) to minimize the capital requirements from the City to support the design and construction of a reimagined STLC which is discussed in this report.

**Table 1: Phase 1 & 2 Approved Capital Budget (\$millions)**

YEAR	2020-2021	2022	2023
	\$0.252	\$1.074	\$0.214
<b>TASKS</b>	<ul style="list-style-type: none"> <li>-Stakeholder engagement</li> <li>-Heritage approach/principles</li> <li>-Gap Analysis</li> <li>-Building program</li> <li>-Test fit</li> <li>-Business case</li> </ul>	<ul style="list-style-type: none"> <li>-Indigenous engagement</li> <li>-Funding strategy Class D cost estimate</li> <li>-Schematic Design</li> <li>-Project budget &amp; schedule</li> <li>-Design competition</li> <li>-Site and environmental investigations</li> <li>-Survey work</li> </ul>	<ul style="list-style-type: none"> <li>-Update Class D cost estimate and project budget</li> <li>-Update financial model and funding strategy</li> <li>-Site &amp; environmental investigation</li> </ul>

## DECISION HISTORY

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On January 29, 2020, Council adopted item EX12.6, which endorsed the replacement of the STLC, located at 27 Front Street East, with a new reimagined centre as a state-of-the-art civic hub for the city's creative communities. Council directed TO Live and CreateTO to engage in an open consultation process with key stakeholders in the cultural community, the St. Lawrence Market neighbourhood and implicated City divisions and agencies to develop a building program which would inform a project budget, business model and funding strategy, and a project plan and schedule to deliver a new St. Lawrence Centre for the Arts for subsequent consideration and approval by City Council.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EX12.6>

## COMMENTS

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### Background

The STLC is one of three performing arts centres that is under the jurisdiction of TO Live, a City agency, established in 2017 for the consolidated governance and operations of the:

- Meridian Hall, located at 1 Front Street East
- Meridian Arts Centre, located at 5040 Yonge Street; and
- STLC, located at 27 Front Street East

The STLC is a 0.4 ha (1.0 acres) site (the "**Property**") bounded by Front Street East to the north, Scott Laneway to the south, Scott Street and Meridian Hall to the west, and commercial buildings to the east. The Property overlooks one of the city's treasured public spaces, Berczy Park. The Property is well served by public transit with its proximity to the Union Station mobility hub. Situated in Ward 13, STLC is an important civic asset in the St. Lawrence Market neighbourhood and the Front Street Cultural Corridor.

STLC was constructed by the City of Toronto as a Canadian centennial project. Following eight years of planning, design and construction, it opened its doors to the public on February 2, 1970. Designed to foster civic involvement through participation in the arts, the STLC became a transformative landmark in the evolution of Canadian culture. Throughout its history, the STLC has launched the careers of thousands of Canada's finest directors, choreographers, actors, designers and production staff.

The 9,300 metres squared (100,000 square feet) STLC is home to:

- Bluma Appel Theatre: an 868-seat proscenium stage;
- Jane Mallet Theatre: a 497-seat semi-circular thrust stage;
- Rehearsal Hall: a 111 square metres (1,200 square feet) space ideal for rehearsals, auditions, workshops, classes, meetings and small events; and
- Lobbies with fully licensed bars for pre-show and post-show receptions.

Today, STLC provides Toronto's not-for-profit music and dance companies and diverse cultural communities with a professional, service-oriented, equipped theatrical and entertainment facility to act as a focus for Canadian performing arts by attracting, facilitating and presenting varied high-quality cultural, artistic and public events. The Canadian Stage Company, Music Toronto, Hannaford Street Silver Band, Toronto Operetta Theatre, and other non-profit performing arts organizations are long-standing tenants of the STLC and utilize the theatre venues for performances.

Despite its remarkable 52-year history, the physical, economic and functional life of the building has reached its usefulness. The COVID-19 pandemic and its impact to the cultural and creative sector have shown more acutely how the performance spaces remain outdated and inflexible, and no longer reflects industry wide standards for performing arts companies – accessible facilities that are flexible, adaptable, and configurable. The pandemic also identified the necessity to utilize civic assets for the public for gathering spaces and alternative uses beyond conventional performance times.

A confluence of forces - an aging building with a significant capital back log, inflexible and inaccessible spaces that do not meet the needs of the community and the cultural and creative sector, and the immediate needs of the arts and culture sector stemming from the pandemic creates an opportune time to reimagine the facility, better utilize a City asset, accelerate the creation of Toronto's creative hub through federal and provincial partnerships, and propel the recovery of the culture sector and the economy.

The reimagined STLC celebrates the newly crafted purpose of TO Live to amplify the role of performance spaces as a force for social engagement, cultural exchange, and creative innovation. As a vital part of the current performing arts and cultural ecosystem in Toronto, a reimagined STLC promises to support the recovery and future of arts and culture in Toronto by its concerted effort in 'making space' for artists, culture makers, and community. What the public library system has done for access to information, the reimagined STLC will do for access to arts and culture. It will be a meeting place with flexible, state-of-the art spaces where artists and the public will come together to create, perform and share ideas that build a better city through the arts. It will be a place that is not only firmly rooted in the neighbourhood, but also a destination for every Toronto citizen and visitor.

## **Creating a New Cultural Hub for the City**

### **Engagement**

In January 2020, City Council supported the reimagining of the STLC to be informed by a robust consultation process in the development of a building program. The COVID-19 pandemic caused a pause in the project, as the City and the cultural sector worked to pivot in this new virtual environment. In May 2021, the project was relaunched with four engagement outreach programs led by KerrSmith consultants. This included:

### **Project Web Site (<https://STLCnext.org/>)**

- Links to consultation process, documents and project updates to keep the cultural sector and community informed.

### **Survey (April-May 2021)**

- City-wide survey to engage communities from a wide representation of the arts sector, residents from diverse communities across the city, and the local neighbourhood to provide information about their current use of the space, their perception of available facilities in the city, the need for spaces to be utilized in the public realm, and their desired future ambitions for STLC.

### **Design Roundtable (May 2021)**

- A round table discussion of leaders in the arts and cultural sector to provide input on the impact of COVID-19 to the creative industry and understand how to build back a resilient future for the creative sector.

### **Reimagining the St. Lawrence Centre for the Arts, June 2021**

- A research paper entitled, *Setting the Stage: Reimagining the St. Lawrence Centre for the Arts*, dated June 7, 2021, prepared by KerrSmith and Zan Chandler, examined how the COVID-19 pandemic altered the outlook for performing arts in Toronto and under-represented populations in the city. A link to the research paper can be found here: <https://stlcnext.org/wp-content/uploads/2021/07/STLC-Next-public-engagement-background-file.pdf>
- This research was used to frame the STLC consultation through a Stakeholder Working Group ("**SWG**") whose membership consisted of representatives of the neighbourhood and the cultural sector, including existing tenants of STLC.

### **STLC Stakeholder Working Group**

- Representatives from the cultural sector, including not-for-profit tenants of the STLC met over four sessions to establish principles, vision statements and program components for a new STLC.

Key themes emerged from the outreach and engagement process that were distilled to four guiding principles:

1. Ensure dynamic and highly flexible spaces.
2. Build for extreme usability.
3. Create a bold and open building that fits the neighbourhood.
4. Be future facing for a decarbonized world.

A gap analysis, prepared by Net+Gain Consultants, was completed as an additional data point in the redevelopment of the STLC. The analysis concluded and reinforced the themes that emerged from the consultation, that is, the desire for flexible spaces that are adaptable and capable of responding to the changing needs of the cultural sector as community cultural uses become scarcer.

A team of consultants consisting of DTAH architects ("DTAH"), Philp Goldsmith Architect ("**PGA**") (heritage architect), Novita (theatre consultants), which include mechanical, structural, electrical, acoustical and engineering consultants and a third-party cost consultant were retained to develop a detailed building program informed by the principles/vision of the consultation process, complete a test fit to demonstrate that

a new building program can be accommodated on the Property and a Class D cost estimate and project costs.

### **Heritage Designation**

The STLC is located in the southwest corner of the St Lawrence Heritage Conservation District ("HCD") which came into effect in 2021 and is designated under Part V of the Ontario Heritage Act. It is a contributing building in the HCD and is classified as a landmark. In addition, the building was recommended for individual listing on the Toronto Heritage Register in 2012 in a report from Preservation Services to Toronto Preservation Board and Toronto and East York Community Council, and was listed in 2013. STLC's contributing status and its landmark classification in the HCD, along with the building's heritage listing, are key factors in informing the proposed reimagining of the STLC.

DTAH and PGA developed a heritage approach and principles to inform any future alterations and additions to the STLC. Several meetings were convened with City Planning and Heritage Preservation Services to review and agree upon on a heritage approach and accompanying principles. Consensus with City Planning and Preservation Services was achieved, and the heritage approach and principles can be found in Attachment 1.

### **Building Program and Test Fit**

Together, the guiding principles, the heritage approach and TO Live's operational expertise informed the development of a building program. Built on the intersection of three organizing elements - creative, innovative and gathering spaces - there emerged a cultural ecosystem which will establish STLC as a new transformative cultural hub. The building program which emerged from these inputs is outlined in Table 2 and the detailed building program can be found in Attachment 2.

Scott Street forms the western boundary of the site and presents an opportunity in the creation of a new STLC cultural hub. The program proposes transforming Scott Street and creating an outdoor public plaza connecting to Meridian Hall and a continuum to Berczy Park directly across the street from the STLC. This enhanced public space will provide a natural outdoor "theatre" for accessible performances, facilitate pedestrian traffic and will host a myriad of activities for the neighbourhood to enjoy. Early discussions have occurred with City Planning, Urban Design and Transportation Services, and further study and consultation will be required to determine the feasibility of closing a portion of Scott Street.

Test fits were conducted and reviewed with City Planning and Heritage Preservation staff to confirm that the new building program can be accommodated within the building envelop prescribed by the planning policy, heritage listing and HCD (see Attachment 3).



**Table 2 - Building Program**

<b>PROGRAM SPACE</b>	<b>SQUARE FOOTAGE</b>
Flexible, Performance Spaces	
700-seat theatre - Audience Chamber - Technical Support - Stage Platform	27,660
300-seat acoustical hall - Audience Chamber - Technical Support - Stage Platform	6,300
Gathering Spaces -Shared Front of House - Public Space & Support Space	29,590
Creative Space - Rehearsal Rooms (small, medium, large) - Artist-in Residence & support spaces - Media Spaces - Child Minding   Kids Zone - Utility Rooms	22,020
Shared Back-of-House	13,900
Utilities and Gross up factor	80,909
<b>TOTAL</b>	<b>180,379</b>
Bridge connection to Meridian Hall	173 ft. long   8.5 ft. wide
Scott Street Public Realm Improvement	16,000 square feet

## **Sustainability**

STLC is poised to symbolize the future of sustainable cultural infrastructure adhering to objectives of TransformTO, the City of Toronto’s climate strategy. As a City asset, the proposed new STLC will be required to meet the Toronto Green Standards ("TGS") Version 3, Tier 4 performance standards. As there currently is no archetype for a city cultural centre, TO Live and CreateTO will collaborate with the Environment and Energy Division to establish the pathways for achieving TGS Version 3, Tier 4 for this archetype and setting a benchmark for cultural infrastructure while helping to achieve the City's ambitious carbon targets.

## Business Model

The TO Live Strategic Plan prioritizes the provision of space, artistic development and community access in advancing the sustainability of communities and culture. The goal is a commitment to invest in TO Live's civic assets ("cultural hubs"), coupled with an endowment to serve the continuous creation and production of Canadian culture. Within this strategic framework, the reimagined STLC plays an important role.

AMS Planning & Research was retained by TO Live to assess the financial pro-forma models for the reimagined STLC based on a developed activity profile informed by the STLC building program.

Three alternate operating models were generated which presents three different cases to account for sensitivity based on attendance and activity mix. The three models are:

- Baseline model which represents a "base" year of operations that is the third year of full operations following occupancy of the new STLC;
- High Case model which represents earned revenue producing attendance and sales rates that are at the higher end of the range; and
- Low Case model which represents earned revenue producing attendance and sales rates that are at the lower end of the range.

A summary of each of the financial models is found in Table 3.

**Table 3: Alternate Operating Models**

	Baseline (in million dollars)	High Case (in million dollars)	Low Case (in million dollars)
<b>TOTAL EARNED REVENUE <sup>1</sup></b>	<b>3.903</b>	<b>4.375</b>	<b>3.439</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>4.933</b>	<b>5.081</b>	<b>4.804</b>
- Operating Expenses (variable)	2.684	2.822	2.545
- Operating Expenses (fixed)	2.259	2.259	2.259
<b>NET REVENUE/OPERATING \$</b>	<b>(1.040)</b>	<b>(0.706)</b>	<b>(1.365)</b>
Contributed Revenues (TO Live Investment) <sup>2</sup>	1.040	0.706	1.365
<b>BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>

1. Earned revenue generated from ticket sales (presentations); ticket fees/surcharges, ticket rebates; facility rentals; other; rental additions/chargebacks; concessions and corporate sales

2. TO Live Investment equals subsidy provided by the TO Live total revenue/operating budget for all three facilities (Meridian Hall, Meridian Arts Centre and STLC).

Each of the models demonstrates varying degrees of a net loss (revenue minus operating costs) as outlined below:

- Baseline \$1.040 million
- High Case \$0.706 million
- Low Case \$1.365 million

In all three models, the net loss or risk for the subsidized program at the new STLC is taken on by TO Live as it currently does with all the venues it manages.

TO Live generates revenue in three main areas: earned revenue at the box office which makes up over 80% of total revenue, development revenue (corporate sponsorship, individual philanthropy and government support from all three levels of government), corporate event rentals, and ancillary income from services provided to outside promoters/producers.

This cross subsidy from the TO Live operating/revenue budget has been an ongoing practice and is required to support the not-for-profit cultural sector in the city. The projected risk allocation for the new STLC is in line with the current running allocation for STLC within the existing TO Live portfolio.

## **Project Costs**

A third-party cost consultant was retained to prepare a Class D construction cost estimate and project costs, which is outlined below.

**Hard Costs** informed by the:

- Building program of 180,000 square feet as set out in Attachment 2
- Conceptual design and technical briefs (architectural, heritage, structural, mechanical, electrical, acoustical and theatre); and
- TGS Version 3, T4 performance standards for City owned assets.

The total hard construction costs are \$212.2 million.

**Soft Costs** which include:

- Consultant fees including architect's design fees; site investigation, legal, fees and permits, furniture, fitting and equipment and other miscellaneous consultants.

The total soft costs are \$83.3 million.

The total project costs (hard and soft costs in 2022 dollars) are \$295.5 million.

As the project is at a conceptual stage, contingencies/risk allowance have been carried to account for:

- escalated construction cost for a projected construction start of December 2026; and market and construction costs volatility which has occurred over the past several years due to COVID-19 and its impact to the supply chain; and
- design refinements/changes in the space program based on detailed specification for the project in all disciplines (architectural, heritage, mechanical, electrical and structural).

The total in contingencies/risk allowances is \$125.9 million. Accounting for these risk factors, the total project costs in 2026 dollars are \$421.4 million. These risk factors will be mitigated throughout the design process and, where required, value engineered through the next phase of the stage gate process (preliminary design and site investigation) in order to bring forward to City Council in the third quarter of 2023 a preliminary design, an updated project cost and project schedule. A summary of the project costs and contingencies/risk allowances can be found in Table 4.

**Table 4 - STLC Project Costs escalated to 2026 dollars**

<b>ITEM</b>	<b>COST ESTIMATE IN 2022 DOLLARS</b>
Hard Costs	\$212,205,000
Soft Costs	\$83,365,622
<b>TOTAL</b>	<b>\$295,570,622</b>

<b>CONTINGENCIES / RISK ALLOWANCES</b>	<b>CONTINGENCIES (TO REFLECT 2026 DOLLARS)</b>
Design Contingency (20%) <sup>1</sup>	\$38,251,000
Construction Escalation Contingency (25%) <sup>2</sup>	\$62,364,000
Post Construction Escalation (7.5%) <sup>3</sup>	\$23,387,000
Soft Contingency (1%)	\$1,902,000
<b>TOTAL</b>	<b>\$125,904,000</b>

<b>TOTAL COSTS (2026 DOLLARS)</b>	<b>\$421,474,622</b>
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1. A 20% design contingency is used at this point in time during the design phase of the project to cover the cost of design parameters and requirements that will become known as the design develops in keeping with a Schedule D cost estimate.

2. Projected construction start date of December 2026; allow for 8% per annum for 2022; 5% per annum from 2023-2026

3. Construction Contingency reflects change orders during the construction period.

## **Revenue and Funding Strategy**

TO Live has identified potential revenue streams for the redevelopment of STLC based on best practices and other comparable campaigns. The funding sources to support the reimagining of the STLC are proposed to come from four sources, outlined below.

The goal of redeveloping STLC aligns with important recent municipal reports, including the May 2020 Report from the Cultural Roundtables for the Mayor's Taskforce on Economic Support and Recovery entitled *COVID-19: Rebuilding Toronto's Creative Future*. This report addresses the immediate needs of the arts and culture sector stemming from the COVID-19 pandemic and places the STLC redevelopment in the context of a longer-term infrastructure stimulus project. It builds on the many years of thinking and work to reimagine the footprint of the facility to better utilize City land and accelerate federal and provincial spending in Toronto's creative hubs.

### **City of Toronto**

The current state of the building will require investments to address improvements for SOGR, as well as upgrades to AODA standards with the provincial government direction by 2025 which are required to keep the building operational and compliant with accessibility requirements or it will continue to fall short in its ability to deliver cultural programming for the city. It is proposed that the SOGR and AODA compliancy budgets be redirected and serve as the City's contribution to the overall capital budget for redevelopment.

### **Federal and Provincial Levels of Government**

The City will seek funding from the federal and provincial governments to meet the commitment to reimagine the STLC. Seeking application for funding through various federal and provincial stimulus programs and investments aligns with Toronto's recovery and future sustainability of the arts and culture sector as a key economic driver for the city and the province.

### **Fund Raising Capital Campaign**

Under the leadership of the *TO Live Foundation*, a capital campaign will be mounted to raise the balance of the capital funding. Upon approval, TO Live will leverage the work of the fundraising team to effectively start identifying and cultivating prospects who have the potential to make lead campaign gifts which will include donations and naming rights. To achieve the highest level of success, this funding model requires commitment and collaboration by the TO Live Foundation Board and Capital cabinet and the City of Toronto. A unified vision and purpose from these groups will support the applications for funding from all three levels of government.

## **Conclusion**

A robust consultation process informed a functional program that established a new transformative STLC cultural hub for the future of the city. It will be a place for the city and the country to discover the future of creative industries, a place to present inspiring cultural products, and a place to reach, teach, inspire, and learn from new and diverse audiences creating a cultural precinct through the East downtown from Union Station to the Distillery and beyond.

A financial operating model, based on an activity plan informed by the functional program, demonstrates the financial sustainability of a new STLC given the current annual streams of investment from both the City and the TO Live operating budgets.

A capital funding strategy seeking partnership from all levels of government, alongside a robust fundraising campaign led by the TO Live Foundation can provide the capital investment required to see the design, construction and operation of a new STLC which promises to support the recovery and future of arts and culture in the city, by its concerted effort in ‘making space’ for artists, culture makers, and community. It will serve as a catalyst for the City’s cultural revitalization and become a driver of economic activity and a benchmark for sustainable cultural infrastructure.

There are several national and international examples of successful cultural precincts that undertook significant capital developments to connect the public realm and public assets. Of recent note in Canada has been the revitalization of the National Arts Centre in Ottawa and The Arts Commons in Calgary. In London, there are the expansive public spaces of the South Bank and the brutalist reimagining of the Barbican. The recently developed Hudson Yards (The Shed) and Geffen Theater as part of the landmark Lincoln Center in New York city have been highly successful in connecting the assembly of buildings and public spaces. It is Toronto’s time to embrace cultural activity as an essential element of the public realm.

**NEXT STEPS**

Upon City Council's approval, TO Live and CreateTO, in collaboration with Corporate Real Estate Management, will follow the City's Major Capital Approval Process to advance the reimagining of the STLC. Should City Council endorse the building program, the next steps in that process are outlined below.

<b>TASK</b>	<b>TIMELINE</b>
Develop Design Brief <ul style="list-style-type: none"> <li>• Schematic Design</li> <li>• Site and Environmental Investigation</li> <li>• Updated Survey</li> <li>• Updated Class D Cost Estimate</li> </ul>	July 2022 - February 2023
Executive Committee   City Council Approvals <ul style="list-style-type: none"> <li>• Recommended Design Team and Project Budget</li> </ul>	March 2023

## **CONTACT**

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## **SIGNATURE**

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Clyde Wagner  
President and Chief Executive Officer  
TO Live

## **ATTACHMENTS**

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Attachment 1: Heritage Approach and Principles  
Attachment 2: Building Program  
Attachment 3: Program Test Fit