
MANAGEMENT REPORT

Date: October 19, 2017
To: Mayor and Council
From: Rob Horne, CAO
Report#: COU17-063
Attachments: None

Title: The Stratford Festival's Proposed Tom Patterson Theatre Redevelopment – Public Feedback

Objective:

To present Stratford City Council with the public feedback received regarding the Stratford Festival's proposed Tom Patterson Theatre redevelopment.

Background:

The Stratford Festival is seeking to redevelop the City-owned property at 48 Water Street.

Stratford City Council has made no decisions regarding the proposed project. However, the potential for a new theatre has generated significant interest in the community, as well as questions and concerns about how it would impact the property and its various user groups.

Therefore, at its September 11, 2017 meeting, City Council passed the following resolutions:

THAT Stratford City Council re-confirms to the community that it has made no final decision on the proposed redevelopment of the City-owned Tom Patterson property by the Stratford Festival, and will issue an updated communique with additional background;

THAT staff be directed to complete a full technical site plan review of the proposed Tom Patterson Theatre redevelopment, as

recently released by the Stratford Festival to the public, and report the results to Council;

THAT special public input meetings be convened to hear delegations relative to the proposed Stratford Festival Tom Patterson Theatre redevelopment, and invite representatives of the Stratford Festival to hear the submissions;

AND THAT these public input meetings be advertised widely.

Following Council direction to gather public input, the public had several opportunities to engage in this process:

1. Feedback Opportunities, September 21 to October 10, 2017

The City planned to accept public feedback regarding the Tom Patterson redevelopment up to September 30, 2017. However, given the significance of the project and the substantial community interest and impact, the deadline to submit feedback was extended until the Tuesday after Thanksgiving, October 10, 2017. Thus the City accepted public feedback over a three week period, between September 21 and October 10, 2017 through the following channels:

- i. Online feedback was accepted on the City's website at www.stratfordcanada.ca/TomPatterson;
- ii. Electronic feedback was also accepted via e-mail;
- iii. Verbal feedback was accepted over the phone;
- iv. Written feedback could be dropped off at any City information desk or mailed to City Hall;
- v. Comment cards were available to fill out in person at City information desks.

All feedback received is available to review on the City of Stratford's website: <http://www.stratfordcanada.ca/en/insidecityhall/resources/Tom-Patterson-Redevelopment/20170921-20171010---TPT-Feedback.pdf>

2. Public Open Houses, September 26, 2017

- Public Open Houses were held on September 26, 2017 at the Stratford Rotary Complex;
- To accommodate varied schedules and allow as many people as possible to participate, two sessions were held, the first from 3:00pm to 5:00pm and the second from 7:00pm to 9:00pm;
- Both open houses followed the same format, with a brief presentation from City staff and the Stratford Festival (available on the City's website

by clicking [here](#)), followed by an audience question-and-answer period (open house notes are included in the public feedback document on the City's website, available by clicking [here](#));

- For those unable to attend, the City's Facebook (<https://www.facebook.com/cityofstratford/>) and Twitter (<https://twitter.com/cityofstratford>) accounts were updated to reflect the comments offered by speakers throughout both open houses;
- Comment cards and post it notes were available to fill out at both Open House sessions. All written feedback received at the open houses is included in the online public feedback document, available by clicking [here](#);
- The Open House sessions were widely advertised through a variety of platforms, including a media release, a notice on the City of Stratford website, the Town Crier, social media posts on the City's Facebook and Twitter accounts, and notices pinned to bulletin boards at strategic locations, including the Rotary Complex and the Kiwanis Community Centre.

Analysis:

During the three week public consultation process described above, the City received over 850 submissions. Given the significance of the project and importance of public input, the results of the public engagement process have not been tallied, scored, or interpreted, but have instead been provided in their entirety (with personal information redacted to comply with the Municipal Freedom of Information and Protection of Privacy Act) on the City's website, available by clicking [here](#).

However, based on the public input received, some themes have been identified to help inform Council's decision making process:

1. Impact on Existing Users and Transition Plan

Many respondents commented on the need to accommodate the various existing user groups should the project proceed. For example, concerns were expressed over the future of the Stratford Lawn Bowling Club and its potential to be shut down for a full year if relocated. Others expressed concern for senior citizens who frequently use the KCC for SLAAA meetings and activities, and wondered if the Agriplex would be able to accommodate them properly, particularly with limited public transportations services. Some commented on the impact to the Agriplex itself and are concerned that present activities and events on site will be disrupted. Some users commented that they would prefer to remain in the same location, and took issue with being displaced.

Others advocated for the relocation of user groups to the proposed Community Hub, and expressed support for the Agriplex transition plan. Others supported the Festival's proposed inclusion of a community space within the new theatre.

2. Global Competitiveness/Local Economic Implications

Proponents of the Stratford Festival's proposal cited the need to replace the aging Tom Patterson Theatre in order to remain competitive in the global marketplace, particularly with nearby competing theatre municipalities such as Chicago, New York, and Toronto. Many noted that the Stratford Festival is a key economic driver in our community, and that several local businesses are dependent on the continued success of the Festival.

Others noted that the scope of the project may be too large and may represent a threat to the Festival if seats cannot be filled on a continual basis. Some recommended a more modest reconstruction or renovation.

3. Senior Government Funding

Respondents expressed concerns that a delay in this process would result in the loss of \$20 million in senior government funding pledged to the Festival by the Government of Ontario. Others noted that the project should be approved to make use of this \$20 million in allocated funding, as the opportunity will be lost otherwise. Some noted that the Festival's project should not be put on hold until senior government funding is confirmed for the proposed Community Hub, as delaying the process could result in a loss of funding. Concerns were expressed over the loss of \$5 million in funding if the project is not approved and underway before March 31, 2018 and asked that Council make a decision to proceed as quickly as possible.

4. Land Disposition

Some respondents took issue with the sale of municipal property. Some feel that a long-term lease would be more appropriate than a sale. Others feel that this project is an inappropriate use of municipal property and that the property should remain fully open and accessible for residents of Stratford.

5. Location

Some respondents felt strongly that the proposed new theatre should remain in its present location due to the importance of remaining on the waterfront. Many feel that this will best enable the Festival to stay competitive with other (larger) municipalities, including Chicago, New York, and Toronto.

However, other respondents indicated that the new theatre does not need to be located on the waterfront to stay competitive and might be more appropriately located

elsewhere, with some suggesting the Cooper Block as an option. Others proposed keeping the reconstructed theatre near the water, but in a different location.

6. Parking

Concerns were raised over the cost and availability of parking at the new theatre, particularly if this venue also houses a community centre. Some commented that parking at the Allman Arena could also be impacted. Others are concerned about the traffic impact for arena and community centre patrons, pedestrians, and local residents.

7. Design (building and site)

Some respondents expressed great enthusiasm for the design of the building and the gardens and felt that it would complement the waterfront and downtown.

Others felt the design was too modern and/or too elaborate to fit in with the existing downtown architecture and riverfront. Some expressed concerns that the proposed building is too large, and a more modest design would be more affordable and appropriate for the theatre and surrounding area.

Others expressed concern over the impact the all glass building would have on birds and stressed the environmental impact to wildlife.

Please note that the themes highlighted above are not exhaustive, and that individual submissions should be reviewed.

Financial Impact:

a) Proposed Tom Patterson Redevelopment (Capital Costs):

Provincial Government (announced):	\$20 million
Federal Government (unannounced):	\$20 million
Fundraising:	<u>\$20 million</u>
TOTAL (approximate and excluding endowment):	\$60 million

*Note that this government funding could be used for the development and construction of the new theatre only (excludes purchase/lease and transitional space costs)

b) Relocation of User Groups:

The Stratford Festival has offered to provide up to \$500,000 to finance the relocation of user groups to interim locations.

Comments from the CAO:

The public consultation process relating to the proposed Tom Patterson redevelopment resulted in very sizable public participation. With over 850 submissions and in excess of one thousand people at the two public forums at the Rotary Centre, the community was truly engaged. Staff made best efforts to ensure the debate was well informed, and that the unknowns were clearly enunciated (e.g. whether a Federal funding commitment will be made).

As Council will note, staff did not add up or interpret individual submissions to respect the varying concerns and interests of the public. However, highlighting key themes was undertaken to identify focus areas to Council. These themes will also be valuable in informing the content of subsequent staff reports.

Given staff's understanding of Provincial funding requirements and the project complexity, it is important to bring this matter to Council for a decision in the next few weeks. Both budget implications to the taxpayer and moving displaced users will be very important considerations of staff should Council agree to proceed.

Staff Recommendation:

That Council proceed expeditiously to a decision in November 2017 regarding the proposed Stratford Festival Tom Patterson Theatre redevelopment;

And that the public input received be used as input for Council deliberation in November 2017.



Stephanie Potter, Policy and Research Associate



Rob Horne, Chief Administrative Officer

MANAGEMENT REPORT

Date: January 17, 2018
To: City Council
From: Rob Horne, Chief Administrative Officer
Report#: COU18-001
Attachments: 1. Staff presentation made at January 15, 2018 Public Consultation
2. Staff Report of October 19, 2017 on Previous Public Consultation

Title: Public Feedback on Council's Consideration of 48 Water Street as a Surplus Property

Objective: To present the public feedback received respecting Council's latest consultation on considering 48 Water Street as a surplus property.

Background: On December 11, 2017, Stratford Council adopted the following resolutions:

THAT direction be given to staff to initiate a Notice of Intent to consider the disposition of land identified as 48 Water Street and all buildings to be surplus to the needs of The Corporation of the City of Stratford under Sale and Other Disposition of Land Policy P.3.1;

AND THAT Notice be given of a public meeting to be held on January 15, 2018 to hear from the public regarding the proposed declaration of 48 Water Street as surplus land in accordance with the Sale and Other Disposition of Land Policy P.3.1.

In implementing these resolutions, staff established a variety of opportunities for public input between December 27, 2017 and January 15, 2018. An estimated 225 people attended the public consultation on January 15, 2018. A copy of the staff presentation has been posted on the City's web page. In addition, the detailed comments received from the public have also been posted on the City web page.

Analysis: From December 27, 2017 and leading up to the January 15, 2018 public meeting, approximately 162 submissions were made by the public, comprised of 82 at the public meeting, 55 through the website, and 25 via email or dropped off at City Hall.

At the January 15, 2018 public meeting (comprised of two identical session formats, one at 4:00 pm, and the second at 7:00 pm, a total of 82 people were heard. In receiving submissions, no attempts were made to add up those opposed or in favour, as many of the public comments focus on specific considerations. However, many of the same themes were heard from the public as received during Council's public consultation in the fall of 2017 on the Stratford Festival's proposed redevelopment, including the public meeting on September 26, 2017 at the Rotary Complex. A copy of the October 19, 2017 staff report is appended to this report, and included the following themes used to describe public concerns at that time:

- Impact on existing users and transition plan;
- Implications to the Economy;
- Senior Government Funding;
- Land Disposition;
- Location;
- Parking; and
- Design (building and site).

The public input received during the December 27, 2017 to January 15, 2018 period was particularly centred on the following themes:

1. Community Cohesion

Many submissions noted the importance of community unity, and cautioned against making generalizations. For example, submissions spoke to fostering good community debate, while not dividing the community by age or interest, and the need to work together. In fact, community engagement has remained strong, and is a reflection of the deep caring found throughout the community respecting its' future.

2. Economic Importance of the Stratford Festival

Many submissions underscored the importance of the Festival to making local businesses viable, and that the strength of the Festival is directly tied to the prosperity of many businesses. It was also noted that the Festival must remain forward thinking to maintain and increase its draw as a national and international attraction, particularly in light of substantial competition.

3. The Challenge of Change

This was a consistent theme, but particularly for those users of 48 Water Street, including the Stratford Lakeside Active Adults Association (SLAAA), the Stratford Lawn Bowling Club, and the Rotary Club. Public submissions acknowledged that change is challenging, but that the benefits of proceeding would outweigh the anxiety that many people are currently feeling.

4. The Need for Viable Transition Arrangements

The public again emphasized the importance of workable solutions for potentially displaced users, particularly as it relates to the Agriplex.

5. Parking

The importance of public parking was underscored, including its ongoing availability and if possible, opportunities to expand and enhance parking for the many public users of this area of Stratford.

6. Green Space

The City's park system was frequently referenced, especially the importance of maintaining public access to green space (e.g. gardens) on the 48 Water Street property.

7. Potential Conditions of Disposition

Many public submissions spoke to the "lease versus sell" options, and the importance of the City obtaining fair market value for the property, should it proceed with disposition. Many of these concerns were linked to whether and how public access, use and enjoyment of the property could continue "in perpetuity".

8. Potential Grand Trunk Community Hub

Many submissions referenced the potential Grand Trunk Community Hub as a worthwhile objective, and encouraged Council to formally initiate this development, including setting aside funding for the facility. It was also noted by staff that both the University of Waterloo and the YMCA have indicated their interest in a financial partnership. Funding programs for community hubs have yet to be announced by senior government levels, despite concerted efforts by communities across Canada, including Stratford, to actively support the launch of such programs.

Finally, the themes presented in this report are not exhaustive, and individual submissions should be reviewed.

Financial Impact: A decision to support the disposition of the property would be followed by Council's consideration of a property transaction. The direction of funds from the proceeds of a property transaction would need to be subsequently considered by Stratford Council as well.

Staff Recommendation: That the report on public consultation respecting the consideration of 48 Water Street for disposition as surplus property be received for information.

A handwritten signature in black ink that reads "Rob Horne". The letters are cursive and fluid.

Rob Horne, Chief Administrative Officer

Public Meeting:
Intent to Consider Declaring Surplus:
48 Water Street Property



January 15, 2018

Background:

- **October 27, 2016:** Council passes resolution that City staff be directed to meet with the Stratford Festival to obtain a full understanding of their redevelopment proposal and report back to City Council.
- **September 11, 2017:** Council passes resolution to initiate a public consultation process regarding redevelopment opportunities for the City-Owned property at 48 Water Street;
- **September 21-October 10, 2017:** Public consultation online, e-mail, telephone, mail, or in person. Over 850 submissions received;
- **September 26, 2017:** Public Open House held with 1000+ attendees here at the Rotary Complex;
- **November 30, 2017:** City staff issues public report relating to redevelopment opportunities for 48 Water Street. This report is available on the City's website and from the Clerk's Office upon request.

Council Direction:

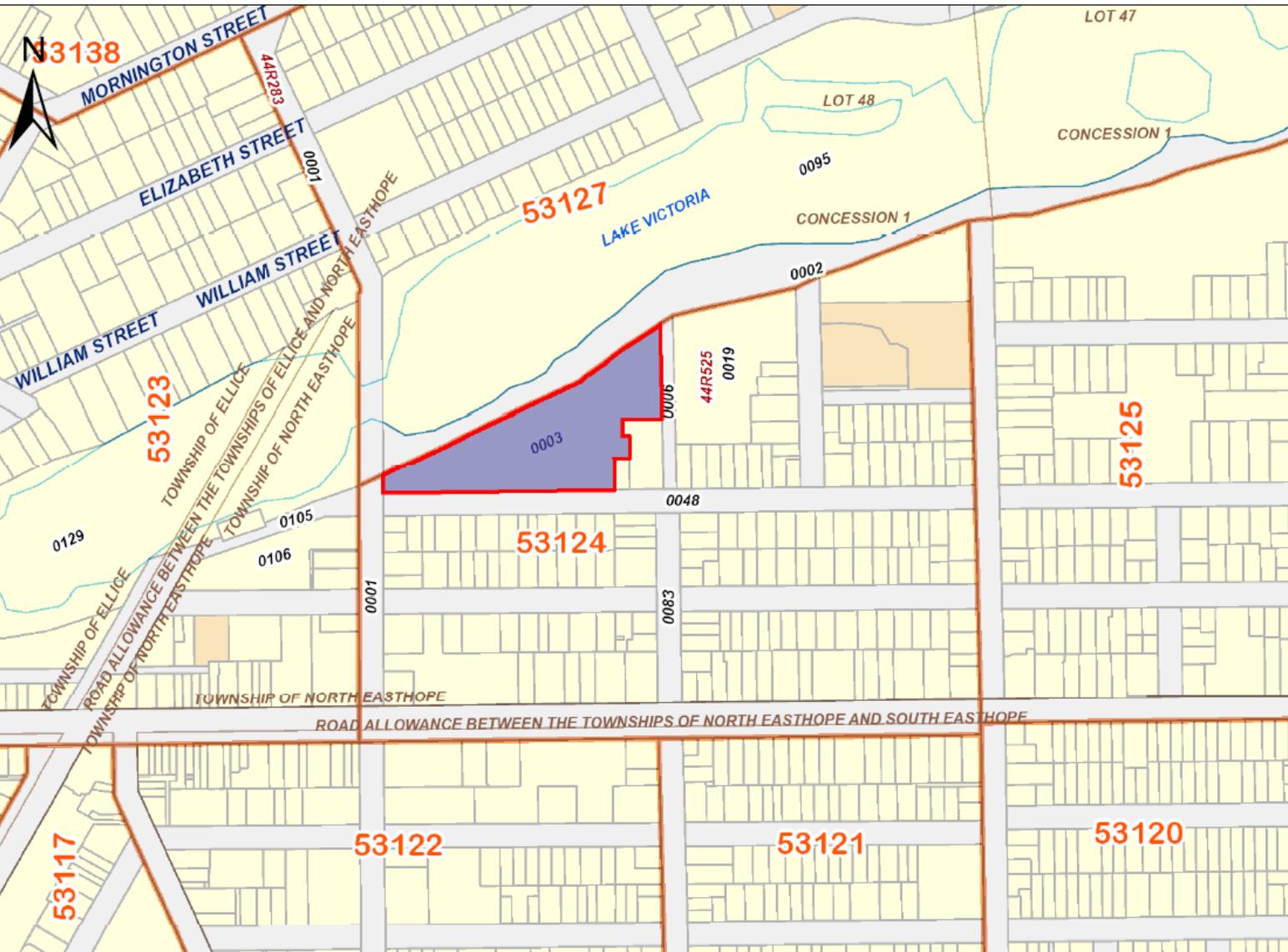
- **December 11, 2017:** Stratford City Council adopts the following resolution:

THAT direction be given to staff to initiate a Notice of Intent to consider the disposition of land identified as 48 Water Street and all buildings to be surplus to the needs of The Corporation of the City of Stratford under Sale and Other Disposition of Land Policy P.3.1;

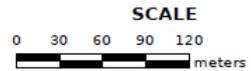
AND THAT Notice be given of a public meeting to be held on January 15, 2018 to hear from the public regarding the proposed declaration of 48 Water Street as surplus land in accordance with the Sale and Other Disposition of Land Policy P.3.1.

The Property:

- The lands and buildings are owned by the City and are currently leased in part to the Stratford Festival and used by other organizations, including the Stratford Lakeside Active Adults Association (SLAAA), the Rotary Club, the Stratford Lawn Bowling Club, and the Kiwanis Club.



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FOR IVYSMITH



PROPERTY INDEX MAP
PERTH(No. 44)

LEGEND

- FREEHOLD PROPERTY
- LEASEHOLD PROPERTY
- LIMITED INTEREST PROPERTY
- CONDOMINIUM PROPERTY
- RETIRED PIN (MAP UPDATE PENDING)
- PROPERTY NUMBER 0449
- BLOCK NUMBER 08050
- GEOGRAPHIC FABRIC
- EASEMENT

THIS IS NOT A PLAN OF SURVEY

NOTES

- REVIEW THE TITLE RECORDS FOR COMPLETE PROPERTY INFORMATION AS THIS MAP MAY NOT REFLECT RECENT REGISTRATIONS
- THIS MAP WAS COMPILED FROM PLANS AND DOCUMENTS RECORDED IN THE LAND REGISTRATION SYSTEM AND HAS BEEN PREPARED FOR PROPERTY INDEXING PURPOSES ONLY
- FOR DIMENSIONS OF PROPERTIES BOUNDARIES SEE RECORDED PLANS AND DOCUMENTS
- ONLY MAJOR EASEMENTS ARE SHOWN
- REFERENCE PLANS UNDERLYING MORE RECENT REFERENCE PLANS ARE NOT ILLUSTRATED



Some Key Public/Community Interests:

- Current users (e.g. SLAAA, Stratford Lawn Bowling Club, Rotary Club, Kiwanis Club, and other users);
- Economic and cultural contributions of the Stratford Festival to the community;
- Significant senior government funding;
- Community building through design excellence;
- Publically accessible green space;
- Public parking;
- An aging facility;
- Grand Trunk Community Hub.

Public Notice Regarding this Meeting:

- **December 12 2017:**

- The December 11 council resolution regarding 48 Water Street posted on the City's Facebook page as part of the City Council Recap.

- **December 14 :**

- Notice of Council's intent to declare the lands as surplus to the needs of the Corporation of the City of Stratford advertised.
- Notice of Intent and Notice of Public Meeting on January 15, 2018 advertised on the City's website and in the Beacon Herald's Town Crier.

- **December 27:**

- Public feedback requested and electronic reply form created on the City's Notice of intent to declare lands as surplus posted on the City's website and public feedback requested by January 11, 2018 to accompany the agenda.

- **December 28:**

- Notice of Intent and Notice of Public Meeting advertised in the Beacon Herald's Town Crier.

- **January 4 2018:**

- Reminder notice of public meeting posted on the City's website and through social media.
- Printed meeting notice posted at the Stratford Rotary Complex.

- **January 9:**

- Reminder notice of public meeting posted on the City's website and through social media.
- Printed meeting notice posted at the Kiwanis Community Centre.

- **January 13:**

- Notice of Intent and Notice of Public Meeting advertised in the Beacon Herald's Town Crier.

Providing Feedback:

- **Public feedback accepted from December 27, 2017, to January 15, 2018;**
- Public feedback accepted online, by e-mail, regular mail, and can be dropped off to the Clerk's Office;
- Comment Cards are available in the atrium;
- Feedback can also be submitted online at:
www.stratfordcanada.ca/48water ;
- Feedback can also be submitted via e-mail to:
48Water@stratford.ca.

Today is the final planned Public Meeting for Stratford City Council to listen to you.

Council will not be deliberating tonight.

How we will receive your input today:

- **Maximum of 3 minutes per speaker. You do not have to use the full three minutes** 😊;
- We will come to you with the microphones if you are unable to stand and wait for your turn;
- Please state your name and address before speaking;
- Please be respectful and listen to others;
- If your point has already been made, we ask that you simply add your support for that point;
- **Written submissions are as important as verbal submissions**; and
- City staff will be taking notes.

Next Steps:

- **Public input has been planned to conclude on January 15, 2018 (today).**
- Stratford City Council will review the feedback received and will hold a special meeting to formally consider whether or not to declare 48 Water Street as surplus property;
- If City decides to declare the property as surplus, Council will schedule a special meeting to declare the subject land surplus and determine the appropriate method of disposal in accordance with the City's policy;
- If declared surplus, a special Council meeting will be scheduled to consider By-Laws authorizing an agreement of disposal and conveyance.

Please Note:

- No decisions will be made by Stratford City Council tonight. This is the final planned public input session and provides you with an opportunity to provide feedback;
- The City anticipates that this entire process will be concluded in late January/early February 2018.

Thank You
for your input into this important
community decision.

