

Municipality of Chatham-Kent

Development Services

To: Mayor and Members of Council

From: Bruce McAllister, General Manager, Development Services

Date: October 2, 2023

Subject: Imagine Chatham-Kent Proposal – Public Consultation

Recommendations

It is recommended that:

1. Administration not proceed any further with the following options:
 - a. Option 1, Do Nothing/Address Requirements on an As-needed Basis.
 - b. Option 3, Renovate the Existing Civic Centre/Library Expansion/Cultural Centre
 - c. Option 4, Build a New Civic Centre at a New Location
 2. Administration report back, as soon as possible, with an action plan and funding source to address the various Life Safety concerns identified in the Building Condition Assessment report for the Civic Centre.
 3. Should Council wish to maintain the existing level of service, then proceed with Option 2, Renovate the Existing Civic Centre, subject to the following:
 - a. Administration proceed with Option 2, Renovate the Existing Civic Centre and release an RFP for architectural consulting and design services to prepare preliminary plans for renovations to the Civic Centre with those plans and estimated costs of the construction returning to Council for future consideration and voting;
- or
4. Should Council wish to expand the existing level of service by expanding the library and further enhance the Municipality's cultural assets, then proceed with the further exploration of Option 5, Purchase a Portion of Downtown Chatham Centre & Relocate, subject to the following conditions:
 - a. The terms include a mandatory buy-back provision of the property at the same negotiated sale price by the Investor Group should the Municipality

decide not to proceed with a redevelopment for municipal purposes within 18 months from the time of a final transaction; and

- b. The Investor group guarantee to provide a set amount of parking spaces required for municipal needs at commercially reasonable rates, satisfactory to the Municipality.

Background

At the August 14, 2023, Council meeting, Council directed administration to undertake further consultation with the public on the following options and to return to Council on October 30, 2023, with a summary of the stakeholder and public consultation along with a summary of the advantages and disadvantages for each option.

The options listed in the August 14, 2023, report to Council, attached as Appendix A, were:

Option 1 – Do Nothing/Address Requirements on an As-needed Basis

Option 2 – Renovate the Existing Civic Centre

Option 3 – Renovate the Existing Civic Centre/Library Expansion/Cultural Centre

Option 4 – Build a New Civic Centre at a New Location

Option 5 – Purchase a Portion of Downtown Chatham Centre & Relocate

Following Council direction, an online survey was made available on Let's Talk Chatham-Kent with a survey period of August 15 to September 22, 2023. The survey questions were approved by Council on August 14th in the Update Report on the Imagine Chatham-Kent Proposal.

In addition, administration held two in-person public consultation sessions on September 13 and 20, 2023.

The public consultation sessions and survey were widely advertised through municipal social media platforms and the municipal website.

Comments

In total there were 1,146 responses to the on-line survey. The final question of the survey (Q14) was an open-ended question asking for feedback on the proposed five options and also allowed for the opportunity to provide additional comments or suggestions. The results of the survey and all of the responses are provided in Appendix B.

At the public consultation sessions, approximately 80 people in total attended the two sessions held on September 13 and 20. A short presentation of the proposed options

was provided by administration and then the members of public were asked to go around the room to various stations to provide input on the perceived advantages and disadvantages under each option. They were also provided the opportunity to offer additional comments or suggestions. The feedback provided at these two sessions is provided in Appendix C. In total, there was a lot of good feedback provided; however, there was no overwhelming consensus regarding any one option.

The following outlines some additional information related to each option considering additional due diligence work that has now been completed.

Option 1 – Do Nothing/Address Requirements on an As-needed Basis

As mentioned in the previous August 2023 report, Council's current direction on Civic Centre lifecycle is to address requirements on an as-needed basis. A full Building Condition Assessment report has now been completed by ROA Studio. An Executive Summary of the report is provided in Appendix D.

In summary, the general conclusions of the report are as follows:

General Comments / Civic Centre

The overall opinion of the facility, based on architectural review is that the facility is in fair to poor condition. The site and building exterior are in fair condition, and generally with some repair / replacement work as noted, can be used for the foreseeable future. As per the structural report, the parking deck requires monitoring / repair.

The interior finishes of the Civic Centre have reached the end of their useful life. Along with the attached reports from the Mechanical and Electrical Engineers, if Client pursues renovations, would be to complete the recommended renovations to the interior systems as one project (or phased per floor) as the facility requires a major recapitalization. This will potentially reduce costs, reduce overlapping scope of work and reduce interruptions to the services provided by the Civic Centre.

General Comments / Fire Station #1

The overall opinion of the facility, based on architectural review is that the facility is in poor condition. The site and building exterior are in fair condition, and generally with some repair / replacement work as noted, can be used for the foreseeable future. There are major concerns to the Life Safety of the facility that are recommended to be addressed and reviewed with authorities having jurisdiction. Mainly the mezzanine, construction and structural stability, in the apparatus bay, along with the non-continuous fire separation as well as the oxygen storage room.

The interior finishes of Fire Station #1 have reached the end of their useful life, except as noted on Second Floor Lounge / sleeping area. Along with the attached reports from the Mechanical and Electrical Engineers, if Client pursues renovations, would be to complete the recommended renovations to the interior systems as one project (or phased per floor) as the facility requires a major recapitalization.

Parking Garage / Structural Review

In review of the existing parking structure with the Haddad Morgan & Associates (Structural Engineer for this Study), the items addressed in the report are normal items for a structure of this age. The cracking, spalls and decay to columns should be promptly repaired to ensure a longer life of the structures. If repairs are not completed in a timely manner, the structure will be considered at its “end of life” whereas repairs are conducted and proper maintenance is followed, another 40 years can be possible for the structure.

Major Concerns / Life Safety Concerns

A major concern is a system or component that is considered significantly deficient or is unsafe and in need of prompt attention are outlined below. A life Safety Concern is one where the facility does not meet the Ontario Building Code or Ontario Fire Code. The following are concerns observed with suggested next steps:

Fire Stopping in Civic Centre

Various locations in the Civic Centre were noticed to have deficient fire stopping materials. Recommend immediate review and installation of fire stopping materials.

Mezzanine in Apparatus Bay

Mezzanine / Office in Apparatus Bay is in poor condition and built with exposed combustible materials. This requires further structural review / study as well as review by Authorities having jurisdiction. This review should be conducted as soon as possible.

Oxygen Storage

Oxygen Storage in Fire Station #1 may not meet explosion proof room requirements. The storage room also is part of the mezzanine structure support that is noted above. A review of volumes of Oxygen storage tanks and requirements for explosion proof should be further reviewed. This review should be conducted as soon as possible.

Fire Separation between Occupancies

The Fire Separation between F2 (Apparatus Bay) and Other Occupancies not continuous / present. This includes the separation from bay to Second floor sleeping areas. Further review and work to provide the required separation should be done immediately.

“Museum” present in Apparatus Bay

The “Museum” portion of the mezzanine is recommended to be reviewed by local authorities having jurisdiction. The space is a collection of memorabilia however it is in a storage garage. Further Code review is required to determine if this space meets

the requirements of storage / display in the Ontario Building Code and Ontario Fire Code. This review should be conducted as soon as possible.

Intent of Report / Budgeting

Please note the costs associated here are based on a “like for like” and should be considered for regular maintenance purposes. The intent of this report was to evaluate the facilities on current condition only. These reports were not in depth engineering for new systems, and the costing does not factor in any design changes to the plans, exterior elevation or any other modifications. The Costs reflected, if all scope was conducted, would essentially have the same wall configuration, layout and function as the building current state as of the date of this report.

Opinions of Probable Costs

These opinions of probable costs are to assist the client in developing a general understanding of the physical condition of the subject property.

Opinions of probable costs should only be construed as preliminary budgets.

Civic Centre - \$27,717,570.00

Fire Station 1 - \$6,796,500.00

Now that there is a clearer understanding of the life safety issues with the Civic Centre, administration will be taking steps to address them.

As mentioned previously, upcoming lifecycle requirements within the Cultural Centre include exterior walls and flashing, new roof top units, lobby windows, and museum lighting. Exterior stairs have been repaired in recent years; however, a total replacement is now required.

In February 2020 Council approved a \$177,000 budget to improve seating at the Kiwanis Theatre. Responses to a subsequent Request for Proposal issued in 2021 came in at a low bid of \$450,000, so the work did not proceed at that time.

Upcoming lifecycle requirements within the Chatham Branch of the Library includes interior painting, window replacement, and replacement of HVAC controls. Excluded from this estimate are accessibility concerns reported by management regarding the exterior ramp. The ramp is currently in acceptable condition meeting previous accessibility code. However, a complete replacement will be required to meet current code should conditions deteriorate, or if Council chooses to address those concerns.

It is important to note only 50% of lifecycle requirements for all municipal buildings are funded in the base budget. Each municipal building does not have a fixed lifecycle budget allocation. Approximately \$3,500,000 is available for 115 buildings (\$3/sq. ft./yr) and allocated on a priority basis.

For reference, the following is a summary of the current square footage of each facility:

- Civic Centre – 43,500 sq.ft. (administration space, atrium, Council Chambers. Fire Station #1 is an additional 11,500 sq.ft. and there is 5,900 sq.ft. of storage space in the basement, which is below the regulated flood elevation)
- Chatham Library – 22,960 sq.ft.
- Cultural Centre – 18,980 sq.ft. (not including the Kiwanis Theatre)

Total – 85,500 sq.ft.

Option 2 – Renovate the Existing Civic Centre

In the previous report, a cost estimate range of \$30,000,000-\$35,000,000 range (considering current market conditions and inflation rates) was provided for this option, if not initiated within 2-4 years. The recent Building Condition Assessment report has provided a probable opinion of costs at \$27,717,570 to renovate the Civic Centre based on a “like for like” scenario; however, the report does not take into consideration other options such as moving the Council Chambers to the first, floor space utilization, and public accommodation. ROA Studio has also provided a budget estimate of approximately \$37,000,00 to accommodate these other considerations. This is just an initial estimate, which would need to be verified through an RFP and subject to market conditions at that time. The upcoming Fire Master Plan is likely to make recommendations to the Fire Station #1 location in the medium term, but immediate life safety issues would still need addressing in the short term.

High Level Cost Estimate - \$37,000,000, not including Fire Station #1.

Option 3 – Renovate the Existing Civic Centre/Library Expansion/Cultural Centre

Option 3 takes into account major renovations to the existing Civic Centre, the Cultural Centre and Library life cycle improvements identified in Option 1, and an expansion to the existing Chatham Library at its current location. It would not necessarily address the space constraints for additional storage at the Cultural Centre.

The Library Master Plan (2008) recommended an expansion of the Chatham Branch to 35,000 sq. ft. in order to address accessibility, industry standards, community usage, and new service opportunities. No commitments have been made by Council to facilitate this expansion at the current location. The estimate provided is a standard estimate for a 10,000 sq. ft. addition; however, it does not factor into the complex challenges of the current location which may warrant property acquisition or the construction of an additional floor. With the updated information from the Building Condition Assessment, the cost estimate for this option, is more likely in the \$50,000,000 range, when you include the Civic Centre renovations, Library expansion/lifecycle improvements and Cultural Centre lifecycle improvements. This option did not contemplate an expansion to the Cultural Centre. If this were also

factored in and assuming a 10,000-20,000 sq.ft, expansion, estimated costs would be in the \$65,000,000-\$70,0000 range.

The Chatham-Kent Public Library Board has made a formal submission to Council to advise that Option 3, revitalizing the main Chatham branch of the CKPL in its current location, is the clear choice for the library. At the request of the Library Board, via email, the Chatham-Kent Public Library also asked library patrons to comment on the Board's support for Option 3 in the Imagine Chatham-Kent proposal. Attached as Appendix E is an Executive Summary, the full report from the Library Board and the survey results of library patrons.

High Level Cost Estimate - \$65,000,000-\$70,000. (Civic Centre renovations, Library expansion/lifecycle improvements and Cultural Centre expansion/lifecycle improvements).

Option 4 – Build a New Civic Centre at a New Location

As noted previously, in 2020, an option to build a new Civic Centre at a different location was provided at an estimated cost of \$56,000,000. When considering land costs and inflation over the past few years, a more realistic cost estimate to build a new Civic Centre at a new location would be in the \$70,000,000-\$80,000,000 range; however, a detailed analysis of this option has not been undertaken to date. Some costs could be reduced if a new Civic Centre is constructed on land that the municipality already owns, but land costs would be a fraction of the costs.

Should Council wish to pursue this option, additional work would be required to investigate it further.

High Level Cost Estimate - \$80,000,000. This estimate could be substantially higher if a greenfield site that requires servicing is chosen and if a new parking structure is required.

Option 5 – Purchase a Portion of Downtown Chatham Centre & Relocate

Since the Municipality does not own this property, a draft agreement was initially proposed by the Investor Group with several terms, should the Municipality wish to purchase the former Sears building, the parking structure and some surface parking. The terms included a proposed purchase price of \$3,643,000 (\$3,500,000 for the land and structures and \$143,400 for out-of-pocket costs for the design drawings that have been completed to date). The proposal was initially conditional until November 3, 2023, and the Investor Group was asking for approval from the Municipality to complete a purchase of the property before that date.

With the consent of the Investor Group, the Municipality retained GM BluePlan Engineering Limited to undertake a Visual Structural Condition Assessment for the parking garage. The inspection was carried out at arm's length using non-destructive methods, so no physical testing was completed. The report concludes that there are

some deficiencies that should be repaired immediately and within the next 1-5 years at an estimated cost of \$1,500,000.

As previously reported, the costs to renovate the former Sears building are not fully known at this time and will not be fully known until completion of a competitive bid process for this work. In the August 8, 2022, report to Council, administration noted a cost estimate of \$53,000,000 for the Phase 1 aspect. This was based on a detailed cost breakdown compiled by a third-party construction management firm submitted by the Investor Group of approximately \$35,000,000 excluding HST for the general construction of Phase I. Administration's project estimate of \$53,000,000 also included taxes less rebate, land purchase price, architectural and engineering consultation, contract administration, 15% contingency, and 15% material and labour escalation factoring inflation. As part of their due diligence work, Nustadia followed up with a Class "D" estimate provided by Hanscomb Quantity Surveyors Limited on the same original Phase 1 design provided by the Community Partners. It noted that construction costs are estimated to have risen 20% since estimates were originally provided by the Investor Group in mid-2022. However, the project costs still remain within administration's estimate range considering the contingencies that were originally included. It should be noted that these high-level cost estimates were based on the original concept design provided by the Investor Group. The original design included an outdoor promenade, which would have required exterior facade improvements to the east wall of the building. This would no longer be required based on the revised proposal, which should result in some additional cost savings.

As noted, the initial proposed agreement provided for ownership of the former Sears building, parking structure, easements, and a re-purchase right if the project did not proceed. Due to the parking structure due diligence, which was learned and conveyed to the Investor group very recently, administration is not prepared to recommend purchasing the parking structure due to the substantial repair costs that are required to the asset.

Given this, the Investor Group has now revised their offer to exclude the parking garage and lowered the purchase price accordingly to \$2,950,000 for the former Sears building only, including the design drawings. The revised offer would also include a guarantee for a certain amount of parking spots for municipal use at commercially reasonable rates. Since the site is fully serviced, and some structural aspects can be repurposed, there is contributory value to the Municipality in addition to the land costs. However, administration would undertake further due diligence to confirm the contributory value that former Sears building would provide with respect to the existing infrastructure and structural components of the building, should Council wish to proceed further with this option.

In terms of available space, the former Sears building currently has approximately 100,000 sq.ft. of space between the two floors. It is not anticipated that 43,500 sq.ft. will be required for administrative purposes as currently exists at the Civic Centre, considering modern office design aspects and other considerations such as hybrid work options. Therefore, there would be ample space to accommodate a new Library of at

least 35,000 sq.ft. It is acknowledged that there is not sufficient space to accommodate all the cultural centre aspects, but there would be ample space to consider a new modern museum to alleviate the existing space constraints at the cultural centre. There would also be opportunities to consider shared flex-space options and there is also the potential to add additional space to front of the building along King Street. Further design work would need to be undertaken, but the Municipality would be free to allocate the appropriate space and location for each aspect within the building; however, it so chooses.

High Level Cost Estimate - \$53,000,000. Under this option, the Municipality could potentially obtain the sale proceeds of the Civic Centre and Chatham Library branch should Council wish to divest these properties in the future. The total appraised value for these properties is \$9,356,000. Assuming the Municipality could sell these two properties at market value, the net position would be \$43,644,000.

Recommendations

Given all the due diligence work completed to date and considering all the public feedback, administration offers the following for Council's consideration:

- That Council does not proceed any further with Option 1, Do Nothing/Address Requirements on an As-needed Basis, given the significant issues identified at the Civic Centre in the recent Building Condition Assessment report.
- That Council does not proceed any further with Option 3, Renovate the Existing Civic Centre/Library Expansion/Cultural Centre. It is not recommended to proceed with an expansion of the Chatham Public Library at its current location at this time, given that Council has not provided previous direction to do so. However, should Council wish to proceed with the option, an additional recommendation could be added as follows:

“Administration further investigate options to expand the Chatham Public Library at its current location and report back on those options”.

- That Council does not proceed any further with Option 4, Build a New Civic Centre at a New Location. Although this option has not been investigated in detail, it will undoubtedly be the most expensive option. It also does not align with Council's strategic priorities with regard to advancing downtown renewal projects.

Administration is recommending that Council move forward with either Option 2, Renovate the Existing Civic Centre or Option 5, & Purchase a Portion of Downtown Chatham Centre & Relocate. Both options would achieve several of the same strategic initiatives previously identified by Council in various policy documents and the 2023-2026 Council Term Priorities. However, Option 2 would not achieve a rationalization of assets through the potential consolidation of facilities, since it would not reduce the number of municipal buildings. It also would not provide the opportunity to expand the

library or further enhance cultural assets. Option 5 should also result in potential operational savings that would not necessarily be achieved in Option 2.

The following is a summary of the various strategic initiatives that each option could potentially achieve:

Option 2, Renovate the Existing Civic Centre has the potential to achieve a number of strategic initiatives previously identified by Council in various policy documents and the 2023-2026 Council Term Priorities including:

- Official Plan Policy Objective: Promote ongoing viability and revitalization of the downtowns as the focus of pedestrian-oriented retail, civic, cultural, entertainment, and government uses.
- 2023-2026 Council Priorities:

Priority: Grow Our Community

2. Ensure an ample supply of available serviced land and strategic investments related to infrastructure maintenance, renewal, and expansion.
 - b. Focus on immediate infrastructure investments that will leverage redevelopment, intensification and underserviced designated land opportunities within urban growth areas before expanding into underserviced greenfield (agricultural) lands.
5. Plan and advance Downtown Renewal Projects.
 - a. Continue with the development of various downtown renewal projects and prioritize capital investments.

Priority: Ensure Environmental Sustainability

1. Lead by example to reduce climate footprint & increase resiliency of Municipal operations.
 - a. Integrate a low carbon / climate resilient approach to the municipality's asset management & capital replacement program (i.e., upgrade at end of useful life).

Priority: Deliver Excellent Service

1. Invest in staff.
2. Foster a culture of continuous improvement.
 - a. Develop a formal commitment to continuous improvement and innovation.

- d. Enhance customer service.
- 5. Maintain financial sustainability.
 - b. Explore partnerships and shared-service opportunities
 - Age-Friendly Chatham-Kent Community Action Plan: Outdoor spaces and buildings not only comply with existing local accessibility standards but they are welcoming and safe and leave a person with a sense of confidence that he or she can use them easily despite any personal limitations.

Option 5, Purchase a Portion of Downtown Chatham Centre also has the potential to achieve a number of strategic initiatives previously identified by Council in various policy documents and the 2023-2026 Council Term Priorities including:

- Official Plan Policy Objective: Promote ongoing viability and revitalization of the downtowns as the focus of pedestrian-oriented retail, civic, cultural, entertainment, and government uses.
- 2021 KPMG Core Services Base Budget Efficiency Review: Balance the financial costs of operating facilities and improving services by repurposing and consolidating facilities with specific action to move towards a “one-stop-shop” model of community hubs and multi-purpose facilities that offer residents access to multiple services at the same location.
- 2023-2026 Council Priorities:

Priority: Grow Our Community

- 3. Reduce barriers for affordability and attainability of housing supply.
 - b. Undertake feasibility / due diligence work on surplus municipally owned properties to ensure “shovel readiness” for future senior level funding streams. (i.e. Under this option, the Municipality could potentially obtain the sale proceeds of the Civic Centre and Chatham Library branch should Council wish to divest these properties in the future, although it should first be considered if they could have any merit for future affordable housing opportunities. The total appraised value for these properties is \$9,356,000).
- 4. Ensure an ample supply of available serviced land and strategic investments related to infrastructure maintenance, renewal, and expansion.
 - c. Focus on immediate infrastructure investments that will leverage redevelopment, intensification and underserved designated land opportunities within urban growth areas before expanding into underserved greenfield (agricultural) lands.

5. Strategic investments to diversify, rationalize assets and level of services.
 - a. Investigate ways to rationalize assets and level of service through the implementation of the Asset Management Plan using a community wide approach.
6. Plan and advance Downtown Renewal Projects.
 - b. Continue with the development of various downtown renewal projects and prioritize capital investments.

Priority: Promote Community Safety & Well-Being

1. Collaborate and invest in arts, culture, and heritage.

Priority: Ensure Environmental Sustainability

2. Lead by example to reduce climate footprint & increase resiliency of Municipal operations.
 - b. Integrate a low carbon / climate resilient approach to the municipality's asset management & capital replacement program (i.e., upgrade at end of useful life).

Priority: Deliver Excellent Service

3. Invest in staff.
 4. Foster a culture of continuous improvement.
 - a. Develop a formal commitment to continuous improvement and innovation.
 - e. Enhance customer service.
 6. Maintain financial sustainability.
 - c. Explore partnerships and shared-service opportunities
- Expand infrastructure for growth to support local economic development; Expand infrastructure related to recreational facilities; Rationalize current inventory of bridges, roads, parks and buildings in support of new infrastructure investment.
 - CK Cultural Plan Implementation Project: Partnerships and synergies continue to be explored with organizations, private citizens, businesses and municipal departments for the enhancement of culture in Chatham-Kent. A recommendation was identified to address museum storage issues through an addition to the current facility or use of an additional building.

- Library Master Plan: CKPL be expanded as feasible to correct library space limitations for programming, reading and working areas.
- Age-Friendly Chatham-Kent Community Action Plan: Outdoor spaces and buildings not only comply with existing local accessibility standards, but they are welcoming and safe and leave a person with a sense of confidence that he or she can use them easily despite any personal limitations.

Therefore, administration recommends the following:

1. Administration not proceed any further with the following options:
 - a. Option 1, Do Nothing/Address Requirements on an As-needed Basis.
 - b. Option 3, Renovate the Existing Civic Centre/Library Expansion/Cultural Centre
 - c. Option 4, Build a New Civic Centre at a New Location
2. Administration report back, as soon as possible, with an action plan and funding source to address the various Life Safety concerns identified in the Building Condition assessment report for the Civic Centre.
3. Should Council wish to maintain the existing level of service, then proceed with Option 2, Renovate the Existing Civic Centre, subject to the following:
 - a. Administration proceed with Option 2, Renovate the Existing Civic Centre and release an RFP for architectural consulting and design services to prepare preliminary plans for renovations to the Civic Centre with those plans and estimated costs of the construction returning to Council for future consideration and voting;or
4. Should Council wish to expand the existing level of service by expanding the library and further enhance the Municipality's cultural assets, then proceed with the further exploration of Option 5, Purchase a Portion of Downtown Chatham Centre & Relocate, subject to the following conditions:
 - a. The terms include a mandatory buy-back provision of the property at the same negotiated sale price by the Investor Group should the Municipality decide not to proceed with a redevelopment for municipal purposes within 18 months from the time of a final transaction; and
 - b. The Investor Group guarantee to provide a set amount of parking spaces required for municipal needs at commercially reasonable rates, satisfactory to the Municipality.

Council Term Priorities

This report supports the following Council Term Priorities:

			
Deliver Excellent Service	Promote Safety & Well-Being	Grow Our Community	Ensure Environmental Sustainability
1 a; 2 d, 5 a	2 a	3 a; 5 a	1 a, 1 b

Consultation

Various members of administration have had significant involvement in the preparation of this report and support the recommendations.

Communication

As noted in the Background section of this report, a significant amount of public feedback has been received on this topic.

Diversity, Equity, Inclusion and Justice (DEIJ)

As with all major renovation projects, accessibility will be a factor in design and construction.

Financial Implications

In August 2022, Council approved up to \$2,000,000 for further due diligence related to Nustadia, external legal costs, appraisals, the structural review of the parking garage and the Building Condition Assessment for the Civic Centre. To date, approximately \$395,000 has been spent on due diligence work.

A detailed financing plan will be required should Council wish to proceed with either Option 2 or Option 5, which would include a combination of use of existing reserves, a long-term debenture and benefit of energy efficiencies because of new system upgrades. Option 5 would also incorporate Development Charges for a portion of the library expansion related to growth.

Prepared by: Bruce McAllister, General Manager, Development Services

Reviewed by: Michael Duben, Chief Administrative Officer

Attachments:

Appendix A - August 2023 Update Report on the Imagine Chatham-Kent Proposal

Appendix B - Community Engagement Survey Report

Appendix C - Public Engagement Sessions Feedback

Appendix D - Civic Centre Building Condition Assessment Executive Summary Report

Appendix E - Chatham-Kent Public Library Board Report to Council and Library Survey