



## **AD-HOC GRAND TRUNK RENEWAL COMMITTEE ADDENDA**

Adoption of Addenda to the Ad-Hoc Grand Trunk Renewal Committee Agenda:

Motion by

**THAT the Addenda to the Ad-Hoc Grand Trunk Renewal Committee dated August 29, 2024, be added to the agenda as printed to include the following:**

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

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

Budget Form C attached as part of the budget discussion.

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

#### 7.7 Working Group Coordinators

Following the publishing of the agenda, an update was provided by Ray Harsant, Working Group Coordinator. Additionally, Mr. Harsant provided a report on the K2RN Indigenous Collaborative. The provided documents are attached.



## 2025 DRAFT BUDGET – WORK PLAN

|                         |                          |
|-------------------------|--------------------------|
| <b>Department:</b>      | <b>CAO's Office</b>      |
| <b>Budget Division:</b> | <b>G111 CAO's Office</b> |

### **Department/Division Overview:**

The CAO's office is responsible for the development, planning and implementation of the Grand Trunk Renewal Project.

The Grand Trunk redevelopment is a multi-phase initiative guided by the Grand Trunk Master Plan. The project focuses on the restoration and development of the historic Grand Trunk building and the surrounding 18-acre site. Identified partners in this project include the City of Stratford, YMCA of Three Rivers, and the University of Waterloo. This collaborative effort aims to create a vibrant community destination that integrates academic, commercial, recreational, residential, and community-based facilities.

Key partners, including the YMCA, Stratford Transit, and the University of Waterloo Stratford Campus, will anchor the initial phases of the redevelopment. The project aims to attract new investments and create a dynamic, multifaceted community space that addresses both short-term and long-term needs.

The 2025 budget request includes an envelope of projects to advance fundraising, environmental and site servicing, project management, design services, climate studies, and implementation plans. These efforts are essential to continue the momentum of the Grand Trunk Block redevelopment and ensure the successful realization of the Master Plan. The funds are requested from the Grand Trunk Reserve Fund, which are reserved for the development of the site and was funded through the disposition of municipal land.

### **Key Activities Planned for 2025:**

| <b>Task</b>  | <b>Costs to Reserve Fund</b> |
|--|------------------------------|
| 1. Vision, Guiding Principles & Design   |                              |
| - Finalize vision and guiding principles   |                              |
| 2. Site Analysis, Environmental Assessment and Site Servicing  | \$60,000                     |
| - Continued management of the project and engagement of design services to advance the architectural and engineering plans for the site.     |                              |
| - Environmental assessment and remediation work will continue, focusing on the safe and cost-effective cleanup of individual building sites. |                              |

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|--|-------------|
| - Continuation of the design work for the installation of municipal services.  | \$200,000   |
| - Analyze and synthesize existing findings on site condition and environmental status, including the existing building   |             |
| - Identify additional site assessment needs and Indigenous consultations   |             |
| - Installation of servicing and roads  | \$1,250,000 |
| - Analysis of potential strategies for net zero energy performance of the proposed buildings will be completed, with potential funding from the Green Municipal Fund.                      |             |
| - Engaging with provincial authorities to establish a new municipal road within the Grand Trunk Site.  |             |
| - Analyze parking options based on uses and including geotechnical details   | \$30,000    |
| <b>3. Develop Key Partnership Models</b>   |             |
| - Collaborate with key partners to define roles, governance, project interest, and program of spaces and services  |             |
| - Discussion on Community Needs and Potential Spaces/Services  |             |
| - Create consensus on the Program of Spaces and Services   |             |
| - Draft the program outline and refine it based on stakeholder feedback  |             |
| - Formalize the program agreement & preliminary design   | \$100,000   |
| - Outline financial requirements, potential funding sources, and investment opportunities.   |             |
| - Establish legal agreements with partners.  |             |
| <b>4. Communications &amp; Community Engagement</b>  |             |
| - Plan and implement 'early wins' placemaking initiatives with site activations  | \$50,000    |
| - Develop collateral materials   |             |
| <b>5. Procurement Processes &amp; Services</b>   |             |
| - Assess the best execution approach, including partnering, creating a municipal development corporation, or joint ventures.   | \$30,000    |
| <b>6. Financial &amp; Real Estate Model</b>  |             |
| - An assessment of forecasted market demand and a pro forma to evaluate the financial feasibility of the development, including market project review and development feasibility testing. | \$50,000    |
| - Conduct informal market soundings with developers to test the plan and refining the development strategy based on feedback.  | \$50,000    |
| <b>7. Economic, Environmental, and Social Impact Analysis</b>  |             |
| - Impact assessment of preferred development model   | \$40,000    |
| <b>8. Project Refinement</b>   |             |
| - Services to support the development and execution of the Grand Trunk Site project, including market project review, development feasibility testing, and plan refinement.                | \$28,000    |

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|---|-------------|
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| 9. Ad-Hoc Grand Trunk Renewal Committee |             |
| - Administrative Costs                  | \$12,000    |
| TOTAL                                   | \$1,900,000 |

**New Initiatives Planned for 2025:**

Please see key initiatives for 2025 above.

**Strategic Priority or Current Service Delivery:**

This Work Plan advances Council’s approved strategic priorities as follows:

***Enhance Our Infrastructure***

***Objectives:***

- Advance key infrastructure maintenance and new growth-related projects in the 10-year capital forecast.

***Work Together For Greater Impact***

***Objectives:***

- Initiate the Grand Trunk Renewal development through a formal partnership model.
- Build meaningful partnerships to address community needs.

**Explain Significant Changes from 2024 including applying a climate lens:**

There are no significant changes from 2024. As the Grand Trunk Renewal project proceeds, the work and sequencing of the work changes. For this reason, the specific pieces of work undertaken each year are dependent on the findings from previous work and both direction from the Ad Hoc Grand Trunk Renewal Committee and Council.



## Ad-Hoc Grand Trunk Renewal Committee's Working Group, Staff and Coordinators' Reports

|                       |  |
|-----------------------|--|
| <b>Working Group:</b> | <b>Amended Working Group Co-Ordinator Ray Harsant's Report</b> |
| <b>Report Date:</b>   | <b>August 23, 2024 – As Amended August 24, 2024</b>            |

**Hello All: My initially prepared August report was not circulated to the Ad Hoc Cttee. Some items evidently provided more information than thought necessary. Accordingly, I have amended that report as follows. Apologies for the delay in getting this amended report to you in advance of the upcoming August 29<sup>th</sup> Ad Hoc Cttee meeting. I look forward to our meeting.**

My report consists of

1. Items for Information purposes;
2. Items for discussion; and
3. Items for Action – including any requiring further discussion; yellow highlighted.

This information is grouped per

1. The Working Groups I am assigned to assist;
2. Items which I have been requested to report on;
3. General Points for discussion based on my involvement and experience; and
4. Any relevant attachments

| Item #     | Item/Action   | By Whom | By When |
|------------|---|---------|---------|
|            | <b>Overview of Previous Month:</b>  |         |         |
| <b>1</b>   | Working Groups I am assigned to   |         |         |
| <b>1.1</b> | The Vision, Planning, Architecture (VPA) <i>and</i> Communications, Advocacy, Civic Engagement (CACE) Working Groups: <ul style="list-style-type: none"> <li>- I attended and participated in these two groups' meetings as they continue to work in tandem.</li> <li>- Worked with the Group to complete final drafts of Guiding Principles for the entire project. These will evolve over time.</li> <li>- Worked with the Group to develop an early draft Vision Statement which will have to evolve in order to provide a succinct and concise Vision Statement (per initial staff direction for this Cttee). Consideration should be given for the statement to describe a vision in terms of the next 2-5 years, or a long-term vision of 10-20 or more years.</li> </ul> |         |         |

|   |  |                      |                     |
|---|--|----------------------|---------------------|
| <p><b>1.2</b></p>                                   | <ul style="list-style-type: none"> <li>- I have discussed with the VPA’s chair, whether or not we might consider getting more involvement from the Ad Hoc Cttee members (voting and non-voting) in further developing the draft Vision Statement. The goal would be to have a final draft for the Cttee’s approval for forwarding to Council within the month.</li> </ul> <p><u>Partnership Working Group:</u></p> <ul style="list-style-type: none"> <li>- The Co-Chairs of this Working Group appear to be working on their own without involving the two Ad Hoc Cttee members assigned to the Group. Ideas for the group have previously been provided yet not spoken to/met on.</li> </ul> <p><u>Discussion and Decision Item:</u></p> <p>Have an open and transparent discussion about the functioning and mandate of this Working Group and recommend any steps for going forward.</p>   | <p>Ad Hoc Cttee;</p> | <p>Aug 29</p>       |
| <p><b>2</b></p> <p><b>2.1</b></p> <p><b>2.2</b></p> | <p><b>General Information, Items:</b></p> <p><u>Environmental Studies of the entire 18.4 acres:</u></p> <ul style="list-style-type: none"> <li>- I attended the Environment Working Group’s recent meeting to hear and participate in a discussion led by MTE Consultant’s Environmental Engineer Carol Mitchell. I, together with the “Working Group members” present, were very surprised to learn that only a portion of the 18.4 acres (including only a portion of “the Shops building”) appear to have had a complete Environmental study with Remedial Measures completed.</li> </ul> <p>If correct, I think it would be advisable for the Ad Hoc Cttee to fully discuss this with the aim to recommend to Council that an RFP be issued within 30 days for an appropriate firm to undertake this extensive and complete study, beginning within the next 90 days. We understand it takes approximately 3 years for such a study to be completed.</p> <p>I attended The Stratford Festival’s Forum on “Stratford and Modern Architecture”</p> <ul style="list-style-type: none"> <li>- Three very well qualified architect/resources provided an extremely informative Forum event, Saturday August 17<sup>th</sup>. Through slides, conversation and extensive research, the event clearly showed and explained how history, heritage, and current architecture thinking (current for whatever the times are) effect a city and its culture.</li> </ul> <p>I think this could be an excellent forum to repeat – made available to all Ad Hoc Cttee members – and</p> | <p>Ad Hoc Cttee</p>  | <p>Aug. 29.2024</p> |

|     |   |               |                    |
|-----|---|---------------|--------------------|
| 2.3 | <p>interested residents as well. It could provide us all with a common base of understanding for going forward in our co-creating the future vision and manifestation of this vision for the entire lands</p> <p>Truth and Reconciliation – Calls to Action and The Grand Trunk Renewal/Transformational Project: Indigenous Engagement Strategy</p> <ul style="list-style-type: none"> <li>- With staff direction, I attended meetings and had conversations with two local area Indigenous groups: The tipi of Huron Perth and the Kaswentha/Two Row Now Collaborative.</li> <li>- I facilitated the establishment of two contact persons for The Kaswentha/Two Row Now (K/2RN) Collaborative and the city of Stratford.</li> <li>- A separate report regarding this is provided as an attachment.</li> </ul> |               |                    |
| 3   | <p><b><u>Overview of Upcoming Month:</u></b></p> <p>In addition to providing Working Co-ordinator support to the groups I am assigned to, I will continue to be available to staff and others as a resource.</p>  |               |                    |
| 3.1 | <p><b>Communications, Information Flow, Overall Question: How are we doing? -- A quick questionnaire for you to complete:</b></p> <ul style="list-style-type: none"> <li>- To explore the ongoing concerns about ineffective/inefficient information flow and communications, I propose to develop a brief questionnaire/survey for Ad Hoc Cttee members and staff/resource personnel to complete and return to me. All input can be completed anonymously. I would then compile and provide a report back to the Ad Hoc Committee a summary of findings. All input would be confidential and consolidated such that no individuals are identified</li> </ul>   | RH;<br>Cttee  | Aug. 29 – Sept. 13 |
| 3.2 | <p><b>“Team Knowledge/Development”</b></p> <ul style="list-style-type: none"> <li>- I will continue to explore the possibility of having a repeat of the “Stratford and Modern Architecture” presentation for the Cttee.</li> </ul>   | RH            | Sept 13            |
| 3.3 | <p><b>Truth and Reconciliation – Indigenous Engagement Strategy</b> I will continue to attend these meetings as they are held and provide assistance to city staff if/as requested.</p> <ul style="list-style-type: none"> <li>- I will continue to be available to staff and the Indigenous Collaborative’s representative to assist in any way, they might ask of me. Intention: To ensure that together, we enhance all communities of people using these lands for play, living and working.</li> </ul>   | RH with staff | As asked           |

Report to: Ad Hoc Grand Trunk Renewal Committee      Date: August 24, 2024

From: Ray Harsant, one of the Ad Hoc Grand Trunk Cttee Co-ordinators

Subject: Truth and Reconciliation Responsibilities re An Indigenous Engagement Strategy and The Kaswentha/Two Row Now Collaborative

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The following is my report the Lead of Corporate Initiatives asked me to provide to the Ad Hoc Committee regarding The Kaswentha/Two Row Now Collaborative. It is a bit more detailed or inclusive of information due to what I believe is the critically important nature of our Reconciliation responsibilities and strategy for peaceful and productive engagement of these two communities – Stratford and people of Indigenous, Metis and Inuit heritages.

Context and Purpose:

As agreed by the Ad Hoc Committee, one of the most significant underlying pillars of (the final draft) of the “Grand Trunk Renewal” project’s Guiding Principles is our collective commitment to “Honour our Truth and Reconciliation responsibilities...” as regards to the development of these lands.

Some personal background: A couple of years ago, as a proud Canadian descendent from English settlers, I began to explore ways to personally learn more about the Truth and Reconciliation Commission, its Calls to Action, and how I might act on any of these.

I did such things as taking an online “4 Seasons of Reconciliation” course, as well as a “13 Grandmother Moons’ Learning circle” offered at the Local on Erie Street. I spoke with a number of people of Indigenous and Metis heritage. (I didn’t meet any people of Inuit heritage.) My learning has barely begun!

Connecting with a local Indigenous group:

Through these steps, I met Christin Dennis – “organizer and facilitator of Tipi of Huron Perth”. As an “Aamjiwnaang First Nation, Sixties Scoop Survivor, a spiritual healer as well as an artist”, Christin facilitates “traditional teachings and spiritual growth... including working with various schools for local (Huron Perth) school boards.”

[All quotations are from the tipi of Huron-Perth’s Welcoming brochure.]

Additionally, he is also a member of the Kaswentha/Two Row Now (K/2RN) Collaborative, based in and out of St Marys. Established two years ago by three individuals, the Collaborative has many members throughout Huron Perth (and beyond). Members are of both Indigenous and non-Indigenous heritage.

I have also met with their representative from Stratford who lives and works here with her family. We exchanged a few stories and I have passed on her contact information to staff.



In attending one of the Kaswentha/Two Row Now Collaborative's meetings three months ago, we had conversations regarding the 18.4 acres of land we all know as comprising "The Grand Trunk Renewal (or Transformational) Project". [Very often people think the project deals only with the Grand Trunk Shops building. Only now – through the work of the Communications, Engagement Working Group – are more and more "Stratfordites" realizing the enormity of this entire downtown property and the transformational nature this project has to the city and beyond.]

In our conversations, we exchanged/shared much information. Included was my explaining that I am not an actual member of the Ad Hoc Cttee so I could not officially speak on their behalf. That would have to come from an Ad Hoc and/or authorized city Staff person.

During one of these meetings, one member also suggested that the Ad Hoc Committee should approach the Huron Perth Public Health Board to be part of discussions. The "transformed Shops building" could make an excellent location for centrally locating many or most of their public health/wellness and well being services. (In a separate personal involvement with the HPHA, in a presentation to their Board, I encouraged them to actively reach out to the city or Ad Hoc Cttee to become involved in discussions of any involvement they might have in better serving the communities with this new Hub.)

In their July meeting I was asked if they could be part of the Ad Hoc Committee.

Certainly, was my response and I explained that as a resource to the Committee, what I would do is speak with the city's Lead of Corporate Initiatives and the city's Equity, Diversity and Inclusivity staff about the K2RN Collaborative and their request and get back to them

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Following this meeting, three of us – Emily Robson, Oonagh Vaucrosson (staff within the city's Equity, Diversity and Inclusivity group and member of the Collective) and I – attended the next K/2NRmeeting.

I updated the group regarding what had occurred since we last met, and Emily provided a more extensive presentation as well as presenting them with a "gift from the Grand Trunk Shops' building consisting of many stones enshrined in concrete" (my words). Their Chair expressed her gratitude for this and for being involved in a conversation about the Grand Trunk project.

One of the outcomes of this meeting was agreeing that Christin Dennis and Emily Robson would be the two official contacts between the Collaborative and the city/Ad Hoc Committee. They spoke after that and noted that Emily would be on vacation and out of town on city business for much of the next three weeks. She would follow-up after her return.

Two notable thoughts/recommendations made during this meeting were to consider “placemaking interventions that would help make Indigenous people feel comfortable and welcomed”. One suggestion on how to do this was through public art.

A second idea is of a Friendship Centre being located somewhere on the (“Grand Trunk”) lands. The presently planned Friendship Centre at the Falstaff Centre could be located within the transformed Shops building when the design work for the entire structure actually begins. The K/2RN members referred to Christin Dennis for follow-up.

As a related aside, I believe many city services/departments, together with other non-city run services, could be/should be – relocated to the transformed building as “anchor Hub tenants”.

Another much needed centre to possibly be part of this could be the invaluable Stratford Pride Centre. They have to relocate over the coming few years. From the Fellowship idea came the idea that perhaps this Pride Centre would be ideally relocated to the Shops building too! As one of their Board members once expressed (paraphrased): “...I dream one day of having a centre where everyone can come and feel proud – proud of who and how they are – whoever they are; not just members of the 2SLGBTQA+ community”.

In the K/2RN Collaborative’s August 22<sup>nd</sup> meeting, Christin noted that he very much wants to attend the August 29<sup>th</sup> Ad Hoc meeting. As he has not yet received an official invitation to do this, following the meeting I provided him with this invitation. He is very grateful for the invitation and looking forward to being there.

In a debrief with Emily this past week, I am very happy to learn that both Oonagh and her colleague Kevin Bonnell will be presenting to the Ad Hoc Cttee their thoughts, ideas and recommendations regarding ongoing engagement of Indigenous peoples. While we’ve shown the land’s brief history from the 1870’s, there are countless stories regarding thousands of years before this.

I understand that over the centuries, the Stratford area was actually primarily used for hunting, fishing and conveyance – transportation – of Indigenous peoples, and supplies/food. Living here perhaps in winter times; however, not really a permanent year round home for a particular nation of Indigenous peoples.

It is notable that today, the “Grand Trunk Renewal project and property” is again serving as a conveyance of thoughts, ideas, and co-creative imaginative ideas, all designed to honour the land while serving the needs of the Stratford communities located here – individuals, groups, entrepreneurial businesses, agriculture/pork industries, sports and arts organizations...and the list goes on. Truly a great place to play, live and work!