
MANAGEMENT REPORT

Date: February 1, 2018
To: Mayor and Council
From: Rob Horne, CAO
Report#: COU18-007

Attachments:

1. Public Consultation Reports - October 19, 2017 & January 17, 2018
2. Stratford Festival Site Plan / Development Overview
3. Project Timeline
4. Stratford Festival Economic Impact (extract)
5. Existing Tom Patterson Theatre Lease Agreement
6. Technical Review by City staff of Proposed Site Plan
7. Letters from YMCA of Stratford-Perth and University of Waterloo
8. Letter from N.A. Engineering Associates Inc.
9. Narrative Appraisal Report (Valco Consultants Inc.) – Sept. 14/17
10. Narrative Appraisal Report (Valco Consultants Inc) – Nov. 30/17
11. Cash Flow Analysis (Ford Keast) – February 1, 2018
12. Copy of published Notice of Intent to Declare Surplus – Jan. 20/18
13. Submission from the Board of Park Management
14. Letter of Intent from Stratford Shakespearean Festival Holding Foundation

Title: Stratford Shakespearean Festival Holding Foundation Proposed Redevelopment of 48 Water Street, Stratford

Objective: To make a series of recommendations to support the redevelopment of the city-owned property at 48 Water Street in Stratford.

Background: The Stratford Shakespearean Festival of Canada has leased and occupied the Tom Patterson Theatre from the City of Stratford located at 48 Water Street for over four decades.

From 2016 to 2018, the Festival has developed a vision for a new, updated, state-of-the-art "Tom Patterson Theatre Centre". The new Theatre Centre would include a Forum and Laboratory, as well as digital media and educational activities.

The Festival has advanced its fundraising to a point where the Provincial government has committed \$20 million to the redevelopment of the Tom Patterson Theatre. In addition,

staff understand that more than \$25 million in private donation commitments have also been made. A contribution of \$20 million from the Federal government was announced on December 18, 2017. The Stratford Shakespearean Festival Holding Foundation is the legal entity and the parent holding company seeking to formally purchase the property.

Stratford Festival has consistently maintained its interest in redeveloping 48 Water Street, which it deems to be an essential waterfront location to support the Theatre's ongoing viability and at the same time provide broader support of the City and surrounding area's economy.

The redevelopment of the Tom Patterson Theatre has been the subject of comprehensive public consultation, including well attended open houses and public meetings, culminating in reports to Council on October 23, 2017 and January 17, 2018 (please see attached). From the open houses and public meetings, it was evident that the community has demonstrated substantial public engagement relating to this important milestone decision for the City.

A project timeline of past milestones is attached to this report.

Analysis: In dealing with this proposal, Council has a number of key considerations, specifically:

- Council's decision whether to enter into a lease arrangement or sell the property to the Festival;
- the specific terms/details of any property-based transaction;
- the accommodation of existing users of the property (e.g. active adults, lawn bowling);
- the physical form of the proposed development;
- ensuring continued public access to, and use of, the property, specifically parking and gardens;
- the importance of the Festival to the City and Stratford area's economy; and
- go-forward transition and implementation plans should Council agree to proceed with the redevelopment.

Each of these items is dealt with in detail below.

1. Council's Decision Whether to Lease or Sell the Property

Council has stated its appreciation of the importance of the property as an integral element of the City's park system. A lease of the property, with financial terms, would maintain ownership of the property by the City. However, the Festival would require certainty that the lease would be long-term given its substantial investment in the proposed building. An outright (fee simple) sale of the property, is also an option. In a fee simple scenario the City would seek ongoing public access to the Property as a condition of the sale. However,

regardless of choice (lease vs. sale), access to, use, and enjoyment of the property "in perpetuity" for the general public is a key desired outcome.

Other Considerations

Currently, the Tom Patterson Theatre is carefully managed in the interests of safety for the public. However, the theatre was constructed as a temporary facility more than four decades ago.

The Stratford Fire Department conducts annual inspections and the City's Fire Chief has confirmed that the Tom Patterson Theatre is currently in compliance with Ontario Fire Code provisions regarding the sprinkler system, emergency lighting, portable extinguishers, a fire safety plan and fire alarm system requirements.

Since 2015, several updates were made to the Tom Patterson Theatre, including the application of fire retardant spray to the underside of bleachers, seating adjustments and added wall lighting. The theatre's ceiling lights are removed during the winter months to accommodate for snow loading on the existing structure. An overview of present day structural conditions was provided by N. A. Engineering Associates Inc., and is appended to this report.

The Kiwanis Community Centre is a reception centre for City-wide emergencies. Should the development of the Property proceed, an alternative location would need to be established for this purpose.

The issue of the location of a new Tom Patterson Theatre Centre has been discussed in the community on several occasions.

Stratford Festival maintains that it requires the property at 48 Water Street as a key element of its theatre network to continue to be globally competitive. The Festival notes on its website "A civic treasure in its own right, this glittering parcel on the Avon River will dramatically enhance one of our City's most prized waterfront locations and provide a new focal point for visitors and the community alike."

Staff has examined, canvassed, and discussed other site locations with the Festival. The City-owned Cooper site has been raised as an option, but Stratford Festival prefers the 48 Water Street property for the reasons noted above and 48 Water Street has been the home of Stratford Festival for more than forty years. Others have suggested building in the lower Queens Park area; however, a significant portion of this area is prone to flooding and subject to development restrictions that are regulated by the Upper Thames River Conservation Authority (and subject to the provincial Conservation Authorities Act).

Comments have also been made about a potential location on other City-owned land, such as in the Wright Business Park. Given the demand for industrial land, the use of some industrial properties for recreation (some of which may be better used for industrial

purposes), coupled with land use compatibility considerations, this area is not seen as appropriate for a new theatre. This area also does not support the tourism business and restaurants that have developed in close proximity to the existing Tom Patterson Theatre.

Ultimately, the Festival is of the opinion that 48 Water Street is the best location for its' new investment in the community.

The issue of a heritage designation has also been raised in the community, including the lawn bowling facilities. While the property has been used by the community for decades, there are ways to commemorate past uses and users, and this is a recommended action in the Implementation Plan described in this report.

2. Terms of Any Property Transaction

There are many approaches that can be taken to determine a lease rate or sale price. These include calculations of expected gross income under existing conditions, land lease value if the proposed Festival development was built, a "best and highest" development scenario (e.g. maximum development potential) and a comparison of other property sales. All of these approaches were examined. Given the uniqueness of the property, site zoning, and the intended use, both determinations and calculations were deemed by the consulting appraiser to be challenging. The determination of what constitutes "best and highest" land use was used as a key input to staff's recommendation, as it represents a maximum return on investment that the City could expect to realize today.

The City has discussed disposition with external consulting services. Under the existing lease arrangement, the Festival pays a 5% annual escalation rate. As included in the existing lease agreement (a copy of which is attached to this report), the Festival could be required to assume all utility, maintenance, tax and other costs associated with operating its building. This escalation rate, however, applies to the property, taking into account there is a forty year old building located on the property.

Attached to this report are three key documents that support staff's recommendations:

- i. A Narrative Appraisal Report from Valco Consultants Inc. (Accredited Appraisers), with a report date of September 14, 2017. **This report concluded that the property, if redeveloped as a theatre, would have a current market value of \$2,075,000.**
- ii. A (second) Narrative Appraisal Report from Valco Consultants Inc. (Accredited Appraisers), with a report date of November 30, 2017. **This report concluded that the property, if redeveloped to a "highest and best" land use (higher density residential development), would have a current market value of \$3,800,000.**

- iii. A cash flow analysis prepared by Ford Keast (Chartered Professional Accountants) dated February 1, 2018, which compared lease and purchase options, and concluded that "The net long term cash flow ... represents an estimated \$2,342,056 difference to the City in favour of a sale. This difference could be significantly larger in reality given the lack of estimates concerning update costs for the Property's building....".
- iv. It is also worthy of note that the Municipal Property Assessment Corporation (MPAC) assessed the property at \$2,034,000 for 2018.

On the basis of input from external consultants and an analysis of the information, staff is recommending a sale of the property at 48 Water Street, with a number of conditions, specifically the ongoing use by the public in perpetuity for parking (at no cost), public access to and enjoyment of green space, and other specific conditions to be formally agreed upon such as a provision to allow for community use in agreed upon circumstances. The recommended property transaction is described in greater detail in the attached Letter of Intent (LOI) from the Stratford Shakespearean Festival Holding Foundation, and would include the following key elements:

- A purchase price of \$4.9M While the LOI describes a purchase price of \$4M, it simply separates the City's transition costs (note that vacant possession by the vendor is typical in a land sale);
- Assumption of transition costs relating to existing users of the property and the removal of contents/equipment (included in the \$4.9M purchase price);
- Ongoing use of parking by the public at no charge, and the registration of this public use on the title of the property, with the detailed arrangements established through a Parking Strategy;
- Ongoing access to the public for the passive enjoyment of green spaces at no charge to the public, and the registration of this public entitlement on the property;
- A future City-initiated site-specific zoning by-law amendment for all properties to be used for the new Tom Patterson Theatre. This would reflect the limited use and form of development (a theatre and ancillary uses related directly to the theatre use), and also include ongoing public use of the property;
- The City retaining the first right of opportunity to purchase the property should the Shakespearean Festival Holding Foundation decide to sell the property to an unrelated entity, and the property is no longer predominantly used for theatre purposes; and
- Any matters involving abutting road allowances (e.g. easements) be dealt with through separate legal arrangements as identified through the site plan and detailed design processes.

3. Accommodation of Existing Users of the Property

Currently, a large number and wide range of users access this property on a daily basis.

The Stratford Lakeside Active Adults Association (SLAAA) is a major user. The City has engaged the SLAAA Executive and membership in extensive discussions about possible transition plans. As a result, and after additional investigation and many discussions, the Agriplex, located at the Rotary Complex property, can be outfitted to accommodate SLAAA. The Festival has agreed to contribute toward the relocation, and renovations are currently underway (despite knowing that the sale of the property had yet to be determined by Council). The length of time during which SLAAA would be in this temporary location, is estimated to be between 2 and 5 years, but ultimately would be determined by the time required to finance and build a new hub on the Grand Trunk property (expected to be less than five years) should Council decide to proceed to build this Hub for active adults and other users. **However, the City would then also develop a construction schedule for building a new community hub in as short a time frame as possible.**

The Stratford Lawn Bowling Club would also need to be permanently relocated. After considerable discussion, the Club has agreed that it could relocate to the City's municipal golf course. In addition to a suitable on-site location having been identified, members could access the on-site amenities. It is also anticipated that membership could grow (reciprocally) between the lawn bowlers and the golfers to better use the facility and to generate additional revenue.

There are also a number of other one-time or less frequent users who would also lose regular access to the site. The City is committed to including these users as part of any transition plan.

4. Form of the Proposed Development

Details of the proposed design (from Stratford Festival) are attached to this report (please see Site Plan / Development Overview, Addenda and Technical Review). The Festival has worked extensively not only on building functionality and aesthetics, but compatibility with adjacent land uses. This includes a lower than originally planned building height, and avoiding vehicular headlights shining into adjacent residential areas.

It should also be noted that in the case of any development in Stratford, the Festival's development application must conform to zoning, receive site plan approval, and secure all other associated regulatory approvals and permits. The Festival would also be responsible for the repair or replacement of any infrastructure it disturbs. This includes the replacement of a sanitary sewer that currently crosses the property, and the establishment of easements and rights-of-way as necessary for the City.

The Festival would also be required to pay all associated fees (e.g. building permit, development charges, site plan) where applicable.

The summary findings of a technical review of the proposed redevelopment are also attached, as prepared by City staff. Additional refinements to the plan are expected. As part of this process, City staff will be further discussing such issues as the location, type and size of new trees, and additional adjustments to enhance on-site parking for the Festival and for the general public.

5. Ongoing Access To and Use of the Property, Including Parking

It is critical to understand that while Stratford Festival would have primary use of the property, a number of opportunities for public access, use, and enjoyment are to continue.

First, the Festival has included extensive new gardens, and has confirmed its agreement that the public may enjoy these green spaces at no charge in perpetuity. This provision would be registered on the title of the property. The proportion of publicly accessible green space would also increase from approximately 31% today to 41% of the property area. The Festival should meet and confer with the Board of Park Management regarding this new green space in the context of the surrounding park system, and a letter from the Park's Board is appended to this report

The Festival has offered to make available approximately 22,000 square feet to SLAAA to relocate (back) to the 48 Water Street property in a new building. **However, the Festival would look to the City to build, outfit and pay for this structure, estimated at \$7 million for 22,000 square feet.** In order to avoid another transitional move and the potential loss of public investment, it would be more prudent to accelerate the development of the Grand Trunk Community Hub (including space for SLAAA) and to advance negotiations with key potential funding partners, including the YMCA of Stratford-Perth and the University of Waterloo (please see letters of intent attached). **This would also avoid issues with competing parking needs of the Festival and SLAA on the same site.**

Parking is a critical issue. The Festival requires a minimum of 150 on-site parking spaces to support a 600 seat theatre during its season (1 space per 4 theatre seats). During the off season and when the Festival does not require parking, all of the on-site parking would be accessible for public purposes. While the theatre is in session a portion of the parking will remain accessible for public use at no charge. The use of this parking area during events at the Allman Arena is very important to the City. Given the complexity of the issue, Council should proceed to develop a separate Parking Strategy with the Festival, the Allman Arena and others who require parking in this area (e.g. residents and visitors who come to enjoy the surroundings). Parking along Morenz Drive (and potentially other streets) for use by both the Festival and the public also needs to be reviewed. As previously noted, these matters can be further refined through the site plan and detailed design review processes.

The Festival has also stated its openness to permit public access to interior spaces when these spaces are not committed for Festival purposes. The potential for special events (e.g. conferences), for example, could generate additional revenue to the Festival and community, offering a new venue to attract new or larger events. In other instances, access at a reduced fee or at no cost should be explored. It is important to note that the Festival has already offered to accommodate public events, including the Kiwanis Festival, at the proposed new theatre complex.

Finally, while access to public washrooms was discussed, this was not deemed feasible given the need to both accommodate theatre patrons and the inability to keep the building open to the public after hours and for liability purposes. The public washrooms accessed externally at the Allman Arena could be winterized to be available year round. Council could consider this matter as part of its 2019 budget process.

At the present time, parking on-site and adjacent to the site includes:

- 127 on-site spaces at the 48 Water Street property (this includes 8 accessible spaces);
- Water Street behind the property – 15 on-street spaces;
- Morenz Drive – 6 spaces (one space being accessible)
- Allman arena - 75 spaces (two spaces being accessible)

Based on the current site plan, approximately 160 to 170 parking spaces would be established on site, an increase from the existing 127 spaces. Use of parking by the public at no charge in perpetuity has been agreed to by the Festival, subject to detailed arrangements through a Parking Strategy. Use by the public of the parking in perpetuity would also be registered on the title of the lands through an agreement.

Bus drop off and bus parking at the Allman Arena should also be reviewed.

6. Importance of the Festival to the Stratford and Area Economy

An Economic Impact Study completed by the Stratford Festival is attached to this report highlighting the importance of the Festival to the City. The public input sessions have also underscored the importance of the Stratford Festival to the local economy.

It is important to note that the Festival was in fact originally created by the community as an economic development initiative.

7. Property (Transaction) Agreement and Implementation Plans (Should Council Agree to Proceed with the Redevelopment)

The proposed redevelopment represents one of the largest initiatives of its kind in the history of the City of Stratford. If the development proceeds, there will be many moving parts over the next few years.

Subject to Council approval, the City and the Festival would need to assemble and monitor a detailed implementation plan. This would include a communication strategy to the community and to our visitors. As with any project of this magnitude, unforeseen issues will arise, and will need to be dealt with by Council and/or the Festival.

Should Council decide to proceed, a series of recommendations have been provided in this report. However, in the interests of clarity and comprehensiveness, the following section outlines the recommended contents and approval process of a Property (Transaction) Agreement, a Transition Plan and an Implementation Plan.

Property (Transaction) Agreement – Key Elements

The City of Stratford sell the property to the Stratford Festival for \$4.9M, with a number of conditions;

- a) Purchase price of \$4.9M;
- b) Assumption of transition costs relating to existing users of the property and the removal of contents/equipment (included in the \$4.9M purchase price) to be assumed by the Stratford Festival;
- c) Ongoing use of parking by the public at no charge permitted in perpetuity subject to limited designated parking for Festival use, with the registration of this public entitlement on the title of the property, and the detailed arrangements established through a Parking Strategy;
- d) Ongoing public access for the passive enjoyment of green spaces at no charge on the property to be permitted in perpetuity, and this public entitlement registered on the title of the property;
- e) Ongoing site maintenance being the sole responsibility of the Festival;
- f) A future City-initiated site-specific zoning by-law amendment for all properties to be used for the new Tom Patterson Theatre would be undertaken. The new zoning would reflect the limited uses and form of development of a theatre and ancillary uses, but would also include ongoing public use of the property;

- g) The City retaining the first right of opportunity to purchase the property should the Stratford Festival decide to sell the property to an unrelated entity, and the property is no longer predominantly used as a theatre; and
- h) The City of Stratford and the Stratford Festival deal with any matters involving road allowances through separate future legal arrangements identified through the site plan and other detailed design processes.

Transition Plan

- a) The Chief Administrative Officer, in consultation with the City Solicitor, work with the Festival and enter into an agreement for the transition of all existing users for the Property, and associated details, with costs associated with the transition being the responsibility of the Festival;
- b) Stratford Lakeside Active Adults Association (SLAAA) programs and facilities be moved to the Agriplex, with costs associated with the relocation including but not limited to any required renovations to the Agriplex, being funded by the Festival.
- c) The existing Stratford Transit service route be modified to stop near or at the front of the Agriplex, and if possible, adjust the route schedule to better support the SLAAA and other users of the Agriplex;
- d) The Stratford Lawn Bowling Club be relocated to the Stratford Municipal Golf Course with new turf, fencing, lighting, and storage facilities, as well as use of the existing Golf Course buildings, and all costs associated with the relocation of the Stratford Lawn Bowling Club shall be the responsibility of the Festival. The total estimated cost is not expected to exceed \$200,000;
- e) The City work with the Stratford Lawn Bowling Club and the Stratford Municipal Golf Course and assist the parties in collaborating to build membership in both sports to further enhance the use of this City-owned facility;
- f) City staff be directed to review all existing rental and contractual agreements associated with the use of the Property and report back to Council on the process to withdraw all the existing rental and contractual agreements; and
- g) The Festival agree to the City of Stratford removing at no cost to the Festival any rolling stock, building elements, and any other items from the property within a defined period of time, including HVAC equipment, lawn bowling structures and equipment, signage and memorabilia.

Implementation Plan

- a) City staff and the Festival engage in discussions with the Board of Parks Management to optimize green space on the Property, including continued and unlimited public access;
- b) City staff develop a Parking Strategy that includes provisions related to make on-site parking spaces available to the public and to report back to Council to recommend such a Strategy for approval. This arrangement must include provisions to best accommodate the general public and for specific purposes (e.g. tournaments and games at the Allman Arena) and an ongoing review of how well the strategy is supporting all needs. A review of potential additional adjacent on-street parking would also be examined.
- c) The costs of any disruption of public infrastructure on the Property, including but not limited to the sanitary sewer line, and any other disruptions within the road allowance, be the sole responsibility of the Festival, with easements and other rights-of-way being provided to the City as necessary;
- d) Stratford Transit and the City's Parking Division meet with the Festival to explore options other than vehicular parking, including shuttle service to and from Festival theatre locations;
- e) The Stratford Tourism Alliance, in conjunction with the Provincial Regional Tourism Office (RTO4) and the Stratford Perth Museum, collaborate with the Festival to explore opportunities to enter into new partnerships with the Festival that support and enhance the Festival's success, as well as to broaden community vitality;
- f) The City work with the Festival to request that memorabilia, plaques, or other forms of recognition of past users of the property be placed in the interior spaces of its new facility, including but not limited to the Stratford Kiwanis and the Stratford Lawn Bowling Club;
- g) Proceeds from a real estate transaction with the Festival be deposited into a Special Reserve to support new infrastructure on the Grand Trunk (Cooper) Block, including a community hub, and/or for debt retirement;
- h) City staff be directed to advance discussions with the YMCA of Stratford Perth, the University of Waterloo and senior government levels to realize an initial phase of the development of a new Grand Trunk Community Hub on the City-owned Grand Trunk property;
- i) The Chief Administrative Officer, in consultation with the City Solicitor, be authorized to sign any associated documentation, including the termination of

agreements with existing users, detailed transitional arrangements and development-related applications;

- j) The Chief Administrative Officer and the City Solicitor be authorized to finalize the real estate agreement, including any minor administrative adjustments that are consistent with Council's approved terms; and
- k) That the City of Stratford and the Festival collaborate to develop a Detailed Project Construction Plan, including a co-ordinated and joint communications strategy to continuously inform the community during the construction of the new facility. The City's Corporate Communications Lead in the CAO's Office would be the point of contact for the City of Stratford for the communications strategy.

In Closing

In my opinion, the Festival's proposed redevelopment of the City-owned property is a legacy initiative that has both local and global implications in supporting community, encouraging economic development and national prosperity. This is also a very unique opportunity to assemble major public and private sector funding in a manner that is not typically available.

The community should be commended for both its engagement and its thoughtful comments. Regardless of perspective, public input is essential in staff's role of advising Council, and in Council's role of community stewardship.

The series of recommendations contained in this report have been drafted to provide Council with a comprehensive framework for consideration. As noted in this report, there would be many implementation details to be confirmed over the course of this project.

Finally, my sincere thanks to all City staff who supported the process, as well as the associated analysis and recommendations. This report is the product of our collective efforts.

Financial Impact: The costs of site preparation and redevelopment (i.e. soft and hard costs of construction) would be fully borne by the Stratford Festival.

As described in the report, the Festival should be required to fund the transitional costs for the SLAAA and for the Stratford Lawn Bowling Club (permanent relocation). As previously noted, the City will continue to advocate for senior government funding to construct a Grand Trunk Community Hub, wherein the SLAAA can be more permanently accommodated. In the interim, staff recommend the hub phasing be advanced through discussions with SLAAA, the YMCA of Stratford-Perth, the University of Waterloo and senior government levels.

There may be some costs to the City for work such as the removal of equipment, rolling stock (e.g. furniture) and other on-site elements. However, staff would make best efforts to use in-house resources to do so.

Currently, the Festival pays the City approximately \$80,000 per year to lease the existing theatre structure.

For Council's benefit, the key operating costs of the existing Tom Patterson building, as contained in the (approved) 2017 City of Stratford budget, are as follows:

Revenues:

• Tom Patterson lease	\$ 80,000
• Room Rentals	<u>\$ 30,000</u>
Total:	\$110,000

Expenses:

• Custodial salaries, benefits, utilities and services	<u>\$294,100</u>
Net Cost:	\$184,100 *

* Excludes programming, staff and external (property) maintenance.

There may be some annual property taxes payable to the City (e.g. parking, retail). However, it is expected that the Festival would seek an exemption, refund or other form of tax relief from the Municipal Property Assessment Corporation.

Staff Recommendations:

THAT the City of Stratford enter into an agreement with the Stratford Shakespearean Festival Holding Foundation (the "Foundation") to permit the redevelopment of the Tom Patterson Theatre on City-owned property municipally described as 48 Water Street, Stratford, Province of Ontario ("Property");

THAT the City of Stratford and the Foundation execute a formal agreement with provisions that include, but are not limited to the following:

- a) A purchase price of \$4.0M with transition costs of \$900,000 and terms and conditions, including public access to parking and the green space in perpetuity;**
- b) Assumption of transition costs relating to existing users of the property and the removal of contents/equipment;**

- c) Ongoing use of parking by the public at no charge, and the registration of this public entitlement on the title of the property, with the detailed arrangements established through the Parking Strategy;
- d) Ongoing access to the passive enjoyment by the public at no charge of green spaces on the property, and the registration of this public entitlement on the title of the property;
- e) A future City-initiated site-specific zoning by-law amendment for all properties to be used for the new Tom Patterson Theatre. This would reflect the limited use and form of development of a theatre and limited ancillary uses, but would also include ongoing public use of the property;
- f) The City retaining the first right to purchase the property should the Foundation decide to sell the property to an unrelated entity, and the property is no longer predominantly used as a theatre; and
- g) The City of Stratford and the Foundation deal with any matters involving road allowances through separate future legal arrangements.

THAT the Chief Administrative Officer, in consultation with the City Solicitor and the Festival, develop a Transition Plan and negotiate an agreement of purchase and sale with the Foundation with the agreed upon terms and conditions to report back to Council, as described in this report;

THAT the Chief Administrative Officer, in consultation with the City Solicitor and the Foundation, develop an Implementation Plan, with requirements to report back to Council, as described in this report;

THAT the Stratford Fire Chief be directed to establish a new emergency reception centre to replace the Kiwanis Community Centre;

THAT the Chief Administrative Officer and the City Solicitor be authorized to finalize the requisite contractual documents, including any minor administrative adjustments and the legal description of the purchasing and operating entities that are consistent with Council's approved terms, as described in this report;

AND THAT the Mayor, Clerk, City Solicitor and CAO be authorized to execute all of the requisite contractual documents.

A handwritten signature in black ink, appearing to read "Rob Horne".

Rob Horne, Chief Administrative Officer