

| <b>TOWN OF STRATFORD - COUNCIL POLICY</b> |                                                   |                       |                         |
|-------------------------------------------|---------------------------------------------------|-----------------------|-------------------------|
| <b>Name:</b>                              | <b>Community Campus Land Lease Request Policy</b> | <b>Policy Number:</b> | <b>2021-RCE-01</b>      |
| <b>Committee:</b>                         | <b>Recreation, Culture and Events</b>             | <b>Approval Date:</b> | <b>October 13, 2021</b> |

## **1. Introduction**

The Town of Stratford Community Campus will house provincial school facilities and Town recreational and cultural facilities. The Campus will provide opportunities for improved learning and improved physical, mental and spiritual health for residents of Stratford and the surrounding area. The Campus has the potential to draw other people to the community for sport and cultural events, and to attract other organizations that provide complimentary services to residents of Stratford and other areas, all of which will increase opportunities for local businesses. These organizations will also help to reduce the financial cost/risk of the Community Campus development for the Town and its' residents.

The purpose of this policy is to provide a vehicle through which Council can assess requests from outside organizations to locate on the Community Campus. If organizations can demonstrate that their proposed facilities will provide sufficient benefits to the residents and businesses of the Town, Council may lease land to them for that purpose. The lease approach ensures that, if the facility is no longer used for the intended purpose, that ownership will revert to the Town to ensure that any activity that takes place there is complimentary to the Town's vision for the Community Campus. If Council decides to provide the lease for below market value, it will follow the requirements of the Grants and Donations Policy in doing so. Council may require design approval and a construction start date within the lease requirements.

## **2. Goals**

The overall goal for the development of the Community Campus is to identify strategies, programs and facility needs, management requirements and other factors to create a model for community recreation or a multi-sport facility that will have the highest likelihood for positive local social, cultural, economic, and environmental impact. The following are specific goals to guide the development of the Community Campus:

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### *a. Management Goals of the Community Campus*

- Identify barriers and challenges to sport participation in Stratford and regional communities;
- Advocate a sport for all model that includes underserved groups;
- Promote physical, mental, and spiritual health and wellness;
- Strengthen community-school relations by meeting both student and community needs.

### *b. Meeting an Identified Need*

The best outcomes are achieved when all of the potential users of the facility are identified, and a deep understanding is gained of the range of needs that they will have.

### *c. Sustainability – After the Initial Cost*

The whole-of-life costs of the facility should be considered at the outset, including how it is intended that these costs will be met. Often investment up-front in, for example, greater energy efficiency, can deliver financial benefits during the life of the facility. All facilities located in the Campus must be designed to meet net-zero greenhouse gas emission requirements.

### *d. Affordability*

A key driver for the development of this policy is to assist communities to achieve affordable outcomes through informed decision-making about the needs being met by a facility, the right sizing of the facility and the right quality. A basic level of functional facility may be all that is needed and warranted.

### *e. Partnering and Collaboration*

Developing partnerships with those outside the sector – in educational and health, and with the private and non-profit sector – increases the likelihood that a facility will be used to its full potential, maximizing the return on investment.

### *f. Integration*

Experience shows that a very effective way of achieving outcomes is to create multi-use facilities or to co-locate with other sport and recreation, education, retail and community infrastructure.

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*g. Future-Proofing*

The best long-term outcomes are achieved by designing facilities in ways that enable them to be adapted, developed, and extended in response to future demands.

*h. Vibrant Community Building*

To create a safe, healthy, vibrant community through a balance of environmental, economic and social infrastructure.

*i. Attract Business to the Community*

To support existing and attract businesses that will diversify Stratford's economy, create career opportunities for local resident and support the economic vitality of the Town.

*j. Create and Promote Tourism*

To establish Stratford as a sport and recreation tourism destination through a multitude of events, activities and tournaments that will attract visitors from other regions of Prince Edward Island, Atlantic Canada and potentially from across Canada.

### **3. Benefits of Public and Private Sector Partnerships**

The following are some of the potential benefits of public and private sector partnerships:

- The public sector can draw on the private sector experience and skill.
- The operation of facilities by the private sector or not-for-profit operators reduces municipal operating expenditures and may enable additional sources of revenue to be collected.
- The success of partnerships depends on how the contractual arrangements are structured and how the risks will be shared. Stratford needs to ensure that municipal objectives are being met. For example, in case of a recreation facility, the Town may want to ensure that some programs are provided for specific users at specific time periods.
- Stratford needs to set out a long-term strategic plan for recreation that includes ways to finance recreation infrastructure and programs. This means seeking partnerships with the private and community-based sectors and looking for new revenue sources to supplement the existing sources.
- Stratford needs to use a combination of revenue sources to meet the long-term requirements for municipal recreation.

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- One of the central principles underlying the concept of building a complete community is the need to ensure that an appropriate number and diversity of commercial services are available to serve residents in key locations throughout the community.
- The proposed lease of land should provide an identifiable benefit to the Town of Stratford including:
  - It is consistent with the goals of the Town.
  - It provides adequate recreational and cultural benefits to residents.
  - It creates or enhances opportunities for local businesses. The Town can justifiably demonstrate the importance from a community perspective (i.e. cultural, historical, institutional, recreational, or social value to the community).
  - There is a rationale for private sector or not-for-profit ownership rather than Town ownership of the proposed facility.

#### **4. Analysis of Proposals**

Overall, proponents for a facility to be located on the Community Campus should answer the following questions:

- What are the key reasons for developing the facility?
- Who is the facility being built for?
- How do we know it is going to be used by those groups and individuals?
- Are there potential collaborators and partners?
- Is there potential for co-location or integration with other community facilities?
- Where is the best location?
- How is it going to be managed?
- How will the design/construction costs be met?
- How will the ongoing operational and development costs be met?

Proponents are asked to consider the Town goals and the above questions and to submit a proposal using the form attached as Appendix A - Proposal for the Lease of Land on the Stratford Community Campus. Additional information may be appended to better illustrate how the proposal meets Town goals and respond to the above questions.

**Community Campus Land Lease Requests Policy # 2021-RCE-01**

**Appendix A - Proposal for the Lease of Land on the Stratford Community Campus.**

- 1. Please describe the facility that you propose to construct on the Stratford Community Campus and the programs and services offered therein.**

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- 2. Is this program and/or service currently being offered in the community?**

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- 3. Please outline all similar programs and/or services currently being offered in the community.**

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- 4. Would Stratford residents have access to the programs and services offered by the Not-for-Profit? Please outline the benefits to Town of Stratford residents.**

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**5. What positive and/or negative impacts would be placed on existing Stratford businesses?**

**Please outline positive impacts on existing Stratford businesses.**

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**Please outline negative impacts on existing Stratford businesses.**

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**6. What value does the Not-for-Profit add to the Town of Stratford?**

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**7. Would the Town of Stratford have access to utilize the facility to offer programming?**

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**8. What other factors should the Town consider when analyzing your proposal ?**

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