



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

**Date:** Monday, October 21, 2024

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

**Location:** Council Chamber, City Hall

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

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

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

- |           |  |         |
|-----------|--|---------|
| <b>3.</b> | <b>Adoption of Previous Minutes:</b>   | 4 - 13  |
|           | Motion by<br><b>THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated September 16, 2024 be adopted as printed.</b> |         |
| <b>4.</b> | <b>Delegation Requests</b>   |         |
|           | <i>None</i>  |         |
| <b>5.</b> | <b>New Business</b>  |         |
|           | <b>5.1 United Housing: Uniting our Community to Address the Housing Crisis</b>   |         |
|           | <i>Ryan Erb, Executive Director, United Way Perth-Huron</i>  |         |
|           | <i>Kathy Vassilakos, Director, United Housing</i>  |         |
| <b>6.</b> | <b>Business Arising from Previous Minutes</b>  |         |
|           | <b>6.1 Indigenous Engagement &amp; Consultation Strategy</b>   | 14 - 18 |
|           | <i>Kevin Bonnell, Manager of Inclusion, Equity &amp; Indigenous Initiatives</i>  |         |
|           | <i>Oonagh Vaucrosson, Accessibility, Diversity &amp; Inclusion Coordinator</i>   |         |
|           | <b>6.2 Grand Trunk Environmental Remediation: Status and Considerations</b>  |         |
|           | <i>Taylor Crinklaw, Director of Infrastructure Services</i>  |         |
|           | <b>6.3 Proposal for Tours of the Grand Trunk Site</b>  | 19 - 20 |
|           | <i>Andrew Hilton &amp; John Kastner, Co-Chairs, Communications, Advocacy &amp; Civic Engagement Working Group</i>  |         |
| <b>7.</b> | <b>Reports of the Working Groups &amp; Staff Update</b>  |         |
|           | <b>7.1 Partnership</b>   | 21      |
|           | <i>Herb Klassen &amp; Karen Haslam, Co-Chairs</i>  |         |
|           | <b>7.2 Vision, Planning &amp; Architecture</b>   | 22 - 23 |

*Melanie Hare, Chair*

**7.3 Real Estate, Legal & Finance** 24 - 25

*Franklin Famme, Chair*

**7.4 Communications, Advocacy, Civic Engagement** 26 - 27

*Andrew Hilton & John Kastner, Co-Chairs*

**7.5 Infrastructure & Environment** 28 - 30

*Stephen Cooper, Chair*

**7.6 Working Group Coordinators** 31

*Alan Kasperski & Ray Harsant, Coordinators*

**7.7 Staff Update** 32 - 40

*Emily Robson, Corporate Initiatives Lead, City of Stratford*

*Joani Gerber, CEO, investStratford*

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

The next Ad-Hoc Grand Trunk Renewal Committee Meeting is November 18, 2024 in the Council Chamber, City Hall.

## **9. Adjournment**

Meeting Start Time:

Meeting End Time:

Motion by

**THAT the October 21, 2024 Ad-Hoc Grand Trunk Renewal Committee meeting adjourn.**



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

Date: September 16, 2024  
 Time: 4:00 P.M.  
 Location: Council Chamber, City Hall

Ad-Hoc Committee Present: Dan Mathieson - Chair Presiding, Mayor Martin Ritsma, Andy Bicanic, Franklin Famme, Mark Vandenbosch, Nic Flanagan, Paul Parlee, Ron Dodson, Trudy Jonkman

Regrets: Barb Cottle, Melanie Hare, Stephen Mitchell

Staff Present: Joan Thomson - Chief Administrative Office, Emily Robson - Corporate Initiatives Lead, Tim Wolfe - Director of Community Services, Taylor Crinklaw – Director of Infrastructure Services, Victoria Trotter – Recording Secretary

**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

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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 September 16, 2024 Ad-Hoc Grand Trunk Renewal Committee meeting.

**3. Adoption of Previous Minutes:**

**Motion by** Paul Parlee

**Seconded by** Mayor Ritsma

**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. Carried**

**4. Delegation Requests**

None were scheduled.

**5. New Business**

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

**Motion by** Franklin Famme

**Seconded by** Ron Dodson

**THAT Seana Irvine be heard regarding Developing Evergreen Brick Works. Carried**

Dan Mathieson introduced Seana Irvine noting Ms. Irvine 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. Ms. Irvine'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.

Ms. Irvine presented on creating the Evergreen Brick Works. Highlights of the presentation included:

- the brick factory operated for almost 100 years until closing in 1984;
- expropriated in 1989;

- owned by the Toronto Region Conservation Authority and managed by the City of Toronto;
- design challenges included brownfield, floodplain, four (4) levels of government, complex program ambitions;
- eight (8) years from concept to opening;
- partnerships created with organizations who had a mandate that was relevant to the site;
- partnerships from the beginning of the projects were not all at the table by the end of the project;
- created Living Labs to test ideas at scale before breaking ground;
- key lessons learned:
  - engage the community early and often;
  - focus on big picture but take it one step at a time creating milestones and celebrating successes;
  - ask for help, know your strengths and weaknesses and bring in experts;
  - reveal experiential layers of programs over time;
  - triple your time expectation and brace for budget realities.

Mark Vandebosch questioned if the \$55 million budget covered all of the building components.

Ms. Irvine stated the initial budget of \$55 million only covered phase one of the project. She noted all costs on the industrial pad Evergreen paid for and the City of Toronto paid for any assessments outside of it.

In response to questions Ms. Irvine noted the following regarding partnerships:

- used various types of partners including community and business;
- community partners in the beginning were those willing to lend their names and logos and brought programs and energy with their own funds;
- did not have agreements for initial activations;

- evolved to legal contracts once work and money was brought into the picture;
- various scales of partnership with people who supported the vision with various levels of risk;
- reached out to potential partners at the beginning, once momentum was gained partners started reaching out on their own accord;
- start with light touch activations.

Nic Flanagan asked if the Conservation Authority owns the land, the City of Toronto manages it and Evergreen is a non-profit.

Ms. Irvine stated the Conversation Authority owns the land and has a 99-year agreement with the City of Toronto. Evergreen is a third-party non-profit with a 21 year less a day headlease.

In response to questions Ms. Irvine recommended engaging community partners to complete activations and make it easy for groups to get involved. She noted light touch activations should have a light touch system, for example, would the City be willing to hold the insurance. Make it easy for people to participate and remove barriers.

## **6. Business Arising from Previous Minutes**

### **6.1 Indigenous Engagement & Consultation Strategy Update**

Oonagh Vaucrosson, Accessibility, Diversity & Inclusion Coordinator provided an update on the Indigenous engagement and consultation strategy noting the following:

- currently in the pre-consultation phase or relationship building phase;
- first step is determining the various nations to ensure a comprehensive representation;
- completing preliminary work with the City of Guelph to understand the process;
- second step is reviewing the land acknowledgement;
- third step is the initial outreach to send formal correspondence to Indigenous governments and organizations;

- will provide updates to the Committee as available.

Emily Robson noted the group will be completing a draft plan for the committee to consider.

Paul Parlee noted in the last minutes there was a wish to try to incorporate Indigenous perspectives in design and space use and questioned if any thought has been given to providing a dedicated space for the exclusive use of Indigenous communities so they can present their own messages at their discretion rather than the Committee trying to develop protocols.

Ms. Vaucrosson stated preliminary discussions with the Kaswentha/Two Row Now group and they came up with a number of ideas thinking about the space and how their culture can be represented in such a space including what a friendship might entail. There are many groups that need to have a voice.

Mr. Parlee questioned if the Committee should allow the Indigenous community to determine what groups should be included in the process.

Ms. Vaucrosson stated we have a duty to inform all groups this is taking place and understand what is happening.

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

Joan Thomson, CAO provided an update on the 2025 budget for the Grand Trunk Renewal Project noting the following:

- the workplan has been incorporated into the draft and the description of items has been broadened;
- a high level overview has been added to the allocation for site servicing, etc.;
- with approval of Council funds can be allocated from the reserve as needed;
- fund will be allocated to investStratford to support staffing for the project, which will require approval from Council and the investStratford Board.

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



Tim Wolfe, Director of Community Services spoke to the activation and animation updates at the Grand Trunk site noting the following:

- there is an interest in the Community to see activation on the site;
- various staff met to discuss what steps are required to move forward including permits, occupancy, site remediation;
- some sections of the site can be used immediately, others require work to be completed;
- staff are meeting again this week to go to the site and start generating ideas;
- will come back to the Committee with a process for groups who wish to use the site;
- do not need to be part of the thought process, but rather make a process to make things happen;
- working to determine if winter activation is possible;
- would like to see quick, easy wins this fall.

Emily Robson stated along with Community Services, she is working with Destination Stratford and Stratford Summer Music to determine what a footprint for use would look like and what safety measures need to be in place. She noted the process needs to be easy and accessible for groups to use the space.

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

Franklin Famme stated the Real Estate, Legal & Finance Working Group met in August and from that meeting came the discussion points listed in the working group update.

Taylor Crinklaw, Director of Infrastructure Services spoke to the environmental considerations at the site noting how the City proceeds with remediation depends on various factors including interest from the development community as some developers are more apt to take risk and would be willing to take on remediation whereas others would not. He noted the funds are available to proceed with remediation if Council decides to do so. Mr. Crinklaw stated there are various levels of contamination on different sections of the site.

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A discussion took place regarding the contamination of the site and the previous studies and work that has taken place. It was noted the recent record of site condition for the building shows a map of all of the boreholes and helps guide where the investigation can move forward. The need for a complete examination of all of the areas and an updated report including what is contaminated and the costs to remediate was discussed.

Andrew Hilton stated it would be beneficial to have a presentation on Brownfield development and the process to members a better understanding.

**Motion by** Paul Parlee

**Seconded by** Mark Vandenbosch

**THAT staff to investigate a presentation with regards to the risk mitigation and the addressing of environmental concerns and the inventory of those concerns on the site and to assist in developing a strategy to move forward. Carried**

Mr. Famme stated the working group is looking at models that will be potential uses to defray costs, including residential, and questioned if staff would consider a reduction in parking requirements.

Joan Thomson stated at the previous meeting the Director of Building and Planning presented and spoke to community benefits and parking. The City would be supportive of reducing parking requirements, particularly if underground or structured parking facilities were created on the site or in the downtown core were constructed to absorb the demand. This would help maximize land use and help to Considered on an individual basis – listen to recording sustainable development goals. Considered on a case by case basis and would require Council approval. With key considerations including the community benefits offered, proximity to transit, overall environmental stewardship and the long term impact on downtown parking availability.

Mr. Famme questioned if the considerations are site specific or City wide.

Ms. Thomson responded it is both as we need to consider where can we make up the parking if needed and consider the entire system and not individual lots as changes can affects other parts of the parking system.

Mr. Famme spoke to community benefits and stated in the past there has been apprehension to approve buildings of a higher number of stories and

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noted this project may not be viable if the number of stories cannot be increase.

Ms. Thomson stated at the previous meeting the Director of Building and Planning spoke to community benefits and how existing community benefits are already in place for this site. The City is prepared to allow for an increase in the number of stories for community benefits as listed under the Official Plan and to include agreements as potential tools to secure the desired benefits. Ms. Thomson noted the final decisions rests with Council.

Mayor Ritsma stated in Council's visionary process early on there was support of higher density and higher heights on the site.

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

### **7.1 Partnership**

Karen Haslam stated the working group is visiting with many community groups and service clubs to discuss the potential community space at the site.

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

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

See report in item 6.4

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

John Kastner stated himself and Andrew Hilton have updated the Frequently Asked Questions to reflect the current environment as well as the draft speaking points.

Mr. Kastner noted the group is involved in the further leveraging of the current assets including the timeline panels at the Grand Trunk site and the virtual walkthrough of the building that was commissioned by Steve Cooper. Additionally, Andrew Hilton has worked with staff to create a form for groups who wish to be part of activation on the site.

Ron Dodson asked if there was a consistent response from groups when meeting with them.

Mr. Kastner stated the response is generally that people are excited to see movement on the project and want to start to see activation on the site.

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### **7.5 Infrastructure & Environment**

Stephen Cooper noted he plans to bring a report to the next Committee meeting regarding the environmental work which has been completed and some of the restrictions on the site in regards to environmental concerns. He noted this is a brownfield which brings challenges.

Mr. Cooper stated most of the contaminants on the site do not go deep and only certain areas are impacted.

### **7.6 Working Group Coordinator(s)**

Dan Mathieson stated Ray Harsant requested the Committee to consider changing the meetings from 4:00 p.m. to 7:00 p.m. No motion was brought forward.

### **7.7 Staff Update**

Emily Robson stated the working group reports are attached to the agenda as challenges around sharing of information was discussed at a previous meeting. She noted suggestions regarding communication are always welcome. The Vision and Guiding Principles are scheduled for the September 23 Regular Council meeting.

Ms. Robson noted Ray Harsant has provided 20 copies of Valley of the Birdtail for any members who would like one.

### **7.8 Youth Representative Update**

Vicky Trotter advised staff contacted additional applicants, unfortunately, they were no longer interested in the youth representative position. This fall the position will be re-advertised with the anticipation of filling the position.

## **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**

**Motion by** Franklin Famme

**Seconded by** Mark Vanbenbosch

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

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Meeting Start Time: 4:00 P.M.

Meeting End Time: 5:39 P.M.

## Grand Trunk Indigenous Engagement Strategy (non-workplan)

This Indigenous Engagement Plan is framed with the understanding that the strategy is subject to change to honor and align with Indigenous practices and traditions. Recognizing that conventional work plans may not fully accommodate the relational and holistic nature of Indigenous engagement, this approach emphasizes flexibility, adaptability, and respect for Indigenous recognition and self-determination. Unlike traditional project plans that are rigid and time-bound, this plan serves as a flexible framework that prioritizes relationship-building and mutual understanding over strict timelines and predetermined outcomes. It acknowledges that meaningful engagement with Indigenous communities cannot be confined to conventional schedules or processes. Instead, it must evolve organically, guided by the needs, wisdom, and protocols of the Indigenous peoples involved.

Understanding that each Indigenous community is unique, with its own protocols and traditions, we acknowledge that our strategy must remain fluid. The plan serves as a living document that will be continually refined in partnership with Indigenous stakeholders. This ensures that the engagement remains relevant, respectful, and effective. While the plan outlines proposed timelines, these are flexible and will be adjusted as needed to respect Indigenous processes and accommodate meaningful participation. We will involve Indigenous partners in setting agendas, determining consultation methods, and making key decisions that affect them. The project team will engage in continuous learning about Indigenous histories, cultures, and contemporary issues. This includes being open to feedback and willing to make changes in response to new insights.

Phase	Activity	Outcome	Timeline (Quarters)	Integration with Other Parts of Work	Additional Considerations
<b>Pre-Consultation Phase</b>	<b>Identify Interest Holders</b>	List of Indigenous nations, organizations, Traditional Knowledge Keepers, Elders, Métis groups, urban Indigenous groups, and Treaty organizations.	Q4 (2024), Q1-Q2 (2025)	Ensures the right stakeholders are involved from the beginning and sets the stage for informed consultation.	Representation from a diverse range of Indigenous groups is key to success. Prepare engagement plan based on Indigenous interest holders list.
	<b>Acknowledgment and Education</b>	Conduct workshop for committee and	Q1-Q2 (2025)	Prepares the project team to engage in	Workshop to be conducted before

## Grand Trunk Indigenous Engagement Strategy [WORKING DRAFT-October 2024]

		planning department on Indigenous protocols and cultural significance.		culturally appropriate ways and builds internal knowledge to guide the project.	formal outreach. Oonagh to lead development of protocol draft.
	<b>Initial Outreach</b>	Formal invitations sent to Indigenous governments and organizations. Plan follow-up for connecting with Indigenous interest holders.	Q1- Q2 (2025)	Establishes open and transparent communication and ensures that Indigenous partners are aware of their right to be consulted.	Prepare formal invitation letters. Include a follow-up plan to ensure continuous communication with Indigenous communities.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>- Strong relationships built with Indigenous communities, laying the foundation for deeper consultation.</li> <li>- This phase creates the groundwork for integrating Indigenous perspectives into planning, design, and decision-making processes.</li> <li>- Continuous engagement and transparency will be essential for trust-building.</li> </ul>				
<b>Consultation Phase</b>	<b>Culturally Safe Consultation Framework</b>	Framework developed to include ceremonial spaces, protocols (e.g., offering tobacco), and Indigenous languages.	Q2-Q3 (2025)	Ensures that consultation is culturally safe and that Indigenous traditions are respected throughout the project.	Co-develop framework with Indigenous advisors.
	<b>In-Person Meetings and Workshops</b>	Hold regular meetings and workshops at key milestones. Include capacity-building opportunities for community members.	Q2-Q4 (2025)	Direct engagement with Indigenous communities allows for real-time input and ensures community involvement in decision-making.	2-3 in-person workshops planned for Q2-Q3, logistics to be planned with Indigenous leaders to include ceremonial spaces and culturally appropriate formats.

## Grand Trunk Indigenous Engagement Strategy [WORKING DRAFT-October 2024]

	<b>Indigenous Sharing Circle</b>	Establish committee of Indigenous leaders, Elders, and Knowledge Keepers for ongoing advice and input.	Q2-Q3 (2025)	Ongoing input ensures that Indigenous perspectives are represented consistently throughout the project.	Indigenous Sharing Circle will meet regularly and provide feedback during key project stages.
	<b>Digital Consultation Tools</b>	Use webinars and virtual town halls for remote Indigenous communities and urban Indigenous populations.	Q2-Q4 (2025)	Ensures inclusive participation from Indigenous communities that may not be able to attend in person.	Plan digital outreach strategy for remote participants to ensure equitable access to consultation.
	<b>Identify Cultural and Environmental Concerns</b>	Work with Indigenous partners to identify and protect areas of cultural and environmental significance (e.g., sacred sites).	Q3-Q4 (2025)	Cultural and environmental considerations are central to the project's sustainability and respect for Indigenous traditions.	Collaborate with Indigenous environmental experts to assess and protect culturally significant sites.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>- Inclusive and culturally safe consultation with Indigenous communities, addressing cultural and environmental concerns.</li> <li>- Consultation phase informs design and environmental protection measures, ensuring Indigenous perspectives are respected and integrated.</li> <li>- Regular communication to Indigenous communities on how their input is shaping the project will be crucial.</li> </ul>				
<b>Incorporation of Indigenous Knowledge</b>	<b>Co-Design Process</b>	Collaborate with Indigenous architects, planners, and artists to integrate Indigenous design	Q3-Q4 (2025)	Ensures Indigenous cultural expressions are embedded in the design and aesthetics of the project.	Co-design workshops with Indigenous professionals and advisors. Consider integrating natural



## Grand Trunk Indigenous Engagement Strategy [WORKING DRAFT-October 2024]

		principles and artwork.			materials and symbols that honor Indigenous traditions.
	<b>Environmental Stewardship</b>	Partner with Indigenous environmental experts to integrate Traditional Knowledge into environmental assessments.	Q3 (2025)-Q1 (Following year-2026)	Aligns the project with sustainable practices based on Indigenous stewardship of the land.	Environmental assessments to include both technical and Indigenous ecological knowledge.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>- Indigenous knowledge is fully incorporated into the design and environmental aspects of the project.</li> <li>- These elements create a project that reflects Indigenous values in both its design and environmental approach.</li> <li>- Ensure that both design and sustainability reflect the principles shared during the consultation process.</li> </ul>				
<b>Post-Consultation &amp; Ongoing Engagement</b>	<b>Feedback Loop</b>	Establish a mechanism for Indigenous communities to provide ongoing feedback and receive updates on the project.	Q4 (2025)-Q2 (Following year)	Keeps Indigenous communities informed and allows for continuous input and adjustments based on their feedback.	Develop communication channels and regular updates for Indigenous partners.
	<b>Monitoring and Adaptive Management</b>	Framework to monitor project impact on Indigenous communities and adapt as needed to address concerns.	Q4 (2025)-Q2 (Following year)	Ensures the project remains responsive to the needs and concerns of Indigenous communities throughout its life cycle.	Set up a committee to monitor cultural and environmental impacts and adapt strategies as necessary.

## Grand Trunk Indigenous Engagement Strategy [WORKING DRAFT-October 2024]

	<b>Indigenous Economic Participation</b>	Identify opportunities for Indigenous-led businesses, contractors, employment targets, and apprenticeships.	Q4 (2025)-Q1 (Following year)	Provides economic opportunities for Indigenous communities and supports long-term partnership.	Create an Indigenous hiring and procurement strategy, with defined targets for participation in construction and operations.
<b>Outcome</b>	<ul style="list-style-type: none"> <li>- Indigenous communities are engaged throughout the project lifecycle, and Indigenous economic participation is integrated.</li> <li>- Ongoing engagement ensures the project continues to reflect Indigenous priorities and fosters long-term relationships.</li> <li>- Continuous feedback and monitoring processes ensure responsiveness and adaptability.</li> </ul>				

### Discussion question

- Does this draft strategy recognize the roles Indigenous governments must play in stewarding the land, protecting the environment, maintaining cultural, spiritual, and social traditions?
- Will this draft strategy open the possibilities to create a new pattern of interactions to design a space that is just and inclusive and subsequently enable everyone to participate in society in ways that foster true reconciliation?
- What does it mean to conscientiously, in a learning and humble mode in which no people, worldviews or knowledge systems are rendered invisible, and hidden, divisive silos are actively and visibly rejected, truly embrace reconciliation? What is missing from this draft strategy?



## Ad-Hoc Grand Trunk Renewal Committee

<b>Working Group:</b>	<b>Communications, Public Engagement and Advocacy</b>
<b>Report Date:</b>	<b>Sept 13, 2024</b>

### **Requested Committee Direction:**

This is a request for the Committee to endorse a proposal to develop and execute small-scale tours (up to 30 people) of the Grand Trunk Building; the tours would be led by Ad Hoc Committee members and Working Group members.

### **Discussion Points:**

At the August 29 meeting of the Ad Hoc Committee, informal direction was given on the temporary activations proposal presented to the Committee. As a result, City Staff are currently working on the preparing the GTR site for larger events. Therefore, smaller and simpler activations are also possible, as they don't require the same infrastructure.

While City Staff work on creating the necessary conditions and permitting for temporary use of the Grand Trunk site and building, we propose designing and executing small-scale tours of the GTR site and building – hopefully starting this autumn.

This proposal would rely on the successful completion of this work to create clear guidelines on where tours could go in the building and the permits and conditions necessary to allow them to happen.

The benefits of these tours would be:

- Get more people in the building after the successful Open House held in 2023
- Grow public awareness and understanding of the history and significance of the site, as well as the unprecedented opportunities the site presents for the city
- Drive awareness of the possibilities for future development
- Grow public awareness and understanding of our Vision and Guiding Principles
- Drive future public awareness
- Set expectations for the pace and timeline of future development
- Increase viewing of the current site history signage
- Create excitement for temporary uses.

The hope is that getting more residents inside the structure, experiencing the building and seeing the potential for GTR renewal will work to mitigate negativity about GTR renewal, create advocates for the project and drive the perception that this site can be used and experienced before it's developed.

These tours would work best if the tour guides are volunteers from the AHC and Working Group, and not City Staff.

If this proposal is accepted, I can develop a script for tour guides that is grounded in John Kastner's GTR History slide deck and would also include some content about:

- AHC mandate and past work
- Vision and Guiding Principles
- Work Plan/Road Map for development
- Past and future public engagement
- Partnerships
- Temporary uses

It would be necessary to find and train tour guides, propose a workable schedule for tours (biweekly?), publicize and promote the tours and create a means for people to sign up for the tours (eg: use Event Brite website for tour tickets).

This would also be an opportunity to engage specific groups that might have an interest in learning more about the site and the renewal project. Such groups could include:

- Local arts groups
- School groups
- Seniors' groups
- Chamber of Commerce members
- Local and area real estate agents
- Destination Stratford & Invest Stratford Staff
- Employees of potential partners (YMCA, UofW, Library, etc.)
- Architectural heritage groups
- Housing advocates
- Local developers

The development of a script/talking points for tour guides would also integrate well with ongoing work to revise and expand the existing presentation on GTR history, the Ad Hoc Committee and GTR renewal that can be used for a wide variety of local groups.



## Ad-Hoc Grand Trunk Renewal Committee

<b>Working Group:</b>	<b>Partnership</b>
<b>Report Date:</b>	<b>October 21, 2024</b>

### **Requested Committee Direction:**

The report is for information only.

### **Discussion Points:**

The Partnership Committee has been extra busy this fall.

With the return of regular meetings for most community groups, especially the Service Groups, we have been successful in arranging to attend their meetings. John Kastner has graciously attended with us, and his power point presentation most certainly has had an impact.

We continue to set up meetings into November and will present a report with recommendations to the GTR Ad Hoc Committee Meeting in December.

#### Service Groups Contacted:

- Rotary
- Kinsmen
- Lions
- Kiwanis

#### Community Groups Contacted:

- Library
- Symphony
- Stratford Arts and Culture Collective
- Huron Perth Centre for Children & Youth

#### Upcoming meetings:

- Huron Perth Centre for Children & Youth
- Symphony

#### Still to contact:

- Knights of Columbus
- Family Services
- Perth Health Unit
- Stratford Perth Museum



## Ad-Hoc Grand Trunk Renewal Committee

<b>Working Group:</b>	<b>Vision, Planning &amp; Architecture</b>
<b>Report Date:</b>	<b>October 15, 2024</b>

### **Requested Committee Direction:**

The report is for information only.

### **Discussion Points:**

#### *Vision & Guiding Principles*

- Over the last six months, the Ad Hoc Committee has reviewed, refined and updated the 2018 Master Plan version of the Vision and Guiding Principles for the Grand Trunk Renewal. The community was invited to provide their input on the draft Vision and Guiding Principles during engagement events in June 2024. The result of this work and engagement, the 2024 draft Vision and Guiding Principles, was presented to and endorsed by Council at the September 23, 2024 Council Meeting.

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

- Building on the input from the community consultation and Ad Hoc Committee discussions to date, the Working Group has created a graphic that visually communicates the clusters of potential activities and uses for the site that align with the Vision and Guiding Principles. The graphic is intended to express the types of uses, experiences and activities that could potentially be delivered on the Grand Trunk site, the opportunities for synergies between activities and potential partners. The Activity Clusters graphic will be presented at the Ad Hoc Committee at the October 21 meeting for discussion and input.

#### *Indigenous Engagement and Consultation*

- The Working Group met with City staff (Oonagh) to get an update on the work being undertaken to identify potential rights holders and protocols for engagement with Indigenous communities about the Grand Trunk renewal project. The urgency of this work was emphasized and the need to reach out to the appropriate parties as soon as possible. City staff noted that this work will benefit not only the GTR but also other City initiatives as these protocols do not currently exist.
- VPA looks forward to staff presentation at the October Ad Hoc Committee meeting on the proposed Protocols and beginning engagement with Indigenous communities related to GTR.

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

- Working Group Meeting of October 4, 2024
- Ongoing work on the Cluster of Activities diagram for the GTR

- Ongoing work on the Indigenous engagement protocols

### Key questions of City Staff

1. How to ensure alignment with the overall Official Plan review and in particular the amount and type of housing to be planned for on the Grand Trunk Site
2. What infrastructure/environmental approvals may be required (EA, RSC, other) in order to implement redevelopment on the Grand Trunk site? What inputs do staff need to determine this ie scale of development, land uses, etc.?

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

<b>Item #</b>	<b>Item/Action</b>	<b>By Whom</b>	<b>By When</b>
1	Finalized Draft visual representation of Clusters of Activities	Melanie/Emily	Oct 19
2	Design graphic package for Vision, Guiding Principles and Clusters of Activities as the Vision 2024	Emily	Mid November
3	Coordination with Communications and Engagement Working Group on sharing Vision and Guiding Principles out into the community	WG	October 31
4	Finalize Indigenous engagement Protocols	Emily/Oonagh/Kevin	October 31
5	Update website and collateral	Emily	October 31
<b>6</b>	Report/Update to Council on Indigenous Engagement Protocols	Emily/Oonagh/Kevin	November 30
7	Initial Outreach and Engagement with Indigenous Communities	Melanie	November - December
8	Working with the Environment Working Group and others, identify key approvals required, timelines and resources to implement the GTR	WG	November 30
9	Identify key areas to update Master Plan concept	WG	November 30



## Ad-Hoc Grand Trunk Renewal Committee

<b>Working Group:</b>	<b>Real Estate, Legal and Finance Working Group</b>
<b>Report Date:</b>	<b>October 11, 2024</b>

### **Requested Committee Direction:**

The report is for information only.

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

The WG met on September 26, 2024 and had Steve Cooper (Chair of Infrastructure & Environment WG) attend as a special guest speaker. Steve provided an excellent overview of the condition of the site, both knowns and unknowns, and a conversation ensued around how environmental issues will affect the ultimate financial viability of the project. The WG is pleased that a request has been made by the Ad-Hoc Committee to have City staff report back with current environmental conditions, and will wait for that report and presentation to be provided.

The WG appreciated the responses received to its 4 specific questions as outlined in the report of August 23, 2024. These responses were received as informational and will be utilized as the work progresses.

The WG received a written report from Joani Gerber as to a status update on the working plan. Consultants have been hired to assist with financial modeling for the property, and that work will commence at the end of October. As a result, the October meeting for the WG has been cancelled and the next meeting will be at the end of November in order to receive the findings from their modeling report.

While it is outside the prevue of this working group's mandate, there were some comments shared about ensuring accuracy of information particularly as it relates to the overall remaining amount of acres available to be developed on the property. A recommendation was made directing Franklin Famme to speak with the Communications, Advocacy & Civic Engagement WG chair(s) such that they can consider this point for future updating of communications.  
*[Update: This matter was discussed and brought to the attention of the appropriate working group at a recent meeting of the Working Group chairs. No further action required.]*

While the mandate of the WG appears to have been outlined in broad terms within the work plan, there remains much uncertainty as to the overall scope. In particular, concern was expressed surrounding the WG's ability to provide useful and meaningful guidance on the work plan items understanding that there appears to be aspects which are confidential in nature and therefore cannot be shared at this time.



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

n/a

**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>
	Wait for the City report on current environmental conditions.	City staff	
	Wait for the draft financial modeling report being commenced shortly by hired consultants.	City consultant(s)	

The next WG meeting has been set for November 28<sup>th</sup> at 4pm.



## Ad-Hoc Grand Trunk Renewal Committee

<b>Working Group:</b>	<b>Communications</b>
<b>Report Date:</b>	<b>October 16, 2024</b>

### **Requested Committee Direction:**

Outline of action requested of the Committee, for example, a motion to endorse a recommended course of action.

OR

### **The report is for information only.**

### **Discussion Points:**

Outline of points of discussion for the Committee (if applicable).  
Include any previous direction provided by the Committee.

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

Summary of work undertaken during the previous month.

Thanks in part to coordination by the Partnership Working Group the Communications Working Group continues to speak to service clubs. John Kastner, along with Herb Klassen, recently spoke to the Kinsmen and the other result of this event was feedback about what a service club might like to see as part of the Grand Trunk Renewal.

There are two more dates set for service club meetings. At the most recent Working Groups chair meeting there was discussion about new and innovative ways to reach the public. Andrew Hilton and John Kastner, along with Melanie Hare and Emily Robson, plan to meet to discuss new strategies.

Once there is clearance to go into The Shops building itself, instead of going to meet service clubs we may circle back and offer small tours of the building. The Communications Working Group will also play a role in the activation of the GTR site but are waiting for a report and recommendations from the City regarding getting into the building on a regular basis for tours or public events.

Finally, the Communications Working Group will report to City Council at the November meeting – looking for support to pursue steam engine 6218.

Finally, there is ongoing maintenance taking place on the GTR portion of the website. The plan is to further amplify the virtual walkthrough as well as update the site with the recently approved guiding principles.

### **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>	Play a role in the activation of the GTR site.	JK/AH	End of month



## Ad-Hoc Grand Trunk Renewal

### Committee

<b>Working Group:</b>	<b>Infrastructure &amp; Environmental</b>
<b>Report Date:</b>	<b>October 15, 2024</b>

#### Requested Committee Direction:

The report is for information only.

#### Discussion Points:

The committee has been formed with the following members:

- Working Group Chair: Stephen Cooper
- 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

The working group met on September 11, 2024. The purpose of the meeting was primarily to discuss the various roles of the Working Groups and Ad Hoc committee for the Grand Trunk project. Additionally, meetings with Carol Mitchell (Environmental Engineer), Mike Ennis (YMCA), and City Staff were summarized and next steps discussed.

#### YMCA Meeting

Stephen Cooper met with Mike Ennis (CEO of YMCA of Three Rivers) to discuss the status of environmental studies at the Grand Trunk site and reviewed the Record of Site Condition (RSC) filed with the MOECP. The RSC is a public document available on the MOECP web site. The RSC contains a number of Risk Mitigation Measures (RMMs). The RMMs include provisions for indoor air monitoring, hard capping the site, soil gas vapour barriers, inspection and maintenance, soil and groundwater management plans, and restrictions on use for community gardens.

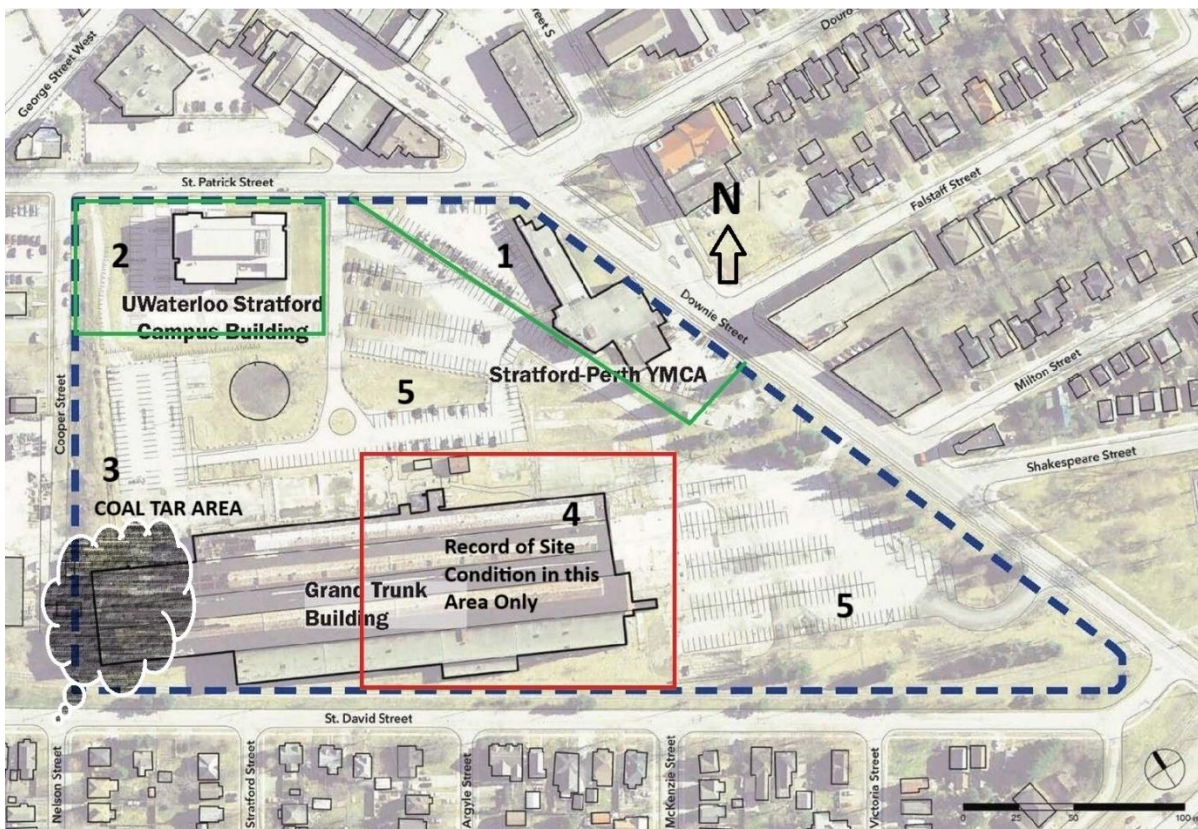
#### GTR Site – Environmental Overview

Provided below is a general layout of the Grand Trunk site. This is a previous industrial site referred to as a “Brownfield” site for environmental legislation. The City of Stratford has performed various studies, testing, and environmental site assessments (ESAs) over the past 30 years.

Typical of older industrial (Brownfield) sites, there are a number of environmental contaminants on this site that needs to be addressed. This can be done through remediation or risk assessments in accordance with Environmental Protection Act.

## Key Areas of Grand Trunk Site

- 1) YMCA of Three Rivers – This property is owned by the YMCA. It is currently an “Institutional” use as defined by environmental legislation and there are no known environmental issues.
- 2) University of Waterloo – It is our understanding this portion of the site has been remediated to residential standards. This work was done as a condition of sale to the University of Waterloo.
- 3) West End GTR Building – This area of the site has significant contamination due to coal tar and a previous gasification plant. Excess soil removal in this area will be expensive. Therefore, remediation will be extremely expensive if any change of use is proposed. It is unlikely that this portion of the site is suitable for any use other than parking.
- 4) East End GTR Building – A Record of Site Condition (RSC) has been obtained by the City of Stratford for this portion of the site. A risk assessment was performed instead of remediation for this portion of the site. The RSC has a number of onerous Risk Mitigation Measures (RMM) included in the Certificate of Property Use.
- 5) Remainder of Site - This includes the existing east & north parking areas and the bus depot area. Environmental contaminants have been identified throughout the remainder of the site. The developer will require an RSC if these areas are converted to residential, parkland, or institutional uses as defined by environmental legislation. An RSC can take several years to complete and additional studies or risk assessments may be required.



City staff have prepared drawings (70% complete) for the construction of a new roadway through the site. The roadway design is based on the master plan developed in 2018. In addition, City staff have completed additional environmental testing at the east end of the site to better characterize the site for future development in this area.

At this stage, city staff are waiting on the Ad Hoc committee to provide further direction. Additional studies, design and approvals should not be carried out until a master plan is fully approved.

Recommendations:

To assist the Ad Hoc Committee and Working Groups with providing further direction to City staff, we recommend the following:

- 1) City staff may not be fully aligned with the work being completed by the Grand Truck Ad Hoc committee and the working groups. It might be beneficial for City staff to present their upcoming work plans for the site to the Ad Hoc committee. This will assist in coordination and reducing a duplication of efforts.
- 2) As requested at the September Ad Hoc meeting, a more detailed summary of the environmental work completed would be beneficial for the Ad Hoc Committee and Working Group. We would recommend that City staff in combination with the QP (qualified professional) that prepared the record of site condition by Golder (now WSP) present their findings and respond to questions.
- 3) The working group is of the opinion that a record of site condition (RSC) should be prepared by the City of Stratford in advance of any future change of use to residential, parkland, and institutional. City staff should present their recommendations for future environmental work including risk assessments and remediation. A cost benefit analysis and timeline for this work would assist the Ad Hoc Committee in making any decisions.
- 4) As noted above, drawings have been prepared (70% complete) for a new road through the site. We would recommend that City staff provide their design assumptions for servicing and future development to the Ad Hoc Committee and working groups.

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 in October to review next steps.	S.Cooper	TBD
<b>2</b>			
<b>3</b>			
<b>4</b>			



## Ad-Hoc Grand Trunk Renewal Committee

<b>Working Group:</b>	<b>Working Group Co-Ordinator's Report – Ray Harsant</b>
<b>Report Date:</b>	<b>October 16, 2024</b>

**The report is for information only.**

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

Prepared covering letter and questionnaire survey for the Ad Hoc Committee members to complete via Google forms. Results to be consolidated and reported on at the next Ad Hoc Committee's meeting (November).

Met with the Vision, Planning and Architecture Working Group as well as the Partnership Working Group. Helped clarify the role of this committee and how it is proceeding.

Attended information session provided by the Stratford Library re their needs.

Met with the Kaswentha Two Row Now Indigenous Collaborative group.

### **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>	Send out Working Group survey/questionnaire with covering memo for the entire Ad Hoc Committee members including staff/resource personnel – to complete and return for consolidation and reporting back to the Committee. All information will be reported on to maintain confidentiality and anonymity – no responses/input will be linked to anyone providing them.	Ray	October 31 <sup>st</sup> .
<b>2</b>	Continue to be available to meet with any Working Groups or individuals to provide assistance where requested.	Ray	As needed

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

### Staff Update October 14, 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	Complete	- To be presented to the AHC October 21, 2024
Prepare report for Committee & Council	Q3 2024	Complete	
Deliver report to Committee & Council	Q3 2024	Complete	- Endorsed by Council on September 23, 2024
Prepare reporting back mechanism for the community to share vision & guiding principles	Q4 2024	In progress	
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.

Task	Target Date	Status	Notes
Analyze and synthesize existing findings on site condition and environmental status, including the heritage industrial building	Q3-Q4 2024	In progress	<ul style="list-style-type: none"> <li>- Working with Infrastructure &amp; Environment working group on this. Meeting on August 28 to discuss existing information and next steps.</li> <li>- Detailed information on the status of property to be presented by Taylor Crinklaw, Director of Infrastructure at the Ad Hoc Meeting on October 21, 2024.</li> </ul>
Identify additional site assessment needs and Indigenous engagements/consultations	Q3-Q4 2024	In progress	<ul style="list-style-type: none"> <li>- Manager of Inclusion, Equity and Indigenous Initiatives &amp; Accessibility, Diversity and Inclusion Coordinator developing an Indigenous Engagement and Consultation strategy for the Committee's consideration in October</li> <li>- Staff continue to participate in Kaswentha/Two Row Now monthly meetings</li> </ul>
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 space needs across the community	Q3 2024	In progress	- WG is meeting with community groups to 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	<ul style="list-style-type: none"> <li>- Developing event/activation parameters (site safety, protocols, infrastructure, insurance requirements) in collaboration with LightsON and Stratford Summer Music</li> <li>- Community Services exploring City-led events that could be implemented in Q3/Q4</li> <li>- Preparing report to Council seeking funds to support the infrastructure, equipment and operational support to open the site for activations.</li> <li>- Communications WG to lead upcoming site tours.</li> </ul>
Prepare and implement communications plans, including key	Ongoing	In progress	- WG will undertake a scope of work that

messages and collateral materials			includes: <ul style="list-style-type: none"><li>- Revision of key messages</li><li>- Additional website content</li><li>- Presentation deck and speaking points developed for shared use</li></ul>
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#### 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 - Findings to be presented to the Ad Hoc Committee in December.
Review existing parking study	Q3 2024	In progress	
Determine the number of parking spaces needed, ownership options, and phasing	Q3-Q4 2024	In progress	- Number of parking spaces depended on site usage - Researching parking deliver models
Develop sales mix	Q3-Q4 2024	Not yet started	- Assessed based on findings from site capacity and market analysis. Anticipated for late Q4.
Conduct market sounding for medium and high-density housing, cultural space, and other employment/entrepreneurial spaces/ Informal market sounding	Q4 2024	In progress	- Urban planning and land economics expertise retained to conduct market analysis & sounding - To be presented to the Ad Hoc Committee in December.
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	- Working session to develop construction pro forma scheduled for October - To be informed by the market sounding and site capacity work, which is to be delivered in December.

## 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

Task	Target Date	Status	Notes
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*

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