



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

**Date:** Monday, September 16, 2024

**Time:** 4:00 P.M.

**Location:** Council Chamber, City Hall

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

**Staff Present:** Joan Thomson - Chief Administrative Officer, Adam Betteridge - Director of Building and Planning Services, Emily Robson - Corporate Initiatives Lead, Tim Wolfe - Director of Community Services, Joani Gerber

To watch the Ad-Hoc Committee meeting live, please click the following link:

<https://video.isilive.ca/stratford/live.html>

A video recording of the meeting will also be available through a link on the City's website

<https://calendar.stratford.ca/meetings> following the meeting.

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:**

5 - 13

Motion by

**THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated August 29, 2024 be adopted as printed.**

**4. Delegation Requests**

None scheduled.

**5. New Business**

**5.1 Developing Evergreen Brick Works: Case Study, Context and Insights**

*Seana Irvine*

*Seana dedicated much of her career to transforming Toronto's Don Valley Brick Works from an abandoned brick factory and brownfield, into Evergreen Brick Works, an award-winning showcase for innovation and sustainability. Seana's PhD in Interdisciplinary Studies at Trent University (Peterborough, Ontario) explores how more equity-based approaches to redeveloping post-industrial landscapes can contribute to creating more inclusive cities.*

**6. Business Arising from Previous Minutes**

**6.1 Indigenous Engagement & Consultation Strategy Update**

*Kevin Bonnell, Manager of Inclusion, Equity & Indigenous Initiatives*

*Oonagh Vaucrosson, Accessibility, Diversity & Inclusion Coordinator*

**6.2 Draft 2025 Budget for The Grand Trunk Renewal Project Update**

*Joan Thomson, CAO*

**6.3 Grand Trunk Site Activation & Animation Updates**

*Tim Wolfe, Director, Community Services*

*Emily Robson, Corporate Initiatives Lead*

**6.4 Discussion Points from the Real Estate, Legal & Finance Working Group**

14 - 16

*Franklin Famme, Committee members & Chair of Real Estate, Legal & Finance Working Group*

**7. Reports of the Working Groups & Staff Update**

**7.1 Partnership**

*Herb Klassen & Karen Haslam, Co-Chairs*

**7.2 Vision, Planning & Architecture**

17 - 18

*Melanie Hare, Chair*

**7.3 Real Estate, Legal & Finance**

*Franklin Famme, Chair*

*\*See report in item 6.4*

**7.4 Communications, Advocacy & Civic Engagement**

19 - 20

*Andrew Hilton & John Kastner, Co-Chairs*

**7.5 Infrastructure & Environment**

21

*Stephen Cooper, Chair*

**7.6 Working Group Coordinator(s)**

22 - 23

*Ray Harsant, Coordinator*

**7.7 Staff Update**

24 - 30

*Emily Robson, Corporate Initiatives Lead*

*Joani Gerber, CEO, investStratford*

**8. Date of Next Meeting**

The next Ad-Hoc Grand Trunk Renewal Committee Meeting is October 21, 2024 in the Council Chamber, City Hall.

**9. Adjournment**

Meeting Start Time:

Meeting End Time:

Motion by

**THAT the September 16 2024 Ad-Hoc Grand Trunk Renewal Committee meeting adjourn.**



**The Corporation of the City of Stratford**  
**Ad-Hoc Grand Trunk Renewal Committee**  
**MINUTES**

Date: August 29, 2024

Time: 4:00 P.M.

Location: Council Chamber, City Hall

Committee Members: Dan Mathieson - Chair Presiding, Mayor Martin Ritsma, Barb Cottle, Melanie Hare, Nic Flanagan, Ron Dodson, Stephen Mitchell, Trudy Jonkman

Absent: Andy Bicanic, Franklin Famme, Mark Vandenbosch, Paul Parlee,

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

Also Present: Andrew Hilton, John Kastner, Ray Harsant, Herb Klassen, Karen Haslam, Media, Members of the Public

**1. Call to Order**

The Chair called 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

None declared at the August 29, 2024 Ad-Hoc Grand Trunk Renewal Committee meeting.

## 3. Adoption of Previous Minutes:

**Motion by** Nic Flanagan

**Seconded by** Mayor Ritmsa

**THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated July 15, 2024 be adopted as printed. Carried**

## 4. Delegation Requests

None were scheduled.

## 5. Business Arising from Previous Minutes

### 5.1 Indigenous Engagement Strategy Considerations for the Grand Trunk Renewal Project

Kevin Bonnell, Manager of Inclusion, Equity and Indigenous Initiatives & Oonagh Vaucrosson, Accessibility, Diversity and Inclusion Coordinator, Human Resources, City of Stratford presented on Indigenous engagement as part of the Grand Trunk renewal project. Highlights of the presentation included:

- engagement is building trust and meaningful relationships whereas consultation is a legal obligation managed by governments;
- important to understand the historical and social contexts which led to current inequities;
- need to remove structural barriers;

- current barriers include lack of formal protocols, historical injustices and negative relationships and diversity within Indigenous communities;
- engagement should include research and understand, early and consistent engagement, acknowledgment historical context, transparency and building relationships;
- recommend formalizing Indigenous engagement protocols, continuous evaluation and adaptation, incorporating Indigenous perspectives in design and space use and acknowledge imperfections in engagement and learn from mistakes.

Melanie Hare stated the Committee has been engaging the community and noted it is important to engage the First Nations communities as soon as possible. Ms. Hare questioned how to create protocols.

Mr. Bonnell stated the Inclusion, Equity and Indigenous Initiatives Department can work with the Committee to determine next steps.

## **5.2 City of Stratford Official Plan Review: General Overview and Alignment with GTR Site**

Adam Betteridge, Director of Building and Planning Services provided a general overview of municipal official plans and their impact on the Grand Trunk Renewal project. Highlights of the presentation included:

- Municipal Official Plans guide long-term growth, land use, and development in municipalities, ensuring sustainable and strategic planning;
- key elements include land use designations, housing strategies/targets, transportation planning, environmental protection, and community services;
- role and importance of municipal official plans includes guiding long-term development, ensuring sustainable growth, setting policy for land use, supporting public and private investment and supporting municipal decisions;
- Grand Trunk development guided by the 2018 Master Plan, addressing land use, urban design and heritage conservation;

- need to encourage public and institutional uses to restore vibrancy and purpose, anchoring activity in the Downtown Core's southern area;
- commemorate the historical role of the Grand Trunk Anchor District, ensuring conservation or adaptive reuse of the Grand Trunk building;
- the Official Plan is currently under review;
- new Provincial Planning Statement recently announced;
- additional resources and focused attention are necessary to finalize a strong and visionary Official Plan by 2025;
- challenges for the site include community expectations, policy constraints and resource limitations;
- opportunities for the site include incentivizing great development, downtown attractiveness and policy innovation.

Nic Flanagan questioned if the Official Plan is a constraint or holding back any activities on this project.

Mr. Betteridge responded he does not believe the Official Plan will hinder the progress of the site as the previous Council placed a bold and ambitious plan design on the site which speaks to increased density and heights.

Mr. Flanagan noted the key points from the 2018 Mater Plan align with the project.

Stephen Mitchell questioned if there is a variance of the Official Plan proposed, who determines whether the community benefits justify the changes.

Mr. Betteridge stated this would be an official plan amendment which would require going through the Planning Act process and depending on the amendment it would potentially require a review, consultation to take place and studies to be procured along with justification put forward by professionals.

Melanie Hare stated it is important to align the work of the committee and the Official Plan and questioned how do we work together.

Mr. Betteridge noted the consultants and the Planning team are aware this committee has been established and is putting focus on the Grand Trunk site. We can collaborate while ensuring we are not taking focus away from each other.

### **5.3 Draft 2025 Budget for the Grand Trunk Renewal Project**

Joan Thomson, CAO presented the draft 2025 budget for the Grand Trunk Renewal Project noting the following:

- allocations are from the Grand Trunk Reserve Fund;
- Grand Trunk Reserve Fund was funded through the disposition of municipal land;
- Fund has been used to support past work on the site such as removal of the roof and site remediation;
- costs related to this project are funded from this reserve and not through the tax levy;
- integrates previous allocations with current workplan and anticipated needs;
- \$50,000 to support temporary activations on the site;
- \$30,000 to develop recommendations for procurement processes;
- \$100,000 for the development of financial and real estate models and market sounding;
- \$100,000 for preliminary designs for the community amenity space;
- to be considered by Council during the 2025 budget process.

Ron Dodson questioned the if the design and installations of servicing and roads and sewers is finalized or is still in flux.

Ms. Thomson confirmed it is not finalized. The funds do allow for work to advance to a certain degree should a proposal brought forward. She also noted the funds being budget for these purposes allows the City to apply for grants when possible.

Mr. Dodson noted at previous Committee meetings the permanence of the placement of roads, the need for as much green space as possible and determine how we can minimize the coverage of spaces which do not

need to be covered has been discussed. It also been noted there is a need for connections to residential areas to the south and east. Mr. Dodson stated it is good to have the funds available, however the Committee needs to ensure we continue to be flexible and not cover up spaces which do not need to be covered.

Ms. Thomson noted underground services are needed at the middle of the site where the structure is and flexibility is important as this will be a multi-phase and multi-year project. She stated there are no specific plans at this time and the funds are included in the draft budget to ensure the project can proceed once marketing starts and proposals are received. She also noted the need to allow the neighbourhoods access to the site.

Melanie Hare questioned if the funds for installation of services and roads will be used in 2025.

Ms. Thomson responded the design work is not finalized, this is an envelope of funds identified for specific need. If there are opportunities there is a place holder in the budget.

Ms. Hare stated the funds for installation of roads and services seems premature. She also noted she was excited to see funds for activation. Ms. Hare noted there is no additional capacity within City staff included in the budget.

Joani Geber noted the benefit to having a funding line in the budget when working with different levels of government in regards to funding, it show the municipality is willing to come forward with money for this project. Additionally, it saves steps in having to come back and figure out where to find the funds should an opportunity present.

Ms. Gerber responded to the capacity of staff noting investStratford has requested an expansion in their 2025 budget.

A discussion took place regarding the Record of Site Condition (RSC) for the site and the need to start this process as it can take significant time and funds. Ms. Gerber noted how to move forward in a timely manner while maintaining process has been discussed at the working group level. She noted it is very rare to complete an RSC on the entire site as the remediation will apply to the entire site, even if a large portion of it is already clean. A better option is to complete an RSC is to segment the property by type of use, being careful to ensure we are looking at RSC

where contamination is similar. There are different levels of remediation, for example, a parking area could be expedited more quickly.

Ray Harsant questioned if there are funds earmarked for the Lakeside Active Adults Association separate from the reserve funds.

Dan Mathieson noted all of the funds have been placed in a single reserve.

Andrew Hilton stated it would be helpful for the committee and down the road for public to have a more detailed description of what being done and what is being built including details regarding sewage and servicing, the current site and potential future uses including more specifics on where money is being spent.

## **6. New Business**

### **6.1 Grand Trunk Site Activation & Animation**

Andrew Hilton spoke to the Communications, Advocacy and Civic Engagement report noted it is important to look at possible uses and what can be done on the site to bring people to the site. He noted the list of discussion points in report range from art installations to tours, sports and a temporary park. The Working Group is asking for the list of potential activations to be reviewed and for the Committee to make a recommendation to Council.

Ron Dodson expressed excitement at the range and diversity and recommended a plan for short, medium and long term public art.

Melanie Hare noted the important of finding opportunities for the community to get to the site and questioned if a timeline has been placed on activation of the site.

Emily Robson stated over the next month staff can review the possible activations and determine what type of infrastructure would be required to use the site, which items can be completed quickly and safely. At that time the Committee can discuss how they wish to proceed forward with creating a venue where people can complete activations without a lot of additional expenses.

Mr. Hilton expressed the importance of people understanding how long it is going to take to get this project going.

Mayor Ritsma stated his greatest takeaway from the public events held in April was around this particular piece of how do we envision the site and the opportunity to build the base level of safety and infrastructure.

## **7. Reports of the Working Groups & Staff Update**

### **7.1 Partnership**

Herb Klassen presented on behalf of the Partnership Working Group noting they met with the YMCA who confirmed they are looking for active partners to use community space. The Working Group will continue to meet with community groups to confirm if they are interested in being users.

Emily Robson noted Mr. Klassen and Karen Haslam have been reaching out to community groups to determine what need there is in the community for a space of this kind and how it can meet the needs of various groups.

### **7.2 Vision, Planning & Architecture**

Melanie Hare thanked the working group members and the Committee for their feedback on the Vision and Guiding Principles. She noted the group would like to review the documents following the finalization of the work plan.

### **7.3 Real Estate, Legal & Finance**

### **7.4 Communications, Advocacy & Civic Engagement**

This item was reported on under Item 6.1.

### **7.5 Infrastructure & Environment**

Stephen Cooper, Chair of the Infrastructure and Environment Working Group stated Ian Reynolds of Feltz Design Build, Brent Powers of Artas Engineering and Jeffrey Atchison of SRM Architects have joined the working group to provide additional expertise. They are working to gather reports and documents related to the site conditions and met with an environmental engineer to gather further knowledge of the reports.

\*Mayor Ritsma is now absent from the meeting at 5:52 p.m.

### **7.6 Staff Update**

## **8. Date of Next Meeting**

The next Ad-Hoc Grand Trunk Renewal Committee Meeting is September 16, 2024 in the Council Chamber, City Hall.

**9. Adjournment**

**Motion by** Nic Flanagan

**Seconded by** Stephen Mitchell

**THAT the August 29, 2024 Ad-Hoc Grand Trunk Renewal Committee meeting adjourn. Carried**

Meeting Start Time: 4:01 P.M.

Meeting End Time: 5:58 P.M.



## Ad-Hoc Grand Trunk Renewal Committee

<b>Working Group:</b>	<b>Real Estate, Legal and Finance Working Group</b>
<b>Report Date:</b>	<b>August 23, 2024</b>

### **Requested Committee Direction:**

The report is split into two parts:

- Discussion points for information only; and,
- Discussion points with action items.

### **Discussion Points (for information only):**

The working group (WG) has been formed with the following members:

- Members of the Ad-Hoc Committee: Franklin Famme (Chair)  
Paul Parlee  
Mark Vandebosch
- Members from the business community: Sylvia Chrominska  
Michael Doupe  
Jodi Meiering
- Representative of investStratford: Joani Gerber

The WG is supported by Alan Kasperski as Working Group Coordinator.

The WG discussed the history of the property and the overall project, including:

- Legal ownership including possible encumbrances
- Costs incurred to date
- Master Plan (2018) including guiding principles and key elements
- Conceptual current usage of property by block (May 2024)
- Updated grand trunk renewal draft guiding principles (July 2024)

The WG also reviewed the August 12, 2024 management report to City Council as prepared by Joani Gerber, most notably discussing the two items in the working plan affect the committee, being:

- Procurement/RFP process and legal agreements structure
- Financial and real estate model

Much discussion occurred on these topics with their tasks, and the associated 'next steps' relating to these assigned areas of focus.

The work presently being performed by City staff and consultants include the following:

- Review of legal documentation relating to agreement between the City of Stratford and the University of Waterloo (2009)
- Property appraisal(s)
- Legal opinions relating to procurement and request for proposal (RFP) processes
- Consulting relating to a market sounding report for residential purposes
- Consulting relating to development financial proforma analysis

### **Discussion Points (action items):**

While the WG is pleased that the above work is presently being performed, it was noted that there does not appear to be sufficient direction provided by City Council to the Ad-Hoc Committee in order to make informed recommendations for feasibility and best use of the property. As a result, the WG has prepared several questions which require exploration and are recommended to be discussed at the Ad-Hoc Committee level. The intention of the discussion will be to obtain seek direction from City Council on the following:

1. The property has some environmental considerations which need to be addressed. **Is the City prepared to explore budgetary impacts relating to these historical environmental matters?**
2. In the absence of higher tier government funding, the sale of developable land is the best perceived source of revenue to offset the high costs of community-based space. Specifically, it is clear to the WG that revenues from the sale of land relating to high-density residential development units will be required.
  - a. Under existing provisions, developers can build 6-storey (22m) structures on the property. These developers can be incentivized to maximize the property by using the bonusing provisions to 45m already established in the official plan. **Is the City prepared to allow for community benefit and its resultant effects either under the existing official plan or by expansion of the bonusing provisions?**
  - b. The City presently has a requirement of 1.25 parking spaces per residential unit developed. **In order to get the best density usage and encourage environmental stewardship through reduction of vehicular dependency, is the City prepared to reduce this parking requirement by 50-75%, or more?**
3. Due to the size of the overall project, there is significant doubt as to whether existing staff resources are sufficient to support the same. Furthermore, there will be the need for allocation of resources towards necessary studies and consultants, but the WG has not been informed of any significant allocated budget. **Is the City prepared to dramatically expand its budget relating to the staffing of the project (by way of contracted staff and/or consultants) which is presently minimal?**

Direction from the above questions is needed as soon as possible in order to ensure proper analysis of the project's feasibility can be advanced.

**Overview of Previous Month:**

n/a

**Overview of Upcoming Month:**

Summary of work anticipated for the upcoming month.

<b>Item #</b>	<b>Item/Action</b>	<b>By Whom</b>	<b>By When</b>
	Encourage the Ad-Hoc Committee to discuss the above questions and obtain input from the CAO and City Council		
	Prepare a basic plan, given current conditions, as to feasibility of project		
	Review tasks assigned to the group with timelines, and bring all relevant reports associate with each item back to WG for next meeting		

The next WG meeting has been set for September 26<sup>th</sup> at 4pm.



## Ad-Hoc Grand Trunk Renewal Committee

<b>Working Group:</b>	<b>Vision, Planning &amp; Architecture</b>
<b>Report Date:</b>	<b>September 9, 2024</b>

### **Requested Committee Direction:**

The report is for information only.

### **Discussion Points:**

#### *Vision & Guiding Principles*

- The Working Group and staff will bring forward a management report to Council on September 23<sup>rd</sup> to share the community engagement findings and the revised Vision and Guiding Principles.

#### *Visual Representation of Vision and Guiding Principles*

- Building on the input from the community consultation and Committee discussions to date, the Working Group is creating a graphic that communicates visually the clusters of potential activities and uses for the site that align with the Vision and Guiding Principles. The Working Group has reviewed a draft and several iterations and will bring this work forward to the Committee at the October AHC meeting.

#### *Indigenous Engagement and Consultation*

- The Working Group discussed next steps in both engaging and consulting with Indigenous communities. The urgency of this work was emphasized and the need to reach out to the appropriate parties immediately.
- VPA looks forward to staff bringing forward Protocols on earliest engagement and consultation with First Nations related to GTR

#### *SLAA engagement*

- Trudy, Andrew and Ron were present at the SLAA Health and Wellness Fair and shared a project update with participants and engaged them in a survey regarding programming SLAA members might like to see included at the GTR in early phases or in full build out of the site.

### **Overview of Previous Month:**

- SLAA engagement (coordinated by Trudy, Andrew and Ron) at Sept 7 Health and Wellness Fair
- Staff prepared a management report to Council

### **Overview of Upcoming Month:**

<b>Item #</b>	<b>Item/Action</b>	<b>By Whom</b>	<b>By When</b>
1	Finalized management report	Emily	September 9
2	Further develop and finalize draft Clusters of Activities/Uses graphic	Melanie	September 20
3	Working Group to review Clusters of Activities/Uses graphic	WG	October 4
4	Present community engagement findings and vision and guiding principles to Council on September 23th	Emily	September 23
5	Update website and collateral	Emily	September 30
6	Share visual representation with Ad Hoc Committee	Melanie	October 21



## Ad-Hoc Grand Trunk Renewal Committee

<b>Working Group:</b>	<b>Communications</b>
<b>Report Date:</b>	<b>September 6, 2024</b>

### **Requested Committee Direction:**

The report is for information only.

### **Overview of Previous Month:**

Summary of work undertaken during the previous month.

The Grand Trunk timeline panels have been installed at the site. This timeline not only includes the historical timeline of activity at The Shops but also includes an additional panel that covers off the “modern era.”

Andrew and myself, with help from Karen Haslam and her committee, are continuing the speaking tour about the work of this committee and have spoken to four groups with several more scheduled. This is in addition to the several pop-up information sessions that have taken place over the course of the summer.

The FAQs and the speaking points to the AdHoc committee and the Working Groups are being reviewed to make sure they are still accurate and reflect the current situation.

### **Overview of Upcoming Month:**

Summary of work anticipated for the upcoming month.

<b>Item #</b>	<b>Item/Action</b>	<b>By Whom</b>	<b>By When</b>
<b>1</b>	Update the FAQs as well as the speaking points for the AdHoc committee to reflect current situation. An ongoing process as the situation changes and evolves.	JK/AH	current
<b>2</b>	Further leverage a couple of current assets. The timeline panels at the Grand Trunk Renewal physical site as well as amplification of a virtual walkthrough of the building that was commissioned by Steve Cooper.	JK/AH	ASAP

<b>3</b>	Speak to several more service clubs and explore other methods of communication to the public by less traditional methods.	JK/AH	End of month
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## Ad-Hoc Grand Trunk Renewal

### Committee

<b>Working Group:</b>	<b>Infrastructure &amp; Environmental</b>
<b>Report Date:</b>	<b>September 7, 2024</b>

#### Requested Committee Direction:

The report is for information only.

#### Discussion Points:

The committee has been formed with the following members:

- Members of the Ad-Hoc Committee: Nic Flanagan, Barb Cottle
- Construction Manager: Iain Reynolds of Feltz Design Build
- Engineering Project Manager: Brent Powers of Artas Engineering
- Architect: Jeffery Atchison of SRM Architects

#### Overview of Previous Month:

Stephen Cooper met with City of Stratford staff (Engineering and Planning) on Aug 28 to better understand environmental work that has been completed and status of infrastructure (roadway) design.

Stephen Cooper reached out to Mike Ennis (CEO of YMCA of Three Rivers) to set up a meeting to discuss environmental requirements of the YMCA.

#### Overview of Upcoming Month:

Summary of work anticipated for the upcoming month.

<b>Item #</b>	<b>Item/Action</b>	<b>By Whom</b>	<b>By When</b>
<b>1</b>	Meet with working group meeting for Sept 11 (7 pm)	S.Cooper	Sep 11/24
<b>2</b>	Prepare a report outlining environmental issues on site.	S.Cooper	Sep 28/24
<b>3</b>	Meet with Mike Ennis of YMCA on Sep 11 (9:30 am)	S.Cooper	Sep 11/24
<b>4</b>	Review FAQ's on Web Site and report to John Kastner	S.Cooper	Sept 8/24



## Ad-Hoc Grand Trunk Renewal Committee

<b>Working Group:</b>	<b>Working Group Co-Ordinator Ray Harsant's Report</b>
<b>Report Date:</b>	<b>September 9, 2024</b>

**This report is for information only.**

### **1. Overview since our last meeting – and Overview of the Coming Month!**

I have attended the Working Group Chairs' meeting, participating in discussions regarding thoughts and in some cases, concerns about certain elements.

One important discussion point is the stressing that the Vision Statement must be seen as something which will evolve – change – as more work is done over the coming few months which will allow us to more fully plan what the community really wants to see these 18 acres become.

A concern is the discovery that only a *partial site* "Record of Site Report with Required Remedial Actions" has been undertaken.

Environmental/soil contamination is quite common with municipal brown site redevelopment initiatives. Discussion around this discovery of the very limited inspection having been done, can result in any related concerns being identified, addressed and resolved such that this does not become a significant stumbling block to the properties short-to-midterm development.

### **2. Working Groups**

I continue to think that the current mandate of The Partnership WG, as defined by the Co-Chairs, limits the potential benefit this committee could have to the entire renewal of the Grand Trunk property.

I will continue to have discussions with the Co-Chairs about this with the intent to broaden their currently defined mandate and have the two Ad Hoc members assigned to be part of this group, involved in the fulfilling of this mandate.

Referencing my August 24th report, if these discussions do not proceed over the coming month, I will consider requesting that the Ad Hoc Cttee has an open and transparent discussion about the functioning and mandate of this Working Group with the intent to recommend steps for going forward.

### **3. Questionnaire**

As per the Chair's direction at the last meeting, I have begun to draft the "How are we doing" questionnaire for Emily Robson and Dan Mathieson's review and then forwarding to the Committee members (including staff), for their completion and return for analysis.

### **4. Coordinator Role**

In addition to being available to provide Working Co-ordinator support to the groups I am assigned to; I will continue to be available to staff and others as a resource.

## Q3-Q4 2024 Work Plan: Grand Trunk Renewal

### Staff Update September 9, 2024

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

#### 1. Finalize Vision & Guiding Principles

*Staff Lead:* Corporate Initiatives

*Working Group:* Vision, Planning & Architecture

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

Task	Target Date	Status	Notes
Complete community outreach & prepare findings	Q2 2024	Complete	- Reviewed by AHC in July - Revised by WG in August - To Council September 23, 2024
Develop vision statement	Q3 2024	Complete	
Revise guiding principles	Q3 2024	Complete	
Prepare graphic representation for vision & guiding principles	Q3 2024	In progress	- To be presented to the AHC October 21, 2024
Prepare report for Committee & Council	Q3 2024	Complete	
Deliver report to Committee & Council	Q3 2024	In progress	- Planned for September 23, 2024
Prepare reporting back mechanism for the community to share vision & guiding principles	Q4 2024	Not yet started	
Incorporate vision & guiding principles into communication materials and other processes (procurement etc.)	Q4 2024 and beyond	In progress	

#### 2. Site Analysis & Environmental Assessment

*Staff Lead:* investStratford

*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.

<b>Task</b>	<b>Target Date</b>	<b>Status</b>	<b>Notes</b>
Analyze and synthesize existing findings on site condition and environmental status, including the heritage industrial building	Q3-Q4 2024	In progress	- Working with Infrastructure & Environment working group on this. Meeting on August 28 to discuss existing information and next steps.
Identify additional site assessment needs and Indigenous engagements/consultations	Q3-Q4 2024	In progress	- Manager of Inclusion, Equity and Indigenous Initiatives & Accessibility, Diversity and Inclusion Coordinator developing an Indigenous Engagement and Consultation strategy for the Committee's consideration in October - Staff continue to participate in Kaswentha/Two Row Now monthly meetings
Identify a range of potential strategies to achieve carbon neutrality	Q3-Q4 2024	In progress	

### 3. Develop Key Partnership Model

*Staff Leads: Corporate Initiatives & investStratford*

*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.

<b>Task</b>	<b>Target Date</b>	<b>Status</b>	<b>Notes</b>
Conduct a needs assessment to determine complementary	Q3 2024	In progress	- WG is meeting with community groups to

space needs across the community			assess needs
Collaborate with key partners to define roles, governance, project interest, and program of spaces and services	Q3 2024	In progress	- Regular meetings with key partners including the YMCA and Stratford Public Library
Discussion on Community Needs and Potential Spaces/Services	Q3 2024	Complete	- Key partners and WG met to discuss community needs
Collaborative Session to Identify and Prioritize Types of Spaces and Services	Q3 2024	Complete	- Partners have developed a draft high-level space program
Agreement on the Program of spaces and services	Q4 2024	In progress	
Draft the program outline and refine it based on stakeholder feedback	Q4 2024	In progress	
Bring outline of MOU and options for consideration to both Committee and Council	Q4 2024-Q1 2025	In progress	- Currently developing these options and MOU outline
Formalize the program agreement & preliminary design	Q1 2025	Not yet started	
Outline financial requirements, potential funding sources, and investment opportunities.	Q4 2024-Q1 2025	Not yet started	
Identify potential risks and develop mitigation strategies	Q4 2024-Q1 2025	Not yet started	
Secure direction to negotiate legal agreements and design	Q4 2024-Q1 2025	Not yet started	
Establish legal agreements with partners	Q1-Q2 2025	Not yet started	

#### 4. Communications & Community Engagement

*Staff Lead:* Corporate Initiatives

*Working Group:* Comms & Civic Engagement

*Key Result:* Activate the GTR site through placemaking interventions

<b>Task</b>	<b>Target Date</b>	<b>Status</b>	<b>Notes</b>
Continue engagement activities	Ongoing	In progress	- SLAAA engagement activity on September 7 <sup>th</sup> to gather insight from members
Plan and implement 'early wins' placemaking site activations	Q3-Q4	In progress	- Developing event/activation parameters (site safety, protocols, infrastructure, insurance requirements) in collaboration with LightsON and Stratford Summer Music - Community Services exploring City-led events that could be implemented in Q3/Q4
Prepare and implement communications plans, including key messages and collateral materials	Ongoing	In progress	- WG will undertake a scope of work that includes: - Revision of key messages - Additional website content - Presentation deck and speaking points developed for shared use

#### 5. Procurement/RFP Process and Legal Agreements Structure

*Staff Lead:* investStratford

*Working Group:* Finance and Real Estate

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

<b>Task</b>	<b>Target Date</b>	<b>Status</b>	<b>Notes</b>
Develop recommendations for the process and approach to the disposition of lands (competitive procurement process)	Q4 2024	On track	- Meeting with legal advisors to develop options for disposition - Recommendations are anticipated by end of Q3
Determine available space (roads, priority)	Q4 2024	In progress	- Under discussion with Engineering
Develop a plan for implementation of recommendations	Q4 2024	Not yet started	
Develop a promotional plan	Q4 2024	Not yet started	
Develop website materials (3D models, real estate pieces, history to current, camera/time-lapse, website hosting location, community buzz)	Q4 2024- Q 1 2025	Not yet started	
International attraction	Q4 2024- Q 1 2025	Not yet started	
Create a database & CRM	Q1 2025	In progress	

#### 4. Financial & Real Estate Model

*Staff Lead:* investStratford

*Working Group:* Finance & Real Estate

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

<b>Task</b>	<b>Target Date</b>	<b>Status</b>	<b>Notes</b>
Validate site capacity and program, identifying tradeoffs and optionality	Q3-Q4 2024	In progress	- Urban planning and land economics expertise retained to conduct market

			analysis & sounding
Review existing parking study	Q3 2024	In progress	
Determine the number of parking spaces needed, ownership options, and phasing	Q3-Q4 2024	In progress	<ul style="list-style-type: none"> <li>- Number of parking spaces depended on site usage</li> <li>- Researching parking deliver models</li> </ul>
Develop sales mix	Q3-Q4 2024	Not yet started	
Conduct market sounding for medium and high-density housing, cultural space, and other employment/entrepreneurial spaces/ Informal market sounding	Q4 2024	In progress	<ul style="list-style-type: none"> <li>- Urban planning and land economics expertise retained to conduct market analysis &amp; sounding</li> </ul>
Articulate financial and real estate models for consideration / Assessment of forecasted market demand and pro forma to evaluate financial feasibility, including market project review	Q4 2024	In progress	<ul style="list-style-type: none"> <li>- Working session to develop construction pro forma scheduled for October</li> </ul>

## 7. Economic, Environmental, and Social Impact Analysis

*Staff Leads:* Corporate Initiatives & investStratford

*Working Group:* All

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

<b>Task</b>	<b>Target Date</b>	<b>Status</b>	<b>Notes</b>
Analyze financial and real estate models to articulate the economic, environmental, and social impact of each option	Q4 2024-Q1 2025	Not yet started	

## 8. Government Relations

*Staff Lead:* Corporate Initiatives & investStratford

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

<b>Task</b>	<b>Target Date</b>	<b>Status</b>	<b>Notes</b>
Identify potential funding opportunities & grants	Q3-Q4 2024	In progress	- List of funding opportunities regularly updated
Identify key relationships and engagements	Q4 2024	Not yet started	
Liaise with MOE on site conditions	Ongoing	In progress	

*Anticipated Key Council Report Dates*

<b>Date</b>	<b>Date Type</b>	<b>Deliverable/Milestone</b>
August 2024	Council Meeting	Council consideration of work plan
September 2024	Council Meeting	Council consideration of final vision & guiding principles
October 2024	Council Meeting	Council consideration of Key Partnership Model
November 2024	Council Meeting	Council consideration of committee recommendations for development model(s)