



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

Date: Monday, June 17, 2024

Time: 7:00 P.M.

Location: Council Chamber, City Hall

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

Staff Present: Emily Robson - Corporate Initiatives Lead, 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

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 April 15, 2024 be adopted as printed.

4. Delegation Requests

None

5. Business Arising from Previous Minutes

5.1 Updates & Housekeeping

Dan Mathieson, Chair

- Proposed change to meeting time
- August meeting
- Work plan update

5.2 Draft Guiding Principles & Community Engagement Updates

Emily Robson, Corporate Initiatives Lead

- Council report on draft guiding principles
- Pop-Up community engagement activities

Barb Cottle, Committee Member

- What we've heard at the pop-ups

5.3 investStratford & Work Plan Implementation

Joani Gerber, CEO, investStratford

6. New Business

6.1 Partnership Models for Urban Revitalization

Jed Kilbourn, Director, Development & Planning, Waterfront Toronto

7. Reports of the Working Groups

7.1 Communications, Advocacy, and Civic Engagement Working Group 10 - 15

Andrew Hilton, Co-Chair

- Communications proposal for project narrative

7.2 Vision, Planning, and Architecture Working Group 16

Melanie Hare

- Vision & guiding principles update and next steps

8. Date of Next Meeting

The next Ad-Hoc Grand Trunk Renewal Committee Meeting is July 15, 2024 in the Council Chamber, City Hall.

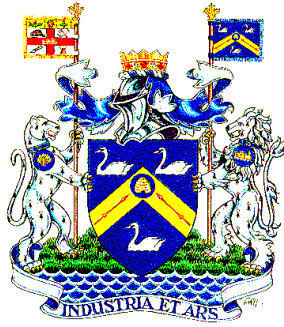
9. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

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



Ad-Hoc Grand Trunk Renewal Committee

DRAFT MINUTES

Date: Monday, April 15, 2024

Time: 7:00 pm – 9:00 pm

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

Committee Members: Dan Mathieson – Chair, Mayor Ritsma, Mark Vandenbosch, Stephen Mitchell, Barb Cottle, Melanie Hare, Nic Flanagan, Ron Dodson, Trudy Jonkman, Franklin Famme, Andy Bicanic

Absent: Paul Parlee

Staff: Tim Wolfe —Director of Community Services, Emily Robson – Corporate Initiatives Lead, Joan Thomson – CAO, Adam Betteridge – Director of Building & Planning, Krista Robinson – CEO of Stratford Public Library, Vicky Trotter – Council Committee Coordinator

Also Present: Working Group Coordinators and Members, Paul Kalbfleisch, Media, Members of the Public

1. Call to Order

The Chair called the meeting to order at 7:02 pm

Land Acknowledgment

Moment of Silent Reflection

Joan Thomson, CAO read the Respect in the Workplace Statement

2. Disclosure of Pecuniary Interest and the General Nature Thereof

None were declared.

3. Acceptance of Meeting Minutes

Motion by Mayor Ritsma

Seconded by Franklin Famme

THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated March 18, 2024, be adopted as printed. Carried

4. Delegation Requests

None were scheduled.

5. Business Arising from Previous Minutes

5.1. GRANDTrunk Dialogues & Community Engagement

Emily Robson, Corporate Initiative Lead sated two public engagement events were held on March 26 and April 13 with 130 and 120 attendees respectively. She thanked various members for their contributions to the events.

Ms. Robson noted the turnout for the events was very positive and she is hopeful this will start to frame a discussion moving forward.

Mr. Robson stated the draft Guiding Principles are going forward on the next Council agenda. Once approved by Council the draft Guiding Principles will be useful to assist with feedback and consultation data.

The next phase of engagement is going to the public, for example, attending locations such as the Rotary Complex to obtain feedback from across the community.

Ms. Robson noted John Kastner has been working with the Stratford Perth Museum to create and install large interpretive panels on the fencing at the Cooper Site as an additional form of engagement. She noted there is potential for additional tours of the building for small groups.

Motion by Barb Cottle

Seconded by Melanie Hare

THAT the report on the GRANDTrunk Dialogues and Community be received for information. Carried

5.2. Committee Workplan

Dan Mathieson reviewed the committee workplan noting the following:

- preparation of a complete business case for the Grand Trunk site has been identified for 2024 to 2025 which build on the 2018 Master Plan and provide recommendations and insights on key project components including vision and development principles, partnership models for anchor tenants, financial modeling, community impact, financial implications, operating and capital proforma budgets and phasing;
- next steps are to take the information and communicate it to the community;
- there is an opportunity to have the community come to the site and to have the Committee to go into the community to obtain feedback;

- a tour of the West 5 Townhouses has been confirmed for May 3, 2024;
- over the next 120 days a review of partnership models including finding partners and opportunities and financial models including funding for builds and the long term effect and how the funds will be repaid;
- ideas such as a play date to encourage a youth visit, small scale visits, Lights on Stratford display have been brought forward;
- over the next 120 days the Committee will start to work on future engagement ideas and working towards the end of the August.

Motion by Mark Vandebosch

Seconded by Andy Bicanic

THAT the report on the Committee Workplan be received for information. Carried

Emily Robson confirmed a panel exhibition of the Grand Trunk and the railway is to be installed on the exterior fence of the site to contextualize the history of the building, connecting the past with the possibilities of the future.

6. New Business

6.1. How does Your City Play? A Framework for City Building

Paul Kalbfleisch presented to the Committee based on the book The Joy Experiments which he co-authored with Scott Higgins. Highlights of the presentation included:

- the Cooper Site is a very unique opportunity;
- we need create cities that actively moderate the connection between citizens and become engines of collective optimism;
- use common language to get to a common place;
- need to consider what cities need to become in the future and how we need to start planning cities for the future;
- community is becoming the new hope and faith;
- through play we learn to collaborate, co-operate and innovate;
- need to move from a Live, Work, Play priority to Play + Live + Work = Joyful cities;
- need public spaces that are purpose built to engage;
- joy feeds the human spirits, making us more inventive, resilient and tolerant;

- use public engagement to create a compelling and collaborative innovation;

Franklin Famme questioned how it can work to have an economically viable and successful model and create cost-free joy.

Mr. Kalbfleisch responded there are many paths to creating a cost-free space and it does not need to be huge and expensive but rather thoughtful.

Andrew Hilton asked if Mr. Kalbfleisch had any insight on the approach of going out into the community and how to make it a lighter footprint.

Mr. Kalbfleisch noted the joy wall he created for a project cost approximately \$400 and was able to be moved to various locations. He stressed the concept that the engagement does not have to be expensive but rather thoughtful.

6.2. Stratford Public Library & the Grand Trunk Community Hub

Krista Robinson, CEO Stratford Public Library presented to the Committee regarding the potential of a new library at the Grand Trunk Site. Highlights of the presentation included:

- The Stratford Public Library was established in 1987 and the Carnegie library opened in 1903 with additions in 1926 and 1975;
- Total square footage of the library is 12,472;
- In 2022 a Lamay Space Needs Analysis Assessment indicated the library is only 37% of the size it should be for a community the size of Stratford and recommended a minimum of 44,000 square feet;
- Currently struggle with building logistics, accessibility, parking, public service, safety, program space, collection and staff space;
- Stratford Public Library has 134,884 visitors annually, 463,440 items borrowed, 21,878 computer uses and 21,937 program attendees;
- The Board is looking to explore the possibility of the library as an anchor tenant at the Grand Trunk site;
- The library is looking to be a space for community, engagement, meeting, creation, innovation accessible, and energy efficiency;
- The project meets the guiding principles of the Grand Truck Ad Hoc;
- Options available to generate revenue through rentals in a new space;

Franklin Famme questioned the net space required for the collection versus shared space opportunities.

Ms. Robinson confirmed 44,000 square feet would be solely for the core library and the additional space up to 60,000 square feet would include shared spaces.

Karen Haslam questioned the number of youth attending the library and if they use the collection.

Ms. Robinson noted their staffing compliment includes a teen librarian who engages the youth by simply asking what the library can do for them. An example of this is a Nerf gun night and a zombie exploring evening.

In response to questions Ms. Robinson noted the Library Board owns the current building and would be open to a new build or a readaptation of the currently Grand Trunk building. Without knowing the operational model and ownership will look like it is difficult to determine where the funds will come from. Ms. Robinson stated the Board has started reserves and intends to apply for grants and encourage community fundraising.

Motion By Mayor Ritsma

Seconded By Stephen Mitchell

THAT the correspondence from the Stratford Public Library Board requesting that the Library be considered as an anchor tenant in the Grand Trunk Community Hub be received. Carried

7. Reports of the Working Groups

7.1. Vision, Planning and Architecture

Melanie Hare provided an update on the draft Guiding Principles noting the working group did their best to incorporate the feedback received, however some of the feedback could not be addressed through the Guiding Principles.

Ms. Hare stated feedback was received regarding ensuring clarity on the audience for the Guiding Principles. The Guiding Principles are directly at multiple audiences and as a draft document and will continue to evolve. One part of the is Council to be used as a tool for making decisions, another part is for the community to provide clarity on what the Ad Hoc is trying to achieve. Ms. Hare noted the Guiding Principles also speak to accountability to ensure the Committee is achieving the goals set forth.

Ms. Hare noted the Guiding Principles might not provide clarity to those who have not been involved in the development and the Committee may need to expand on the concepts. She noted the Guiding Principles will continue to evolve as the work evolves.

7.2. Communication, Advocacy & Civic Engagement

John Kastner stated the public meetings were very positive and encouraged great conversation with the opportunity for information to come back to the Committee.

Mr. Kastner noted when the Grand Trunk Exhibit was at the Stratford Perth Museum it included a timeline of the site from the inception of the shops to when they closed in the 1950's. The Committee created a timeline from 1974 to 2024, which has been approved by City Council. Panels are in production of the timeline to be placed on the fencing around the building in late April or early May. The panels have been made to ensure they can be moved into the building at a later time if desired.

Melanie Hare noted the panels are an opportunity to signal change to the community and questioned if there are other ways to activate the site.

Mr. Kastner responded the Working Group has been approached by various groups included Stratford Summer Music and Lights on Stratford to use the building for various events. The interested from the community is happening very organically at this time and there is a potential in the not too far future for things to start happening in the building.

8. Date of Next Meeting

The next meeting is scheduled for Tuesday, May 21 at 7:00 p.m. in the Council Chambers, City Hall.

9. Adjournment

Motion by Mayor Ritsma

Seconded by Melanie Hare

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

Meeting Start Time: 7:02 p.m.

Meeting End Time: 8:57 p.m.

Communications Proposal

For the Ad Hoc GTR Committee

**From the Communications, Advocacy and Civic Engagement
Working Group – John Kastner & Andrew Hilton**

May, 2024

Background & Purpose

- Learning from Guelph and Kitchener and other cities that have undertaken large-scale renewal
- Putting the Grand Trunk Renewal project in a revised and larger context
- Shifting the context of communications and public engagement, including future engagement on Guiding Principles



Context for Storyline

- Rather than ask:
“What should we do with the Grand Trunk Site?”
- Instead, ask:
“How can the Grand Trunk Site help Stratford to prepare for and manage our growing population and keep the city a great place to live, work and play for everyone?”



Proposal for the Committee's approval:

- In consultation with City Staff, draft a new storyline for use by the Ad Hoc Committee and the City that positions Grand Trunk Renewal not as a stand-alone project, but as part of the larger solution to managing population growth, economic competitiveness and their related challenges over the coming decades



Proposal (II)

- New Storyline focused on how GTR will help city achieve larger objectives related to:
 - Affordable and Attainable Housing
 - Economic Diversification and Competitiveness
 - Climate Change
 - Official Plan review
 - Mobility & Active Transportation
 - Social Services, Parks, Green Spaces & Community amenities
- Present New Storyline to Ad Hoc Committee for Approval



Reminder: Talking Points / FAQs

- With GTR Pop-up Engagement, please remember to check and use Talking Points and FAQs to answer questions from members of the public

1. What is going to happen at the site?

It is still early days and this project is still very much in the vision stage – what would we like to see there, what is preferable and what is possible? That is one of the key roles of the *Ad Hoc* Committee and City Council– to identify a positive end result that is a generational asset to this community. This will be done with significant input from the community.

2. This is an incredible opportunity and should not be seen as a problem.

The long and troubled history of the Cooper site notwithstanding, the City of Stratford is in a very enviable position in as much as it owns this huge property of the edge of the downtown core. That emphasizes the importance of “getting this right.”

3. The City of Stratford can’t afford this!

Every scenario for this development includes multiple partners working alongside the municipality’s interests and priorities and brining investment to the project. The cost of the project to the City is difficult to estimate at this stage, but its contribution would be small, and would mostly for building the needed infrastructure work (roads, water, sewers) to unlock the site for development. At the end of the day, a completed site will have a positive financial impact with new sources of property and business tax revenues.

Vision, Planning & Architecture Working Group Update June 10, 2023

Please see the summary of the work the group has undertaken since the last Committee meeting in April;

- Staff and members of the working group brought the draft guiding principles to Council on April 22nd. Council endorsed the draft guiding principles and directed staff to proceed with community engagement.
- The working group and staff met April 15, May 14, and May 21 to develop and finalize the engagement strategy and materials.
- 10 pop-up community engagements have been planned for June.
- Working group will review results, revise the draft principles, develop a vision statement, and bring these recommendations to the Ad Hoc committee for the July meeting
- The revised vision and guiding principles will be presented to Council in August or early September.