



Shakespeare Property Subcommittee Research Findings

Examples of Types of Facilities that Might be Developed at 1880 Elm Street “Shakespeare Park”

**10/26/2020
(Revised 10/29/2020)**

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PREFACE

Suggestions for Immediate Property Improvement

- Consistent with deed's call for public access and a minimum of 20% open space, enhance the property now without inhibiting any possible future facilities.
- Request Proposals for:
 - Continuous path around the perimeter of property consistent with Greenway and Complete Streets standards.
 - Open up views of Selby's Pond, the Housatonic River, the Charles E. Wheeler Wildlife Area, Mac's Harbor, and the wetlands across Shore Road from Mac's Harbor with careful, selective pruning.
 - Selectively clear the berm area along Shore to enhance public views of the river while protecting the habitat and the shade.

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Suggestions for Immediate Property Improvement

- Incorporate design cues to reflect unique and cherished aspects of our Town to further enhance and unify our community, including but not limited to:
 - The Shakespeare Garden located on the property near the south entrance off Elm Street.
 - A lighthouse-inspired theme
 - The Daffodil - The Town flower
 - Consistent signage project highlighting the American Shakespeare Festival Theatre, town history, the Housatonic River and habitat. See Bond's Dock signage as an excellent example.
 - Integrated exterior art displays.

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Subcommittee Members

Tom Dillon

Tom Evans

Greg Reilly, chairman

Richard Tallberg

Peter Wood

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Subcommittee Mandate

The town of Stratford and Mayor Laura Hoydick charged the Shakespeare Property Subcommittee with providing research to the Stratford Redevelopment Agency (RDA) in consideration of potential projects at the former American Shakespeare Theatre site.

That research has been subdivided into findings in 5 categories:

- Open Space/Park Projects
- Outdoor Performance Venues
- Small Capacity Multi-use Facilities (Under 300 seats)
- Large Capacity Multi-use Facilities (300+ seats)
- Combination Project

A description of each category can be found on the title page for each section.

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Subcommittee Mandate

The categories were driven by the findings of the Shakespeare Task Force which performed surveys and workshops in 2019 following the fire. When asked about long-term possibilities for the site, participants recommended:

- Workshop Respondents
 - Multi-use Arts and Entertainment / Theater / BlackBox / Permanent Facility – 47%
 - Other – 52%
- Survey Respondents
 - Multi-use Arts and Entertainment / Theater/ Black Box / Permanent Facility – 57%
 - Open Space – 18%
 - Other – 25%
- Suggestions for short-term use included Outdoor Theatre, Festivals / Fairs and Open Space

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Notes on Presentation

- Where original budget numbers were available for construction prior to 2001, figures have been adjusted for inflation, using a standardized inflation calculator - <https://www.usinflationcalculator.com/>
- Budget figures for venues with a longer life span covering multiple buildings, additions and renovations over time have estimated **aggregate budgets**, as well as quoted recent capital projects
- Park/Open Space construction budgets are difficult to locate due to the age of the project, or blended parks & recreation budgets on file from towns. Annual park operating costs are estimated (see footnote on Parks table)
- Acreage of sites where applicable determined from https://www.mapdevelopers.com/area_finder.php

Open Space / Park

Open space is land that has few or no buildings or structures and is accessible to the public. Open space can include:

- Green space -- land with grass, trees, shrubs, or other vegetation.
- Green space includes parks, community gardens, and cemeteries.
- Playgrounds
- Public seating areas
- Public plazas
- See Pages 9, 13-14 of Task Force Report

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Comparable Open Space/Park Options

Park	Year	Location	Median Income	Acres	Established	Estimated Operating Expense	Construction Cost
Waterfront Park	1991	Burlington, VT	\$ 64,594	12	1991	\$ 337,152	-
Bradley Point Park	1984	West Haven, CT	\$ 55,299	20	1984	\$ 561,920	-
Mill River Park	2005	Stamford, CT	\$ 84,893	12	2005	\$ 337,152	\$ 12,000,000

In 2005, in the nation's sixty largest cities, operations and maintenance cost an average of \$21,178 per designed acre of parkland. Adjusted for 2020 inflation = \$28,096. City Park Facts. (2007.) Center for City Park Excellence Annual Survey of City Park Systems. The Trust for Public Land. Washington, D.C.*

www.tpl.org/cityparkfacts *<https://www.usinflationcalculator.com/>

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WHAT

12 Acres, Walks, paths, benches, views, boat rentals, festivals, sculptures, dog park, restrooms.

CONSTRUCTION

Unknown

BUSINESS MODEL

City-owned. Nonprofit parks foundation-supported for grants, capital improvements for all city parks, with \$530,000 revenues 2018.

REVENUE

\$110,000 annual event fees.

Waterfront Park – Burlington, VT



Bradley Point Park - West Haven, CT

WHAT

20 Acres, 3.5 mile Greenway / Boardwalk,
Veterans Memorial, Savin Rock Trail and
Conference Center, Beach and Swimming
Options

BUSINESS MODEL

Town owns and operates the park and the
convention center.



Mill River Park – Stamford, CT



WHAT

12 acres urban park. Network of trails, benches, lighting, plantings, carousel building w/ open sides, ice skating, fountain, wood-and-wire rail fencing.

CONSTRUCTION

\$12 million (estimate) for landscaping, hardscaping, infrastructure such as lighting, benches and plantings. Built 2013

BUSINESS MODEL

Partnership with 501 (c) 3, donors and the City of Stamford to make a vibrant, evolving green space where the community can gather to relax, play, learn and connect with nature.

REVENUE

33% of budget from city. 66% from community





Shakespeare Park - Stratford, CT

WHAT

12 acres, 2/3-mile loop, Views of
Housatonic River and Selby's Pond,
Lawn, Wetlands, Woods, Driveways,
White House, Auxiliary structure



Outdoor Venues

- An Outdoor Venue is an open-air space for performance which has either permanent seating or accommodates chairs / blankets.
- Performances are weather permitting
- May or may not include amenities / restrooms
- See Page 13 of Task Force Report – Survey Response for Short Term Use

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Outdoor Venues

Name	Year	Location	Median Income	Location Population	Seating	Performances	Large Cities Nearby	Cost
Levitt Pavilion	2013	Westport, CT	\$181,360	26,146	2,400	Various	NYC, CT Cities	\$ 7,000,000
Overview Amphitheatre	1932	Morristown, NJ	\$ 92,296	50,000	500	Mid-Size Theatre	NYC, North Jersey Towns	
Elizabeth Park Theater	2020	Hartford, CT	\$ 33,841	122,587	500	Small Theatre, Live Music	Hartford, New Haven, Bridgeport	\$ 250,000
The Delacorte	1974	New York, NY	\$ 50,825	8,500,000	1,800	Shakespeare	NYC	\$ 25,000,000

Some costs have been adjusted for inflation, specifically the Delacorte. Costs are reflective of 2020 expense levels.

**<https://www.usinflationcalculator.com/>*

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Elizabeth Park Conservancy – Hartford, CT

WHAT

Public Park with Covered Small Concrete Platform for live music and theatre acts. Off-site Concessions, Restrooms

CONSTRUCTION

\$250K for stage. With visitors' center - \$1 Million.

BUSINESS MODEL

Town-owned. 501 c 3 nonprofit provides funding for construction, oversight, gardening, capital improvements.

REVENUE

Operating budget \$650,000.

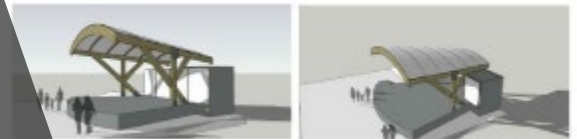
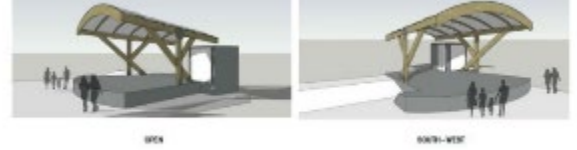
33% from lease to restaurant in park.

0% from free events.

Other from corporate and individual gifts.

TOWN OBLIGATION

Lawn cutting



“The Greek Theatre” Overview Amphitheatre – Morristown, NJ

WHAT

Open Air Performance Bowl
½ Acre Space, 60ft x 30ft “stage”
Off-site Concessions, Restrooms

Seating for 500; 11 Tiers in 3 Sections

CONSTRUCTION

1932 – costs undetermined
No utilities – electricity apparently from nearby theatre building.

BUSINESS MODEL

Owned by St Elizabeth’s College
Operated by Shakespeare Theatre of NJ

REVENUE

Annual rental income from operator

TOWN OBLIGATION

None



Levitt Pavilion for the Performing Arts – Westport, CT

WHAT

Outdoor covered stage with lawn seating, concessions, bar, restrooms. Sits on 1 acre.
1,700-2,400 Seated. BYO Chairs / blankets

CONSTRUCTION

\$7 million rebuild in 2013

BUSINESS MODEL

Town-owned. Run by 501c3 Non-Profit - Friends of the Levitt Pavilion. Free live music venue; 50 per yr. Melissa and Doug Children's Series. Four decades, 1.5 million guests.
37,500 per year.

REVENUE

90+% of programming and operations budget comes from corporations, grants, foundations, ticketed events – and individual donors and members.

TOWN OBLIGATION

\$37,000 / yr. financial support. Town also provides grounds & facility maintenance, plus office space and IT to the nonprofit.



The Delacorte Theatre – New York, NY

WHAT

Home to Public Theater's Free Summer Shakespeare Series.
Seats 1,872. Onsite dressing rooms, limited restrooms, limited concessions

CONSTRUCTION

Current incarnation built in 1974 for the equivalent of \$25,000,000 in 2020.*

BUSINESS MODEL

Non-Profit – NY Shakespeare Festival

REVENUE

(\$88 Million in 2018): Donors – 50%, Box Office – 15%, Royalties – 29%, Events / Grants/Production Fees – 6%

TOWN OBLIGATION

New York City purchased the Public Theatre and leases back to the NYSF for \$1 annually
NYC Parks licenses food, beverage, and merchandise concessions for free, in exchange for all revenue going to upkeep of the Delacorte



*<https://www.usinflationcalculator.com/>

Multipurpose Spaces – Small

Defined alternately in Task Force Findings as Multi-Use Arts & Entertainment Space, Permanent Structure / Building, and Multi-Use Facility (pg 14), our definition of multipurpose space is as follows:

A permanent structure containing indoor venue(s) for performing and visual arts, as well as “community/event space”.

“Small” designates seating capacity in the primary performance / arts space below 300 seats, either permanent or flexible seating.

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Multipurpose Indoor Spaces - Small

Name	Year	Location	Median Income	Location Population	Seating	Performances	Large Cities Nearby	Cost
The MAC	2021	Milford, CT	\$ 80,743	54661	110	Small Perf Arts/Visual Arts	Hartford, New Haven, Bridgeport	-
CSC - Otto Budig Theater	2018	Cincinnati, OH	\$ 48,567	24,528	233	Shakespeare	Cincinnati, Akron, Cleveland	\$ 17,500,000
Willits Art Contemporary	2021	Aspen, CO	\$ 64,594	7,359	240	Small Perf Arts	Denver, Vail	\$ 6,000,000
The Kate	2009	Old Saybrook, CT	\$ 81,411	10087	249	Small Perf Arts/Visual Arts	Hartford, New Haven, New London	\$ 6,905,720

*Some costs have been adjusted for inflation. The Kate was a renovation of existing space, as was the MAC.. *<https://www.usinflationcalculator.com>*

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The MAC Milford Arts Center - Milford, CT

WHAT

Small theater at refurbished train station.
Theater 110 - 200 seats.
Satellite location – Milford Firehouse Gallery

CONSTRUCTION

Converted 1500 sq. ft. train station.
1995 – Budget unknown. \$60K Good to Great state grant

BUSINESS MODEL

Theater building owned by Metro North. MAC pays \$1 / year. Gallery owned by City of Milford. MAC pays \$1 / year.

Operated by 501c3 nonprofit. Live music and theater by Pantochino Productions, Eastbound Theatre.

REVENUE

Approx. 60% Fundraising, grants, corp. sponsors, and gifts and 40% programming, events, and rentals.

TOWN OBLIGATION

\$60,000 / yr.



Cincinnati Shakespeare Co – Otto Budig Theater

WHAT

Shakespeare and classical theater with event space, two-story lobby. Theater 233 seats plus rehearsal space.

CONSTRUCTION

\$17.5 Million in 2018 – Donors, tax credits, grants, City \$500,000.

BUSINESS MODEL

Nonprofit owns and operates facility. Focus on audience-to-stage intimacy. Year-round.

REVENUE

\$3.8 million / yr
65% gifts & grants; 26% tickets;
7% education; 2% concessions.

TOWN OBLIGATION

None after donation to construction



Willits Arts Campus – “The Contemporary” Aspen, CO

WHAT

Theater for Music and Plays. Kitchen, Lobby Lounge, and Small Community Room

Theater 275 seats

CONSTRUCTION

2021 - 10,000 sq. ft., \$6 million

BUSINESS MODEL

Local, small programs. Town leases the land to non-profit org. for \$1/year. The non-profit owns the buildings.

REVENUE

Fee on real estate transactions supports capital and operations.

60% from donations.

40% from rentals and ticket sales.

TOWN OBLIGATION

None ongoing



Katharine Hepburn Cultural Arts Center – “The Kate” Old Saybrook, CT

WHAT

Theater for Performing Arts and Concerts. Convertible for other rental uses. 249 seats.

CONSTRUCTION

Historic renovation of theater and Town Hall. \$5.7 million in 2009 (*Equivalent of \$6.9 Million in 2020*). [*\$2.9 million in Town bonding, \$200,000 other Town funds, \$800,000 state and federal grants, \$1 million endowment, \$500,000 capital campaign and corporate grants.*]

BUSINESS MODEL

Town-owned. Operating by nonprofit. Rented for reception space, dance floor, lectures, movies, etc. 46,000 guests in 2019

REVENUE

78% / \$1.5 million tickets & partner presentation income.
22% / \$120,000 Sponsors; \$150,000 Memberships;
\$150,000 Gala + grants and fundraisers

TOWN OBLIGATION

Maintains building and major systems.



Multipurpose Spaces - Large

Defined alternately in Task Force Findings as Multi-Use Arts & Entertainment Space, Permanent Structure/Building, and Multi-Use Facility (pg 14), our definition of multipurpose space is:

A permanent structure containing indoor venue(s) for performing and visual arts and “community / event space.”

“Large” designates seating capacity in the primary performance space over 300 seats, either permanent or flexible seating.

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Multipurpose Indoor Spaces - Large

Name	Year	Location	Median Income	Location Population	Seating	Performances	Large Cities Nearby	Cost
Nashua PAC	2024	Nashua, NH	\$ 73,022	88,341	750	Various	Manchester	\$ 15,500,000
FTC (Warehouse & Stage One)	2004	Fairfield, CT	\$120,082	62,105	225 / 650	Mid-Sized Music and Theater	Hartford, New Haven, Bridgeport	\$ 4,000,000

*Some costs have been adjusted for inflation. The Nashua PAC was a renovation of existing space, as was FTC. *<https://www.usinflationcalculator.com>*

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Nashua Performing Arts Center – Nashua, NH

WHAT

Theater and Event Space

30,000 Square feet; 750 Seat Theater

CONSTRUCTION

Renovation; estimated \$15.5 Million, completion 2024

BUSINESS MODEL

Programming will be outsourced to third party

REVENUE

(\$955,000 projected annually):

Contributions – 27%, Theater User Fees – 24%,

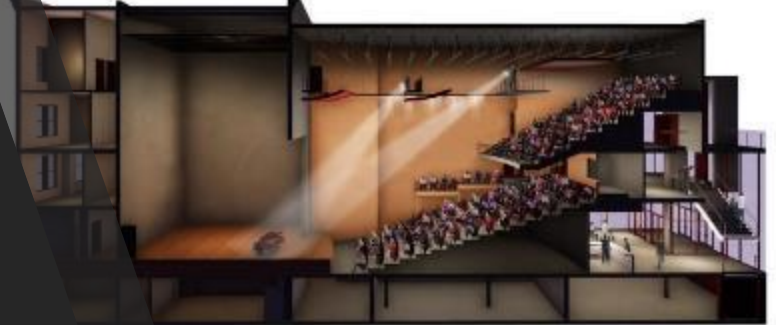
Rentals - \$20%, Box Office – 12%, Food Service – 4%,

Other – 13%

TOWN OBLIGATION

City of Nashua to own and operate facility

Responsible for \$900K + operating budget annually





Fairfield Theater Company - Fairfield, CT

WHAT

Two theaters. Live music, Event rentals. Lobbies with bar. Education Center. Administrative offices, Rehearsals space. 20K sq. ft. Stage One 225 seats. The Warehouse 650 seats.

CONSTRUCTION

Renovation of hardware store – roughly \$4 Million

BUSINESS MODEL

Town owns property. Lease to nonprofit FTC. FTC pays per ticket fee in lieu of rent (\$2/per ticket). ~ \$95,000 / year

REVENUE

Tickets 47%, Concessions 18%, Rentals/Events 15%, Grants/Sponsors/Members 20%.

TOWN OBLIGATION

Ownership of property

Combination Venues

A Combination Venue includes the following:

A Multipurpose Space –
permanent indoor arts & community space
plus
an outdoor venue
plus
incorporated open space

(RE: Long-Term requests of the Task Force Findings – Page 14)

Combination Venues – All-In-One

In our findings, several of the larger Festivals incorporate a parklike campus, with multiple outdoor and indoor venues.

Name	Year	Location	Median Income	Location Population	Seating	Performances	Large Cities Nearby	Cost
Oregon Shakespeare Festival	1935	Ashland, OR	\$ 50,517	25,000	1198 / 600 / 270	Shakespeare	Portland	\$ 100,000,000
Old Globe	1935	San Diego, CA	\$ 79,646	1,426,000	620 / 580 / 250	Shakespeare	San Diego, Los Angeles	\$ 200,000,000

The majority of these arts campuses are continually developed over time – as such the construction budgets are aggregate. More detail can be provided on specific build-outs as needed. <https://www.usinflationcalculator.com/>

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Oregon Shakespeare Festival – Ashland, OR

WHAT

3 theatres on 2.2 park acres

600 seat indoor; 1,190 outdoor; 270-360 seat black box

CONSTRUCTION

\$100 Million for renovation and construction.

BUSINESS MODEL

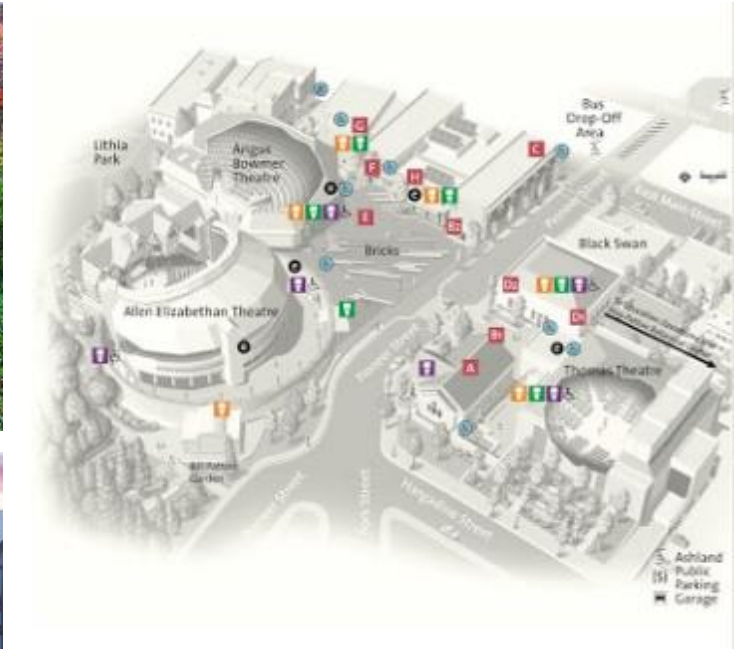
Town owns land and buildings. Non-profit operates, maintains and repairs. Musicals, plays, Shakespeare.

REVENUE

\$37 million - Plays 58%; Grants & Gifts 21%; Memberships 11%; Endowment 4%; Other 6%

TOWN OBLIGATION

Minor



The Old Globe- San Diego, CA

WHAT

3 Theatres - 2.07 acres in San Diego Zoo

Festival Theatre - 620 seats outdoor; Old Globe- 580 seats indoor; White Theatre - 250 seat indoor.

CONSTRUCTION

\$200 Million Aggregate construction spend - 2006 renovation and expansion \$75 million project.

BUSINESS MODEL

Town owns buildings and land. Nonprofit operates and maintains property. Diverse programming.

REVENUE

\$28 Million. Tickets 58%; Contributions 31%; Rentals 3%; Grants & In-kind 3%; Other 5%.

TOWN OBLIGATION

Infrastructure maintenance





Appendix

2019 Task Force Report Below

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Shakespeare Property Task Force

Organizational Meeting

Tuesday, June 25, 2019

Town Hall Chambers

7:00 pm



OVERVIEW

Role of the Task Force

In response to the loss of the Shakespeare Theatre, **Mayor Laura Hoydick established an 11-member *Shakespeare Property Task Force*** to oversee the planning process.

Goals of the Task Force:

- ***Lead a community outreach effort and host a series of community conversations to listen to residents' ideas and to identify what residents would like to see for the future public use of the Shakespeare property***
- ***Provide the Town Council and the Administration with the public input needed to make an informed decision on how to best proceed with the property***



COMMUNITY VISIONING

Methods of public engagement

Shakespeare Property Task Force

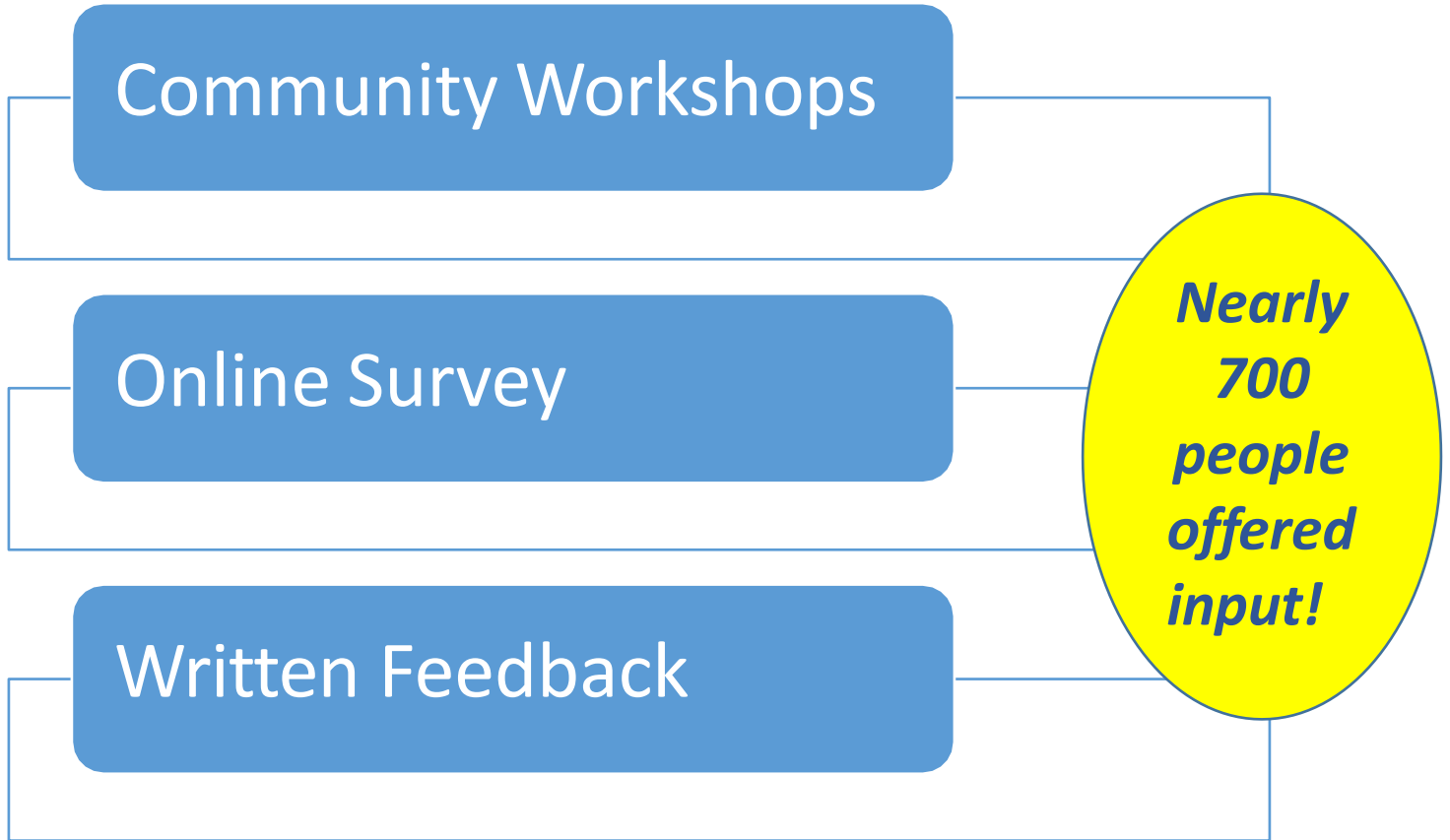


Community Workshops

Online Survey

Written Feedback

*Nearly
700
people
offered
input!*



COMMUNITY WORKSHOPS

Task Force's process to gather community input



- The Shakespeare Property Task Force conducted **five community workshops** on the reuse of the Shakespeare Property. The Community Workshops included:

April 1, 2019	Birdseye Municipal Complex	General Public
April 10, 2019	Baldwin Center, Main Hall	Seniors
April 23, 2019	Connecticut Distributors, Inc.	Business & Arts Community
April 24, 2019	Boothe Memorial Park, Main Hall	General Public
April 26, 2019	Town Hall, Council Chambers	Students

SURVEY & ELECTRONIC COMMUNICATION

Online Survey, Information Repository and E-Mail Account

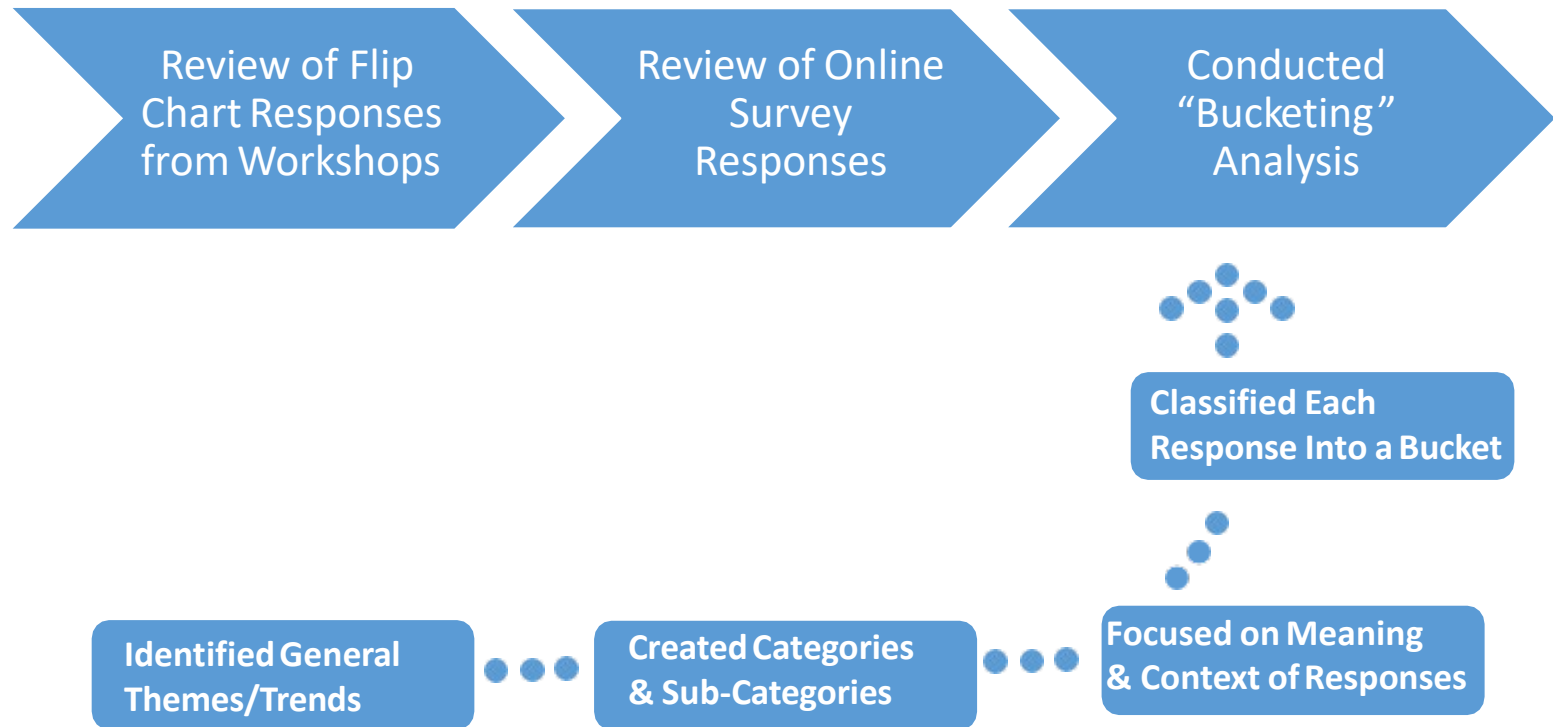
- The Task Force encouraged residents who were unable to attend the public workshops, to participate in an online survey
- The survey was open from **April 1, 2019 until Friday, May 3, 2019**
- Any resident was able to send their name, email address and phone number to Shakespeare@TownofStratford.com to be added to a distribution list for news and announcements regarding the Property
- The Town of Stratford created a ***Shakespeare Property Community Visioning page*** to the Town's website to provide residents information regarding the Community Visioning process



COMMUNITY WORKSHOP & SURVEY REVIEW

MetroCOG assisted the Task Force with facilitation and analysis of open-ended questions.

DATA ANALYSIS OVERVIEW



Assumptions for Analysis in Following Charts:

- The themes that were rated by many people have been identified as the top themes and compared with the “Other” responses
- “Other” responses include various selections presented under each question which had very little consensus and individual responses that could not be categorized in any theme

QUESTION 1

1. What is unique about the Town of Stratford? How can the Shakespeare Property strengthen the uniqueness of the Town?

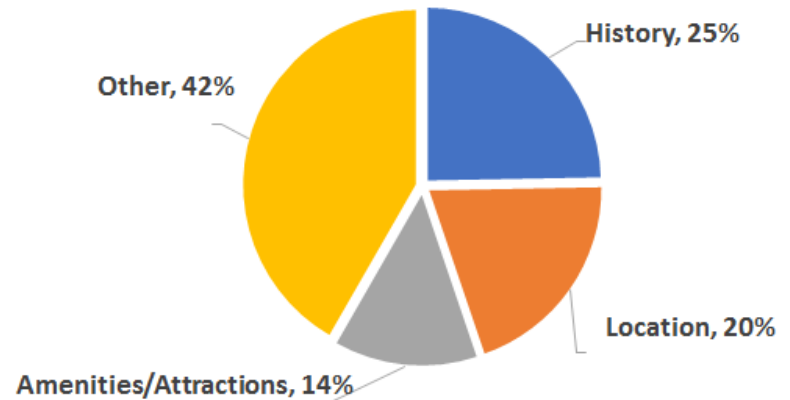
COMMUNITY WORKSHOP (259 Total Responses)

1. History (Town History, Shakespeare Theater & Namesake) - 64 Responses (25%)
2. Location - 52 Responses (20%)
3. Amenities/Attractions (35 Responses or 14%)

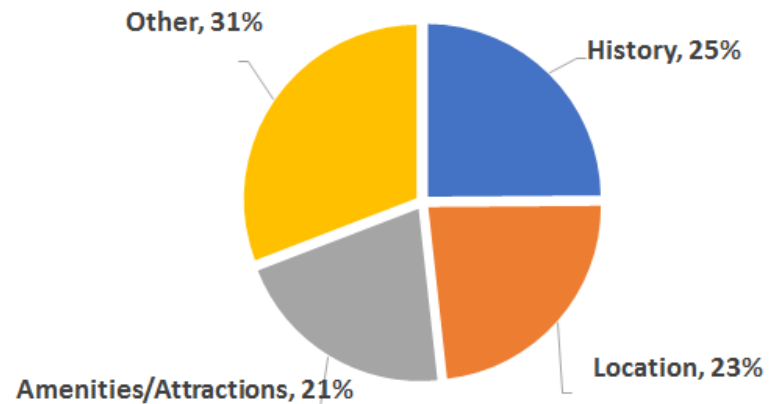
SURVEY (201 Total Responses)

1. History – 50 Responses (25%)
2. Location - 47 Responses (23%)
3. Amenities/Attractions – 42 Responses (21%)

Q 1. Community Workshop Responses



Q 1. Online Survey Responses



QUESTION 2

2. What arts, entertainment and recreational related amenities is the Townmissing?

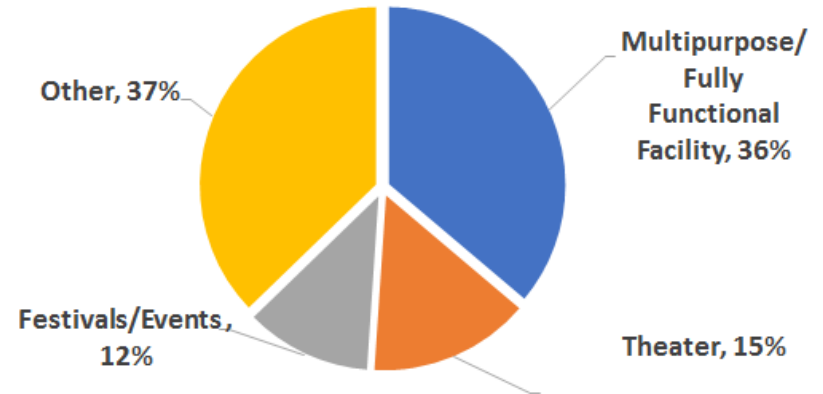
COMMUNITY WORKSHOP (188 Total Responses)

1. Multi-Purpose/Functional Facility – 68 Responses (36%)
2. Theatre (Plays, Productions, Shakespeare) – 28 Responses (15%)
3. Festivals/Events – 22 Responses (12%)

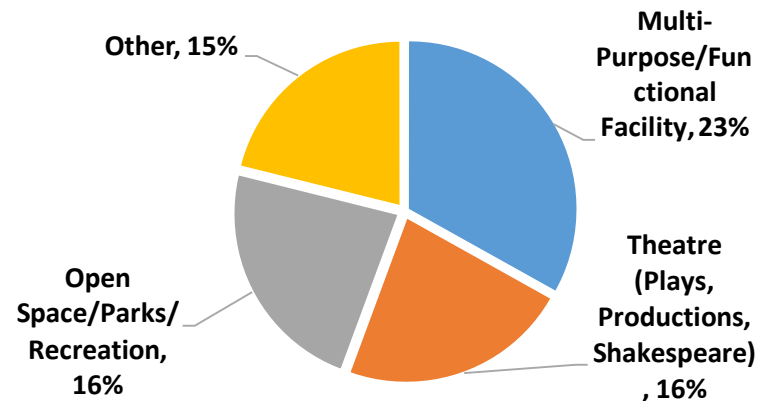
SURVEY (205 Total Responses)

1. Multi-Purpose/Functional Facility -47 Responses (23%)
2. Theatre (Plays, Productions, Shakespeare – 32 Responses (16%)
3. Other/Unrelated – 33 Responses (16%)
4. Open Space/Parks/Recreation – 30 Responses (15%)

Q 2. Community Workshop Responses



Q 2. Online Survey Responses



QUESTION 3

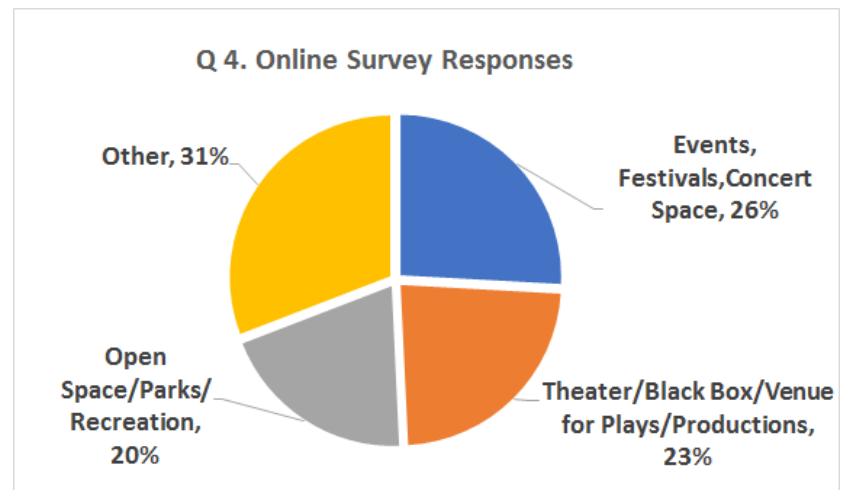
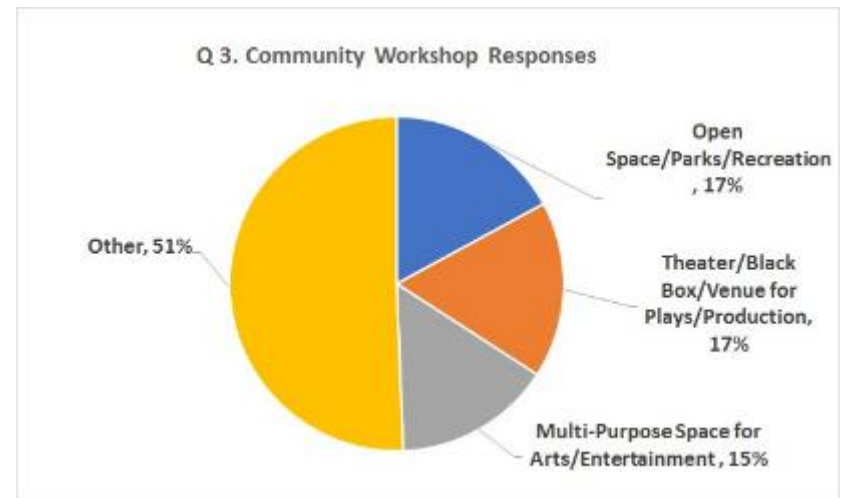
3. As described in the Quitclaim Deed, "the Town shall make reasonable efforts to utilize the Premises for public entertainment purposes, including, but not limited to, continuing its historic use for theater purposes." In your opinion, what uses, that are applicable under the Quitclaim Deed, should the Town focus on pursuing?

COMMUNITY WORKSHOP(164 Responses)

1. Open Space/Parks/Recreation– 28 Responses (17%)
2. Theatre/Black Box/Venue for Plays/Production - 28 Responses (17%)
3. Multi-Purpose Space for Arts/Entertainment – 25 Responses (15%)

SURVEY (201 Responses)

1. Events, Festivals, Concert Space – 52 Responses (26%)
2. Theatre/Black Box/Venue for Plays/Productions – 47 Responses (23%)
3. Open Space/Parks/Recreation – 40 Responses (20%)



QUESTION 4

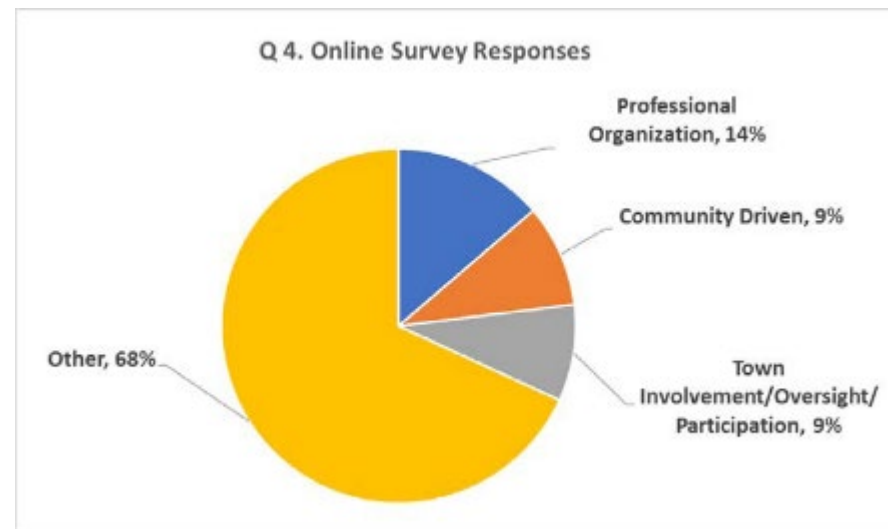
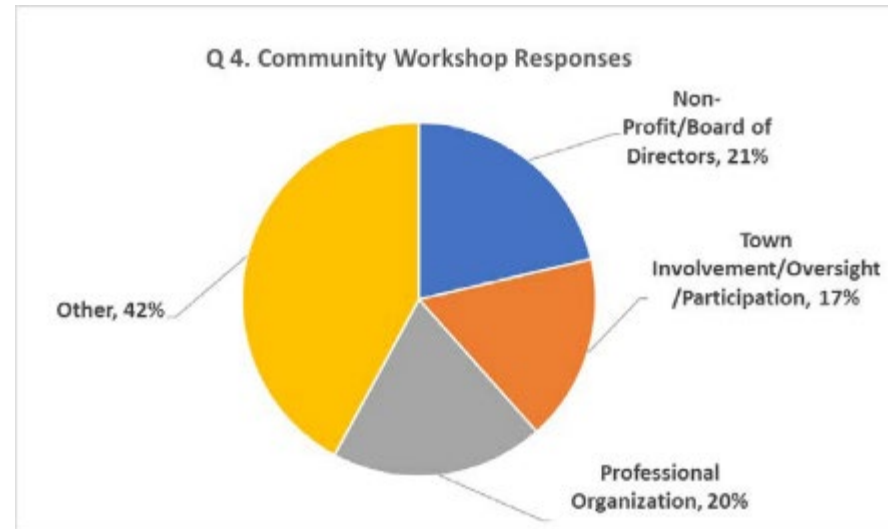
4. Would you like to see a new organization or entity, with an institutional structure, be formed?
How can the Town ensure that any new organization or entity is successful in reviving the

COMMUNITY WORKSHOP (164 Responses)

1. Non-Profit/Board of Directors – 35 Responses (29%)
2. Town Involvement/Oversight/Participation – 28 Responses (24%)
3. Professional Organization – 32 Responses (20%)

SURVEY (182 Responses)

1. Professional Organization – 25 Responses (14%)
2. Community Driven – 17 Responses (10%)
3. Town of Stratford Involvement/Oversight/Participation – 16 Responses (10%)



QUESTION 5

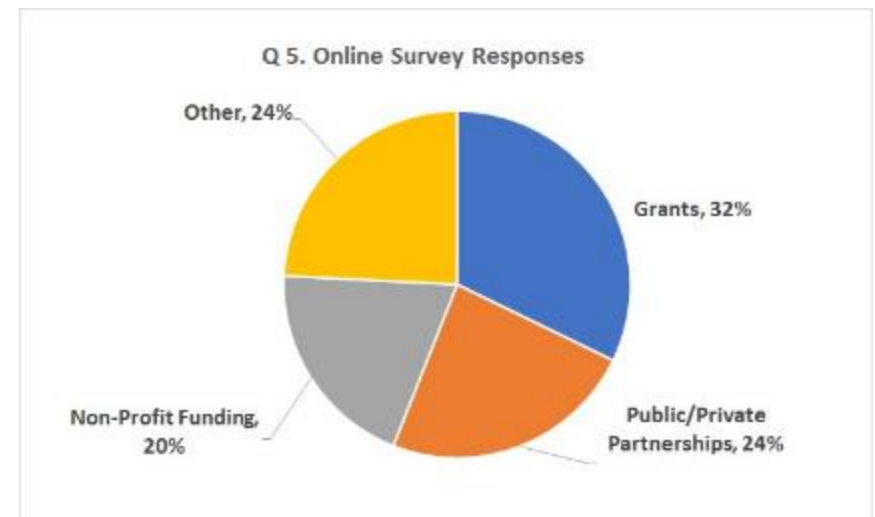
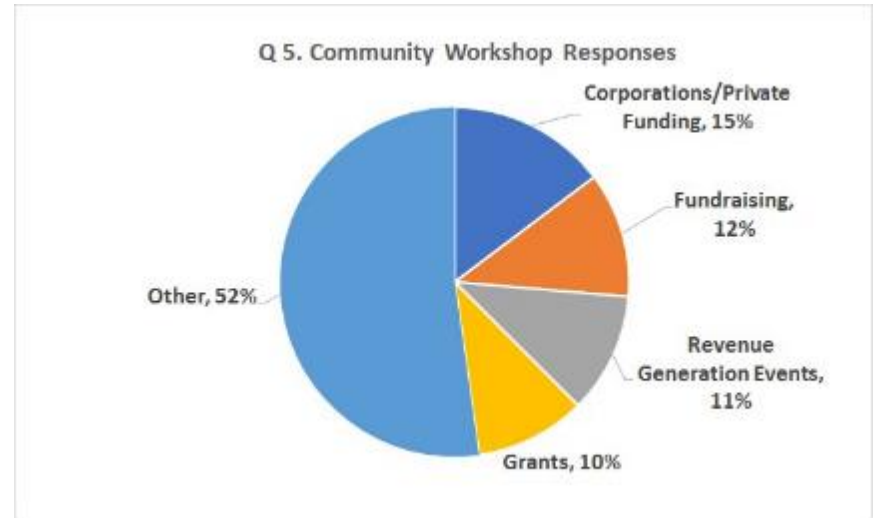
5. How do you envision the Town (or other entity) financing any proposed development?

COMMUNITY WORKSHOP (224 Responses)

1. Corporations/Private Funding – 33 Responses (15%)
2. Other – 27 Responses (12%)
3. Fundraising – 26 Responses (12%)
4. Revenue Generation Events – 25 Responses (11%)
5. Grants – 23 Responses (10%)

SURVEY (475 Responses)

1. Grants – 153 Responses (32%)
2. Public/Private Partnerships – 113 Responses (24%)
3. Non-Profit Funding – 94 Responses (20%)



QUESTION 6

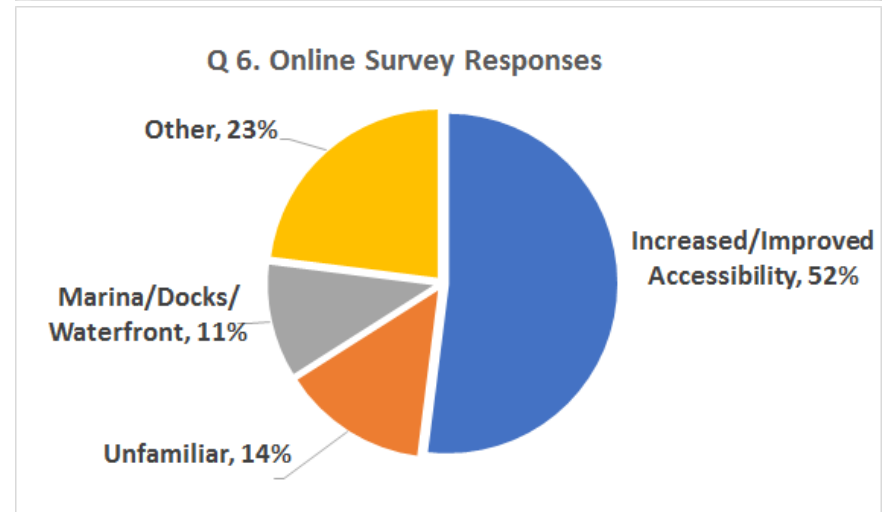
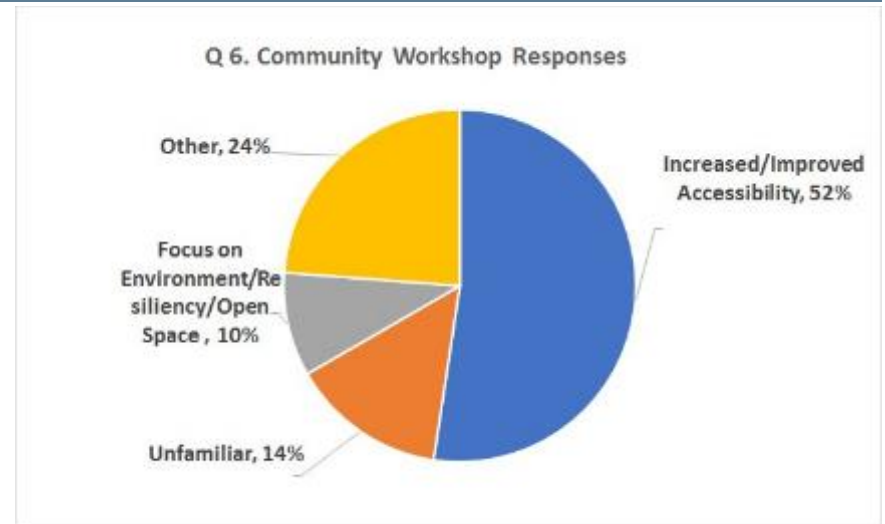
6. The site has access to the Stratford Greenway and is within close proximity of Stratford Center and the waterfront. How can these and other ongoing initiatives, such as Stratford Complete Streets, be integrated into any new development?

COMMUNITY WORKSHOP (147 Responses)

1. Increased/Improved Accessibility – 77 Responses (52%)
2. Unfamiliar/Other – 21 Responses (14%)
3. Focus on Environment/Resiliency/Open Space – 14 Responses (10%)

SURVEY (160 Responses)

1. Increased/Improved Accessibility – 57 Responses (52%)
2. Unfamiliar– 15 Responses (14%)
3. Marina/Docks/Waterfront- (11%)



QUESTION 7

7. What should be the short-term (1-3 years) and long-term (3-5 years+) uses for the site?

COMMUNITY WORKSHOP (151 Total Responses)

Short Term

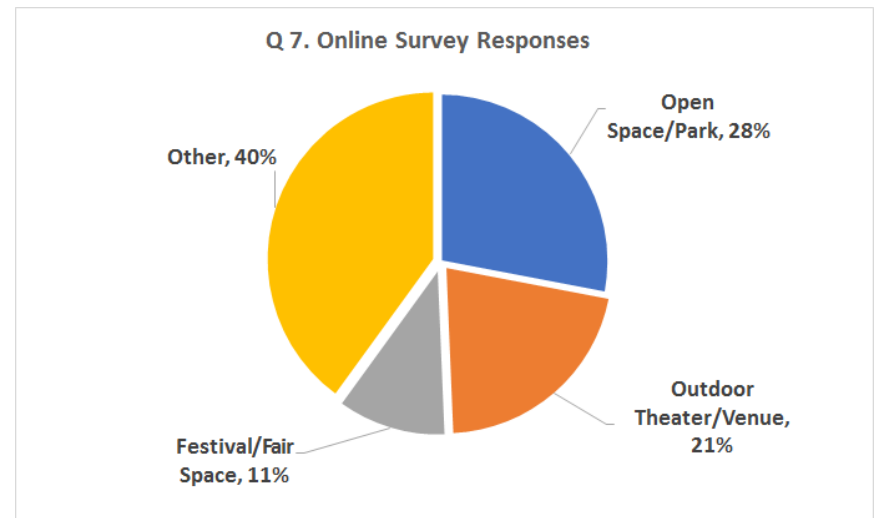
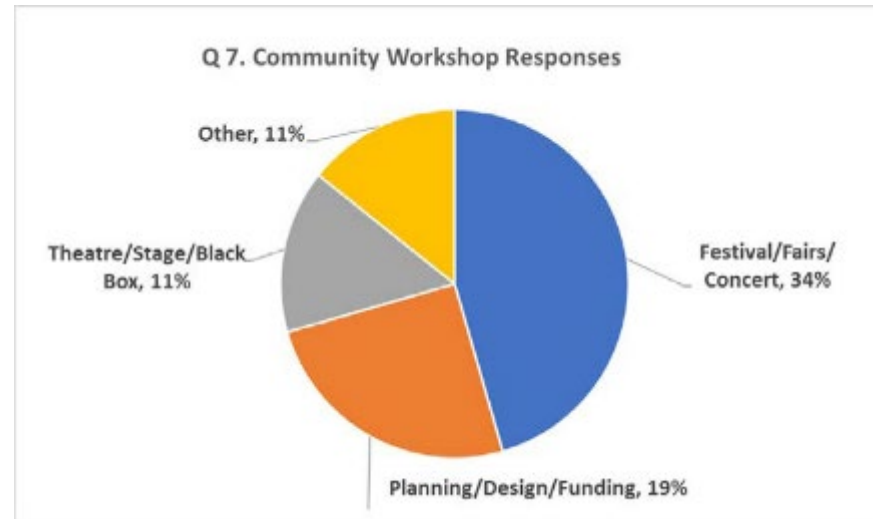
1. Festival/Fairs/Concert – 51 Responses (34%)
2. Planning/Design/Funding – 28 Responses (19%)
3. Theatre/Stage/Black Box – 17 Responses (11%)

*39 Responses – Not Tied to Short or Long Term.

SURVEY (150 Responses)

Short-Term

1. Open Space/Park – 42 Responses (28%)
2. Outdoor Theatre/Venue – 32 Responses (21%)
3. Festival/Fair Space – 16 Responses (11%)



QUESTION 7

What should be the short-term (1-3 years) and long-term (3-5 years+) uses for the site?

COMMUNITY WORKSHOP (61 Total Responses)

Long Term

1. Multi-Use Arts & Entertainment Space – 13 Responses (21%)

2. Theatre/Stage/Black Box- 11 (18%)

3. Permanent Structure/Building – 5 (8%)

*39 Responses – Could not associate with Short or Long Term.

SURVEY (144 Total Responses)

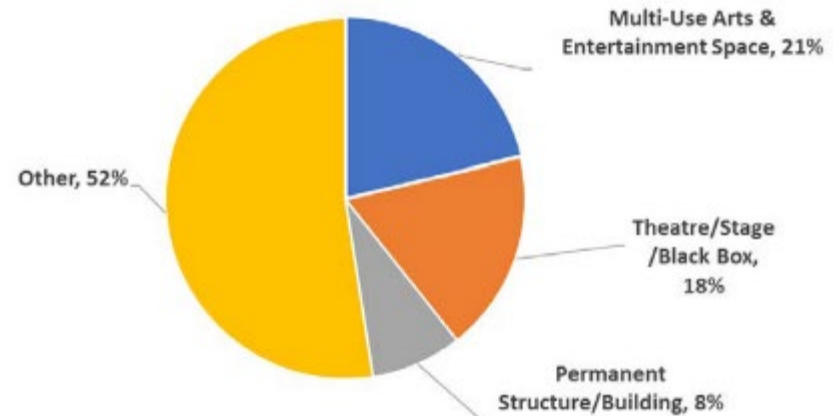
Long Term

1. Theatre/Black Box – 54 Responses (38%)

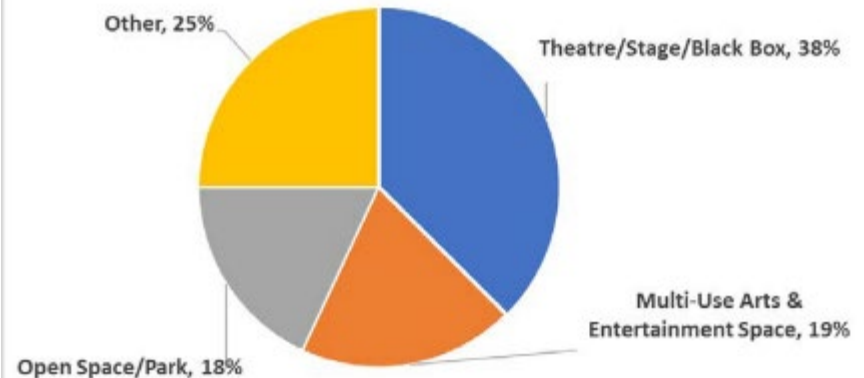
2. Multi-Use Facility – 28 Responses (19%)

3. Open Space/Park – 26 Responses (18%)

Q 7. Community Workshop Responses



Q 7. Online Survey Responses



QUESTION 8

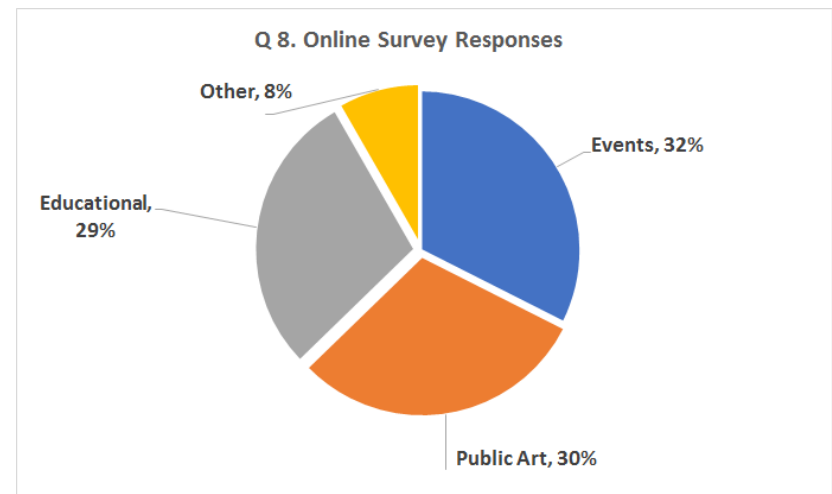
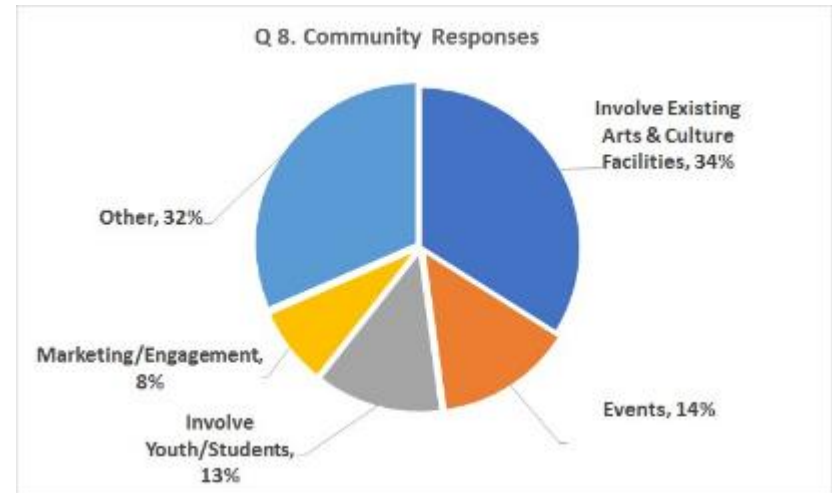
8. How do you envision the Town incorporating the local arts community and other cultural or entertainment organizations in developing the site?

COMMUNITY WORKSHOP (165 Responses)

1. Involve Existing Arts & Cultural Entities – 56 Responses (34%)
2. Events - 23 Responses (14%)
3. Involve Youth/Students – 21 Responses (13%)
4. Marketing/Engagement – 13 Responses (8%)

SURVEY (518 Selections)

1. Events - 168 Responses (32%)
2. Public Art - 157 Responses (30%)
3. Educational Opportunities - 150 Responses (29%)
4. Other - 43 Responses (8%)



QUESTION 9

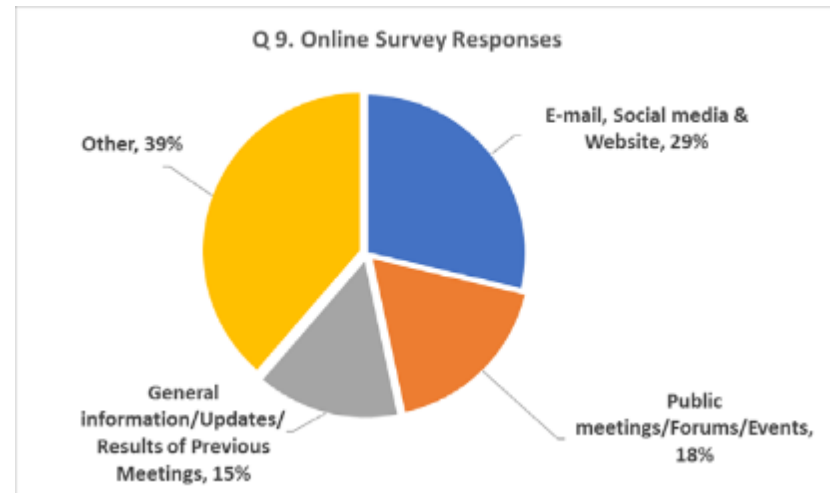
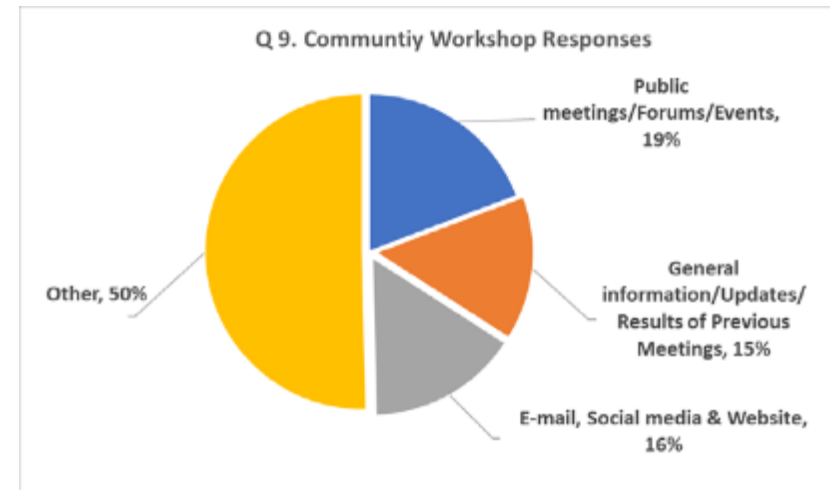
9. Do you have any feedback for us as we continue to embark on this planning process? How would you like to stay involved as this planning process continues?

COMMUNITY WORKSHOPS (135 Responses)

1. Public Meetings/Forums/Events – 26 Responses (20%)
2. General Information/Updates/Results of Previous Meetings – 20 (15%)
3. E-Mail, Social Media & Website - 21 Responses (16%)

SURVEY (150 Responses)

1. E-Mail, Social Media & Website – 43 Responses (29%)
2. Public Meetings/Forums/Events – 27 Responses (18%)
3. General Information/Update/Results – 22 Responses (15%)



OTHER THEMES

Examples of other themes which had smaller consensus and/or responses

Uniqueness - Diversity & Arts/Culture

- *“Stratford is very diverse which is a wonderful thing. That’s one thing that made me love Stratford.”*
- *“Stratford has a long and devoted history in theatre and the arts. Bunnell and Stratford High students have excelled in the arts. I know at least 30 graduates working in theatre, TV, movies, lighting, etc.”*

What’s Missing? - Movie Theatres, Opportunities for Youth, Performing Arts Space

- *“Movie theatres, good restaurants, cultural activities, biking opportunities off busy streets are minimal.”*
- *“Our town needs activities for 12-16 old population. Free sports or just opening a recreational facility free of charge to our town youth could be life changing for some kids. Parents are working more than ever leaving teenagers unattended and bored so many times they end up getting themselves in trouble.”*
- *“ A main central location for the arts. Concert Hall, outdoor bandshell, meeting, classroom or rehearsal rooms.”*

What Uses Should Be Pursued? – Museums, Senior Centers

- *“New Senior Center.”*
- *“Plaques that show more of the history of Stratford and a memorial to Shakespeare Theatre that be viewed as people take advantage of the park area.”*
- *“I see no reason why the history of this property cannot be featured in whatever is decided upon. In my suggested banquet facility idea, I would imagine that a building that boasted architecture and décor that is reminiscent of that time period (when the theatre was in its heyday) would be a feature that would set it apart.”*

OTHER THEMES

Examples of other themes which had smaller consensus and/or responses

Organization Structure – Research Other Venues; Remove Politics, Engage Arts Community & Inclusiveness

- *“Reach out, visit other successful examples.”*
- *“Disconnect the politics”*
- *“Lots of talent (artistic) in Town.”*
- *“Inclusiveness – involve everyone who wants to be involved – Stratford designed. Embrace community participation”.*

Financing – Donations, Celebrities/Benefactors, Insurance

- *“Fundraisers have been ongoing and could continue. When I worked there, fundraisers and publicity were always in the works.”*
- *“Well known names (actors) to help finance.”*
- *“Use insurance payment received and earmarked for that purpose. If further funds are needed, make residents aware of beforehand and turning elsewhere.”*

Future Planning – Hire Planning/Design Firm, Promote Places/Projects

- *“We need a nationally recognized Urban Planning Group with experience to help us create a unique setting.”*
- *“There must be some form of advertising. No one is going to know any of these places/initiatives exist if they are not advertised. We need to have a good reason to bring people into Stratford from other towns.”*

OTHER THEMES

Other common themes which had smaller consensus and/or responses

Short Term/Long Term Uses – Needs Assessment, Festival/Fairs/Events (Long-Term)

- *“We need to take a holistic approach to define both the short and long term use.”*
- *“I am not thinking of this project in terms of short-term and/or long-term. Let’s think in terms of “permanent” for this site and put it to good use once and for all. I guess the first thing that needs to be done is a total clean-up of the site. Perhaps a park-like setting could be established for the time being for picnic use, etc.”*
- *“Temporary spaces should be used for “quitclaim” purposes. When we find out what works then more permanent structures should be considered.*
- *“Temporary activities to spark interest with the public to pursue the great need for the property to be developed for future generations.”*

Local Arts Involvement – Incorporate Other Interests, Universities/Colleges

- *“Incorporate other interests: aviation, boating, festivals, etc.*
- *“Aviation History”; “Historical society input”, “Barnum Festival Road Show”.*
- *“Take advantage of local universities, FFLD U, SHU, UB & HCC”.*

Feedback & Involvement: Volunteers, Transparency, Accountability

- *“Reach out to Stratford Diaspora.”*
- *“Town Transparency, listening to constituents.”*
- *“Accountability with process.”*

CONCLUSIONS

Common themes from the Community Workshops & Survey Responses

- Destination for local talent and arts
- Improved/increased accessibility to the site
- Host events, festivals, concerts for the short-term

Potential Opportunities Presented by the Site

- Opportunity for the Town to develop a local and/or regional attraction
- Ability to address various community needs outlined in the workshops and online survey
- Town can link Property to other areas of Town through the Greenway and Complete Streets, allowing better pedestrian access

Thank You!