



The Corporation of the City of Stratford
Ad-Hoc Grand Trunk Renewal Committee
Open Session
AGENDA

Date: Monday, July 15, 2024

Time: 4:00 P.M.

Location: Council Chamber, City Hall

Ad-Hoc GTR Committee Present: Dan Mathieson - Chair, Andy Bicanic, Barb Cottle, Franklin Famme, Mark Vanderbosch, Melanie Hare, Nic Flanagan, Paul Parlee, Ron Dodson, Stephen Mitchell, Trudy Jonkman, Mayor Martin Ritsma

Staff Present: Joan Thomson - Chief Administrative Officer, Emily Robson - Corporate Initiatives Lead, Tim Wolfe - Director of Community Services, Joani Gerber - CEO of investStratford, Adam Betteridge - Director of Building and Planning Services, Victoria Trotter - Council Committee Coordinator

Pages

1. Call to Order

The Chair to call the Meeting to Order.

Land Acknowledgement.

Moment of Silent Reflection.

2. Disclosure of Pecuniary Interest and the General Nature Thereof

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

3. Adoption of Previous Minutes:

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Motion by

THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated June 17, 2024 be adopted as printed.

4. Delegation Requests

None scheduled.

5. New Business

5.1 Lessons from the Trinity Centres Foundation: Repurposing underutilized churches into community hubs and affordable housing

Kendra Fry, Collaborator, Creator, Church Repurposer, Housing Advocate, Arts Champion and Consultant

6. Business Arising from Previous Minutes

6.1 Work Plan Implementation & Working Group Assignments

10 - 14

Joani Gerber, CEO, investStratford

6.2 Community Consultation Insights and Vision & Guiding Principles

15 - 17

Melanie Hare, Chair, Vision, Planning & Architecture Working Group

7. Reports of the Working Groups

8. Date of Next Meeting

The next Ad-Hoc Grand Trunk Renewal Committee Meeting is Thursday, August 29, 2024 at 4:00 p.m. in the Council Chamber, City Hall.

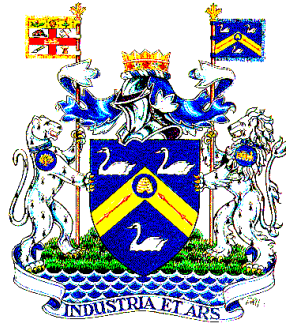
9. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

THAT the July 15, 2024 Ad-Hoc Grand Trunk Renewal Committee meeting adjourn.



Ad-Hoc Grand Trunk Renewal Committee

DRAFT MINUTES

Date: Monday, June 17, 2024

Time: 7:00 pm – 9:00 pm

Location: Council Chambers, Stratford City Hall, 1 Wellington St, Stratford, ON

Committee Members: Mayor Ritsma – Chair Presiding, Mark Vandenbosch, Barb Cottle, Melanie Hare, Nic Flanagan, Ron Dodson, Trudy Jonkman, Franklin Famme, Andy Bicanic, Paul Parlee

Absent: Dan Mathieson, Stephen Mitchell

Staff: Tim Wolfe —Director of Community Services, Emily Robson – Corporate Initiatives Lead, Joan Thomson – CAO, Adam Betteridge – Director of Building & Planning, Joani Gerber – CEO of investStratford, Vicky Trotter – Council Committee Coordinator

Also Present: Working Group Coordinators and Members, Jed Kilbourn, Media, Members of the Public

1. Call to Order

The Chair called the meeting to order at 7:00 pm

Land Acknowledgment

* Mark Vandenbosch now present at 7:01 p.m.

Respect in the Workplace Statement

Moment of Silent Reflection

2. Disclosure of Pecuniary Interest and the General Nature Thereof

None were declared.

3. Acceptance of Meeting Minutes

Motion by Franklin Famme

Seconded by Andy Bicanic

THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated April 15, 2024, be adopted as

printed. Carried

4. Delegation Requests

None were scheduled.

5. Business Arising from Previous Minutes

5.1. Updates & Housekeeping

Mayor Ritsma, Chair Presiding stated Dan Mathieson requested the Committee consider changing the start time of meetings from 7:00 p.m. to 4:00 p.m. moving forward.

Motion by Franklin Famme

Seconded by Mark Vandenbosch

THAT commencing at the July 2024 meeting all Grand Trunk Ad-Hoc Committee meetings commence at 4:00 p.m. Carried

Mayor Ritsma stated the August meeting is scheduled concurrent with AMO Annual Conference and various staff will be unable to attend the Ad-Hoc meeting. He questioned if the Committee would like to cancel the August meeting or reschedule for an alternate date.

Melanie Hare recommended the discussion be held at the end of the meeting after all items have been heard.

Paul Parlee noted the April 15, 2024, minutes state over the next 120 days a review of a partnership models including finding partners and opportunities and financial models including funding for builds and the long-term effect and how the funds will be repaid will take place. Mr. Parlee stated the Committee is now 60 days into the 120 days noted for the review and no reports have been brought forward to the Committee. Mr. Parlee stated he believes there are three obvious business partners: YMCA, University of Waterloo, and the Stratford Public Library and four issues: childcare, parking, housing and if the University of Waterloo is willing to relinquish any of the land under contract.

Mayor Ritsma responded on-going dialogue is taking place with potential business partners.

Emily Robson stated Council has directed the Committee to work with the YMCA and the Stratford Public Library and discussions are taking place with each of the partners. Findings will be brought back to the Committee for review.

Joani Gerber stated the Vice President of Government Relations for the University of Waterloo is relatively new to the position and it is understood they will be the lead negotiating on the land under contract.

Mr. Parlee questioned if any discussions regarding childcare had taken place.

Ms. Robson responded the YMCA has noted childcare is part of the vision of a new and expanded facility. The need for childcare is at the forefront of the conversations.

Barb Cottle questioned if the City is looking at creating their own community space or if a partnership model is being looked at.

Ms. Robson stated various options are being considered at this time including City-owned or partnership.

Ron Dodson noted the Partnership Committee is understaffed and questioned when the Partnership Committee will be activated.

Ms. Robson stated work for each of the specific working groups is being compiled and will be shared with the Working Group Chairs and with the Committee in July.

Mr. Dodson stated he has been approached by members of the community who are interested in being involved in the Partnership Committee. He expressed concern that he does not know the mechanism or the timeline for the interested citizens.

Ms. Gerber stated at this time there is further work to be completed prior to bringing in further community volunteers. She also cautioned the committee that part of the partnership process is agreements with the City which Council must provide direction and authority for.

Karen Haslam stated the sub-committee is two or three people, however, they will reach out to volunteers when the time is appropriate.

Mayor Ritsma noted there is a mandate in the working groups to allow specialists to be brought in for assistance.

Alan Kasperski questioned how other partners of a significant nature will be considered, for example, a potential developer for housing.

Mayor Ritsma responded potential partners should be directed to Ms. Gerber or Joan Thomson, CAO.

5.2. Draft Guiding Principles & Community Engagement Updates

Emily Robson provided an update noting the following:

- January 2024 the need to develop a business case and items related to was identified.
- Looking to 2025 for implementation of specific aspects of the business plan.

- The first community engagement took place in March with 130 people from the community attending.
- A second community engagement was held in April with speakers from various municipalities with an attendance of 122.
- In May further community engagement was developed and Community Pop-ups are currently taking place.
- Information will be brought to the Committee in the future to revise set the guiding principles based on the response from the community engagement.
- Working Group Chairs meeting on July 3 to discuss the scope of work.
- A plan will be provided at the July 15 meeting for consideration and feedback.

Barb Cottle spoke to the Community Pop-ups noting the feedback and participation is very positive and it is a great experience. She stated House of Blessing was most excited to share their thoughts and encouraged members to volunteer for the engagement.

Ms. Robson noted engagement is also available on Engage Stratford and 60 responses have been received through this option to date. She requested volunteers for the remaining Pop-ups and if a member has a suggestion for a location for an additional Pop-up to please bring it forward.

5.3. investStratford & Work Plan Implementation

Joani Gerber stated investStratford is an economic development organization which supports the City of Stratford; however, they are a separate corporation which is governed by a board of directors. She also stated they report back to Council four times a year including budget.

Ms. Gerber stated the investStratford role in the Grand Trunk development project is to assist in developing a comprehensive business plan, securing initial approvals, and preparing for detailed planning.

Ms. Gerber noted there is currently an operating component of the site, transit hub. It is important to remind the community there is activity on the site with transit, PC Connect, etc.

Developing partnerships and a key model are key components that need to be clear and concise to determine a tactical way to move forward with potential partners. The project is going to take a lot of time and effort and we need to think strategically about the site can look in 10, 20, or even 30 years from now.

In response to questions from the Committee Ms. Gerber noted the following:

- There is no shovel in the ground date currently.
- Close to being able to apply for funding, not there yet.
- Parking will be lost as soon as development starts and locations for additional parking will need to be discussed.

6. New Business

6.1. Partnership Models for Urban Revitalization

Jed Kilbourn of Waterfront Toronto presented on catalyzing revitalization through partnership. Highlights of the presentation include:

- Creating enduring value through well-designed and vibrant cultural, recreational, civic, and public spaces.
- Advancing Complete Communities that address the need for housing, mobility, accessibility, connectivity, and inclusivity.
- Leveraging innovation and partnerships to deliver economic growth and jobs.
- Waterfront Toronto started with \$1.5 billion in seed capital which has been paid back to all levels of government.
- Critical challenges include sustainability, neighbourhoods, destinations, and engagement.
- Feedback of priorities included inclusive, great place to live, work and play, vibrant economic activity supporting retail and economic activity, environmental leadership, and iconic architecture.
- Multiple decade projects demand plans be revisited and revamped as needs change.
- Stratford has advantage of being so close to the downtown core with this project.
- Servicing of the site may be required to move the project ahead.
- Each section of land should be comprehensively master planned.

In response to questions from the Committee Mr. Kilbourn noted the following:

- Rent on the affordable waterfront units is set under the City of Toronto.
- Land trust developments were not used.

- Waterfront Toronto uses Indigenous consultants and are developing a close relationship with Treaty holders.
- Report to a Board of Directors with appointees from each level of government with all work being subject to municipal approval.
- \$1.5 billion was granted to implement the public realm with the idea that land would be taken to market and the profit from the sales would fund additional public realm projects.
- Advisory committees were formed for specific parts of the project as sounding boards to ensure the project is going in the correct direction.
- A master plan was created, acknowledged key infrastructure would need to be included, priced it, and started to deliver those items. Once major pieces were completed the land went to market and sold to provide developers and the funds were used to pay the project back and to pay for more infrastructure work.
- Recommends looking at the current plan and gauging what the future might bring.
- Central Waterfront Secondary Plan is over 800 acres and is handled by approximately 85-100 staff not including outside contractors.
- Industrial structures were retained and designated as heritage to preserve the industrial legacy.
- Adaptive reuse was made a priority.
- Create interim uses which can be easily dismantled when it is time to develop.

7. Reports of the Working Groups

7.1. Vision, Planning and Architecture

Melanie Hare thanked the volunteers who have assisted to date with the Community Pop-ups. Ms. Hare stated next steps will include meeting to review the outcome of the community engagement, refresh the draft guiding principles and revisiting the master plan.

7.2. Communication, Advocacy & Civic Engagement

Andrew Hilton presented a Communications Proposal on behalf of the Communications, Advocacy and Civic Engagement Working Group asking for the Ad-Hoc Committee, in consultation with City Staff, to draft a new storyline for use by the Committee and the City that positions Grand Trunk Renewal not as a stand-alone project, but as a part of the larger solution to managing population growth, economic competitiveness and their related challenges over the coming decades.

Mr. Hilton also asked members to remember to use the Talking Points and FAQs to answer questions from the public when completing community engagement.

Ron Dodson agreed linking the project to a larger story is important.

Nic Flanagan asked for clarification between a storyline and the current vision and guiding principles.

Mr. Hilton noted the vision and guiding principles are large, where the storyline is explaining the purpose what the Committee is doing for the site.

It was agreed the word narrative could be utilized rather than storyline.

8. Date of Next Meeting

The next meeting is scheduled for Tuesday, July 15, 2024, at 4:00 p.m. in the Council Chambers, City Hall.

A brief discussion took place regarding the August meeting, and it was decided the Committee would rather adjust the meeting date than cancel the meeting. Ms. Robson will contact the Committee with potential dates.

9. Adjournment

Motion by Franklin Famme

Seconded by Melanie Hare

THAT the June 17, 2024, Ad-Hoc Grand Trunk Renewal Committee meeting adjourn. Carried

Meeting Start Time: 7:00 p.m.

Meeting End Time: 9:05 p.m.

Project Plan: Grand Trunk Renewal Business Case

Planning and Preparation

Objective: Develop a comprehensive business plan, secure initial approvals, and prepare for detailed planning.

1. Finalize Vision & Guiding Principles

Staff Lead: Emily

Working Group: Vision, Planning & Architecture

Key Result: Final Vision & Guiding Principles endorsed by Committee & Council and incorporated into procurement documents.

Tasks:

- Complete community outreach & prepare findings
- Develop vision statement
- Revise guiding principles
- Prepare graphic representation for vision & guiding principles
- Prepare report for Committee & Council
- Deliver report to Committee & Council
- Prepare reporting back mechanism for the community to share vision & guiding principles
- Incorporate vision & guiding principles into communication materials and other processes (procurement etc.)

2. Site Analysis & Environmental Assessment

Staff Lead: Joani

Working Group: Environmental & Infrastructure

Key Result: Recommendations on additional site assessment needed to prepare for development, recommendations for approaches to carbon neutrality, complete internal formal consultation on the site

Tasks:

- Analyze and synthesize existing findings on site condition and environmental status, including the heritage industrial building
- Identify additional site assessment needs and Indigenous engagements/consultations
- Identify a range of potential strategies to achieve carbon neutrality

3. Develop Key Partnership Model

Staff Leads: Emily & Joani
Working Group: Partnership

Key Result: Establish a formal agreement for the construction and operation of a community recreation/amenity facility, including program of space and high-level design

Tasks:

- Conduct a needs assessment to determine complementary space needs across the community.
- Collaborate with key partners to define roles, governance, project interest, and program of spaces and services
- Discussion on Community Needs and Potential Spaces/Services
 - Review community feedback and identify key stakeholder needs
 - Benchmark best practices from similar projects
- Collaborative Session to Identify and Prioritize Types of Spaces and Services
 - Develop a list of potential spaces and services
 - Prioritize the spaces and services based on community impact and feasibility.
- Agreement on the Program of Spaces and Services
 - Draft the program outline and refine it based on stakeholder feedback
 - Formalize the program agreement
 - Outline financial requirements, potential funding sources, and investment opportunities.
 - Identify potential risks and develop mitigation strategies
- Bring outline of MOU and options for consideration to both Committee and Council
- Secure direction to negotiate legal agreements and design
- Establish legal agreements with partners

4. Communications & Community Engagement

Staff Lead: Emily

Working Group: Comms & Civic Engagement

Key Result: Activate the GTR site through placemaking interventions

Tasks:

- Continue engagement activities
- Plan and implement 'early wins' placemaking initiatives with site activations
 - Banners
 - Events (concert, silent disco)
 - Art installations
 - Pop-up garden
- Prepare and implement communications plan, including key messages

4. Procurement/RFP Process and Legal Agreements Structure

Staff Lead: Joani

Working Group: Finance and Real Estate

Key Result: Council-endorsed strategy for land disposition and development partner selection.

Tasks:

- Develop recommendations for the process and approach to the disposition of lands (competitive procurement process)
- Develop a plan for implementation of recommendations
- Develop a promotional plan
- Develop website materials (3D models, real estate pieces, history to current, camera/time-lapse, website hosting location, community buzz)
- International attraction
- Create a database & CRM
- Determine available space (roads, priority)

5. Financial & Real Estate Model

Staff Lead: Joani

Working Group: Finance & Real Estate

Key Result: Articulate development scenarios and seek endorsement from Council to pursue the preferred model.

Tasks:

- Validate site capacity and program, identifying tradeoffs and optionality
- Review existing parking study
- Determine the number of parking spaces needed, ownership options, and phasing
- Develop sales mix
- Conduct market sounding for medium and high-density housing, cultural space, and other employment/entrepreneurial spaces
- Articulate financial and real estate models for consideration

7. Economic, Environmental, and Social Impact Analysis

Staff Leads: Joani & Emily

Working Group: All

Key Result: Provide impact analysis to inform development scenarios and recommendations on preferred models.

Tasks:

- Analyze financial and real estate models to articulate the economic, environmental, and social impact of each option

8. Government Relations

Staff Lead: Joani

Key Result: Determine best opportunities for collaboration and set government relations priorities

Tasks:

- Identify potential funding opportunities & grants
- Identify key relationships and engagements
- Liaise with MOE on site conditions

Key Dates

Date	Date Type	Deliverable/Milestone	Responsible
June 17	Ad Hoc Meeting	Work Plan shared at a high level with committee	Staff
July 3	WG Chair Meeting	Review Work Plan & key results	Staff
July 8	Ad Hoc Meeting Agenda Posted	Final agenda posted (including work plan and vision and draft guidelines findings)	Staff
July 15	Ad Hoc Meeting	Revised vision & guiding principles endorsed by Ad Hoc Committee, endorse work plan	VPA WG Staff
July 26	Management Report Deadline	Management report draft on Work Plan	Staff
August 7	WG Chairs Meeting	Working Group Status Updates	WG Chairs
August 12	Council Meeting	Council consideration of work plan	Staff
August 23	Management Report Deadline	Management report draft on final vision & guiding principles	VPA WG & Staff
August 29	Ad Hoc Meeting	Inclusion, Equity & Indigenous Initiatives, updates on key partnerships, working group updates	Staff WG Chairs
September 4	WG Chairs Meeting	Working Group Status Updates	WG Chairs

	Ad Hoc Draft Agenda items deadline	WG Chairs submit reports for Ad Hoc agenda package Key Partner Model recommendations submitted for Ad Hoc Agenda	WG Chairs Staff
September 9	Council Meeting	Council consideration of final vision & guiding principles	VPA WG Staff
	Ad Hoc Agenda Circulated	Final agenda posted	Staff
September 16	Ad Hoc Meeting	WG reports & Key Partner Model recommendations tabled	WG Chairs & Staff
September 27	Management Report Deadline	Management report draft on Key Partnership Model	Staff
October 4	Management Report Deadline	Management report on key partnerships model approved	Staff
October 7	Ad Hoc Agenda Posted	WG findings	Staff
October 14	Ad Hoc Meeting	WG reports/recommendations for Committee consideration	WG Chairs & Staff
October 15	Council Meeting	Council consideration of Key Partnership Model	Staff
November 8	Management Report Deadline	Draft management report on committee recommendations	Staff
November 15	Management Report Deadline	Management report on committee recommendations approved	Staff
November 25	Council Meeting	Council consideration of committee recommendations	Staff

DRAFT: GRAND TRUNK RENEWAL GUIDING PRINCIPLES

(July 7, 2024)

WHY

The Grand Trunk Site and building will be transformed into a generational asset that will support Stratford's goals of being a great place to live — a prosperous, inclusive, sustainable, and welcoming community to everyone.

The Grand Trunk Renewal process will begin by updating the project's original Vision Statement and Guiding Principles, which will outline what outcomes should be achieved in developing the site and the values that should guide the development's decision-making.

HOW

We will go about the Grand Trunk Renewal in ways that:

- Honour our Truth and Reconciliation responsibilities
- Build on Stratford's many strengths
- Leverage the City's infrastructure investment
- Follow a sound business plan & financial model
- Contribute to Stratford's prosperity
- Ensure the Grand Trunk site welcomes and inspires us
- Adopt new and innovative approaches to building community
- Align with Stratford's priorities and strategies
- Cultivate positive relationships with partners
- Recognize that Renewal will occur in phases, over time.

WHAT

The Grand Trunk Site will be:

(REVISED) VISION

The Grand Trunk Site is an unprecedented opportunity to build a sustainable legacy for Stratford by creating a distinct place that serves the community and responds to our city's challenges – now and in the future.

The Site will provide places, services and amenities for residents and visitors through diverse uses such as housing, community space, parks and green space, education and recreation – generating a dynamic centre of activity that serves the full diversity of Stratford's population.

The revitalized Grand Trunk Site will create a strong identity, sense of place, and centre of gravity for the Grand Trunk Building, while expanding and connecting to the existing Downtown.

The Grand Trunk Site will be a place for all people, for all seasons. With places for people to live, work, play and exercise, learn, come together, celebrate and create, the Grand Trunk Site will bring new energy into the downtown and help Stratford address our shared challenges and progress towards our goals.

(REVISED) GUIDING PRINCIPLES

SUSTAINABLE + FISCALLY RESPONSIBLE

Create a Sustainable, Resilient, and Fiscally Responsible Community

The Grand Trunk development will ensure environmental, social, and financial sustainability by:

- Using sustainability measures and technologies to reach net-zero carbon emissions
- Designing the site to be resilient to climate change
- Generating new revenue for the City through innovative uses of the site
- Pursuing partnerships and strategies that serve our diverse and evolving community and enhance public resources

CELEBRATE PAST + FUTURE FORWARD

Honour the Past, Address Current Needs, and Innovate for the Future

Our approach will balance respect for history with modern needs and future readiness by:

- Celebrating the site's history and heritage through adaptive reuse of the Grand Trunk Building
- Showcasing the social, cultural and economic story of the Lands
- Creating solutions that address contemporary needs and anticipate future challenges
- Developing spaces that are flexible and can adapt to changing community

INSPIRING + INCLUSIVE

Create an Inspiring, Inclusive, and Dynamic Community Meeting Point

Transform the Grand Trunk Site into a place that everyone can enjoy by:

- Fostering a sense of welcoming and belonging for all community members
- Promoting playfulness, curiosity, and opportunities for social gathering
- Celebrating innovation, culture, and creativity
- Designing vibrant spaces that are accessible and enjoyable in all seasons

DISTINCT, DIVERSE + MULTIFUNCTIONAL

Design Distinct, Diverse, and Multifunctional Urban Spaces

Create a vibrant and inclusive urban environment by:

- Incorporating higher-density buildings to meet diverse housing needs for all ages and abilities
- Highlighting the unique attributes and history of the Grand Trunk site
- Plan for a mix of living, learning, recreation and gathering spaces across the site and within buildings
- Creating public spaces that support recreation, culture, and community interaction
- Using the existing Transit Hub on site to create transit-friendly development and providing safe spaces for pedestrians and cyclists

CONNECTED + COMMUNITY-FOCUSED

Foster Connectivity and Community Wellbeing

Create a great place to live and support community wellbeing by:

- Offering attainable and affordable housing options that foster community
- Including amenities for everyday life, such as vibrant public spaces, daycare, access to shopping, community gardens and kitchens, services, and multiple transportation options
- Building safe and inclusive environments that are welcoming to all
- Enhancing connections between the Grand Trunk site, downtown, and surrounding neighbourhoods

THRIVING + VIBRANT

Cultivate Cohesive and Vibrant Community Spaces

Ensure the Grand Trunk site is active and engaging by:

- Providing spaces for living, lifelong learning, health, wellness, recreation, and entrepreneurship.
- Supporting social connections and inter-generational relationships.
- Facilitating communal gathering spaces that foster a strong sense of community.