

# ***Stratford Library & Cultural Centre***



## ***Final Report***

**March 2011**

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# STRATFORD LIBRARY & CULTURAL CENTRE PROJECT

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# 1. INTRODUCTION

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## 1.1 Background

The Town of Stratford was created in 1995 from several smaller communities adjacent to Charlottetown, PEI. The 2006 Official Plan for the Town of Stratford articulates that residents believe cultural heritage and arts are important for future economic development. They direct the Town to invest in these resources to provide residents with a “sense of place” and to enhance the town in terms of aesthetic value. The Official Plan also notes the importance of youth and seniors clubs and the need to provide for people who do not necessarily participate in organized sports, but may use more passive facilities like playgrounds, trails, art classes, and craft activities which stimulate the mind as well as the body.

In 2008, Town Council adopted a plan for sustainability called “Imagine Stratford in 2028.” This plan for long term sustainability in the town clearly articulates the need for a strong arts and culture sector to be developed. One of the key components of a sustainable community is the cultural sector, and Council asked the Arts and Culture Committee, comprised of local residents and artists, to develop a Strategic Plan for Arts and Culture. This plan builds on the creative arts as a driving force in future economic development. In early 2008, the Town of Stratford also coordinated a meeting of over 20 individuals in the arts and culture community to develop next steps in the development of the strategic plan. The Town of Stratford Strategic Plan for Arts and Culture resulted from this work and identified community needs, which include the provision of more meeting space for diverse groups in the town, the provision of theatre space (theatre, dance, music and chorus), the provision of studio space, an art gallery and an expanded library.

In 2010, the Town of Stratford sought the services of a team of professional arts and culture planning specialists, including A. L. Arbic Consulting, Genesis Consulting, Yvette Doucette, WHW Architects and Linda Hodgins, to assess key arts and culture infrastructure needs, develop recommendations and preliminary plans for cultural infrastructure that will meet these needs, and assess the viability of the plans that are developed. This information will provide town council with the appropriate level of detail and planning information required to move forward on the next steps.

## 1.2 Planning Process to Date

The team of consultants carried out the following work elements in the process of preparing this plan:

- attendance at a start-up meeting in Stratford with members of the project steering committee;
- consultations with artists and representatives of local arts and community groups;<sup>2</sup>
- consultations with the Stratford Arts and Culture Committee and the Stratford Heritage Committee;
- administration of an online community survey;
- research into institutional context of local arts and cultural facilities;
- research into the potential market for any future arts and cultural facilities;
- preparation of a draft concept report and presentation of the report to the project steering committee;
- preparation of a facilities options report and discussion of the implications of these options;
- preparation of an architectural concept for a new library and recommended cultural facilities based on an assessment of facility options;
- preparation of operating revenue and expense projections;
- preparation of capital cost estimates;
- preparation and presentation of a draft final report;
- preparation and delivery of a final report.

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<sup>2</sup> Please see Appendix A for a list of individuals and organizations consulted during the planning process.

## 2. INSTITUTIONAL CONTEXT

When assessing the arts and cultural infrastructure needs of a community, it is useful to begin with an understanding of what types of facilities already exist in the local area. This examination helps to ensure that any new facilities fill gaps in the existing infrastructure, but do not replicate what is already available locally.

### 2.1 Existing Arts and Cultural Facilities/Spaces in the Local Area<sup>3</sup>

The following charts summarize the major existing arts and cultural facilities/spaces in the Stratford area, along with the type of space, approximate capacity, primary users and mandate. In addition to the facilities listed in these charts, Stratford has a small community library established in 2001 and located in Cotton Park. According to our consultations, the library lacks space for programs, washrooms, seating and adequate public computer terminals.

Primary Function: Performing Arts			
Name of space/facility	Location	Size/Capacity/Seating	Nature of Usage & Ancillary Uses
Carrefour School	10 minutes from downtown Charlottetown	Approx 150, flexible seating	Community and school usage; francophone events, theatre, music, fundraisers
Confederation Centre: Homburg Theatre	Downtown Charlottetown	1102 seats, fixed theatre seating	Charlottetown Festival professional programming with some community use
Confederation Centre: Studio 1	Downtown Charlottetown	150 seated (approx), flexible seating	Professional and community use; rehearsal space, receptions, book launches, readings, dances
Confederation Centre: Studio 2	Downtown Charlottetown	Not available for external use	Receptions, parties, meetings, dance lessons
Confederation Centre: The Mack	Downtown Charlottetown	200 seats, cabaret seating	Charlottetown Festival professional programming with some community use, event launches, symposia
Island Dance Academy	Historic Charlottetown	Two dance studios, 20-40	Island Dance Academy use with select community rentals
Sobers Music	Charlottetown	Dance studio and several music rooms	Select community rentals
The Guild	Downtown Charlottetown	Seats 150, 175 standing, licensed	Community rentals; events, office space, classes, performances

Primary Function: Visual Arts/Crafts			
Name of space/facility	Location	Size/Capacity/Seating	Nature of Usage & Ancillary Uses
Confederation Centre Art Gallery	Historic Charlottetown	Six professional exhibit spaces	Professional exhibits of existing collection and touring shows with some local community exhibits; readings, book launches, events
Curtland Studio	Historic Charlottetown	10-16 capacity	Private studio for classes
Details Past and Present Gallery	Historic Charlottetown	50-75 capacity for gallery shows	Privately owned; art sales and some exhibitions
Ellen Creek Gallery	Charlottetown	60 approx	Privately owned; art classes, gallery shows
Gallerie Maison Rouge	Historic Charlottetown	20-40 gallery show	Private gallery; sole use by artist
John Cox, Christine Trainor, Michael Stanley Studio	Historic Charlottetown	20 (retail space)	Private studio for art sales, some creation
Pilar Sheppard Art Gallery	Historic Charlottetown	75-100 gallery shows	Privately owned; art sales and some exhibitions
Schurman Family Studio	Historic Charlottetown	Max approx 30	Art education, visual art classes, community outreach for the Confederation Centre
The Guild	Historic Charlottetown	Approx 950 ft <sup>2</sup> public gallery	Self curated solo and collaborative shows, year-round programming
Walker Studio	Historic Charlottetown	Studio in home	Private studio/economusee

<sup>3</sup> See Appendix B for a summary of existing multi-use spaces with a capacity greater than 100.

Primary Function: Multi-Use Spaces - Capacity Less than 100			
Name of space/facility	Location	Size/Capacity/Seating	Nature of Usage & Ancillary Uses
Atlantic Technology Centre (ATC)	Downtown Charlottetown	Multiple rooms, varying capacities	Community meetings/rentals
Beaconsfield Carriage House	Historic Charlottetown	Approx 20-150 capacity	Selected community use; meetings, book launches, receptions, events
Best Western Charlottetown	Downtown Charlottetown	11 event spaces, varying capacities	Community rentals; classes, receptions, meetings, rehearsals
Camp Gencheff	Stratford	2 spaces- dining hall and recreation room	Selected community use; meetings
Charlottetown City Hall	Downtown Charlottetown	Approx 10-70	Community meetings/rentals
Confederation Centre Boardroom	Downtown Charlottetown	Approx 20 seats	Centre and community usage; rental for small meetings
Cotton Centre	Stratford	Approx 30-50 capacity	Community use & rentals
Founders Hall, Canada's Birthplace Pavilion	Downtown Charlottetown	2 event spaces, 60 +	Business oriented rentals; receptions
Haviland Club	Charlottetown	Varying capacities	Community rentals; meetings, small events, workshops
Holiday Inn	Uptown Charlottetown	5 event spaces, max capacity 170	Business and community meeting rentals
Holland College Boardrooms	Charlottetown	Approx 12-15	Community meetings/rentals
Holland College Theatres/Open Halls	Charlottetown	Open Room- 50; Lecture Theatre 80-100	Receptions, awards banquets, fundraisers
MacNeil Community Centre	Stratford	Max capacity 40	Community use & rentals, small classes and pre-school classes
Queen Street Commons	Downtown Charlottetown	Approx 8 board rooms	Membership based coop with some rental use
Red Shores Racetrack and Casino Boardrooms	Downtown Charlottetown	Approx 15-25	Business and community rentals
Rodd Charlottetown	Historic Charlottetown	Meeting rooms, varying capacities	Business and community rentals
Rodd Royalty Inn & Suites	Uptown Charlottetown	Meeting rooms, varying capacities	Business and community rentals
School Street House	Charlottetown	20-25 seated; 75 max	Community rentals; meetings, small events
Sherwood Recreation Hall	Uptown Charlottetown	Max 60 gym style room	Community rentals, children's programming, small events
Stratford Town Hall	Stratford	4 meeting spaces 8-75 capacity	Community use & rentals: meetings, parties, small events
The Inns on Great George	Historic Charlottetown	3 event spaces, max capacity 15	Business oriented rentals; meetings, small events
UPEI Campus- Capital Area Recreation Inc	Uptown Charlottetown	2 event spaces, 30-50 max capacity	Community and school events; office rentals, events, parties
UPEI Conference Services	Uptown Charlottetown	Approximately 30 event spaces of varying capacity, from 10 to 800	Community groups and conferences; talks, presentations, readings, workshops, rehearsals, receptions, banquets, weddings
Various restaurants	Downtown Charlottetown	Varying capacities, 20-75	Community rentals; workshops, parties, meetings, small events
Victoria Park Tennis Clubhouse	Downtown Charlottetown	Max 50 event space	Community rentals; parties, meetings
Voluntary Resource Council	Historic Charlottetown	Small meeting rooms, 8-14 approx	Community meetings/rentals

From the data summarized in the preceding section page, and from interviews and research, we can draw the following conclusions:

- ***With the exception of the library, there are no arts and cultural facilities in the Town of Stratford. Furthermore, the current library is insufficient to meet community needs;***
- ***Across the river in Charlottetown, there are several established professional performing arts spaces, particularly for theatre; however, the cost of using these spaces can be prohibitive for young and emerging artists;***
- ***Charlottetown offers two established exhibition spaces and a number of small private galleries; however, exhibition and retail space for local craft and emerging artists appear to be under-served;***
- ***There are several small multi-use spaces in Charlottetown that are used for arts programs, but these spaces do not have the specialized equipment necessary for performing arts events;***
- ***Most established local artists work from their own private studios; however, the absence of rental studio spaces means that emerging artists do not have access to suitable studio space;***
- ***There is limited space locally available that is suitable for visual arts classes.***

## 3. COMMUNITY NEEDS/OPPORTUNITIES

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### 3.1 Community Demand

A full-scale market survey was beyond the scope of the consultants current work; however, in order to help assess the demand for arts and cultural facilities and programs in Stratford, the consultants developed an online survey, which was advertised through the Town of Stratford's email list and on the Town's website. Seventy-six individuals responded to the survey and 66 of those individuals answered all 11 questions. The number of responding households represented 242 individuals.

#### 3.1.1 Respondent Profile

##### Connection to Stratford

- 92% of the 76 individuals who responded to the survey indicated that they were residents of Stratford;
- 7% indicated that they were a Stratford business owner;
- 8% indicated that they were an employee of a Stratford-based business;
- 5% of respondents indicated that they do not live or work in Stratford but use Stratford facilities.

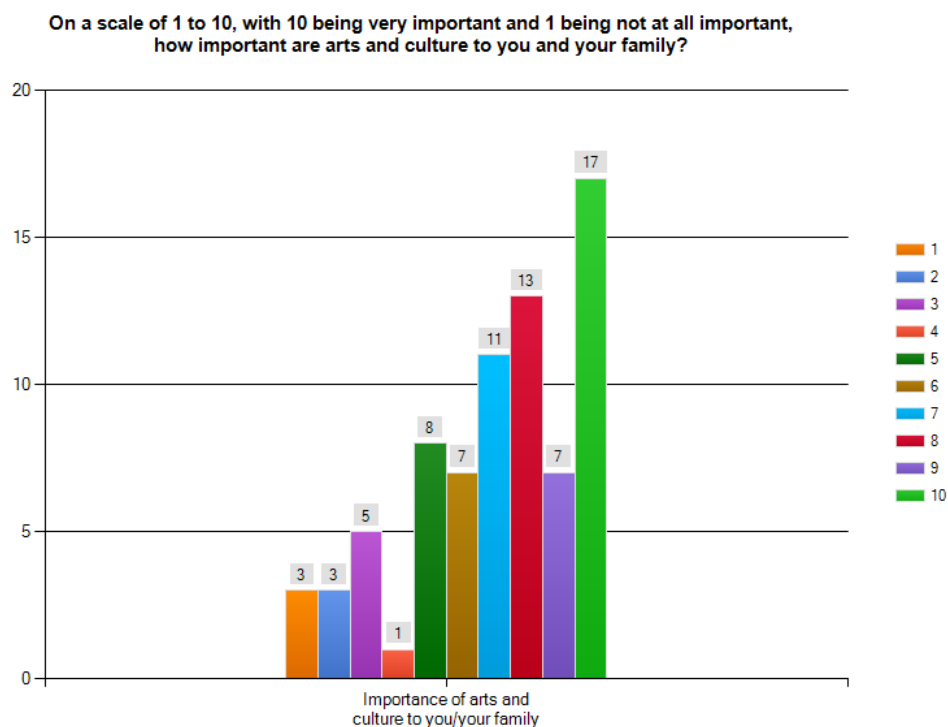
##### Age

- 31 % of respondents were between the ages of 40 and 59;
- 28% of respondents were under the age of 19
- 19% of respondents were between the ages of 20 and 39;
- 17% of respondents were between the ages of 60 and 75;
- 5% of respondents were over the age of 75%

## Importance of Arts and Culture

Respondents were asked to indicate the importance of arts and culture to them and their family on a scale from 1-10. From the chart below we can see that arts and culture are very important to the surveyed group:

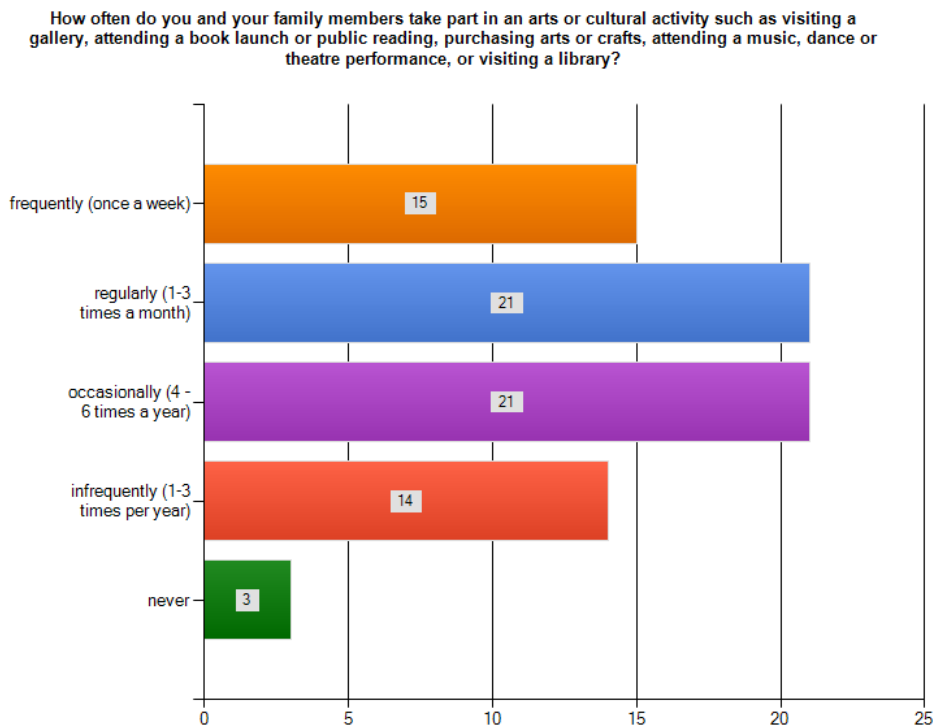
- the overall average from 75 respondents was 7 out of 10, with a median score between 7 and 8;
- a score of 10 out of 10 was the most frequently chosen response, selected by 17 (23%) respondents;
- a score of 4 or lower was chosen by just 16% of the survey group.



## Participation in Arts and Cultural Activities

Respondents were asked to indicate how often they take part in an arts or cultural activity. As the chart below illustrates:

- 20% of respondents (15 in total) to this question indicated that they are very frequent participants in arts and culture activities, meaning that they take part in a cultural event or activity on a weekly basis;
- 28% of respondents (21 in total) participate in arts and cultural activities one to three times per month, and another 28% (21 respondents) participate occasionally, meaning that over three quarters of respondents are active participants in cultural activities;
- 19% (14 respondents) participate infrequently, and only 4% (3 respondents) never participate in cultural activities.



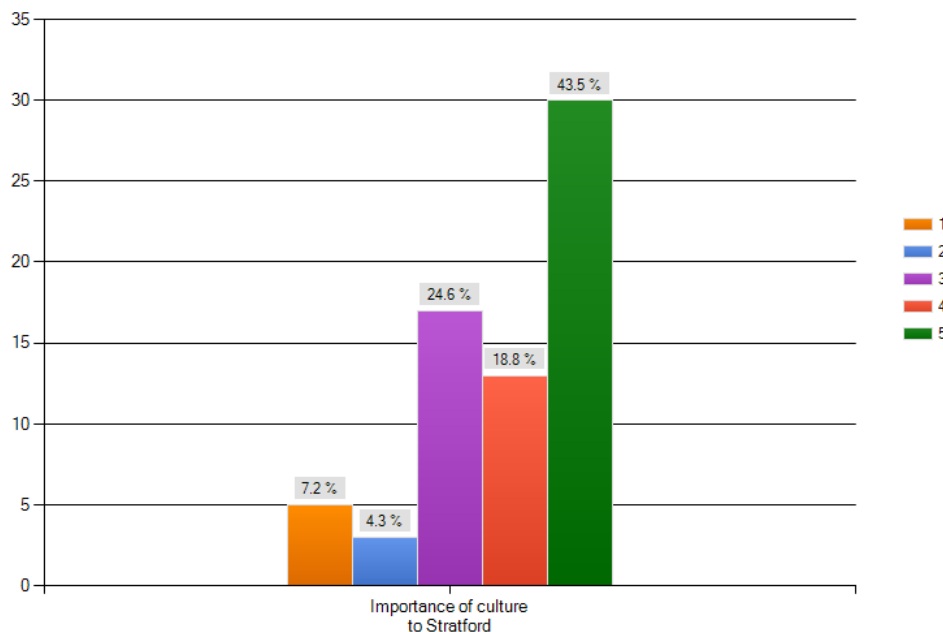
### 3.1.2 Priorities

#### Overall Priority of Arts and Cultural Facilities

Respondents were asked to indicate how important it is to them to have arts and culture facilities and programs in Stratford, on a scale of one to five, with five being very important. The results indicate that respondents believe it is very important to have arts and cultural facilities and programs in Stratford:

- 43.5% rated the importance of having arts and cultural facilities in Stratford as 5 out of 5;
- another 43.4% rated the importance of arts and culture at a 3 or 4 out of five;
- the overall average score was 3.91 out of 5, which indicates strong support for cultural facilities in Stratford;
- eight respondents assigned a value of 1 or 2, representing 11.5% of respondents.

On a scale of 1 to 5, with 5 being very important and 1 being not important at all, how important do you believe it is to have arts and cultural facilities and activities in Stratford?

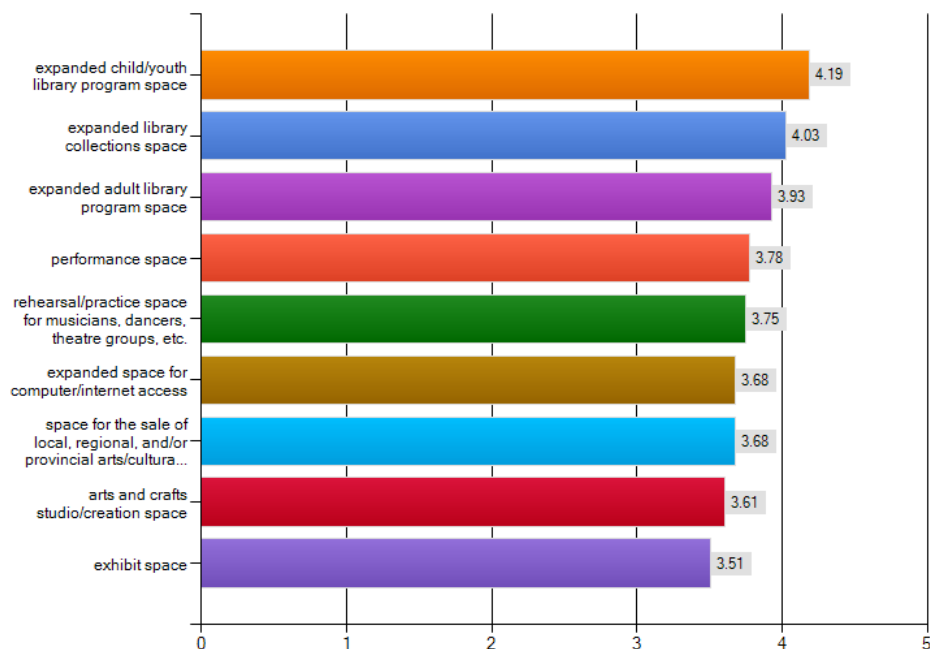


## Priority of Specific Arts and Cultural Infrastructure Needs

Respondents were asked to score, on a scale from 1 to 5, selected arts and culture infrastructure needs. As the chart below indicates:

- expanded library space for children's/youth programming; expanded library collections space and expanded library space for adult programs were identified as the top three priorities;
- after expanded library space, the next highest priorities among survey respondents were performance space and rehearsal/practice space;
- although exhibit space and studio/creation space rated the lowest at 3.51 and 3.61 out of 5, they are nonetheless moderately high scores.

On a scale of 1 to 5, with 5 being very pressing and 1 being not at all pressing in your opinion, how pressing are the following arts/cultural infrastructure needs in Stratford?



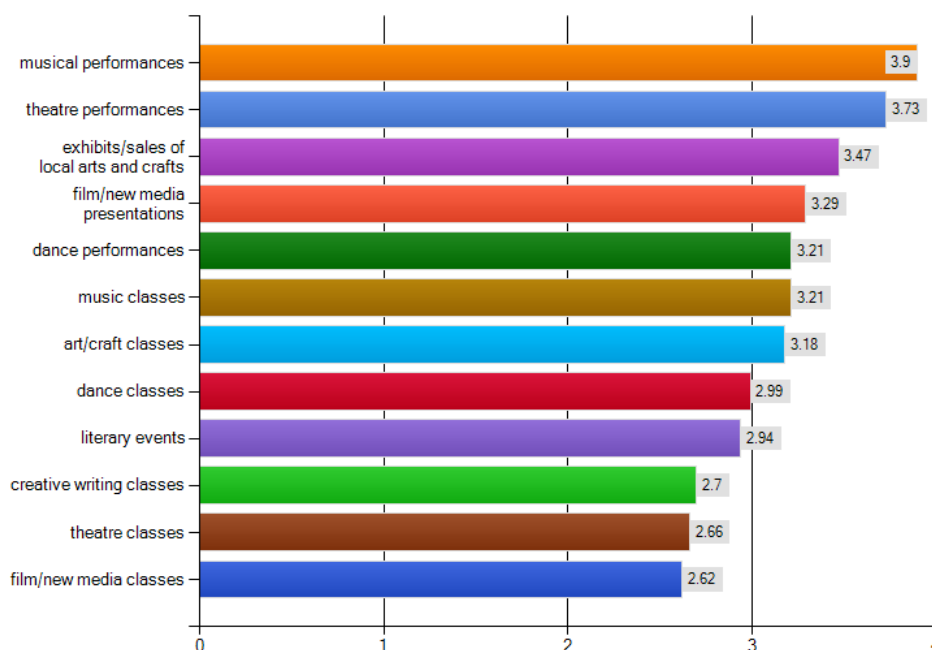
## Likelihood of Future Cultural Participation

Respondents were asked to indicate on a scale of 1 to 5 how likely they would be to attend or take part in selected arts and culture performances and activities if they were offered in Stratford in the future, with 5 being very likely and 1 being very unlikely.

As indicated on the chart below:

- respondents indicated the highest level of likelihood of attending musical performances, theatre performances and exhibits or sales of local art and craft;
- respondents indicated some likelihood of taking part in music, art/craft and dance classes;
- respondents indicated the least likelihood for taking part in new media, theatre and creative writing classes.

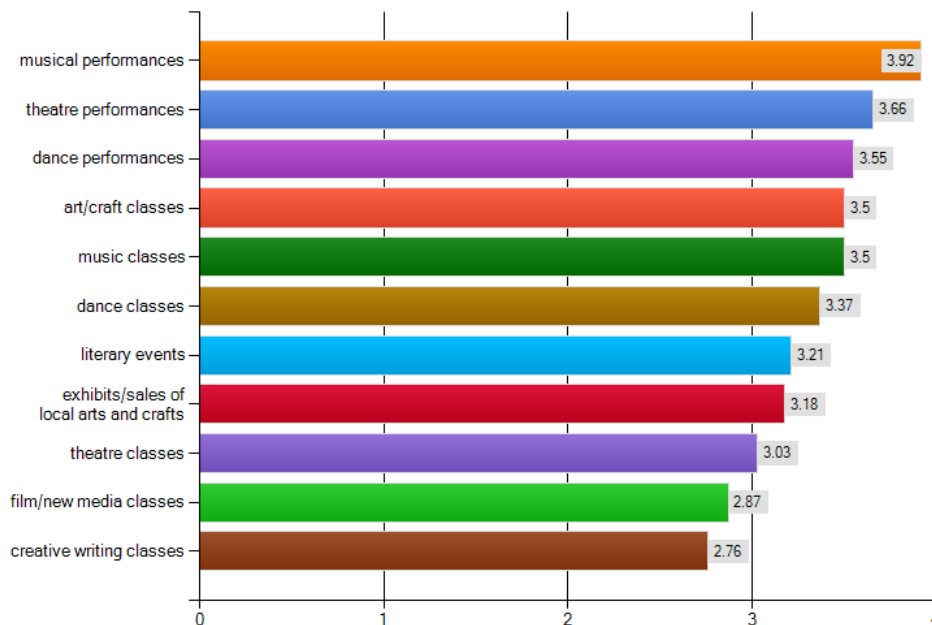
On a scale of 1 to 5, with 5 being very likely and 1 being very unlikely, how likely would you be to attend/take part in the following if they were offered in Stratford in the future?



Respondents with young children were asked to indicate the likelihood of their children attending or taking part in the same selected cultural activities if they were offered in Stratford. As the chart below illustrates:

- respondents' children are most likely to attend musical, theatre and dance performances and take part in art/craft, music and dance classes;
- respondents' children are least likely to take part in creative writing classes, new media classes and theatre classes.

On a scale of 1 to 5, with 5 being very likely and 1 being very unlikely, how likely would your children be to attend/take part in the following children's-based activities if they were offered in Stratford in the future?

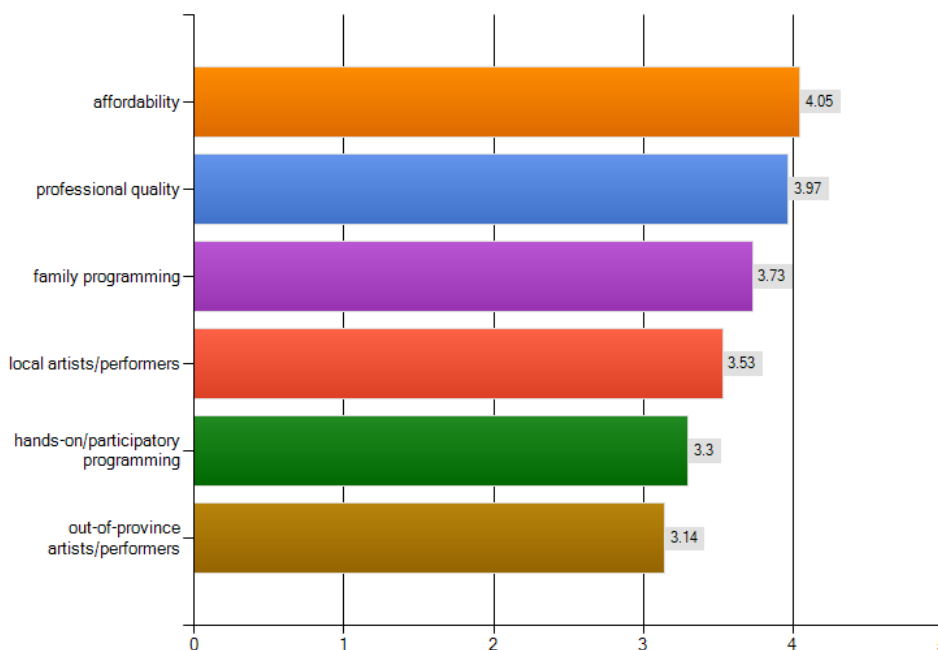


## Factors Influencing Future Participation

On a scale of 1 to 5, with 5 being very important, respondents were asked to rate the importance of selected features of any future arts and culture activities in Stratford. As indicated in the chart below:

- affordability is the most important factor that will influence future participation in arts and cultural activities in Stratford followed by professional quality and family programming;
- access to local or out-of-town artists/performers and hands-on/participatory programming are still somewhat important factors influencing potential future participation, but are less important than other factors.

One a scale of 1 to 5, with 5 being very important and 1 being not at all important, please rate the importance of the following features of any future arts and cultural activities offered in Stratford:

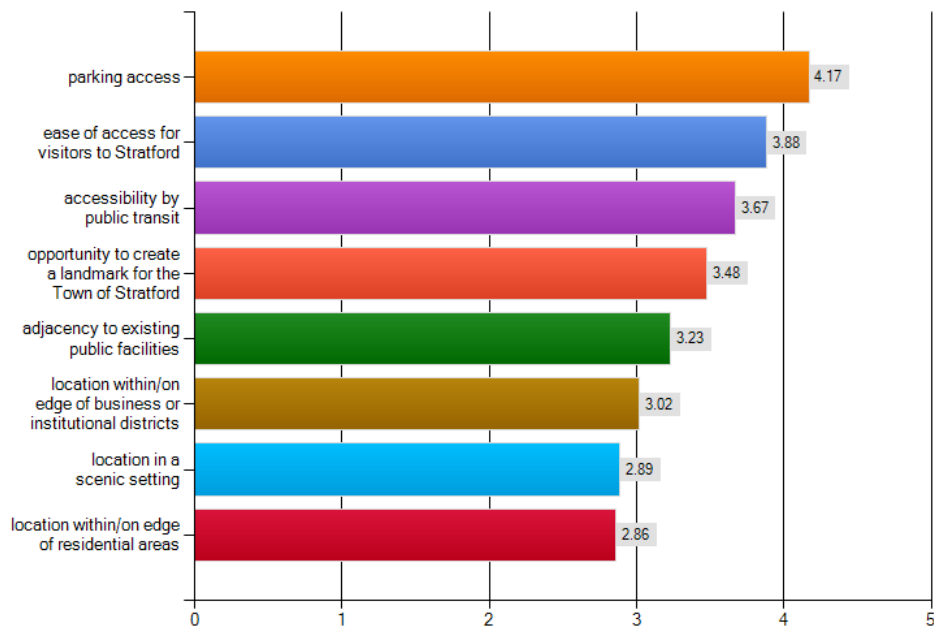


## Future of Site of a New Cultural Facility

Respondents were asked to assess the importance of selected features of a potential site for future cultural facilities in Stratford. As indicated in the chart below:

- respondents consider accessibility issues, such parking access, ease of access for visitors and accessibility by public transit, to be the most important factors in choosing a site for any new cultural facility in Stratford;
- respondents consider adjacency or setting issues, such as location near a business or residential district, or location in a scenic setting, the least important factors in choosing a site for any new cultural facility;
- the opportunity to create a landmark for the Town of Stratford rated in the middle of the responses.

On a scale of 1 to five, with 5 being very important and 1 being not at all important, how important do you consider the following factors to be in choosing a site for any future cultural facility in Stratford?



## Comments

Eleven respondents chose to add additional comments at the end of the survey. The responses range from full support for a cultural facility, to advice on the type of facility, to no support. Those comments are included in Appendix C.

## 3.2 Arts & Cultural Sector Needs/Opportunities

During the course of our research, the consultants explored the needs and opportunities for a wide range of arts and culture facilities that could meet local demand. The chart on the following page summarizes a range of types of potential facilities, identifies the amenities that would be required by each, assesses potential usage, and assesses the overall potential of the need/opportunity.

From this data we are able to draw the following conclusions:

- **Library** - The library presently has 1117 members, a 150% increase in 9 years, and runs 218 programs with 3086 participants. ***The current 1,600 sf. building is significantly undersized to meet current and future needs.***
- **Dance studio** - there is strong potential demand for dance studio space if a major tenant can be secured.
- **Music studios**- there is strong potential demand for a music academy space if a major tenant can be secured.
- **Small flexible performance/rehearsal event space** – there is potential demand from a variety of groups and individuals for a 100-150 seat flexible space suitable for a variety of arts performances and rehearsals.
- **Visual arts studios** –there is potential demand among young/emerging local artists for the rental of visual arts studio space.
- **Shared meeting space** – there is potential demand from a variety of users for shared meeting space.
- **Film projection/screening facilities** – there is strong potential demand for film projection/screening facilities if a major tenant can be secured.
- **Pottery studio** - there is strong potential demand for pottery studios if major tenant can be secured and the space meets user needs.
- **Office Rentals** – there is potential interest in renting office space in a new arts and culture facility in Stratford although the participation of a major tenant would need to be confirmed.
- **Visual arts/crafts exhibition and retail space** – there is potential demand from a variety of groups and individuals for space suitable for exhibition of new work from emerging artists and craftspeople, along with demand for a modestly-sized retail space.
- **Large scale performance space** – while some community members expressed interest in having a large performance space, there is little potential usage identified at this stage.
- **Large sound stage facilities** – while the need for a large sound studio was identified during the consultations, there was little potential demand identified at this stage to support this space.
- **Sound recording facilities** – while the need for sound recording facilities was identified during the consultations, there is little potential demand identified at this stage.

Recommendations on which of these spaces should be considered for the Stratford Library and Cultural Centre are included in Chapter 5.

Space Type	Potential Usage	Amenities	Overall Assessment
<b>Flexible performance/rehearsal/event space (100-150 capacity)</b>	Various groups would use for various activities; no identified potential resident company	Acoustic considerations, electrical, (sound proofing), lighting and sound equipment, flexible seating, some backstage capacity, higher ceiling height; possibly adjacent kitchen for catering	Many potential uses/users. Must be flexible enough to work for various groups while meeting standards for performances; affordability very important. There is interest in this type of space.
<b>Dance Studio</b>	One potential resident company for year-round youth classes	Mirrors, bars, appropriate flooring. Sole use as a dance studio or complimentary activities	Could be used extensively if major tenant secured; will bring youth/parents to centre on year-round basis
<b>Music academy</b>	One potential resident company for year-round classes	Sound proofing, three practice/teaching rooms	Could be used extensively if major tenant secured; will bring youth/adults to centre on year-round basis
<b>Visual arts/multi-purpose studio</b>	Shared studio space for artists. Various users for workshops/classes. Community or tourists could view work in progress.	Adequate lighting (incandescent), ventilation and electrical; sink; must be able to do "messy" work in the space	Various potential users. Will attract youth and adults to a variety of classes in evenings, weekends, and then provide them with an ongoing rental space to work in.
<b>Screening room/film projection room</b>	1-2 potential resident companies for workshops, evening screenings	Sound proofing, ceiling height, acoustics, light control, electrical	Could be used extensively if major tenant secured. Could attract adults and youth.
<b>Pottery studio</b>	Various users organized under one co-op. Pottery classes. Community or tourists could view work in progress.	Must be able to do "messy" work, need space for 8 wheels, 2 kilns, storage; must have 24-hour/flexible access to space. Industry safety considerations.	Reliant upon securing one major tenant.
<b>Shared meeting space</b>	Various organizations, regular meetings, best to be used in part by a core tenant	Space for up to 20 people	Could be used modestly - affordability very important as many groups meet for free in church halls, classrooms, etc.
<b>Production/Administrative Offices</b>	Potential for up to 4-6 smaller offices, mostly used by one potential tenant, but possibly some shared space as well (reception for instance).	Ability to move equipment in and out of space easily	Reliant upon securing one major tenant
<b>Art exhibition space</b>	Artists / youth / photographers, etc. would have small shows and display work	Uninterrupted wall space, no windows, proper lighting. Curatorial function may be required for one-offs	Small space to display community work could work in conjunction with visual arts studios/retail space.
<b>Craft Retail Space</b>	Professional Crafters selling high-quality work	Should be small, accessible, good wayfinding (signage); potentially a cafe style space	Craft community requires space to sell work, but Stratford will not have tourist base, for the foreseeable future, to support a large shop. Might work on a seasonal basis.
<b>Large Performance Space (over 150)</b>	Reliant upon resident companies/major users	Acoustic considerations, movable lighting, sound equipment, back stage, and green room, ceiling height, purpose built	Low evident demand; no major tenant to support the space
<b>Large sound stage</b>	Reliant upon resident companies/major users	Full acoustic isolation	Low evident demand; no major tenant to support the space
<b>Small sound recording studio</b>	Reliant upon resident companies/major users	Full acoustic isolation	Low evident demand; no major tenant to support the space

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### 3.3 Fit With Municipal Priorities

According to “Imagine Stratford: Towards a Vision for 2008, A Sustainability Plan and Decision Making Framework (May 2008), Stratford’s long-term vision for the future will be assessed against four dimensions of sustainability: social, cultural, environmental and economic. Five principles guide decision-making; these are summarized as follows:

1. **Economic:** Stratford attracts and retains range of goods, services and meaningful employment opportunities and builds a vibrant local economy;
2. **Social:** Stratford welcomes diversity, encourages social responsibility and promotes active engagement in decision-making. Identity, community pride and quality of life are important goals;
3. **Ecological:** Stratford values biodiversity and coastal ecosystems and appreciates and protects nature and natural systems
4. **Cultural:** Stratford recognizes the distinct cultural and historical characteristics of its communities. Stratford expresses creativity and ingenuity compatible with the values and realities of a growing and increasingly diverse population;
5. **Governance:** Stratford embraces good governance, leadership, integrity, collaborative decision-making and accountability.

Imagine Stratford identifies several community assets and the challenges associated with fully realizing those assets:

- **Human Capital** - attracting more employment opportunities within the town for the resident population, considered to be the best educated in the province, to better utilize the intellectual capital at hand;
- **Cultural Capital** - providing creative and cultural opportunities for the increasingly diverse cultural community in Stratford;
- **Social Capital** - providing gathering places for the wealth of social, recreational and community service clubs to congregate and provide programming;
- **Natural Capital** - developing and protecting the wealth of natural assets including the landscape, parks and open spaces;
- **Financial Capital** - growing the commercial tax base as Stratford currently receives 95% of its taxation revenues from residential sources.

Imagine Stratford articulates a compelling vision for the future, in which arts, culture and heritage form a leading role. Key aspects of the arts, culture and heritage vision for Stratford in 2028 include:

- Stratford is well known in the region for its arts, culture and heritage opportunities that reflect community spirit and life;
- The community is passionate about arts, culture and heritage and is alive with creative energy and aesthetic appreciation;
- Artists from all disciplines have opportunities to share their work;
- Arts Culture and Heritage are reflected in Stratford's design for the built environment and open spaces;
- Arts, Culture and Heritage are appreciated and supported as part of the community's health, economic vitality and beauty;
- Stratford's people, history and the natural environment are retained and celebrated through diverse cultural offerings;
- Stratford tells the story of its journey to sustainability through artistic and cultural offerings;
- Ecologically damaging substances and practices are replaced with sustainable alternatives.

Artistic, cultural and design characteristics also permeate other Stratford vision statements, including the following:

- Built Environment: Community Spaces are aesthetically pleasing to encourage personal interaction and shared activities;
- Economy: Physical, social, and cultural infrastructure attracts and supports investment and people to Stratford;
- Health and Social Vibrancy: Stratford works with partners to meet physical, mental, spiritual, cultural and social needs of community members;
- Health and Social Vibrancy: Community members learn about and enjoy experiences with all cultures and generations through activities and events facilitated by partners;
- Health and Social Vibrancy: Stratford residents are able to participate in activities and have their needs met regardless of ability and socio-economic status.

***Based on this review of municipal policy, it is clear that strengthening Stratford's arts and cultural infrastructure fits squarely within the Town's priorities, values and vision.***

## 4. MARKET ANALYSIS

The size and nature of the resident market is a key factor influencing the potential success of a cultural facility because the resident market is readily accessible and available on a year-round basis. Local residents can also be most easily and economically made aware of programming. The key indicators of potential resident demand are the size of the resident population base and the demographic profile of the market.

For the purposes of this plan, Town of Stratford is considered the primary resident market.

The Town of Stratford was incorporated in 1995. It is located just south of PEI's capital city, Charlottetown, and covers 22.1 square km. Strong residential growth and the recent development of a commercial core has meant that the Town has grown into a full service community.

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### 4.1 Size of Resident Market

#### 4.1.1 2006 Census Data

The following chart summaries the size of the resident market at the time of the last census.

Primary Resident Market	2001	2006	% Change
Town of Stratford	6,314	7,083	12.2%
Comparative Provincial Figures	135,294	135,851	0.4%

Source: Statistics Canada, based on 2006 Census data

From these data we can see that while the population of PEI increased by just .4% between 2001 and 2006, ***the population of the Town of Stratford increased by 12.2% during this period, making Stratford the third largest and fastest growing municipality in Prince Edward Island.***

***The strong growth in the size of the resident market is a positive indicator of potential demand for arts and cultural programs and facilities in the Town of Stratford.***

### 4.1.2 Population Growth Rates and Projections

Since the most recent census data is now five years old, current population numbers must be estimated based on trends and supplementary sources.

#### 4.1.2.1 Estimate of 2010 Stratford Population

There are a number of different approaches to calculating a more up-to-date estimate of population for the Town of Stratford.

- A. using past growth rates
  - B. using growth rates contained in Stratford's 2006 Official Plan
  - C. multiplying the number of households according to Canada Post records by the average number of household residents
- A. The population of Stratford grew by 12.2% between the 2001 and 2006<sup>4</sup> censuses, increasing from 6,314 to 7,083 residents. That five-year rate of growth translates to 2.44% annually. If an annual growth rate of 2.5% (rounded up from 2.44%) is applied to the years from 2006 to 2010, the 2010 population of the Town of Stratford will have increased to 8,014 as outlined below:

Year	Estimated Population
2006	7,260
2007	7,442
2008	7,628
2009	7,818
2010	<b>8,014</b>

- B. The Town of Stratford's 2006 Official Plan projected population figures forward to 2010 using a 1, 2 or 3% growth rate. A full 3% rate of growth since 2001 would result in a population of **8,300** by 2010. Since the rate of growth for the first five years of the decade was closer to 2.5%, this figure could be considered an over-estimation *unless* growth rates have significantly accelerated since 2006.

<sup>4</sup> The 2006 census uses 2005 data.

- C. The number of households, according to Canada Post records, multiplied by the average number of household residents, according to the 2006 census, results in an estimated current population of **7,634** residents. (3,181 households x 2.4 residents per household)

The methods outlined above for projecting population estimates provide a potential range of population estimates. ***Taking an average between the lowest and most conservative estimate of 7,634 and the highest and least conservative estimate of 8,300 results in a 2010 population estimate of approximately 8,000 residents.***

#### 4.1.2.2 Projected Population of Stratford

It is good practice to not only plan to meet current needs but to meet anticipated needs so that the community does not quickly outgrow any new facilities. Projecting forward 10 years, using both 2% and 3% population growth rates, the estimated population for the Town of Stratford in 10 years would be as follows:

Year	Estimated Population at 2%	Estimated Population at 3%
	Annual Growth Rate	Annual Growth Rate
2011	8,160	8,240
2012	8,323	8,487
2013	8,490	8,742
2014	8,659	9,004
2015	8,833	9,274
2016	9,009	9,552
2017	9,189	9,839
2018	9,373	10,134
2019	9,561	10,438
2020	9,752	10,751

***Therefore, planning for new facilities should consider that the population of Stratford may increase to between 9,750 and 10,750 residents by 2020. In particular, space planning for the new library must take projected population increases into account since this space is likely to have the highest user numbers.***

## 4.2 Education

Numerous studies have shown that the socioeconomic characteristic most likely to influence participation in cultural activities is level of education. In other words, the higher an individual's level of education, the more likely it is that that person will take part in cultural programs or visit cultural facilities. The table below summarizes the highest levels of education attainment by Stratford residents by age group, compared to provincial and national averages.

Educational Group	Stratford	PEI	Canada
<b>Total population aged 15 to 24</b>	<b>925</b>	<b>18,545</b>	<b>4,207,810</b>
Less than high school	40%	40%	40%
High school	37%	39%	36%
Trades/college certificate or diploma	3%	3%	4%
College; CEGEP or other non-university certificate or diploma	8%	9%	11%
Some university	2%	2%	2%
<b>University certificate; diploma or degree</b>	<b>10%</b>	<b>7%</b>	<b>6%</b>
<b>Total population aged 25 to 34</b>	<b>835</b>	<b>15,175</b>	<b>3,987,075</b>
Less than high school	8%	12%	11%
High school	12%	25%	23%
Trades/college certificate or diploma	8%	8%	10%
College; CEGEP or other non-university certificate or diploma	29%	30%	23%
Some university	1%	3%	5%
<b>University certificate; diploma or degree</b>	<b>41%</b>	<b>22%</b>	<b>29%</b>
<b>Total population aged 35 to 64</b>	<b>3115</b>	<b>57,640</b>	<b>13,395,040</b>
Less than high school	7%	20%	17%
High school	20%	23%	24%
Trades/college certificate or diploma	9%	13%	13%
College; CEGEP or other non-university certificate or diploma	28%	23%	20%
University certificate or diploma below the bachelor level	7%	4%	5%
<b>University certificate; diploma or degree</b>	<b>29%</b>	<b>16%</b>	<b>21%</b>
<b>Total population aged 65+</b>	<b>835</b>	<b>18,845</b>	<b>4,074,295</b>
Less than high school	20%	43%	43%
High school	27%	20%	21%
Trades/college certificate or diploma	14%	22%	11%
College; CEGEP or other non-university certificate or diploma	19%	13%	11%
Some university	8%	5%	4%
<b>University certificate; diploma or degree</b>	<b>14%</b>	<b>8%</b>	<b>10%</b>

Source: Statistics Canada, based on 2006 Census data

***From these data we can see that residents of Stratford have higher levels of educational attainment in every age group when compared to provincial and national averages, and in some cases the figures are considerably higher. This is a very positive indicator of potential usage of new arts and cultural facilities and programs in Stratford.***

## 4.3 Age

In planning new cultural facilities and programs it is important to consider the age of the resident population that will represent the main users of those facilities and programs. The following chart presents comparative data on the age of Stratford residents.

Age Category	Stratford		PEI		Canada	
	#	%	#	%	#	%
0 to 4 years	410	5.8%	6,690	4.9%	1,690,540	5.3%
5 to 9 years	445	6.3%	7,920	5.8%	1,809,370	5.7%
10 to 14 years	515	7.3%	9,375	6.9%	2,079,925	6.6%
15 to 19 years	495	7.0%	9,940	7.3%	2,140,490	6.8%
<b>Persons under 19 as a % of Population</b>	<b>1,865</b>	<b>26.3%</b>	<b>33,925</b>	<b>25.0%</b>	<b>7,720,325</b>	<b>24.4%</b>
20 to 24 years	425	6.0%	8,585	6.3%	2,080,385	6.6%
25 to 29 years	395	5.6%	7,365	5.4%	1,985,580	6.3%
30 to 34 years	445	6.3%	7,840	5.8%	2,020,230	6.4%
35 to 39 years	475	6.7%	8,730	6.4%	2,208,270	7.0%
<b>Persons between 20 and 39 as a % of Population</b>	<b>1,740</b>	<b>24.5%</b>	<b>32,520</b>	<b>23.9%</b>	<b>8,294,465</b>	<b>26.2%</b>
40 to 44 years	555	7.8%	10,705	7.9%	2,610,455	8.3%
45 to 49 years	545	7.7%	10,870	8.0%	2,620,595	8.3%
50 to 54 years	565	8.0%	10,205	7.5%	2,357,305	7.5%
55 to 59 years	585	8.2%	10,045	7.4%	2,084,620	6.6%
<b>Persons between 40 and 59 as a % of Population</b>	<b>2,250</b>	<b>31.7%</b>	<b>41,825</b>	<b>30.8%</b>	<b>9,672,975</b>	<b>30.6%</b>
60 to 64 years	400	5.6%	7,400	5.4%	1,589,865	5.0%
65 to 69 years	280	3.9%	5,830	4.3%	1,234,575	3.9%
70 to 74 years	210	3.0%	4,975	3.7%	1,053,785	3.3%
<b>Persons between 60 and 74 as a % of Population</b>	<b>890</b>	<b>12.5%</b>	<b>18,205</b>	<b>13.4%</b>	<b>3,878,225</b>	<b>12.3%</b>
75 to 79 years	155	2.2%	3,765	2.8%	879,580	2.8%
80 to 84 years	115	1.6%	2,920	2.1%	646,705	2.0%
85 years and over	80	1.1%	2,690	2.0%	520,605	1.6%
<b>Persons 75+ as a % of Population</b>	<b>350</b>	<b>4.9%</b>	<b>9,375</b>	<b>6.9%</b>	<b>2,046,890</b>	<b>6.5%</b>
<b>Total Persons</b>	<b>7,095</b>	<b>100%</b>	<b>135,850</b>	<b>100%</b>	<b>31,612,880</b>	<b>100%</b>
<b>Median age of the population</b>	<b>39.4</b>		<b>40.8</b>		<b>38.6</b>	

Source: Statistics Canada, based on 2006 Census data

As we can see from these data:

- Stratford has a higher number of residents under the age of 19 than provincial and national averages. The presence of a younger population is also reflected in the fact that there will be a new Stratford elementary school opening in September 2010, and that school enrolment in Stratford reached its highest level in 2009.
- As is the case provincially and nationally, the largest group of residents (31.7%) fall into the 40-59 age category.

***These results suggest the importance of ensuring that future arts and cultural facilities and programs in Stratford cater to children, youth and families, while at the same time providing programs and facilities that appeal to adult audiences.***

## 4.4 Income

Like education, but to a lesser extent, studies have also shown a correlation between higher levels of income and a greater propensity to cultural participation. The following data illustrate the median earnings among residents of Stratford aged 15 and older, working full year full-time, compared to provincial and national averages.

Earnings	Stratford	PEI	Canada
Median earnings - Persons 15 years and over who worked full year; full time (\$)	\$43,292	\$34,140	\$41,401

Source: Statistics Canada, based on 2006 Census data

From these data we can see that residents of Stratford have higher median earnings than provincial and national averages. ***This finding is a positive indicator of potential resident usage of future arts and cultural facilities and programs in Stratford.***

## 5. CONCEPT

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### 5.1 Potential Project Components

The foregoing research suggests that there are a number of potential cultural infrastructure components in Stratford that could respond to identified needs within the community and could collectively create an exciting and dynamic focal point for Stratford. These key elements could include:

- **Expanded library** – an expanded library could form a central part of Stratford’s arts and cultural infrastructure project. This expanded library space would respond to pressing community need and would serve as a strong anchor tenant for the facility;
- **Dance and music studio space** – the facility could include a dance studio and music rehearsal and classroom spaces with local dance and music instructors as the main tenant of these spaces;
- **Small flexible performance/rehearsal event space** – a small, flexible space suitable for a variety of arts presentations and rehearsals could meet the needs of a variety of community arts organizations and ensure that the facility is a focal point for cultural development and expression in Stratford;
- **Visual arts studios** – visual arts studios could respond to the needs of young/emerging local artists for space in which to create, while at the same time providing learning experiences for the community;
- **Visual arts/crafts exhibition and retail space** – visual arts/craft exhibition and retail space could provide local artists with a venue in which to showcase their work and could function in conjunction with a café;
- **Office rentals and meeting space** – a new arts and cultural project could provide office rental space for arts organizations and rental meeting space for community groups of various kind;
- **Film projection/screening facilities** – the project could include film projection/screening facilities primarily programmed by a local arts organization on a rental basis.

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## 5.2 Options Analysis

In November 2010, the consultants prepared an Options Discussion Paper for town staff that examined the financial implications of various facility options. An analysis of the appropriate size of the library to service the existing and projected population was included in this paper as was an analysis of the projected space needs for various potential elements of the cultural centre. The various options presented included:

- **Full-scale option**, which includes each of the priority facilities elements identified in Section 5.1 as follows:
  - library space sufficient to support the primary and secondary Stratford market;
  - small rehearsal/performance space/conference room;
  - meeting rooms;
  - film/screening room;
  - dance studio;
  - music academy;
  - office rental space;
  - visual arts studios;
  - exhibit/gallery, café space;
  - pottery studios;
  - administrative and storage space for the Centre.
- **Mid-range option**, which includes all of the spaces included in the full-scale option above with the exception of a film/screening room and pottery studios, which are specialized spaces that rely on having the involvement of specific local arts groups to run, from which there is not currently a high level of commitment.
- **Core option**, which includes an expanded library and cultural facilities for which there is the highest level of interest/potential commitment among local arts organizations. The core option as presented in November 2010 included:
  - library space that is sufficient to accommodate growth in the primary resident market only;
  - a meeting room;
  - small rehearsal/performance space/conference room;
  - a dance studio;
  - a music academy;
  - a visual arts studio;
  - administrative and storage space for the centre.

Broad financial implications<sup>5</sup> associated with each option were presented to allow the project team to assess the scale and scope of each option.

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<sup>5</sup> The capital and operating cost implications presented at this time were very preliminary in nature and were presented for discussion purposes only. They were not meant to replace the detailed capital cost estimates and operating projections presented in this report.

***After weighing the opportunities and benefits of each facility option, balanced against the current economic realities facing the Town of Stratford, the consultants received direction to prepare a business plan analyzing the implications of two options as follows:***

- ***Facility Option A: consisting of the core option as described on the previous page with the addition of a small café space;***
- ***Facility Option B: the core option, as described on the previous page, with the removal of the small rehearsal/performance/conference space.***

In summary, both options include the following spaces:

- ***expanded library*** – an expanded library will form a central part of the project. This expanded library space will respond to pressing community need and would serve as a strong anchor tenant for the facility.
- ***dance and music studio space*** – dance and music classrooms/ studios, operated by local dance and music instructors, will serve as the main tenants and will bring children, youth and adults to the centre on regular basis and provide a constant stream of revenue.
- ***studio/workshop space*** – a studio space will respond to the needs of young/emerging local artists for space in which to create, while at the same time providing a workshop and programming space for both the Town and the community at large;
- ***meeting space*** – meeting space in the new facility could be available for rental by various community groups easing pressure on the heavily booked meeting spaces at the Town Hall.

Option A would also include a small rehearsal/performance space and a small café space in addition to these spaces.

While the scale of the cultural spaces in either recommended option is modest, both would provide a central gathering spot or focal point for cultural activity in the Town that does not currently exist, while minimizing the on-going financial support required from the Town.

***It should be noted that the dance and music spaces are being recommended as a result of consultations with instructors in the community who have expressed interest in relocating from current sub-optimal spaces to suitable, affordable spaces developed as part of a proposed Stratford Cultural Centre. The commitment of these parties to the project should be confirmed by the Town before proceeding more detailed stages of planning.***

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## 5.4 Recommended Mission and Mandate

Foundational statements are a key component in the development of any cultural enterprise. These statements clarify and guide activities and choices.

The mission is a brief and inspiring declaration of that organization's *raison d'être* or relevance and the foundation of all policy development. In other words, a mission expresses *why* an organization exists. The mission must also reflect the needs of the community served.

While there is much support in official Town plans for arts and culture, and community consultations and surveys indicate strong support for library and cultural programming, the community currently does not have a centre for cultural activity. The Town has an opportunity to respond to this need by establishing a centre that has as its mission to provide a gathering space for cultural activity and programming for the benefit of the residents of Stratford. Therefore, based on research and consultations, and given the recommended spaces to be included in the Stratford Library and Cultural Centre, the recommended mission statement for the Stratford Library and Cultural Centre is:

***To enhance the quality of life of Stratford and its residents by providing a venue for cultural exploration and learning.***

A mandate delineates the geographic area, disciplines, fields or areas of specialization for which an institution will be responsible.

Our research has indicated that there is a strong youth component and a growing and highly educated population in Stratford. There is interest in cultural programming, particularly for youth and affordability of activities is very important.

Therefore, based on our research, consultations and a thorough assessment of the implications of various facility options, it is recommended that the mandate for the new library and cultural facility include the following:

- ***Geographic Mandate: residents of the Town of Stratford***
- ***Artistic Mandate: all art forms with emphasis on literary, dance, music and visual arts programming***
- ***Specialization: serving all ages with a particular emphasis on programming for children and youth.***

## 6. PROGRAMMING AND ACTIVITIES

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### 6.1 Library Programming

Library programming falls under the authority of the PEI provincial library system as the employer of the library staff. Programming in the new and expanded library is projected, in the short-term, to be a continuation of existing programs. However, larger and better quality spaces will allow the library to accommodate considerably more participants. It is assumed that the current library programs will continue to be delivered in new, expanded spaces:

- youth and adult book clubs
- preschool storytelling and toddler lapsits
- book sales
- spring into reading programs
- special event readings (e.g. Mother's Day, Halloween)
- various meetings, displays and presentations

Library programs are provided to the community free of charge

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### 6.2 Cultural Programming

#### 6.2.1 Dance

Dance facilities in the Centre will allow the Town to lease space to a resident dance academy, which will provide a variety of ongoing learning opportunities for children, youth and adults, serve as a constant source of activity for the centre, and provide potential synergies with library programming

#### 6.2.2 Music

Music studios in the Centre will allow the Town to lease space to a resident music academy, which will offer a range of music classes to a variety of age groups throughout the day and during the evening. Again, the inclusion of this programming will bring all ages to the centre, provide a constant source of activity and potential synergies with library programming.

#### 6.2.3 Studio/Workshop Space

A multi-purpose studio suitable for visual arts creation and workshops in various media will enable community groups and local artists to:

- hold workshops and courses for adults;
- hold workshops and camps for children and youth;
- rent studio space on a short-term basis when the studio is not booked for courses and workshops.

The studio could also be made available for youth and other programming offered by the Town should demand for this activity be warranted in the future.

## 6.2.4 Presentation and Creation Activities

Should the Town pursue Facility Option A, which includes a small performance/rehearsal space suitable for theatre, dance and music, this space would be used for a variety of small scale performing arts presentations and creation activities such as performances, workshops and rehearsals. In the short-term, it is recommended that the Centre does not become involved as a producer or presenter of its own programming. Rather, it is recommended that the performance space be made available to individual artists and groups on a rental basis. In this way, the space can serve as an incubator space for youth, emerging artists and established artists presenting small scale work. The space would also be suitable for community gatherings and larger scale meetings/small conferences.<sup>6</sup>

Over time, the Town may develop this space into a presenting house, but that should evolve as demand and resources warrant, in order to minimize the financial risk to the Town and the investment in human resources necessary to operate a presenting venue.

## 6.2.5 Small Café

Should Facility Option A be chosen, the Stratford Library and Culture Centre will include a small space suitable for a café. It is anticipated that the café would sell hot and cold drinks, sandwiches and other snacks made off-site, but that no on-site food preparation would be involved. It is recommended that an outside operator lease this space rather than have the Centre take on responsibility for its operations.

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<sup>6</sup> In a subsequent, more detailed planning phase, the addition of a catering kitchen adjacent to the performance space should be investigated to support community and corporate gatherings.

## 7. ARCHITECTURAL CONCEPT AND CAPITAL COSTS ESTIMATES

### 7.1 Architectural Concepts

As the architectural concepts on the following pages illustrate, the facility options for the new library and cultural centre would involve an addition to Town Hall consisting of:<sup>7</sup>

- Option A: an addition of 21,158 gross ft<sup>2</sup> to the existing Town Hall building. This addition includes 16,050 ft<sup>2</sup> of net usable space and a 5,108 ft<sup>2</sup> allowance for lobbies, hallways, service spaces and wall thickness;
- Option B: an addition of 14,161 gross ft<sup>2</sup> to the existing Town Hall building. This addition is a gross figure that includes 11,150 ft<sup>2</sup> of net usable space and a 3,011 ft<sup>2</sup> allowance for lobbies, hallways, service spaces, and wall thickness.

Major facility components would include:

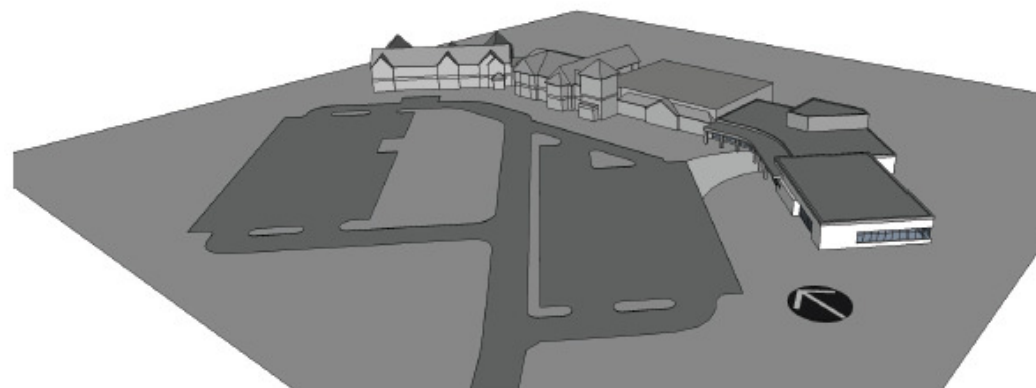
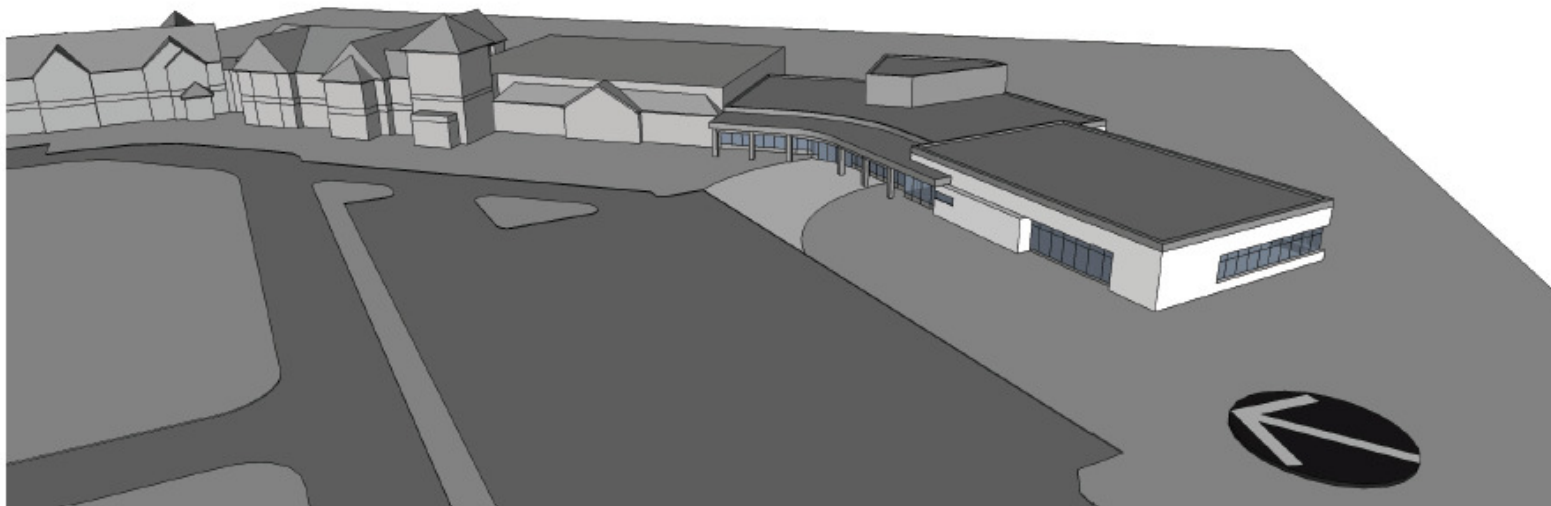
- Library spaces of 5,875 net ft<sup>2</sup> (7,638 gross ft<sup>2</sup>)
- Studio spaces of 2,900 net ft<sup>2</sup> (3,335 gross ft<sup>2</sup>)
- A meeting space of 1,375 net ft<sup>2</sup> (1,925 gross ft<sup>2</sup> in Option A, 1,788 gross ft<sup>2</sup> in Option B)
- Administrative storage/mechanical/servicing of 1,000 net ft<sup>2</sup> (1,400 gross ft<sup>2</sup>)
- Small performance space (Option A only) of 4,150 ft<sup>2</sup> (5,810 gross ft<sup>2</sup>)
- Small cafe space (Option A only) of 750 ft<sup>2</sup> (1,050 gross ft<sup>2</sup>)

Library space requirements were developed by applying industry standards to the projected resident population of Stratford. Detailed space planning calculations for the library, anticipating a population base of over 10,000 residents by 2020, are included in Appendix D.

Appropriate sizing of studio, administrative and meeting spaces were determined based on an analysis of community needs and the experience of the consulting team. The meeting space size takes into consideration the needs of the library, which will be a major user of that space. The size of the performance space was based on general industry standards for a 100-150 seat space with adequate backstage and support spaces to service a professional artistic activities.

<sup>7</sup> It was determined early in the planning process that the only viable location for the facility was as an addition to the current town hall, since the cost of purchasing land not currently owned by the Town would add substantial cost to the project and economies could be achieved through sharing of common services and spaces at the Town Hall site.

## Exterior View- Option A



Stratford Library and Cultural Centre - OPTION A

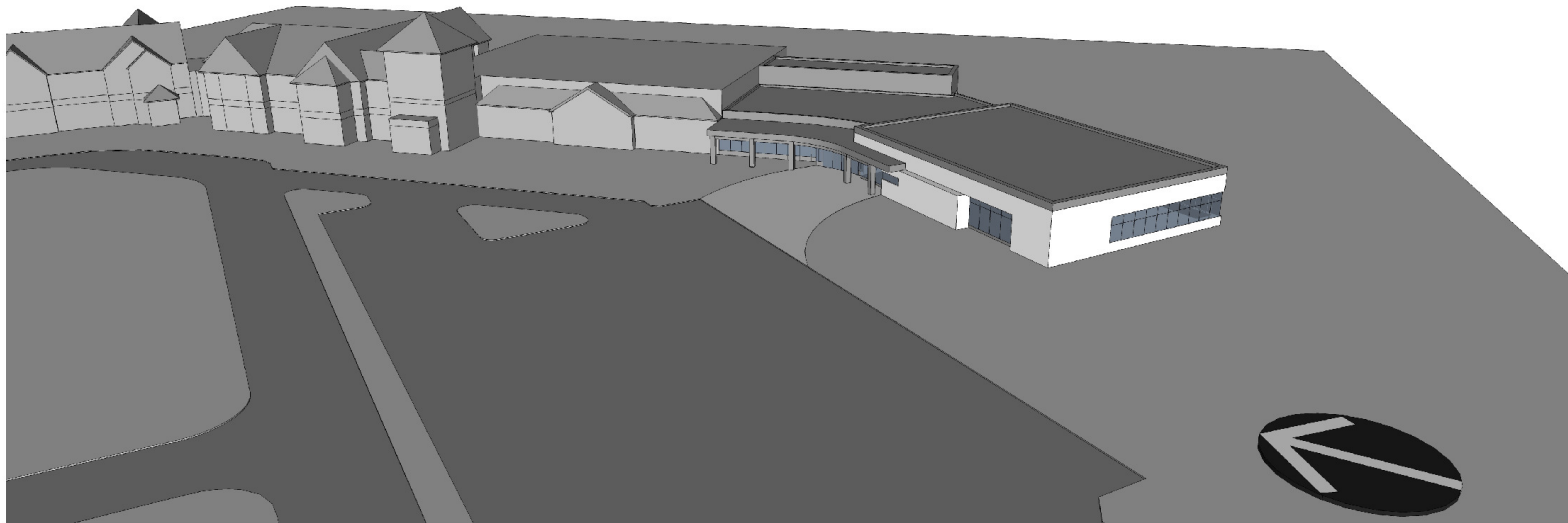
A/Arbic

Genesis Consulting

ART & CRAFTS PLANNING & FACILITIES

whwarchitects

## Exterior View- Option B



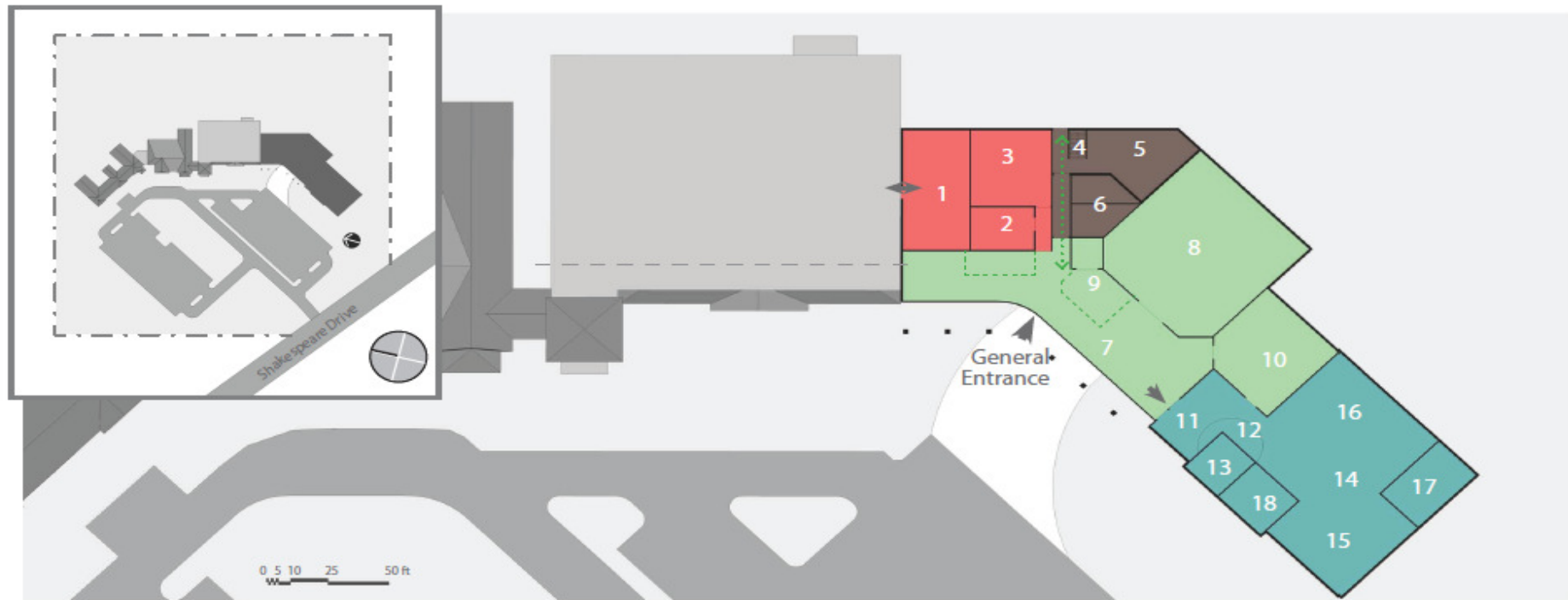
Stratford Library and Cultural Centre

*Arbic*

Genesis Consulting  
ARCHITECTURAL PLANNING & FACILITATION

whwarchitects

## Floor Plan - Option A



## PROGRAM

Specialized Spaces		2,900	3,335
		Net	Gross
1.	Music Academy	1,400	
2.	Visual Arts Studios	500	
3.	Dance Studio	1,000	

Building Services		1,000	1,400
		Net	Gross
5.	General Storage	1,000	
6.	W.C.		in gross

## 2nd Floor Building Services

		Net	Gross
4.	Mechanical Room		in gross

Multi-Purpose Spaces		6,275	8,785
		Net	Gross
7.	Lobby		in gross
8.	Rehearsal/creation/small	4,150	
9.	Cafe	750	
10.	Meeting Room(s)	1,375	

Library		5,875	7,638
		Net	Gross
11.	Lobby	200	
12.	Circulation Desk	350	
13.	Workroom/Staff/Office	400	
14.	Teen Services	1,100	
15.	Adult Services	2,100	
16.	Children's Services	1,100	
17.	Conference/Study Room	625	
18.	WC's, Comms, etc		in gross

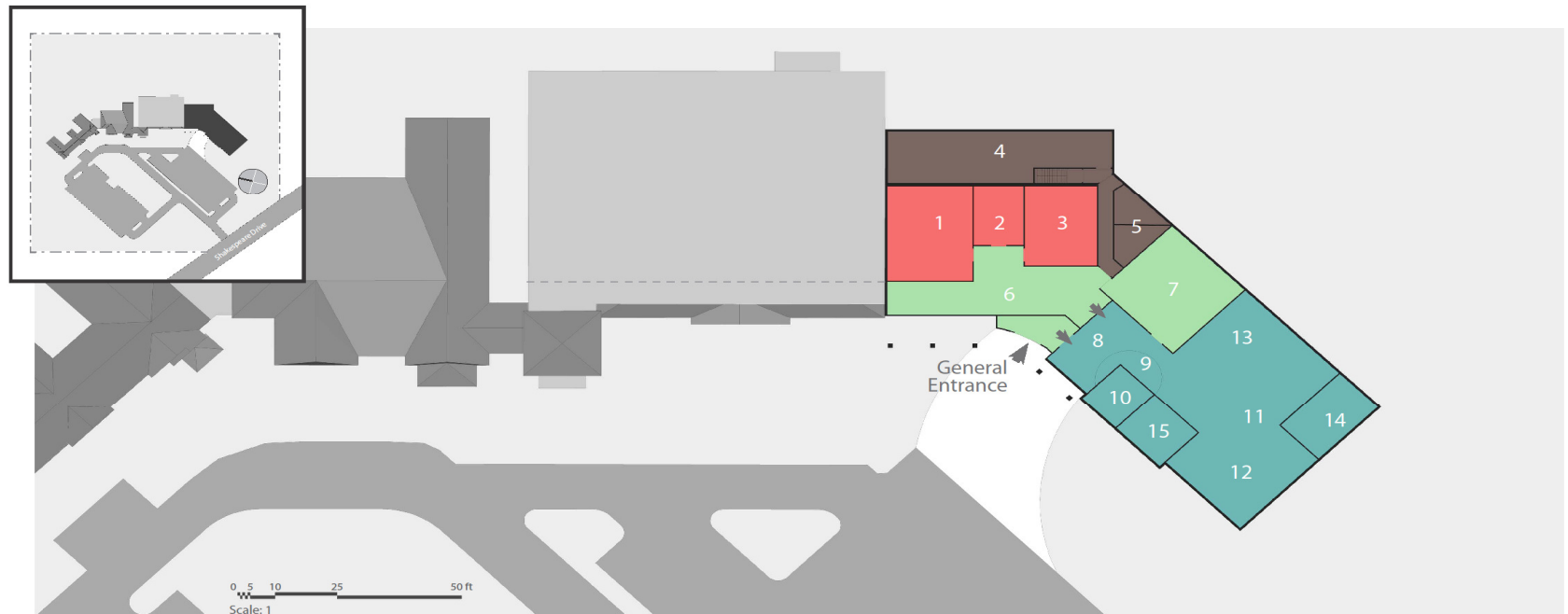
## Stratford Library and Cultural Centre - OPTION A

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whwarchitects

## Floor Plan - Option B



## PROGRAM

Specialized Spaces	2,900	3,335
	Net	Gross
1. Music Academy	1,400	
2. Visual Arts Studios	500	
3. Dance Studio	1,000	

Building Services	1,000	1,400
	Net	Gross
4. General Storage	1,000	
5. W.C.		in gross

2nd Floor Mechanical in gross

Multi-Purpose Spaces	1,375	1,788
	Net	Gross
6. Lobby		in gross
7. Meeting Room(s)	1,375	

Library	5,875	7,638
	Net	Gross
8. Lobby	200	
9. Circulation Desk	350	
10. Workroom/Staff/Office	400	
11. Teen Services	1,100	
12. Adult Services	2,100	
13. Children's Services	1,100	
14. Conference/Study Room	625	
15. WC's, Comms, etc		in gross

Stratford Library and Cultural Centre

A|Arbic

Genesis Consulting  
ARTS & CULTURE PLANNING & FACILITATION

whwarchitects

## 7.2 Capital Cost Estimates

The consulting team prepared Order of Magnitude or Class D capital cost estimates for both options for the Stratford Library and Cultural Centre.<sup>8</sup> The charts below summarize those estimates according to major building function.

### Facility Option A:

As indicated below, the estimated construction costs of Option A is \$5.9 million. An additional \$360,000 has been estimated for furnishing and specialized equipment, making the **total estimated cost of Option A just under \$6.3 million.**

Capital Cost Summary: Option A	Total 21,158 ft2	Cost Per ft2	Library 7638 ft2	Studios/Meeting/ Admin 6660 ft2	Performance /Cafe 6860 ft2
<b>Building Cost:</b>					
Shell	\$ 1,721,700	\$ 81.37	\$ 621,504	\$ 541,924	\$ 558,198
Interiors	\$ 741,200	\$ 35.03	\$ 267,559	\$ 233,300	\$ 240,306
Mechanical & Electrical	\$ 1,851,300	\$ 87.50	\$ 668,325	\$ 582,750	\$ 600,250
<b>Net building cost</b>	<b>\$ 4,314,200</b>	<b>\$ 203.90</b>	<b>\$ 1,557,388</b>	<b>\$ 1,357,974</b>	<b>\$ 1,398,754</b>
Site work	\$ 133,000	\$ 6.29	\$ 48,043	\$ 41,891	\$ 43,149
<b>Subtotal: Net building and site cost</b>	<b>\$ 4,447,200</b>	<b>\$ 210.19</b>	<b>\$ 1,605,431</b>	<b>\$ 1,399,865</b>	<b>\$ 1,441,903</b>
General Requirements- 10%	\$ 444,720	\$ 21.02	\$ 160,551	\$ 139,993	\$ 144,197
Design & pricing allowance- 15%	\$ 733,788	\$ 34.68	\$ 264,886	\$ 230,969	\$ 237,905
Construction allowance- 5%	\$ 281,285	\$ 13.29	\$ 101,509	\$ 88,511	\$ 91,169
<b>Subtotal before furnishings and equipment</b>	<b>\$ 5,906,993</b>	<b>\$ 279.18</b>	<b>\$ 2,132,377</b>	<b>\$ 1,859,339</b>	<b>\$ 1,915,175</b>
Furnishings and Equipment estimate	\$ 360,000		\$ 100,000	\$ 10,000	\$ 250,000
<b>Total Class D Capital Cost Estimate</b>	<b>\$ 6,266,993</b>		<b>\$ 2,232,377</b>	<b>\$ 1,869,339</b>	<b>\$ 2,165,175</b>

The cost of furnishings has been estimated using the following methods:

- For the library, costs have been estimated by a local major supplier of library equipment based on broad understanding of requirements;
- The costs of furnishing studios is anticipated to be borne by tenants, and administrative spaces are storage and service spaces not requiring additional furnishings or equipment other than that included in the building cost; only an estimate of meeting room furnishings has been included in this component;
- The cost of equipment for the performance space has been estimated from a range of equipment costs (\$150,000 to \$300,000) reported to the consultants by recently developed cultural spaces. A mid range estimate has been chosen to which is added the cost of equipment for the café space.

<sup>8</sup> A detailed version of these estimates, which were prepared by Hanscomb Limited, have been provided to the Town under separate cover.

**Facility Option B:**

As indicated below, the estimated construction costs of Option B is just over \$4 million. An additional \$110,000 has been estimated for furnishing and specialized equipment, making **the total estimated cost of Option B \$4.1 million.**<sup>9</sup>

<b>Capital Cost Summary: Option B</b>	<b>Total 14,161 ft<sup>2</sup></b>	<b>Cost Per ft<sup>2</sup></b>	<b>Library 7638 ft<sup>2</sup></b>	<b>Studios/Meeting/ Admin 6523 ft<sup>2</sup></b>
<b>Building Cost:</b>				
Shell	\$ 1,128,800	\$ 79.71	\$ 608,825	\$ 519,948
Interiors	\$ 517,300	\$ 36.53	\$ 279,016	\$ 238,285
Mechanical & Electrical	\$ 1,239,100	\$ 87.50	\$ 668,325	\$ 570,763
<b>Net building cost</b>	<b>\$ 2,885,200</b>	<b>\$ 203.74</b>	<b>\$ 1,556,166</b>	<b>\$ 1,328,996</b>
<b>Site work</b>	<b>\$ 127,000</b>	<b>\$ 8.97</b>	<b>\$ 68,513</b>	<b>\$ 58,511</b>
<b>Subtotal: Net building and site cost</b>	<b>\$ 3,012,200</b>	<b>\$ 212.71</b>	<b>\$ 1,624,679</b>	<b>\$ 1,387,507</b>
General Requirements- 10%	\$ 301,220	\$ 21.27	\$ 162,460	\$ 138,744
Design & pricing allowance- 15%	\$ 497,013	\$ 35.10	\$ 268,094	\$ 228,957
Construction allowance- 5%	\$ 190,522	\$ 13.45	\$ 102,731	\$ 87,734
<b>Subtotal before furnishings and equipment</b>	<b>\$ 4,000,955</b>	<b>\$ 282.53</b>	<b>\$ 2,157,964</b>	<b>\$ 1,842,943</b>
<b>Furnishings and Equipment estimate</b>	<b>\$ 110,000</b>		<b>\$ 100,000</b>	<b>\$ 10,000</b>
<b>Total Class D Capital Cost Estimate</b>	<b>\$ 4,110,955</b>		<b>\$ 2,257,964</b>	<b>\$ 1,852,943</b>

<sup>9</sup> There is a 137ft<sup>2</sup> difference between the meeting space in Facility Option A and B, which is reflected in the capital cost for the studios/meeting/admin component between the two facility options.

## 8. MANAGEMENT, STAFFING AND OPERATIONS

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### 8.1 Management

It is assumed that the Province will continue to manage the operations of the library as part of the larger cultural facility. The other components of the facility will be operated as community rental spaces rather than self-programmed spaces; therefore it is also assumed that the remainder of the facility will be directly managed by, and leased/rented through, the Town of Stratford.

### 8.2 Hours of Operations

The library's hours of operation and activities are determined by the provincial library system. Library hours of operation are anticipated to be to the same as current hours which are:

- Tuesday 10:00 AM-1:00 PM; 1:30 - 5:30 PM
- Wednesday 1:00-5:30 PM; 6:00-8:30PM
- Thursday 10:00 AM-1:00 PM; 1:00 PM - 5:30 PM
- Friday 1:00-5:30 PM
- Saturday 1:00-5:30 PM

Operating hours for the dance and music academies would be dictated by class schedules which would include evening and weekend hours. Should the Town select Option A, hours of operation for the performance space would also include evenings and weekends. The meeting and studio/workshop space would be available as needed by the community. Given that the library's hours of operation will be fairly limited, having these other spaces open to the public on a more extensive time schedule will create a more active, dynamic gathering place for Stratford's cultural activity.

### 8.3 Staffing

As is currently the case, it is assumed that the Province will be responsible for paying staffing costs associated with the library operations.

It is not anticipated that the other components of the Cultural Centre will require dedicated human resources. Rather, it is assumed that responsibility for operating the rental spaces in the cultural centre be folded into the responsibilities of other existing positions within the Town of Stratford's Parks and Recreation department. Those duties would include:

- establishing rental contracts with the longer term tenants;
- maintaining a rental schedule for the meeting, performance and studio/workshop spaces;
- maintenance and cleaning of the public spaces and ensuring the proper usage of the spaces

## 9. FINANCIAL PROJECTIONS

The following sections provide projections for revenue and expenses that can be reasonably estimated for the Centre. Results for the first three full years of operation have been projected.

### 9.1 Revenue

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Revenue will be generated through short term rental of the studio/workshop space and meeting room and long term rental of the dance studio and music academy. It is assumed the library will not pay rent nor will it provide revenue generating programming for the facility.

#### 9.1.1 Rates

While the centre must generate sufficient revenue to offset operating costs, it also must remain affordable to ensure that it is accessible to the community. The following rates are recommended:

- \$12 per square foot for the dance and music academies. It is assumed that the rental rate will remain stable for the first two years with a 2% inflation escalation built in subsequently;
- \$30 per hour for the meeting space; (in line with the rate charged for comparable space at the town hall);
- \$20 per hour for use of the studio/workshop space for courses or programs;
- \$100 per week for the studio/workshop for artist creation.

Should Facility Option A be chosen, it is recommended that rental rates for the performance/rehearsal space be modest given the focus on the space as an incubator or community gathering space, and given the expressed need of both artists and community members to have access to affordable space and activities. Therefore, the following rental rates are recommended for the performance space:

- \$300 per day for corporate usage
- \$150 per day (approximately \$1 per seat) for performances and other revenue generating activities for cultural organizations
- \$75 per day for rehearsal, community gatherings and other non-revenue generating activities by artists and community groups

To minimize charges and fees, it is also recommended that services such as front of house management and box office be the full responsibility of renters, who may wish to utilize volunteers to provide these services. Technical services should also be the responsibility of renters; however, the Centre may consider developing a list of qualified technical people to recommend to renters to ensure the safe and proper handling of the space's equipment.

In addition, the cafe space will be available for rental under Facility Option A. It is recommended that this space be subject to the same \$12 per square foot rental rate recommended for the dance and music academies.

### 9.1.2 Usage

The following usage is assumed for each cultural space over the course of the first three years of activity:

- The current meeting space at the Town Hall takes in approximately \$6,000 annually. At a rental rate of \$30, this amount of revenue would equate to roughly 4 hours per week of paid rental activity. It is assumed that the meeting space in the new cultural centre will be used at an average of 5 paid hours per week, still a modest level of usage, but one that allows the library to also access this space for a variety of programming needs;
- It is conservatively estimated that the studio/workshop space will be rented for a minimum of 150 hours per year (approximately 3 hours per week) for community workshops and courses, increasing gradually over time;
- It is estimated that the studio/workshop will be rented to artists for creation activities 12 weeks each year, gradually increasing to 18 over the three years forecast.

Under Facility Option A, the following usage is assumed for the presentation/rehearsal space over the first three years of activity, totalling 150 days of activity by Year 3:

- 5-10 corporate rental days
- 30-50 cultural presentation rental days
- 75-90 rehearsal/practice and community gathering rental days

### 9.1.3 Revenue Summary

The following chart summarizes the potential rental revenue of the cultural spaces over the first three years of activity for both facility options:

#### Facility Option A:

Cultural Centre Revenue	Year 1	Year 2	Year 3
Dance studio rental	12,000	12,000	12,240
Music studio rental	16,800	16,800	17,136
Meeting space rentals	7,500	7,500	7,500
Programming spaces- workshop/course rentals	3,000	3,000	3,000
Programming space- artist creation	1,200	1,500	1,800
Presentation space- corporate rentals	1,500	2,100	3,000
Presentation space- cultural presentations	4,500	6,000	7,500
Presentation space- rehearsals and community gatherings	5,625	6,000	6,750
Cafe rental	9,000	9,000	9,180
<b>Total rental revenue</b>	<b>\$ 61,125</b>	<b>\$ 63,900</b>	<b>\$ 68,106</b>

As indicated, estimated rental revenue for Facility Option A totals \$61,125 to \$68,106 over the first three years of operation.

### Facility Option B:

Cultural Centre Revenue	Year 1	Year 2	Year 3
Dance studio rental	12,000	12,000	12,120
Music studio rental	16,800	16,800	16,968
Meeting space rentals	7,500	7,500	7,500
Programming spaces- workshop/course rentals	3,000	3,000	3,000
Programming space- artist creation	1,200	1,500	1,800
<b>Total rental revenue</b>	<b>\$ 40,500</b>	<b>\$ 40,800</b>	<b>\$ 41,388</b>

As indicated above, estimated rental revenue for Facility Option B totals \$40,500 to \$41,388 over the first three years of operation.

## 9.2 Expenses

The library and cultural centre will incur operating expenses related to maintenance, insurance, property tax, and utilities. Current operating expenses for the town hall provide a guide to estimating future operating expenses for an addition to the building:

- information provided by Town staff indicates that that total utilities, maintenance, property tax and insurance total approximately \$211,000 annually;
- given an estimated total square footage of 37,000 ft<sup>2</sup> for the current facility, operating costs equate to approximately \$5.70 per square feet;
- the library space currently receives a rebate of property tax; it is assumed that this will continue, which lowers the estimate for the expanded library's operating costs to \$4.96 per ft<sup>2</sup>.

The charts on the following page estimate the operating costs on a per square foot for three separate components of the library and cultural centre:

- the spaces available for rental (dance studio, music academy, studio/workshop and meeting room), which total 5,123 gross ft<sup>2</sup>. The cost per square foot is estimated to be \$5.81 for the first year, representing a 2% increase over the \$5.70/ft<sup>2</sup> current estimated operating cost for the facility. A 2% inflationary allowance has been included in each of the following years;
- the performance space(Facility Option A), which totals 5,810 gross ft<sup>2</sup>. As with the rental spaces, the cost per square foot is estimated to be \$5.81 for the first year, representing a 2% increase over the \$5.70/ft<sup>2</sup> current estimated operating cost for the facility. A 2% inflationary allowance has been included in each of the following years;
- the cafe space (Facility Option A) which totals 1,050 gross ft<sup>2</sup>. Again, the cost per square foot is estimated to be \$5.81 for the first year, representing a 2% increase over the \$5.70/ft<sup>2</sup> current estimated operating cost for the facility. A 2% inflationary allowance has been included in each of the following years;

- the administrative/storage space, which does not have planned revenue generating potential. As in the case with the spaces available for rental, the cost per square foot is estimated to be \$5.81 for the first year, representing a 2% increase over the \$5.70/ft<sup>2</sup> current estimated operating cost for the facility. A 2% inflationary allowance has been included in each of the following years;
- the library, which is estimated to have a slightly lower operating costs due to rebated property tax. The operating cost is estimated at \$5.06 for the first year (2% higher than the current rate of \$4.96) and increased 2% from there on.

### Facility Option A:

Library and Cultural Facility Operating Expenses	Year 1	Year 2	Year 3
<b>Studios and meeting spaces</b>			
Gross Square Feet	5,260	5,260	5,260
Operating costs per square foot	\$ 5.81	\$ 5.93	\$ 6.05
<b>Operating costs- studio and meeting spaces</b>	<b>\$ 30,582</b>	<b>\$ 31,193</b>	<b>\$ 31,817</b>
<b>Performance Space</b>			
Gross Square Feet	5,810	5,810	5,810
Operating costs per square foot	\$ 5.81	\$ 5.93	\$ 6.05
<b>Operating Costs- Performance Space</b>	<b>\$ 33,779</b>	<b>\$ 34,455</b>	<b>\$ 35,144</b>
<b>Cafe</b>			
Gross Square Feet	1,050	1,050	1,050
Operating costs per square foot	\$ 5.81	\$ 5.93	\$ 6.05
	<b>\$ 6,105</b>	<b>\$ 6,227</b>	<b>\$ 6,351</b>
<b>Administrative/service spaces</b>			
Gross Square Feet	1,400	1,400	1,400
Operating costs per square foot	\$ 5.81	\$ 5.93	\$ 6.05
<b>Operating costs- lobby/washrooms</b>	<b>\$ 8,140</b>	<b>\$ 8,302</b>	<b>\$ 8,468</b>
<b>Library</b>			
Gross Square Feet	7,638	7,638	7,638
Operating costs per square foot	\$ 5.06	\$ 5.16	\$ 5.26
<b>Operating costs- library</b>	<b>\$ 38,642</b>	<b>\$ 39,415</b>	<b>\$ 40,203</b>
<b>Total Operating Costs - Entire Facility</b>	<b>\$ 117,247</b>	<b>\$ 119,592</b>	<b>\$ 121,984</b>

As indicated above, estimated operating expenses for Facility Option A total \$117,247 to \$121,984 over the first three years of operation.

**Facility Option B:**

<b>Library and Cultural Facility Operating Expenses</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<b>Studios and meeting spaces</b>			
Gross Square Feet	5,123	5,123	5,123
Operating costs per square foot	\$ 5.81	\$ 5.93	\$ 6.05
<b>Operating costs- studio and meeting spaces</b>	<b>\$ 29,785</b>	<b>\$ 30,381</b>	<b>\$ 30,988</b>
<b>Administrative/service spaces</b>			
Gross Square Feet	1,400	1,400	1,400
Operating costs per square foot	\$ 5.81	\$ 5.93	\$ 6.05
<b>Operating costs- lobby/washrooms</b>	<b>\$ 8,140</b>	<b>\$ 8,302</b>	<b>\$ 8,468</b>
<b>Library</b>			
Gross Square Feet	7,638	7,638	7,638
Operating costs per square foot	\$ 5.06	\$ 5.16	\$ 5.26
<b>Operating costs- library</b>	<b>\$ 38,642</b>	<b>\$ 39,415</b>	<b>\$ 40,203</b>
<b>Total Operating Costs - Entire Facility</b>	<b>\$ 76,567</b>	<b>\$ 78,098</b>	<b>\$ 79,660</b>

The chart above indicates that the total operating costs for Option B would be \$76,567 to \$79,660 over the three years analyzed:

## 9.3 Revenue and Expense Summary

The chart below summarizes the projected rental revenue and operating expenses associated with both facility options for the proposed Stratford Library and Cultural Centre.

### Facility Option A:

As the chart below indicates, *the net operating cost for Facility Option A, which includes a presentation space, is estimated to be \$56,122 to \$53,878.*

Revenue and expense summary	Year 1	Year 2	Year 3
Rental revenue	\$ 61,125	\$ 63,900	\$ 68,106
Operating costs- rental spaces	\$ 70,466	\$ 71,875	\$ 73,312
<b>Net cost of rental and meeting spaces</b>	<b>-\$ 9,341</b>	<b>-\$ 7,975</b>	<b>-\$ 5,206</b>
Operating costs- administrative expenses	-\$ 8,140	-\$ 8,302	-\$ 8,468
Operating costs- library	-\$ 38,642	-\$ 39,415	-\$ 40,203
<b>Net operating costs for the facility</b>	<b>-\$ 56,122</b>	<b>-\$ 55,692</b>	<b>-\$ 53,878</b>

### Facility Option B:

As the chart below indicates, *the net operating cost for Facility Option B is estimated to be \$36,067 to \$37,984.* In this option, the rental spaces are estimated to generate sufficient revenue to offset their operating costs and contribute to the operating costs of other non-revenue generating spaces.

Revenue and expense summary	Year 1	Year 2	Year 3
Rental revenue	\$ 40,500	\$ 40,800	\$ 41,676
Operating costs- rental spaces	-\$ 29,785	-\$ 30,381	-\$ 30,988
<b>Net contribution to library and administrative operating costs</b>	<b>\$ 10,715</b>	<b>\$ 10,419</b>	<b>\$ 10,688</b>
Operating costs- administrative expenses	-\$ 8,140	-\$ 8,302	-\$ 8,468
Operating costs- library	-\$ 38,642	-\$ 39,415	-\$ 40,203
<b>Net operating costs for the facility</b>	<b>-\$ 36,067</b>	<b>-\$ 37,298</b>	<b>-\$ 37,984</b>

*The current annual cost of maintaining the library in Cotton Park is estimated to be \$10,000. Therefore, the estimated incremental facility costs, for which the Town of Stratford would be responsible, would be in the range of \$45,000 for Facility Option A and \$27,000 for Facility Option B over the three years projected.*

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## APPENDIX A – ACKNOWLEDGEMENTS

The consultants wish to thank the following individuals for their contribution to this report.

Gerald Beaulieu – President of CARFAX, sculpture, artist  
Mike Brychuk, Dance Star Academy  
Judy Chevarie, PEI Potters Coop  
Nancy Clement – PEI Association for Newcomers to Canada  
Norma Collier, Branch Services Librarian, PEI Public Library Service  
Doug Deacon, Sustainable Economic Development Coordinator, Town of Stratford  
Ron Fisher Recreation Director, Town of Stratford  
Emile Gallant, Town Councillor, Canadian Heritage  
Donald Fraser, Musical Director, Choir Master, Confederation Centre of the Arts  
Robert Hughes, CAO, Chief Administrative Officer, Town of Stratford  
John Kenny, Mayflower Seniors” Club  
Leslie Kwiatkowski, PEI Crafts Council  
Derek Martin, owner of City Cinema  
David MacKenzie, Confederation Centre for the Arts  
Corin McFadden, Executive Director, Island Media Arts Co-op  
Stephen MacQuaid, Youth Can-Do Club  
Sandy McMillan, Deputy Mayor, Chair, Stratford Utility Group, Vice-Chair, Planning and Heritage Committee, Town of Stratford  
Campbell Webster, Event Producer  
Moe Wood, Wildfowl Carver’s Association  
Henry Purdy, Visual Artist, private instructor and professor at UPEI, past director of the HC School of Visual Arts  
Nancy Russell, CBC Producer  
Mark Sandiford, film maker, Chair of CHRSC, member of Island Film Factory  
Don Scott, Board Chair, Stratford Public Library  
Paul Whelan, thespian  
Darrin White, Executive Director, PEI Council of the Arts

## APPENDIX B – EXISTING MULTI-USE FACILITIES OVER 100 SEATS

Primary Function: Multi-Use Spaces - Capacity Above 100			
Name of space/facility	Location	Size/Capacity/Seating	Nature of Usage & Ancillary Uses
Confederation Centre Memorial Hall	Historic Charlottetown	Approx 400 seated	Centre and community usage; receptions, dances, art shows, fundraisers, classes, rehearsals
UPEI Conference Services	Uptown Charlottetown	Approximately 30 event spaces of varying capacity, from 10 to 800	Community groups and conferences; talks, presentations, readings, workshops, rehearsals, receptions, banquets, weddings
Holland College Theatres/Open Halls	Charlottetown	Culinary Institute Cafeteria - 250	Receptions, awards banquets, fundraisers
Charlottetown Civic Centre	Charlottetown	25- 4000 depending on use	Tradeshows, exhibitions, large music events, hockey
Murphy's Community Centre	Historic Charlottetown	Large facility with meeting rooms and a gymnasium; some AV equipment 20-500 approx, depending on space used.	Community/non-profit groups access at a lower rate; sporting activities, special events, dances, flea markets, casino, rallies
West Royalty Community Centre	North River Road, Charlottetown	Approx 150 max capacity	Community rentals; gymnasium, exercise classes, special events
Benevolent Irish Society	North River Road, Charlottetown	100 - 150 approx capacity	Community rentals; music, dance, parties
Charlottetown Rural High School	Charlottetown	Approx 150 max capacity	Community and school events; sporting events, exercise classes, chess tournaments, events
Colonel Grey High School	Charlottetown	Approx 150 max capacity	Community and school events; sporting events, exercise classes, chess tournaments, events
Various churches and church halls	Throughout Charlottetown	Vary, 100-800 or more	Community rentals; weddings, dances, bingo
Delta Hotel	Historic Charlottetown	17 spaces, maximum capacity 1650	Business and community rentals; conferences, tradeshows, dances, events
Rodd Charlottetown	Historic Charlottetown	Meeting rooms, varying capacities up to 400	Business and community rentals; conferences, meetings, receptions, music
Rodd Royalty Inn & Suites	Uptown Charlottetown	Meeting rooms, varying capacities up to 200	Business and community rentals; conferences, meetings, receptions, music
Best Western Charlottetown	Historic Charlottetown	11 event spaces, maximum capacity 200	Community rentals; classes receptions, meetings, rehearsals
Holiday Inn	Uptown Charlottetown	5 event spaces ,max capacity 170	Business and community rentals; parties, receptions, events
The Haviland Club	Historic Charlottetown	Varying capacities, max 150	Community rentals; meetings, small events, receptions, music events, conference events
Howard Johnson Hotel	Cornwall	10 event spaces, max 400	Business and community rentals; parties, receptions, events
Founders Hall, Canada's Birthplace Pavilion	Historic Charlottetown	2 event spaces, 60 - 350 max	Business oriented rentals; receptions, dances, fundraisers
Belvedere Golf and Country Club	Uptown Charlottetown	3 event spaces, max 200	Community rentals; receptions, dances, fundraisers
Fox Meadow Golf and Country Club	Stratford	3 event spaces, max 225, banquet style	Business and community rentals; banquets, weddings, corporate events
Our Lady of Assumption Church	Stratford	Church Hall 180-220 capacity	Community rentals; receptions, exercise classes

## APPENDIX C – SURVEY COMMENTS

*Go first class or stay home!*

*I really think the town of Stratford could use a quality performance space for use of community groups and possibly professionals from the area. The space should have a stage suitable for theatre productions (such as school or community plays); a sound system for concerts or events; and an acoustic piano for use by musical groups (community choirs, school concerts etc.) It doesn't have to be large, but I think a modern performance facility could make a difference in the community. ...at least twice a year I organise concerts for my students-- most of whom live in Stratford. It would have been nice to hold that event in our own town, but there is no suitable venue.*

*Arts and culture are extremely important to a healthy society. PEI arts and culture is very underfunded, especially compared to central Canada, America, or Europe, where art is considered an integral part of life, and funded accordingly.*

*This is a difficult place for an artist to live and work... funding arts facilities and activities would be wonderful. Thank you for taking this initiative.*

*It is our wish to have Stratford create an affordable, easily accessible arts and cultural centre that we can all be very proud of.*

*It would be wonderful to have a facility that combined activities for younger children (babies & toddlers) as well as older children and adult population. I find that most activities for children are geared towards 4-5-6 as the start age, but my 20-month old loves the art gallery, library, and puppet shows and such. He has since he was under a year.*

*We have to remember that Stratford is a town with a wide range of age, economic income, cultural and ethnic background, interest etc. I hope that should we be fortunate enough to get a museum/ cultural center it will not be only for the higher income people. Right now there is talk in public groups that Stratford will become too expensive for the ordinary person to live in. That is not our history.*

*A museum should be a priority. Perhaps an interactive science centre*

*A full Multi Functional Cultural Centre should include space for a Cafe / Farmers (local) Market. This would encourage Residents to stay longer and participate more. Take the "elite" out of the arts.*

*Much that I do believe in the value of arts & have put kids in those types of programs .. I don't want to create a white elephant and don't know that we have to create a long term expense .. to call .. long term sustainability ? .. If this is just a sink pit for money .. it's not good .. (that would be like was built and called CARI ) .. and so many arts already are just over the bridge . I don't know what we can re-create in Stratford and call really long term sustainability*

*We live within 5 minutes of a National center for arts and culture!!!! Why on earth do we need to recreate what we already have. There are already thousands of seats for events all summer across the province. If we dilute too much we destroy others. Lets take advantage of the wonderful opportunities that exist across the province.*

*I strongly believe ratepayers money should not be applied to create another large facility. Property taxes are quite high and the Town needs to perfect its basic infrastructure (like streets, trails, and sidewalks) before embarking on a new "monument" to our tax dollars that will have limited uptake. If a private business wants to give it a go, excellent, and I would be in favour of the Town greasing the bureaucratic wheels to make it happen. But I do not support the spending of tax dollars at this time.*

## APPENDIX D – LIBRARY SPACE REQUIREMENTS

The following table provides a calculation of the general space requirements for Stratford, which have been developed in consultation with local and provincial library staff and on the basis of standards prepared by the Alberta Library System.

Initial size estimates, provided in the November, 2010 Options Discussion Paper, were calculated at 5,432 net ft<sup>2</sup> and 7,605 gross ft<sup>2</sup>. In more detailed planning for individual library spaces, the overall space needs were refined and are now estimated at 5,875 net ft<sup>2</sup> or 7,638 gross ft<sup>2</sup>. This amount of library space represents an increase of nearly 4 times the square footage of the Cotton Park library, resulting in greatly improved service potential for the current and future population.

Library Space Planning Worksheet for A Projected Population of 9,750 to 10,750						
Local Resident Market Only						
	Number/Volume	Calculation		Space Allowance		
<b>Collection Space</b>						
(a) Books # volumes (25% increase)	17,212	Divide by 10	=	1,721	ft2	
(b) Periodical display: # titles	30	Divide by 1.5	=	20	ft2	
Total Collection Space				1,741	ft2	
<b>User Seating Space</b>						
(a) 5 seats for each 1000 people	51	Multiply by 30	=	1,538	ft2	
<b>Staff Work Space</b>						
(a) # workstations	6	Multiply by 30	=	180	ft2	
(b) Circulation/receiving			=	400	ft2	
Total Staff Work Space				580	ft2	
<b>Conference/Study Room Space*</b>						
(a) General meeting : # seats	75	Multiply by 10	=	750	ft2	
(b) Conference room: # seats	25	Multiply by 25	=	625	ft2	
(c) Children's programs: # seats	50	Multiply by 10	=	500	ft2	
Total Meeting Room Space				1,875	ft2	
<b>Subtotal</b>				<b>5,734</b>	<b>ft2</b>	
Allowance for Special Use Space		Add 10%	=	573	ft2	
<b>Public access computer work space</b>						
(a) # workstations	20	Multiply by 25	=	500	ft2	
<b>Net Space Requirements</b>				<b>6,807</b>	<b>ft2</b>	
<b>Less: General Meeting and Conference Rooms serviced by a central meeting space</b>				<b>1,375</b>	<b>ft2</b>	
<b>Net Space Requirements less general meeting and conference rooms</b>				<b>5,432</b>	<b>ft2</b>	
<b>Grossing Factor</b>		<b>Add 40%</b>		<b>2,173</b>	<b>ft2</b>	
<b>TOTAL SPACE REQUIREMENT- DEDICATED LIBRARY SPACES</b>				<b>7,605</b>	<b>ft2</b>	