



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

Date: Monday, March 17, 2025

Time: 4:00 P.M.

Location: City Hall Auditorium

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

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

Pages

1. Call to Order

The Chair to call the Meeting to Order.

Land Acknowledgement.

Moment of Silent Reflection.

Regrets provided from Melanie Hare and Stephen Mitchell.

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:** 4 - 9
- Motion by
THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated February 11, 2025 be adopted as printed.
4. **Delegation Requests**
- None*
5. **Business Arising from Previous Minutes**
- 5.1 **Follow-Up on Key recommendations to Council**
- Discussion facilitated by Dan Mathieson, Chair*
6. **New Business**
- 6.1 **Development Strategy: Planning and Process** 10 - 40
- Joe Svec, Svec Group*
- Rock Wang, President, UrbanEdge Advisors*
7. **Working Group and Staff Updates**
- 7.1 **Partnership**
- Herb Klassen & Karen Haslam, Co-Chairs*
- No report*
- 7.2 **Vision, Planning & Architecture**
- Melanie Hare, Chair*
- No report*
- 7.3 **Real Estate, Legal & Finance**
- Franklin Famme, Chair*
- No report*
- 7.4 **Communications, Advocacy, Civic Engagement**

Andrew Hilton & John Kastner, Co-Chairs

No report

7.5 Infrastructure & Environment

41

Stephen Cooper, Chair

Report dated March 10, 2025

7.6 Working Group Coordinators

Alan Kasperski & Ray Harsant, Coordinators

No report

7.7 Staff Update

42 - 52

Emily Robson, Corporate Initiatives Lead, City of Stratford

Joani Gerber, CEO, investStratford

- Updated work plan will be presented in April based on direction provided by Council at the February 24th meeting.

8. Date of Next Meeting

The next Ad-Hoc Grand Trunk Renewal Committee Meeting is Tuesday, April 22, 2025 in the Auditorium, City Hall.

9. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

THAT the March 17, 2025 Ad-Hoc Grand Trunk Renewal Committee meeting adjourn.

DRAFT



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

Date: February 11, 2025
 Time: 4:00 P.M.
 Location: City Hall Auditorium

Ad-Hoc Committee Present: Dan Mathieson - Chair Presiding, Mayor Martin Ritsma, Barb Cottle, Franklin Famme, Mark Vandenbosch, Paul Parlee, Ron Dodson, Stephen Mitchell, Trudy Jonkman, Ryen Ropp-Robinson, Zachary Schultz

Regrets: Melanie Hare, Nic Flanagan

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

Also Present: Peggy, Vacalopolous, Working Group Members, Members of the Public

1. Call to Order

The Chair called the Meeting to Order.

Land Acknowledgement.

Moment of Silent Reflection.

DRAFT

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 February 11, 2025 Ad-Hoc Grand Trunk Renewal Committee meeting.

3. Adoption of Previous Minutes:

Motion by: Mark Vandebosch

Seconded by: Paul Parlee

THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated December 16, 2024 be adopted as printed including the attachments.

Carried

4. Delegation Requests

Robert Ritz presented to the Committee regarding options for the Grand Trunk redevelopment. Highlights of the presentation included:

- locating the Locomotive 6218 on the second level at the east end of the building;
- site access options;
- parking under the buildings;
- sites for private development using existing services on Downie and St. Patrick Street being developed first;
- recommending retaining a traffic consultant and economic strategist.

Emily Robson confirmed a land economist has been retained for this project.

5. Business Arising from Previous Minutes

5.1 Shared Community Facilities & the GTR Opportunity

Discussion: Peggy Vacalopoulos presented to the Committee on exploring the feasibility of a new community complex in the City of Stratford. Highlights of the presentation included:

- funding and operational models including Third-Party Facilities, Shared Facilities and Municipally Owned and Operated Facilities;
- comparisons with municipalities who have completed similar facilities;
- estimated cost of a new facility is \$48.5M to \$76.5M;
- include complementary spaces to avoid duplication;
- implement strong Memorandums of Understanding (MOU) and non-competition clauses;
- start early with grants and funding initiatives;
- rationale to move forward includes community needs, supporting the United Nations Sustainable Development Goals and addressing the TRC (2015) Calls to Action.

A discussion took place regarding the potential impact on property taxes in the event the City is required to borrow funds to complete the project, the importance of the Indigenous Strategy and incorporating information of similar municipal projects which have failed in the next phase of the research.

Motion by: Franklin Famme

Seconded by: Stephen Mitchell

THAT the report titled Exploring the Feasibility of a Community Complex as part of the Grand Trunk Master Plan be received.

Carried

5.2 Updated Key Recommendations & Rationale for Council Consideration

Discussion: Emily Robson presented key recommendations for consideration by the Committee noting the Committee considered four key recommendations offered by staff at the December 16, 2024 meeting. The updated motions include feedback provided by the Committee and

others stakeholders. These recommendations are to be presented to Council for consideration on February 24, 2025

A discussion took place regarding the updated motions noting the need to determine if Council is willing to invest in the project before reviewing actual space needs of each of the community partners.

*Ron Dodson is now absent at 5:13 p.m.

*Mayor Ritsma is now absent at 5:14 p.m.

Ms. Robson confirm the Committee will have the opportunity to provide input on the Expression of Interest for both residential development and the development of any potential parking or mobility structures. Joani Gerber stated there are a number of challenges relating to parking and an Expression of Interest is a starting point to develop solutions.

In response to questions from the Committee Joan Thomson stated the 2025 budget includes funds for advancement of work on the site, however, the use of funds must be at the direction of Council as staff do not have the authority to spend money without approval.

*Mayor Ritsma is now present at 5:18 p.m.

Dan Mathieson confirmed the motions have been brought back to the Committee as members raised concerns that they did not have the opportunity to see the motions a final time.

A discussion regarding the potential of a developer for the property took place.

Motion by: Franklin Famme

Seconded by: Paul Parlee

THAT staff be directed to pursue the shared community facility option as outlined in report COU25-XXX, which includes investment from the City in addition to funding from external sources and operational partners;

AND THAT Council direct staff to proceed with the exploration of the design, development, and operations of a shared community facility, and report back with a detailed plan outlining the project scope, a range of potential costs, and funding options for Council's consideration.

Carried

Motion by: Franklin Famme

Seconded by: Paul Parlee

THAT Council direct staff to develop and Expression of Interest to solicit proposals for housing development on the GTR Site, with a focus on the parcel known as 2D.

Carried

Motion by: Franklin Famme

Seconded by: Paul Parlee

THAT Council direct staff to develop an Expression of Interest to solicit proposals for the development and operation of a parking and mobility solution on the GTR site.

Carried

6. New Business

None noted.

7. Working Group and Staff Updates

7.1 Partnership

No report provided.

7.2 Vision, Planning & Architecture

No report provided.

7.3 Real Estate, Legal & Finance

No report provided.

7.4 Communications, Advocacy, Civic Engagement

No report provided.

7.5 Infrastructure & Environment

No report provided.

7.6 Working Group Coordinators

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No report provided.

7.7 Staff Update

No discussion.

8. Date of Next Meeting

The next Ad-Hoc Grand Trunk Renewal Committee Meeting is Monday, March 17, 2025 in the Auditorium at City Hall.

9. Adjournment

Motion by: Mayor Ritsma

Seconded by: Trudy Jonkman

THAT the February 11, 2025 Ad-Hoc Grand Trunk Renewal Committee meeting adjourn.

Carried

Meeting Start Time: 4:30 P.M.

Meeting End Time: 5:37 P.M.

Cooper Block Master Plan to Business Plan

Cooper Block Master Plan:¹¹ Towards a Business Plan

- Assessing the Demand
- Planning Considerations
- Starting Point/Phasing
- Financial Feasibility
- Business Case

Assessing the Demand

Forecasting Demand for Master Planned Uses



Residential

- Driven by the magnitude and characteristics population and employment growth blended with the location and appeal of the community to stay or migrate to.
- This report focuses on Residential demand as it is the greatest influencer on other real estate sectors

Commercial/Retail

- Largely a function of population growth

Office

- Driven by employment, population growth, proximity to markets

Hotel

- Driven by the appeal of the destination for work or leisure

Institutional Uses

- Driven by government – driven by population growth

Forecasted Stable Annual Population Growth



City's 2022 forecast predicts a growth to 2041 to 6,641 persons.



This equals about 3,705 net new households.



Households size will decline 2.22 to 1.79. due to falling birth rates and aging population.

Population and Housing Projections
City of Stratford, 2006 to 2037

| | Population | Households | PPH |
|-------------------------------|------------|------------|------|
| Mid-2006 | 30,461 | 12,870 | 2.37 |
| Mid-2011 | 30,886 | 13,330 | 2.32 |
| Mid-2016 | 31,465 | 13,845 | 2.27 |
| Mid-2022 | 33,742 | 15,137 | 2.22 |
| Mid-2032 | 37,360 | 17,187 | 2.17 |
| Mid-2041 | 40,383 | 18,842 | 2.14 |
| Projected Change 2022 to 2041 | 6,641 | 3,705 | 1.79 |
| Average Annual Growth | 332 | 185 | - |

Source: City of Stratford Development Charges Background Study 2022, Watson & Associates Economists Ltd.

Demand is Growing from Older Demographic Groups

Population Growth by Age Group 2016 to 2021

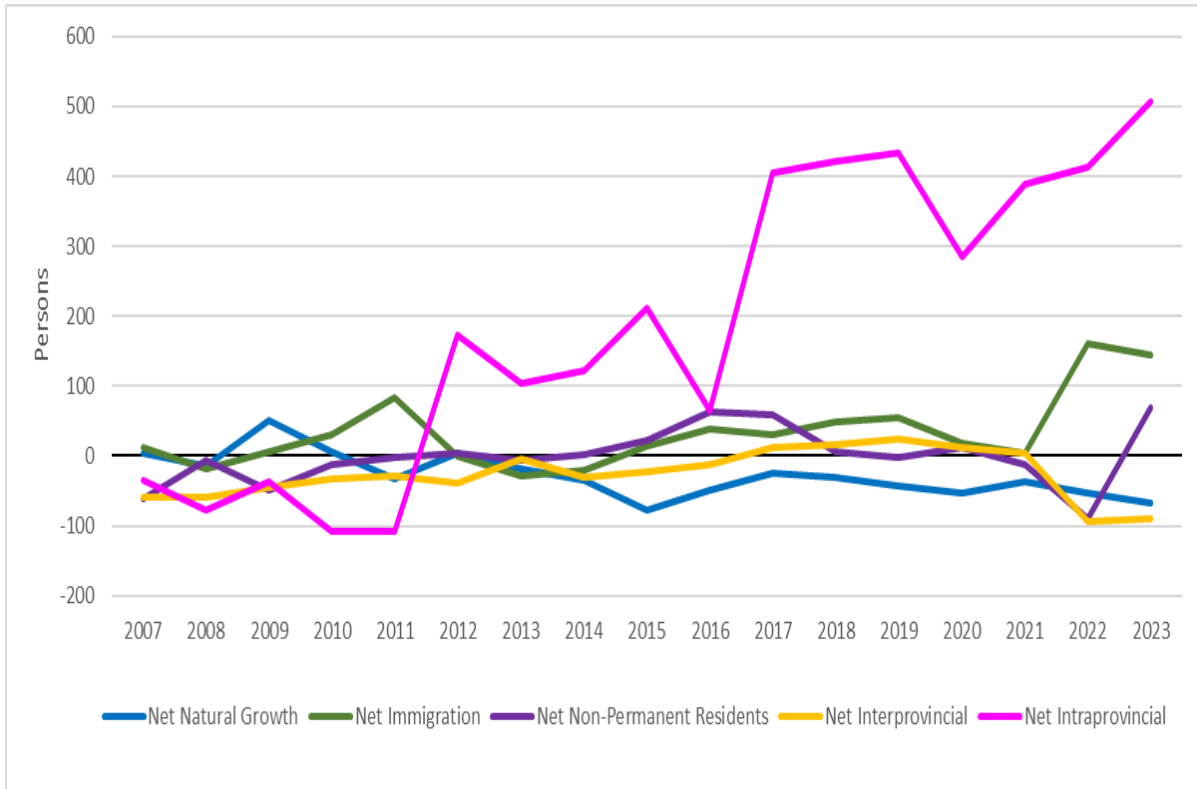
| Geography | 20-24 | | 35-54 | | 55-64 | | 65-79 | |
|----------------|------------------|------------|------------------|-----|------------------|------------|------------------|------------|
| | 2021 Population | % | 2021 Population | % | 2021 Population | % | 2021 Population | % |
| Perth | 14,385 | 11% | 18,790 | | 11,970 | 14% | 12,735 | 50% |
| Stratford | 5,685 | 1% | 7,955 | -7% | 5,155 | 10% | 5,840 | 63% |
| Wellington | 48,430 | 12% | 61,210 | 5% | 32,965 | 18% | 31,870 | 32% |
| Waterloo | 132,270 | 16% | 153,635 | 10% | 72,895 | 12% | 68,350 | 22% |
| Oxford | 21,620 | 23% | 29,655 | 8% | 17,220 | 15% | 18,195 | 29% |
| Middlesex | 107,745 | 21% | 123,875 | 10% | 66,595 | 12% | 67,440 | 25% |
| Huron | 9,610 | 3% | 12,550 | | 9,700 | 8% | 12,125 | 71% |
| Ontario | 2,852,210 | 27% | 3,674,040 | | 2,006,735 | 21% | 1,973,980 | 39% |

Majority of growth comes from groups 55 years and older

Some younger demand may be linked to influences such as

- Remote working
- Student housing
- Employment

Demand is coming from across the Province



Intra-provincial growth averaging 308 persons per year over the past 5 years

Explains origins of most of Stratford's growth

Migration largely from the GTA, London and Waterloo.

Likely due to affordability, small town character, perceptions of low crime rates, association with the Arts.

In Bound Commuting Flows Suggest Supply Side Issues



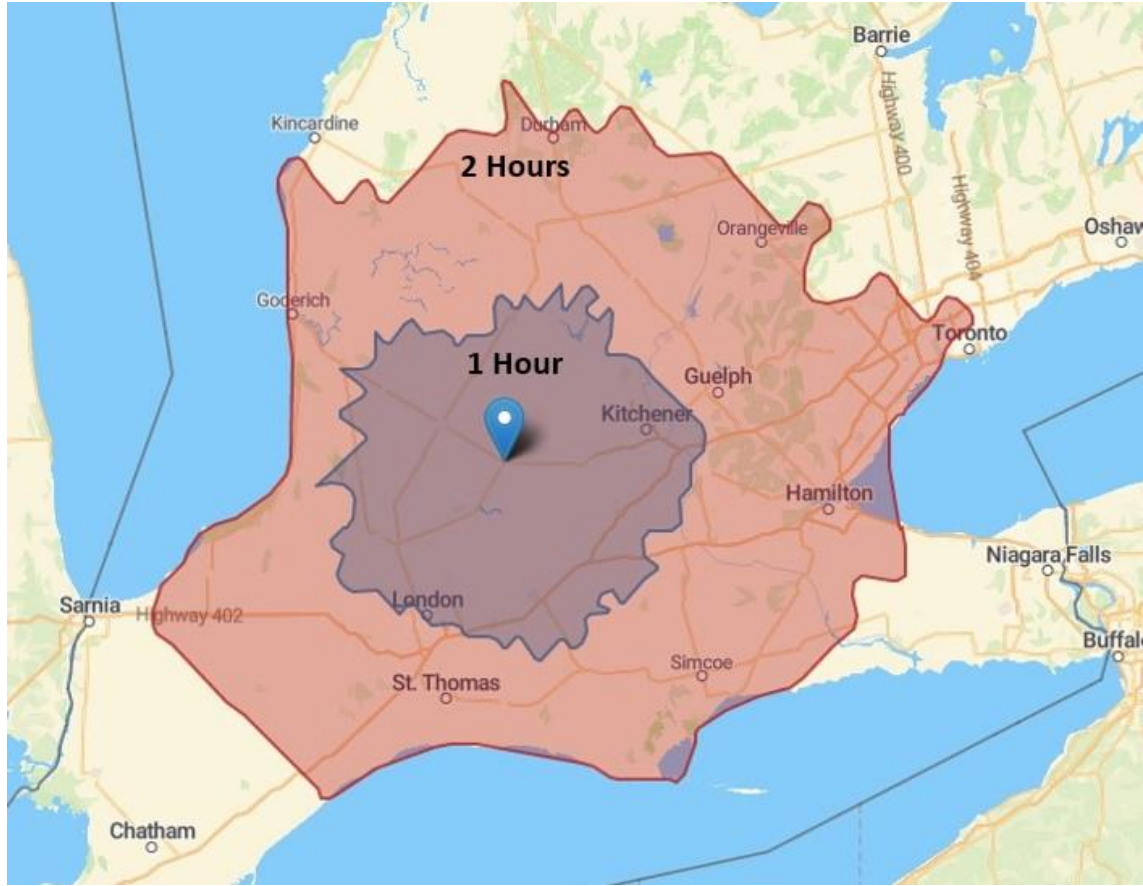
Stratford is positioned between several markets including London, Woodstock and Kitchener.

These markets provide a wider range of labour talent for employers in Stratford to draw on.

This positive inflow of labour suggests that the current market is, for some reason, not attracting buyers/renters to its potential

This could be supply side issues associated with lifestyle, school or other reasons unassociated with Stratford. Maybe because there are a larger suite of amenities in Waterloo or London.

Demand is coming from across the Province



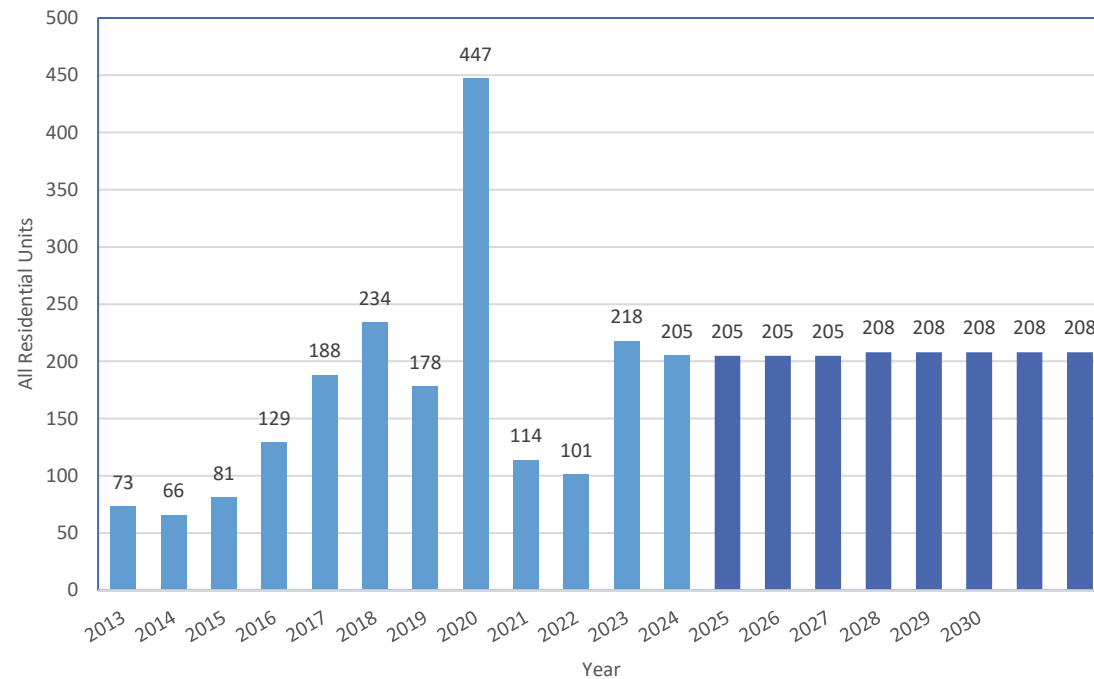
Inbound demand is largely coming from within a 1 hour radius of Stratford

Typically, the threshold distance people are willing to move is 2 hours.

This allows opportunities for new residents to stay connected to family, friends and trusted services.

Forecasted Housing Need

Historical and Forecasted Residential Building Permit Activity



Estimated overall demand averaging 208 new units per year

Expect demand for smaller, lower maintenance homes

- Townhomes
- Condos
- Single Family Homes

Apartment demand is estimated to be 50 -80 units per year

But likely to grow

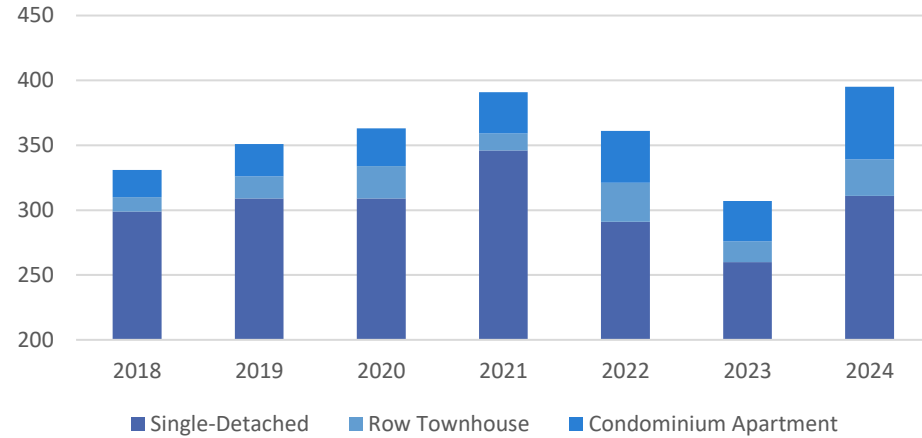
Pricing Trends Resale Market

Volume of condominium sales trending higher = but still modest. Condo sales as a percentage of all resales grew from 6% in 2018 to 14% in 2024. This may be due to supply increases.

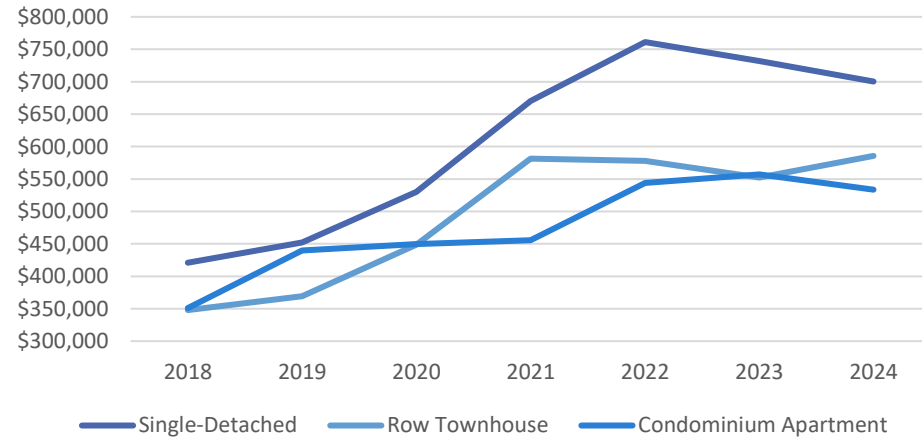
However, despite growing demand Condos show moderating price growth in 2023-25 compared to townhomes

Detached homes still the predominate market segment. Pricing off from 2021 peaks. Price decline was less than GTA homes.

Annual Sales, by Product Type
City of Stratford: 2018-2024



Average Annual Resale Price, by Product Type
City of Stratford: 2018-2024



Pricing Trends- Resale Market

2024 had a significant increase in condo sales

Pricing averaged \$533,643 down from \$557,092 the previous year

Townhome pricing show signs of recovering to peak 2021 pricing – likely due to the relative limited supply

Detached market still down from 2022 peak pricing but recovering

| Resale Market Indicators | | | | | | |
|---------------------------------|-------|-----------------|------------|--------------|------|----------|
| City of Stratford, 2018 to 2024 | | | | | | |
| Year | Sales | Avg. Sale Price | Y-Y Change | New Listings | SNLR | Avg. DOM |
| Single-Detached | | | | | | |
| 2018 | 299 | \$420,911 | 11% | 343 | 87% | 31 |
| 2019 | 309 | \$451,987 | 7% | 372 | 83% | 31 |
| 2020 | 309 | \$530,031 | 17% | 329 | 94% | 28 |
| 2021 | 346 | \$670,248 | 26% | 387 | 89% | 12 |
| 2022 | 291 | \$761,096 | 14% | 433 | 67% | 17 |
| 2023 | 260 | \$731,717 | -4% | 399 | 65% | 34 |
| 2024 | 311 | \$700,427 | -8% | 475 | 65% | 35 |
| Row Townhouse | | | | | | |
| 2018 | 11 | \$347,918 | 13% | 12 | 92% | 17 |
| 2019 | 17 | \$369,053 | 6% | 19 | 89% | 25 |
| 2020 | 25 | \$448,600 | 22% | 27 | 93% | 19 |
| 2021 | 13 | \$581,241 | 30% | 13 | 100% | 11 |
| 2022 | 30 | \$577,753 | -1% | 52 | 58% | 25 |
| 2023 | 16 | \$552,308 | -4% | 21 | 76% | 19 |
| 2024 | 28 | \$585,643 | 1% | 44 | 64% | 29 |
| Condominium Apartment | | | | | | |
| 2018 | 21 | \$350,998 | -2% | 24 | 88% | 41 |
| 2019 | 25 | \$440,034 | 25% | 29 | 86% | 66 |
| 2020 | 29 | \$449,579 | 2% | 32 | 91% | 41 |
| 2021 | 32 | \$455,768 | 1% | 32 | 100% | 16 |
| 2022 | 40 | \$543,844 | 19% | 58 | 69% | 22 |
| 2023 | 31 | \$557,092 | 2% | 88 | 35% | 47 |
| 2024 | 56 | \$533,710 | -2% | 93 | 60% | 67 |

Source: Toronto Regional Real Estate Board

Resale Market 2024 Examples



Licensed to HPAR

1,584 square foot unit Sold for \$865,000
(\$545 psf) October 2024

22



Licensed to HPAR

1,487 square foot unit Sold for \$564,000 (379
psf) May 2024



Licensed to HPAR

1,000 square foot unit
Sold for \$650,000
(650psf) January
2024

Cooper Block Aligned to Market Demand



Walkable

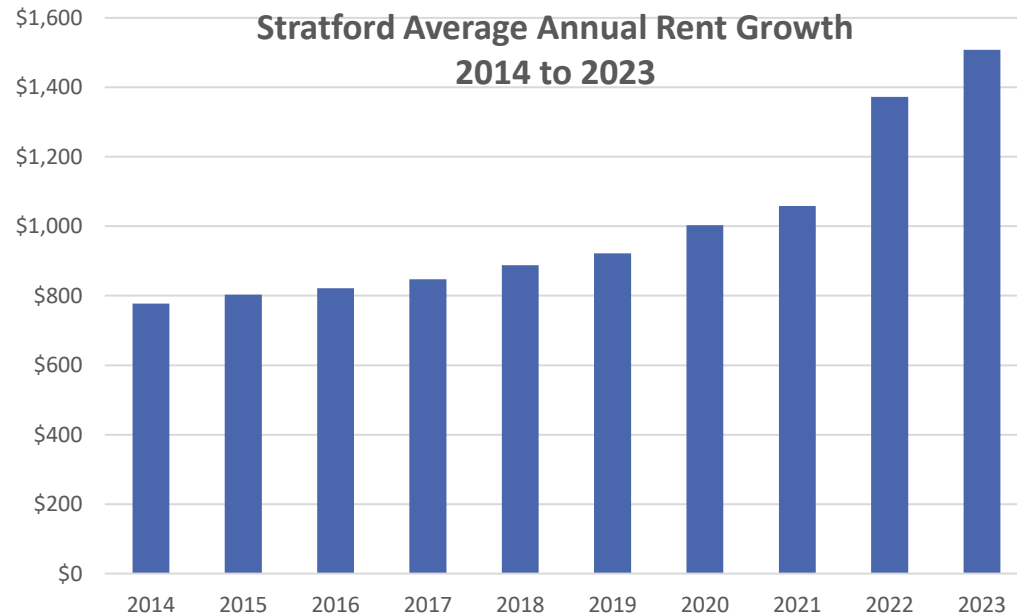
Access to a wide range of amenities

Opportunities to create a sense of prestige and exclusivity

Potential for Library and new YMCA could enhance market appeal

Longer term -Market Opportunities for Hotel and Commercial Uses?

Rental Market Demand



Demand for rental housing has generally increased across Ontario as affordability has eroded

The Federal Waiver of GST and favourable CMHC construction loan programs have stimulated growth.

Rental Supply growth has been modest despite vacancy rates consistently below 3.0% - the benchmark for a balanced market.

Local price growth has been strong – especially in the last four years

Pricing per square foot appears to range from \$2.00 to @3.00 psf range across a wide range of suite qualities and locations

One Bedroom Units range from \$1,700 to \$2,000 per month for the most modern units. Two Bedroom units start at about \$1900 per month and range up to \$3,000 per month,

How Demand might Respond to a Project in the Cooper Block



Walkability to downtown, retail and commercial amenity highly sought by key market segments

Very little comparable developments

Cooper Block could capture the majority of forecasted **apartment** demand

Demand suggests buildings of about 80 to 120 units in size

Affordability issues suggest lower cost wood frame buildings with surface parking

Conceptual Condominium Pricing

| Unit Mix and Pricing for a Conceptual Condominium Building - Cooper Block | | | | | | | | |
|---|----------|----|------------------|-------|-----------|-------|-----------------|-----------|
| | Unit Mix | | Suite Size Range | | PSF Range | | End Price Range | |
| | % | # | Min | Max | Min | Max | Min | Max |
| One Bedroom | 40% | 12 | 600 | 675 | \$640 | \$680 | \$408,000 | \$432,000 |
| Two Bedroom | 60% | 18 | 950 | 1,350 | \$660 | \$700 | \$665,000 | \$891,000 |
| Includes One Parking Space | | 30 | | | | | | |
| Subject to Detailed Market Study and Design | | | | | | | | |

Demand has show modest signs of growth in term of sales growing from 45 sale in 2023 to 60 sales in 2024

Pricing is highly variable depending on the location, age, conditions and amenities.

For newer buildings in comparable locations to downtown pricing appears to be in \$650 to \$700 psf range

Projects should consider a mix of one and two bedroom units with one bedroom units with a minimal set of amenities

The table to the left illustrates “conceptual” pricing and suite mix for a 30 unit building in the Cooper Block area

Demand for Rental Housing

| Unit Mix and Pricing for a Conceptual Rental Building - Cooper Block | | | | | | | | |
|--|----------|----|------------------|-------|-----------|---------|--------------------|----------|
| | Unit Mix | | Suite Size Range | | PSF Range | | Monthly Rent Range | |
| | % | # | Min | Max | Min | Max | Min | Max |
| One Bedroom | 40% | 12 | 600 | 630 | \$ 3.60 | \$ 3.50 | \$ 2,100 | \$ 2,268 |
| Two Bedroom | 60% | 18 | 950 | 1,200 | \$ 2.60 | \$ 2.60 | \$ 2,470 | \$ 3,120 |
| Includes One Parking Space | | 30 | | | | | | |
| Subject to Detailed Market Study and Design | | | | | | | | |



There is likely immediate demand for all forms of rental housing. The key issue is can it be constructed for the rents that are likely to be supported in the market.

Seniors. Especially those that travel or have second homes appreciate the lock and leave features of rental housing and are seeking good quality rentals in walkable communities

Students at Waterloo University. A study should be undertaken to specify the characteristics of demand from the university to determine if a project could proceed in the near term

Co-Housing is an emerging format of housing that seeks to offer a shared set of amenities that reduces the need for personal space, improves affordability and encourages socialization.

Federal Incentives such as GST Waivers and CMHC Loans can make marginal projects profitable.

Planning Considerations

Planning Considerations: Who Leads the Project?



City Lead Approvals

- Can help the marketability by making “development ready” sites
- Reduces Developer Uncertainty = increased value
- Might accelerate development if market demand is present
- Increases public confidence that height and density are appropriate

Developer Lead Approvals

- Allows developments to be tailored to the project a developer wants to build.
- Mitigates the potential for the City to get approvals “wrong”
- But...Developer will pay less for the land given the risks, cost and time associated with achieving planning approvals

Planning Considerations



Market forecasts suggests buildings of between 30 to 120 units

Affordability issues might suggest lower cost wood frame buildings with surface parking – effectively limiting height to six storeys.

Opportunities for higher buildings might present themselves – especially in student rentals.

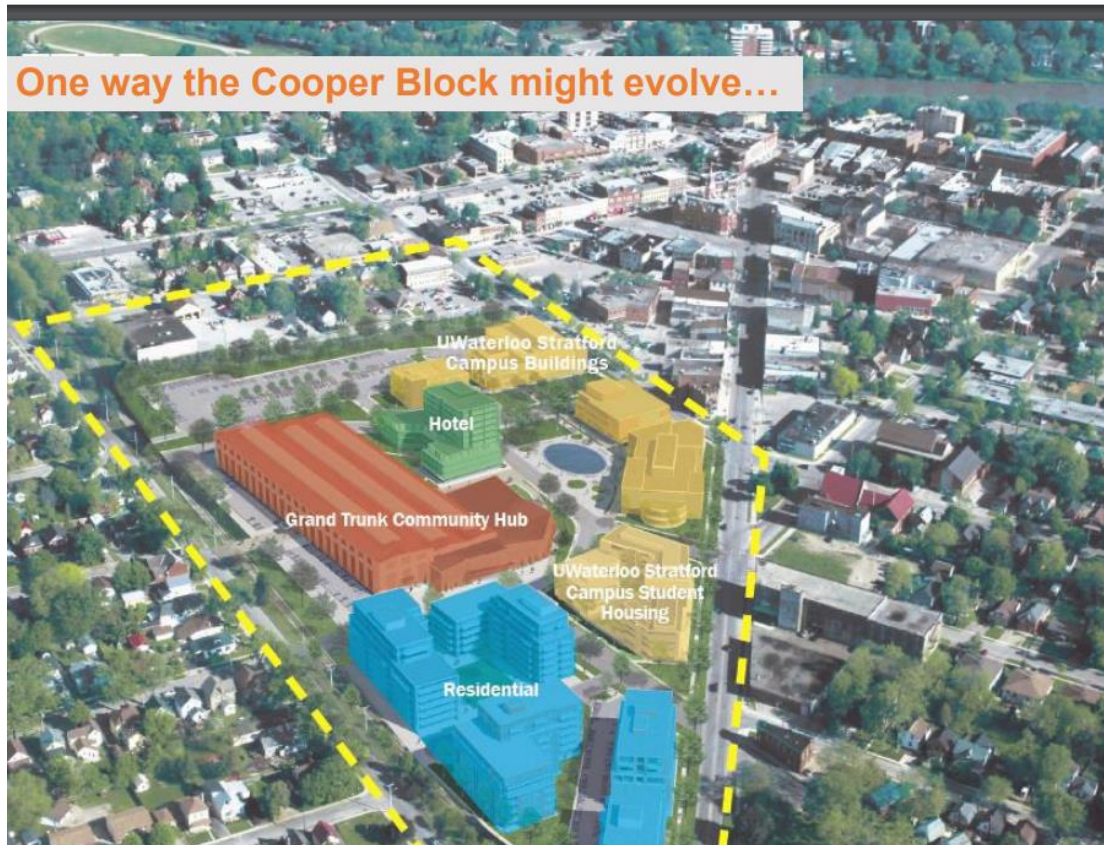
Underground parking may not be feasible – the masterplan should allow for surface parking.

Carefully consider requirements for retail uses. The costs to build street related retail are unlikely to rent at a rate sufficient to justify the cost of construction.

Carefully consider public requirements as any associated costs will be reflected in the land value and may discourage investment .

Starting and Phasing

Starting Point Depends on..



Market Demand- If demand is strong the City has negotiating strength. This might justify more than one starting point. For example, subject to more detailed market work, a student rental building and a seniors oriented condo might be launched simultaneously

Institutional Opportunities – The opportunity for a new YMCA and a Library could, have significant positive downstream impacts. If these projects can be funded – it may make sense for these projects to proceed as early phases to drive the value of the remaining land.

Financial Resources – If financial resources are limited, it may be appropriate to allow a developer lead approach that shifts costs to the private sector.

Possibilities



The Power of Placemaking

- Library/YMCA/Parks space could have a material, long term impact on the balance of the Cooper Block

Fund and Construct New Infrastructure

- If the City has the resources, investing in the necessary water/sewer/storm/hydro infrastructure has the potential to generate a positive return in land sales.

Residential Building

- An early phase residential building could help shift the market perception of the area.

Student Housing

- There maybe an immediate market need and could be part of a quick start strategy for the Cooper Block

Financial Feasibility

Forecasting Costs



Determine and cost all probable infrastructure needs to facilitate development – on site and downstream. Consider logical phasing options

Assess probable timing of improvements

Determine what costs can be captured in City Budgets

Is the City in a position to offer incentives such as DC deferrals or waivers, reduction of fees, accelerated approvals? All, or some of these, can facilitate development.

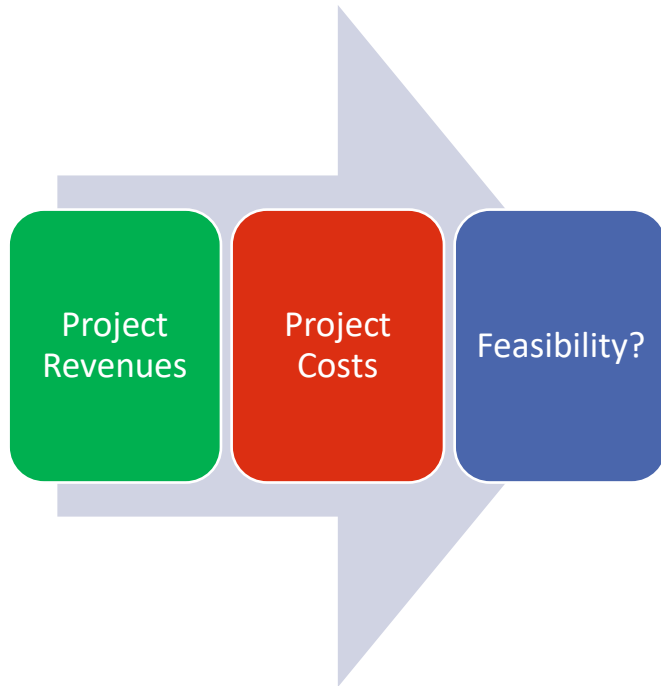
Forecasting Revenues



Assess value of land for Market Sale through a residual land value analysis that forecasts probable development revenue against costs

A residual land value analysis will also consider the time impacts on costs and revenues.

Development – Cashflow Analysis



Summarize annual probable costs

Input annual probable land sales

Identify cashflow shortfalls or surpluses

If there are shortfalls, assess feasibility and adjust the master plan. How can it be changes to reduce costs or improve revenues?

Business Case

The Components of a Business Case

Master Plan

Market Demand – Rationale for the Redevelopment

Planning

Forecast of Revenues and Costs

Funding Financing Sources

Disposition Process – How will the City sell land?

Implementation

Identifying Risks and Mitigation

The logo for nblc is displayed in a white serif font. The letters 'n', 'b', and 'l' are lowercase, while the 'c' is uppercase. The letters are set against a white rectangular background that is centered on the page. The background of the entire slide is a photograph of a modern building's interior, featuring white architectural elements and a blue vertical bar on the left side.

Trusted advisors since 1976.



Ad-Hoc Grand Trunk Renewal

Committee

| | |
|-----------------------|---|
| Working Group: | Infrastructure & Environmental |
| Report Date: | March 10, 2025 |

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

- Several members of the working group attended a Climate Momentum presentation at City Hall on January 23.
- The working group did not meet during February.
- Our current focus is environmental sustainability and green/renewable energy initiatives.
- The working group has begun to review existing reports and work already completed by the City of Stratford in relation to environmental sustainability initiatives. This includes the following resources:
 - Stratford Community Climate Action Plan
 - City of Stratford – Corporate Energy & Emissions Plan
 - Council's Climate Emergency Declaration of 2020

Overview of Upcoming Month:

Summary of work anticipated for the upcoming month.

| Item # | Item/Action | By Whom | By When |
|---------------|--|----------------|----------------|
| 1 | Meet with working group to review energy efficiency criteria and environmental sustainability. | S. Cooper | Mar 13 / 25 |

Q3-Q4 2024 Work Plan: Grand Trunk Renewal

Staff Update March 10, 2025

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 - Endorsed by 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 | - Shared with the AHC at the November meeting |
| 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 | - Website updated. - Graphic design for vision and guiding principles underway. Deliverables ready in April. |
| Incorporate vision & guiding principles into communication materials and other processes (procurement etc.) | Q4 2024 and beyond | In progress | - Communications materials drafted by WG for review. |

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 | Complete | <ul style="list-style-type: none"> - Working with Infrastructure & Environment working group on this. Meeting on August 28 to discuss existing information and next steps. - 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. - Information provided with November agenda package. - Follow-up environmental remediation question on December agenda. |
| Identify additional site assessment needs and Indigenous engagements/consultations | Q3-Q4 2024 | In progress | <ul style="list-style-type: none"> - 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 - Committee endorsed draft strategy in October. - The strategy was anticipated to go to |

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| | | | <p>Council in January for feedback and approval, but this was delayed due to budget proceedings.</p> <ul style="list-style-type: none"> - Staff continue to participate in Kaswentha/Two Row Now monthly meetings. - Christin Dennis has agreed to consult on this project and it currently reviewing the strategy. |
| Identify a range of potential strategies to achieve carbon neutrality. | Q3-Q4 2024 | In progress | <ul style="list-style-type: none"> - Infrastructure and Environment WG turning their attention to this in November/December. - Anticipate sharing with committee in Q1 2025 |

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.

| Task | Target Date | Status | Notes |
|---|--------------------|---------------|--|
| Conduct a needs assessment to determine complementary space needs across the community | Q3 2024 | Complete | <ul style="list-style-type: none"> - WG is meeting with community groups to assess needs. - WG presenting report in December Ad Hoc Committee meeting. |
| Collaborate with key partners to define roles, governance, project interest, and program of spaces and services | Q3 2024 | Complete | <ul style="list-style-type: none"> - Regular meetings with key partners including the YMCA and Stratford Public Library |

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| 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 | Deferred | - To be completed after direction from Council on Feb 24. |
| Draft the program outline and refine it based on stakeholder feedback | Q4 2024 | Deferred | - To be completed after direction from Council on Feb 24. |
| Bring outline of MOU and options for consideration to both Committee and Council | Q4 2024- Q1 2025 | Complete | - Council report with key recommendation on a shared community facility presented to Council on February 24th. - Council directed further exploration and development of the shared community facility model. |
| Formalize the program agreement & preliminary design | Q1 2025 | In progress | - The development of this scope of work is underway and will be presented to the Committee and Council in Q2 of 2025. |
| Outline financial requirements, potential funding sources, and investment opportunities. | Q4 2024- Q1 2025 | Complete | - Included in benchmarking research |
| Identify potential risks and develop mitigation strategies | Q4 2024- Q1 2025 | In progress | - Included in the program agreement and preliminary design scope of work. This scope of work is to be presented to the Committee and Council in Q2 of |

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| | | | 2025. |
| Secure direction to negotiate legal agreements and design | Q4 2024-Q1 2025 | In progress | - This needs direction from Council. Anticipated in February. |
| Establish legal agreements with partners | Q1-Q2 2025 | Not yet started | - This needs direction from Council. Anticipated in Q2 of 2025. |

4. Communications & Community Engagement

Staff Lead: Corporate Initiatives

Working Group: Comms & Civic Engagement

Key Result: Activate the GTR site through placemaking interventions

| Task | Target Date | Status | Notes |
|--|--------------------|---------------|--|
| Continue engagement activities | Ongoing | In progress | <ul style="list-style-type: none"> - SLAAA engagement activity on September 7th to gather insight from members - SLAAA Board meeting discussion in November |
| Plan and implement 'early wins' placemaking site activations | Q3-Q4 | In progress | <ul style="list-style-type: none"> - Developing event/activation parameters (site safety, protocols, infrastructure, insurance requirements) in collaboration with LightsON and Stratford Summer Music - Council direction from key recommendations presented on February 24th to proceed with background research and bring costing back to Committee and Council for feedback and further direction. - Engineer and architect undertaking initial work to identify on site interventions required for occupancy. - Planning for small |

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| | | | <p>group tours is underway.</p> <ul style="list-style-type: none"> - Communications WG to lead upcoming site tours. |
| <p>Prepare and implement communications plans, including key messages and collateral materials</p> | Ongoing | In progress | <ul style="list-style-type: none"> - 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.

| Task | Target Date | Status | Notes |
|--|----------------------|-----------------|--|
| Develop recommendations for the process and approach to the disposition of lands (competitive procurement process) | Q4 2024 | Complete | - Developed options for disposition. - Key recommendations re: residential and mobility structure development considered by Council on February 24 and Council provided direction to proceed. |
| Determine available space (roads, priority) | Q4 2024 | In progress | - Under discussion with Engineering |
| Develop a plan for implementation of recommendations | Q4 2024 | In progress | |
| 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.

| Task | Target Date | Status | Notes |
|-------------|--------------------|---------------|--------------|
|-------------|--------------------|---------------|--------------|

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|--|------------|-------------|---|
| Validate site capacity and program, identifying tradeoffs and optionality | Q3-Q4 2024 | Complete | <ul style="list-style-type: none"> - Urban planning and land economics expertise retained to conduct market analysis & sounding. - Findings presented to the Ad Hoc Committee in December. - Final report to Committee and Council in Q2 of 2025. |
| Review existing parking study | Q3 2024 | Complete | |
| Determine the number of parking spaces needed, ownership options, and phasing | Q3-Q4 2024 | In progress | <ul style="list-style-type: none"> - Number of parking spaces depended on site usage. - Researching parking deliver models - Key recommendations presented to Council on February 24, 2025 provided direction to proceed with an EOI for a parking and mobility structure. |
| Develop sales mix | Q3-Q4 2024 | In progress | <ul style="list-style-type: none"> - Included in development scenario scope of work undertaken by Svec Group. Findings anticipated in Q2 of 2025. |
| 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"> - Included in development scenario scope of work undertaken by Svec Group. Findings anticipated in Q2 of 2025. |
| Articulate financial and real estate models for consideration / Assessment of forecasted market demand and pro forma to evaluate financial feasibility, including market | Q4 2024 | In progress | <ul style="list-style-type: none"> - Included in development scenario scope of work undertaken by Svec Group. Findings |

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| project review | | | anticipated in Q2 of 2025. |
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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.

| Task | Target Date | Status | Notes |
|--|--------------------|-----------------|--------------|
| 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 | In progress | |
| Consult 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 Deferred | Council Meeting | Council consideration of Key Partnership Model—Deferred to February 2025 report |
| November 2024 Deferred | Council Meeting | Council consideration of committee recommendations for development model(s)—Deferred to February 2025 report |
| February 24, 2025 | Council Meeting | Recommendations on Key Actions (activations, community facility, housing, parking and mobility) |