



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

Date: Thursday, August 29, 2024

Time: 4:00 P.M.

Location: Council Chamber, City Hall

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

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

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 - 12 |
| | <p>Motion by
 THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated July 15, 2024 be adopted as printed.</p> | |
| 4. | Delegation Requests | |
| | <p>None scheduled.</p> | |
| 5. | Business Arising from Previous Minutes | |
| | <p>5.1 Indigenous Engagement Strategy Considerations for the Grand Trunk Renewal Project</p> <p><i>Kevin Bonnell, Manager of Inclusion, Equity and Indigenous Initiatives & Oonagh Vaucrosson, Accessibility, Diversity and Inclusion Coordinator, Human Resources, City of Stratford</i></p> <p>5.2 City of Stratford Official Plan Review: General Overview and Alignment with GTR Site</p> <p><i>Adam Betteridge, Director of Building and Planning, Building and Planning Services, City of Stratford</i></p> <p>5.3 Draft 2025 Budget for the Grand Trunk Renewal Project</p> <p><i>Joan Thomson, CAO, City of Stratford</i></p> | |
| 6. | New Business | |
| | <p>6.1 Grand Trunk Site Activation & Animation</p> <p><i>Andrew Hilton, Co-Chair, Communications, Advocacy & Civic Engagement Working Group</i></p> | 13 - 15 |
| 7. | Reports of the Working Groups & Staff Update | |
| | <p>7.1 Partnership</p> <p><i>Herb Klassen & Karen Haslam, Co-Chairs</i></p> <p>7.2 Vision, Planning & Architecture</p> | 16

17 - 21 |

Melanie Hare, Chair

7.3 Real Estate, Legal & Finance

22 - 24

Franklin Famme, Chair

7.4 Communications, Advocacy & Civic Engagement

Andrew Hilton & John Kastner, Co-Chairs

** Report provided in item 6.1*

7.5 Infrastructure & Environment

25

Stephen Cooper, Chair

7.6 Staff Update

26 - 27

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 September 16, 2024 in the Council Chamber, City Hall.

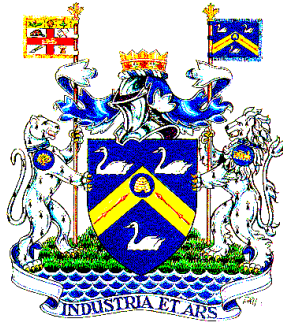
9. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

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



Ad-Hoc Grand Trunk Renewal Committee

DRAFT MINUTES

Date: Monday, July 15, 2024

Time: 4:00 pm – 6:00 pm

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

Committee Members: Dan Mathieson – Chair Presiding, Mayor Ritsma, Mark Vandebosch, Barb Cottle, Melanie Hare, Nic Flanagan, Franklin Famme, Stephen Mitchell, Paul Parlee

Absent: Trudy Jonkman, Ron Dodson, Andy Bicanic, Emily Robson – Corporate Initiatives Lead, Joan Thomson – Chief Administrative Officer

Staff: Adam Betteridge – Director of Building & Planning, Joani Gerber – CEO of investStratford, Vicky Trotter – Council Committee Coordinator

Also Present: Working Group Coordinators and Members, Kendra Fry, Media, Members of the Public

1. Call to Order

The Chair called the meeting to order at 7:01 pm

Land Acknowledgment

Respect in the Workplace Statement

Moment of Silent Reflection

2. Disclosure of Pecuniary Interest and the General Nature Thereof

None were declared.

3. Acceptance of Meeting Minutes

Motion by Paul Parlee

Seconded by Franklin Famme

THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated June 17, 2024, be adopted as printed. Carried

4. Delegation Requests

None were scheduled.

5. New Business

5.1. **Lessons from the Trinity Centres Foundation: Repurposing underutilized churches into community hubs and affordable housing**

Dan Mathieson, Chair Presiding introduced Kendra Fry noting she works with communities to encourage creative energy and collaborations. Through her engagements with Trinity Centres Foundation and her company, Creative Collisions, she shares her knowledge of how to create community hubs in historic spaces Canada wide. Ms. Fry has also worked with investStratford on the critical issue of attainable and affordable housing stock.

Ms. Fry presented to the Committee. Highlights of the presentation included:

- St. Paul's Cathedral in the Downtown Entertainment District of London is being redeveloped into a Creative Sector Incubation Hub;
- Two adjacent office towers are to be transformed into public facing gathering, studio and creation spaces while developing housing;
- Creating an embedded, walkable community, rich in diversity and community interchange;
- Project will take a phased approach with partnerships and scaled appropriately with the assistance of grants and time to plan;
- Two day workshop with pilot projects to engage the community;
- Cathedral to be repurposed into an event space;
- Require connection and collaboration with the City of London;
- The church will retain ownership of the site and a have seat on the not for profit board.

Paul Parlee questioned the primary source of funding for the project.

Ms. Fry responded the funding is provided through the dioecies with payback through projects such as housing.

Franklin Famme asked if the affordable housing portion of the project is social services operated.

Ms. Fry stated the housing on the site will be ran by Homes Unlimited, a not for profit housing developer and will all be rental units.

Mr. Famme questioned the potential for future use and potential mixed uses.

Ms. Frey confirmed future uses have not been determined. It is easier if the project is broken into pieces and they move from piece to piece.

Melanie Hare questioned if the business plan is sustainable for each piece or the entirety of the project.

Ms. Frey noted each piece of the project is intended to be sustainable and to provide enough to continue with the mission. When projects are stabilized funds are also stabilized.

Mark Vandebosch noted the various pieces of the project make sense individually and questioned how each of them make sense together, for example, the creative hub does not seem to fit with the location and affordable housing piece.

Ms. Frey responded the Bishop of the church wanted the project to be an entire neighbourhood which connects people to each other. Activations have been chosen specifically to involve all ages and create an atmosphere of safety.

Mr. Parlee questioned how the capital infrastructure upgrades were financed.

Ms. Frey stated there are currently no plans for new builds requiring infrastructure. This item would need to be reviewed should the need arise.

Karen Haslam inquired about the monthly rent for affordable housing at this location.

Ms. Frey confirmed Home Unlimited uses the base of 70% of market rate.

Ms. Frey presented on a second development, a church in the Weston Community in Toronto which is working towards a similar project to create a holistic community hub and performance space centered around a thriving church program by creating a space for other tenants, drawing people to worship and enhancing the Weston Community.

*Adam Betteridge – Director of Building and Planning is now present

In response to questions Ms. Frey stated there are no Section 37 funds for this project as the municipal council did not require a fee to paid.

6. Business Arising from Previous Minutes

6.1. Work Plan Implementation & Working Group Assignments

Joani Gerber, CEO, investStratford reviewed the Work Plan noting the following:

- intention is to drive project forward aligned with the Vision & Guiding Principles;
- a lot of the items on the list are to be completed at the staff level;
- meeting with Working Group Chairs to discuss;
- aggressive timelines will be set with the understanding they may not always be met;
- finalize Vision & Guiding Principles, develop a comprehensive business plan, secure initial proposals, and prepare for detailed planning;
- site analysis & environmental assessment, recommendations on additional site assessment needs to prepare for development, recommendations for approaches to carbon neutrality, complete internal formal consultation on the site;
- develop key partnership model, establish a formal agreement for the construction and operation of a community recreations/amenity facility, including program of space and high-level design;
- communications and community engagement, activate the GTR site through placemaking interventions;
- procurement/RFP process and legal agreements structure, Council-endorsed strategy for land disposition and development partner selection;
- financial and real estate model, articulate development scenarios and seek endorsement from Council to pursue the preferred model;
- economic, environmental, and social impact analysis, provide impact analysis to inform development scenarios and recommendations on preferred models;
- government relations, determine best opportunities for collaboration and set government relations priorities.

Mayor Ritsma stated he met with the shadow Minister of Housing and Diversity, Scott Atchison at the site and discussed the history of the site, current parking, transit hub and the project moving forward. The Minister encouraged the City to proceed with infrastructure on the site.

Ms. Gerber noted the key to the work plan is to measure success and reporting back to the Committee on the goals and objectives. Additionally, the work plan will adapt with time.

Melanie Hare questioned if determining the infrastructure required is included in the plan and if not, should it be added to one of the working groups.

Ms. Gerber confirmed working through the formal consultation process will assist in determining the infrastructure required. Funding for infrastructure may be assisted by the Federal and Provincial governments.

Ms. Hare questioned how the Committee can confirm information from each of the working groups is shared to ensure the working groups do not remain siloed.

Dan Mathieson noted yield calculations will need to be completed and the Committee will need to agree on the public investment having some correlation to the amount of yield of private investment which generates taxation on the site so the Committee can marry up a business plan which is fulsome in all aspects.

Ms. Hare stated the Committee may want to think about key milestones as part of the work plan.

Paul Parlee questioned the method of sharing the work of the working groups prior to the meetings to be prepared for discussion rather than getting verbal updates at the meeting.

Ms. Gerber recommended discussing with the Clerk's Department how to proceed with information sharing.

Franklin Famme noted timelines would be beneficial as part of the work plan. He recommended making a motion to accept the work plan document.

Motion by Franklin Famme

Seconded by Melanie Hare

THAT the Work Plan as outline be accepted.

Nic Flannagan stated he would like to see the deadlines related to the work plan prior to accepting it.

Barb Cottle noted it is important to look at different ways of proceeding rather than a standard development and to be more innovative.

Mark Vandebosch stressed the importance of communication between the working groups and the Committee.

Mr. Mathieson asked Mr. Famme if he would consider tabling the motion to the August 29 meeting to allow further information to be brought forward.

Mr. Famme confirmed he has no problem tabling the motion and reminded members that accepting the work plan as it is currently written does not mean it cannot change and evolve over time. The motion was meant to show appreciation for effort put into creating the work plan.

Mr. Flannagan questioned the capacity of the working group to be able to complete the tasks properly and the divide of work between the working groups, the City and third party consultants.

Mr. Mathieson recommended a discussion take place between Mr. Flannagan, Steve Cooper, Joani Gerber and Taylor Crinklaw, Director of Infrastructure to delineate where responsibilities lie.

Mr. Parlee questioned how information from the working group chairs meeting is being communicated to the Committee.

Ms. Gerber noted the minutes from the Working Group Chairs meeting can be circulated to the Committee.

Mr. Mathieson stated the minutes could also be added to the Committee agenda for approval.

Steve Mitchell asked if the agenda to the Working Group Chairs meeting is made public.

Ms. Gerber noted the agenda is published to the website and the meeting is open to the public.

Vicky Trotter stated minutes are not taken at the Working Group Chairs meeting but rather notes are made. Staff can discuss how to share these notes with the Committee.

Steve Cooper stated he was not aware minutes or notes were required to be completed by the working groups.

Mr. Mathieson confirmed minutes are not required at the working group level and the updates should be shared verbally at the Working Group Chairs meeting.

The Chair called the question on the motion. **Carried**

6.2. Community Consultation Insights and Vision & Guiding Principles

Melanie Hare presented findings from the community engagement. Highlights of the presentation included:

- 10 community pop-ups took place between May 31 and June 24;
- 200 people participated in the pop-ups and 140 comments were received;
- the virtual pop-up on Engage Stratford had 110 submissions and 86 comments were received;
- 32% of participants feel the GTR can best contribute to the community by creating new spaces for community use;
- 19% of participants feel the GTR can best contribute to the community by creating a dynamic and inclusive new place in our downtown core and building a range of new housing;
- 30% of participants would enjoy use recreational facilities at the site and 20% would like to learn, experience and celebrate
- the key themes from comments included green spaces and outdoor activities, recreational facilities, community and social spaces, affordable and sustainable housing, accessibility and walkability, library and educational spaces, cultural heritage and art, economic viability and sustainability initiatives;
- the Guiding Principles have been refreshed and refined based on the community feedback.

Franklin Famme applauded the Guiding Principles and the work that has been put into them. He noted they do not discuss the tie to the downtown core and feels it does not need to be explicit as the document makes it clear that the project is intended in encapsulated all the surrounding communities.

Ms. Hare noted the tie to the downtown core was more obvious before and is now embedded into the document.

Paul Parlee noted he believes the master plan calls for integration of the site with the neighbouring sites and therefore it does not need to be explicit.

Ms. Hare stated one of the next steps collectively is to determine what is the program, where does it land on the site and how does it land on the site and where are the connections in the neighbourhood.

Mayor Ristma stated surrounding neighbourhoods is noted in the work plan.

Alan Kasparski questioned if the how section is listed in priority order.

Ms. Hare noted the first item, Honour our Truth and Reconciliation responsibilities, and the last item, Recognize that Renewal will occur in phases over time, were intentionally placed, the remaining items have no significance to their order.

Dan Mathieson recommended a preamble in this section related to Truth and Reconciliation and phasing development overtime and the remainder of the items could be listed alphabetically.

Nic Flannigan asked for clarification on the bullet point "leverage the City's infrastructure investment" as it relates to Provincial and Federal grants.

Ms. Hare responded it was to acknowledge the current infrastructure and leverage that.

Motion by Melanie Hare

Seconded by Paul Parlee

THAT the updated Grand Trunk Renewal Guiding Principles dated July 7, 2024 be accepted with the recommended updates to the Truth and Reconciliation section. Carried

6.3 Update on Youth Representative

Alan Kasparski requested an update on the replacement of the youth representative on the Committee.

Joani Gerber noted the Clerk's Department is working on this item and they have been contacted for an update.

7. Reports of the Working Groups

7.1. Infrastructure & Environment

Steve Cooper stated three members of the public are interested in being a part of the working group and two additional members are interested in speaking to the working group on specific topics.

Mr. Cooper noted concern of utilizing staff resources as staff is already very busy and questioned the capacity of the departments to assist with the objectives.

Dan Mathieson stated working group chairs should connect with Joani Gerber if they identify staffing issues.

7.2. Real Estate, Legal & Finance

Franklin Famme confirmed the working group is meeting in August. The agenda will include discussion on the costs to date, accumulation of funds in the budget items for infrastructure and the Vision as it relates to the working plan items specific to the working group.

7.3. Communication & Civic Engagement

Andrew Hilton noted the working group has been focused on the Vision and Guiding Principles and will be moving towards the items in the work plan and looking for additional members to review potential activation at the site.

8. Date of Next Meeting

The next Ad-Hoc Grand Trunk Renewal Committee meeting is scheduled for Thursday, August 29, 2024 at 4:00 p.m. in the Council Chambers, City Hall.

9. Adjournment

Motion by Barb Cottle

Seconded by Mark Vandenbosch

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

Meeting Start Time: 4:01 p.m.

Meeting End Time: 5:41 p.m.



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Communications, Advocacy & Civic Engagement
Report Date:	August 2024

Requested Committee Direction:

The Communications, Advocacy & Civic Engagement Working Group proposes that the Ad Hoc Committee request City Staff to review the following temporary use ideas and bring forward a report to Council on this approach and potential activations to develop the City's permitting, access, safety and other approaches and requirements to facilitate temporary uses and activation of the Grand Trunk site and building.

Context: With so few residents familiar with the GTR building or the site (seeing it as a sealed-off building behind a parking lot), it is in the interest of long-term revitalization that temporary or meanwhile uses for the building and site be proposed, reviewed and approved by City Council. This would allow both activation of the site before it is developed and attracting a wide range of users to the site and building to demonstrate the possibilities of the site/building and the potential value of the site to residents.

Discussion Points:

The following list of potential activation ideas is not exhaustive; it proposes ideas that require further research and engagement. These ideas share one thing in common: they would require the City to understand what is needed to safely bring people onto the site or in the building and develop a consistent approach to permitting such events.

1. Art installation: Siting an art installation for Lights on Stratford within the Grand Trunk Building. This would require the building to be open to the public at certain times—supervised with volunteers and security (as is the case with all the other Lights On installations) and would require lighting. Potential Partner: Lights On Stratford / Users: resident and visitors of all ages
2. Architecture and Heritage tour: Taking small groups of registered participants on a walking tour of the building, with the possibility of using archival images to illustrate the site's history. Potential Partner: Stratford Perth Museum, Architectural Conservancy Ontario – Stratford Perth County Branch / Users: All
3. Large-scale puppet show/static display of large-scale puppet that is created through a participatory build-out. Potential Partner: Springworks / Users: children and families

4. Silent Disco Party: Hosting a silent disco in the Grand Trunk building. This would include a DJ, lighting, bathrooms, controlled entry). Potential Partners: Destination Stratford / Users: diverse young adults
5. Live performance: Hosting a live music performance in the Grand Trunk Building (or in the parking lot). This would require more physical infrastructure, like staging, chairs, washrooms etc. Potential Partners: Stratford Summer Music / Users: various
6. Mural: Installing a mural on the façade of the building – to tell the story of the building or site, to send a message about the possibility of the site or as a piece of art – to attract foot traffic to the site. Potential Partners: Provocation Festival / Users: various
7. Pop-up park: Using the exterior space around Grand Trunk Building to create a temporary park. Potential Partners: SDSS Eco Club / Users: various
8. Car/Tractor Show: Use the GTR building as a static display for antique/heritage cars and trucks. The rough industrial backdrop would be ideal for displaying vintage and classic cars from past eras when the building was an active shop/factory. Potential Partner: Stratford Cruises / Users: car aficionados
9. Sports Tournament: The GTR building would be a fantastic backdrop for certain outdoor sports (beach volleyball, volleyball, soccer, basketball, tennis, ultimate) that would require only light infrastructure (lines, sand, nets). Potential Partners: Local sporting organizations / Users: local athletes of all ages
10. Scrap metal collection: In an effort to clean up inside the building and make it easier and safer to host events, engage with local contractors, recycling firms and scrap metal dealers to organize a day when scrap metal and other material can be safely removed from the building and the proceeds to be kept by those who participate.
11. Food Trucks and/or Market: Use the building as a pop-up for local food trucks and/or Sunday slow market. Potential Partners: local restaurants and caterers / Users: visitors and residents

Overview of Previous Month:

Summary of work undertaken during the previous month.

Item #	Item/Action	By Whom	By When
1	Completion and installation of the timeline banner	JK/City	July 18
2	John Kastner presented to Festival City Rotary	JK	May 23

3	Meeting with Stratford Summer Music to discuss temporary uses of the GTR site	AH	July 13
4	John Kastner presented to Stratford Rotary	JK	August 15

Overview of Upcoming Month:

Summary of work anticipated for the upcoming month.

Item #	Item/Action	By Whom	By When
1	Work with staff to develop approach to temporary activations	AH	September 9



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Partnerships
Report Date:	August 23, 2024

Requested Committee Direction:

The report is for information only.

Overview of Previous Month:

- Meetings and ongoing discussion related to community involvement in the planning of a new YMCA and the Stratford Library moving into the Grand Trunk railway site.
 - Emily set up a meeting with these partners on July 8th.
 - The YMCA is in the planning stages for a new YMCA in the Grand Trunk Railway building.
 - The Library is also in discussion about making a move to this site.
- The Partnership Working Group has started visiting clubs in the Stratford area to see if they would be interested in using this new community space.
- The Working Group contacted Ron Dodson, who is part of the group. Ron is involved with the Perth County Players. The Perth County Players has found a home for their group but are interested in possibly being partners in the new community facility at the GTR or increasing their use of the theatre at City Hall.

Overview of Upcoming Month:

- The Working Group will continue to visit with clubs in the Stratford area to see if they would like to use the community space at the GTR.
- There are upcoming meetings with the Rotary Club and Girl Guides and other service groups will be taking place over the next few weeks.



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Vision, Planning & Architecture
Report Date:	August 23, 2024

Requested Committee Direction:

The report is for information only.

Discussion Points:

Vision & Guiding Principles

- At the July 15, 2024 meeting of the Ad Hoc Grand Trunk Renewal Committee, the Vision, Planning & Architecture Working Group presented findings from community engagement activities, and shared a revised version of the draft Vision and Guiding Principles that integrated these community insights.
- Members provided feedback and commentary on the draft Vision and Guiding Principles for the Grand Trunk Renewal project.
- Feedback suggested that refinements to the context section to include reference to Truth and Reconciliation obligations and to recognize that GTR will occur in phases over time, and that the remainder of the items in the section be listed alphabetically.
- The Vision, Planning & Architecture Working Group met to discuss the revisions and incorporate them into the Vision and Guiding Principles. The revised version is included as an appendix to this report.
- The Working Group also determined that the Vision and Guiding Principles should be reviewed once key components of the business case are complete to ensure alignment. Further refinement, such as specific milestones and timelines, can be included when the project is further articulated. The Working Group emphasized that the Vision and Guiding Principles is a living document and should be refined as needed through the project.
- The Working Group and staff will bring forward a management report to Council on September 9th to share the community engagement findings and the revised Vision and Guiding Principles.

Visual Representation of Vision and Guiding Principles

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

Indigenous Engagement and Consultation

- The Working Group discussed next steps in both engaging and consulting with Indigenous communities. The urgency of this work was emphasized and the need to reach out to the appropriate parties immediately.

Overview of Previous Month:

- Members reviewed feedback from the July 15th Ad Hoc meeting and incorporated into the Vision and Guiding Principles
- Working Group reviewed the revised version of the Vision and Guiding Principles
- Working Group met on July 31st to discuss the revisions and identify next steps
- Staff prepared a management report to Council

Overview of Upcoming Month:

Item #	Item/Action	By Whom	By When
1	Finalized management report	Emily	August 26
2	Further develop Clusters of Activities/Uses graphic	Melanie	August 30
3	Working Group to review Clusters of Activities/Uses graphic	WG	September 5
4	Present community engagement findings and vision and guiding principles to Council on September 9th	Emily	September 9
5	Update website and collateral	Emily	September 16
6	Share visual representation with Ad Hoc Committee	Melanie	September 16

DRAFT: GRAND TRUNK RENEWAL GUIDING PRINCIPLES

(July 7, 2024)

WHY

The Grand Trunk Site and building will be transformed into a generational asset that will support Stratford's goals of being a great place to live — a prosperous, inclusive, sustainable, and welcoming community to everyone.

The Grand Trunk Renewal process will begin by updating the project's original Vision Statement and Guiding Principles, which will outline what outcomes should be achieved in developing the site and the values that should guide the development's decision-making.

HOW

We will go about the Grand Trunk Renewal in ways that honour our Truth and Reconciliation responsibilities and recognize that Renewal will occur in phases, over time. The Grand Trunk Renewal will:

- ~~Honour our Truth and Reconciliation responsibilities~~
- Adopt new and innovative approaches to building community
- ~~Align with Stratford's priorities and strategies~~
- Build on Stratford's many strengths
- Contribute to Stratford's prosperity
- Cultivate positive relationships with partners
- ~~Ensure the Grand Trunk site welcomes and inspires us~~
- Follow a sound business plan & financial model
- Leverage the City's existing infrastructure investment while seeking partnerships to deliver new investment to service proposed development
- ~~Follow a sound business plan & financial model~~
- ~~Contribute to Stratford's prosperity~~
- ~~Ensure the Grand Trunk site welcomes and inspires us~~
- ~~Adopt new and innovative approaches to building community~~
- ~~Align with Stratford's priorities and strategies~~
- ~~Cultivate positive relationships with partners~~
- Recognize that Renewal will occur in phases, over time.

WHAT

The Grand Trunk Site will be:

(REVISED) VISION

The Grand Trunk Site is an unprecedented opportunity to build a sustainable legacy for Stratford by creating a distinct place that serves the community and responds to our city's challenges – now and in the future.

The Site will provide places, services and amenities for residents and visitors through diverse uses such as housing, community space, parks and green space, education and recreation – generating a dynamic centre of activity that serves the full diversity of Stratford's population.

The revitalized Grand Trunk Site will create a strong identity, sense of place, and centre of gravity for the Grand Trunk Building, while expanding and connecting to the existing Downtown.

The Grand Trunk Site will be a place for all people, for all seasons. With places for people to live, work, play and exercise, learn, come together, celebrate and create, the Grand Trunk Site will bring new energy into the downtown and help Stratford address our shared challenges and progress towards our goals.

GUIDING PRINCIPLES

SUSTAINABLE + FISCALLY RESPONSIBLE

Create a Sustainable, Resilient, and Fiscally Responsible Community

The Grand Trunk development will ensure environmental, social, and financial sustainability by:

- Using sustainability measures and technologies to reach net-zero carbon emissions
- Designing the site to be resilient to climate change
- Generating new revenue for the City through innovative uses of the site
- Pursuing partnerships and strategies that serve our diverse and evolving community and enhance public resources

CELEBRATE PAST + FUTURE FORWARD

Honour the Past, Address Current Needs, and Innovate for the Future

Our approach will balance respect for history with modern needs and future readiness by:

- Celebrating the site's history and heritage through adaptive reuse of the Grand Trunk Building
- Showcasing the social, cultural and economic story of the Lands
- Creating solutions that address contemporary needs and anticipate future challenges
- Developing spaces that are flexible and can adapt to changing community

INSPIRING + INCLUSIVE

Create an Inspiring, Inclusive, and Dynamic Community Meeting Point

Transform the Grand Trunk Site into a place that everyone can enjoy by:

- Fostering a sense of welcoming and belonging for all community members
- Promoting playfulness, curiosity, and opportunities for social gathering

- Celebrating innovation, culture, and creativity
- Designing vibrant spaces that are accessible and enjoyable in all seasons

DISTINCT, DIVERSE +MULTIFUNCTIONAL

Design Distinct, Diverse, and Multifunctional Urban Spaces

Create a vibrant and inclusive urban environment by:

- Incorporating higher-density buildings to meet diverse housing needs for all ages and abilities
- Highlighting the unique attributes and history of the Grand Trunk site
- Plan for a mix of living, learning, recreation and gathering spaces across the site and within buildings
- Creating public spaces that support recreation, culture, and community interaction
- Using the existing Transit Hub on site to create transit-friendly development and providing safe spaces for pedestrians and cyclists

CONNECTED + COMMUNITY-FOCUSED

Foster Connectivity and Community Wellbeing

Create a great place to live and support community wellbeing by:

- Offering attainable and affordable housing options that foster community
- Including amenities for everyday life, such as vibrant public spaces, day care, access to shopping, community gardens and kitchens, services, and multiple transportation options
- Building safe and inclusive environments that are welcoming to all
- Enhancing connectivity between the Grand Trunk site, downtown, ~~and~~ surrounding neighbourhoods and adjacent development sites.

THRIVING + VIBRANT

Cultivate Cohesive and Vibrant Community Spaces

Ensure the Grand Trunk site is active and engaging by:

- Providing spaces for living, life long learning, health, wellness, recreation, and entrepreneurship.
- Supporting social connections and inter-generational relationships.
- Facilitating communal gathering spaces that foster a strong sense of community.



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Real Estate, Legal and Finance Working Group
Report Date:	August 23, 2024

Requested Committee Direction:

The report is split into two parts:

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

Discussion Points (for information only):

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

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

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

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

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

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

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

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

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

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

Discussion Points (action items):

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

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

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

Overview of Previous Month:

n/a

Overview of Upcoming Month:

Summary of work anticipated for the upcoming month.

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

The next WG meeting has been set for September 26th at 4pm.



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Infrastructure & Environmental
Report Date:	August 23, 2024

Requested Committee Direction:

The report is for information only.

Discussion Points:

The committee has been formed with the following members:

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

Overview of Previous Month:

The Committee met on Aug 14, 2024, with Carol Mitchell (environmental engineer with MTE Consultants). The purpose of the meeting was to better understand what an RSC (record of site condition) is and what has been filed with the Ministry of the Environment. This will help the committee to better understand what reports still need to be completed prior to developing the site.

Overview of Upcoming Month:

Summary of work anticipated for the upcoming month.

Item #	Item/Action	By Whom	By When
1	Meet City staff in August to review available reports.	S.Cooper	Aug 28/24
2	Confirm with City staff RSC (record of site condition) status for the remainder of the site.	S.Cooper	Aug 28/24
3	Confirm with City staff RMM (risk management measures) required as part of the existing RSC.	S.Cooper	Aug 28/24
4	Organize next working group meeting.	S.Cooper	Sep 30/24



Ad-Hoc Grand Trunk Renewal Committee

Staff Update:	Emily Robson, Corporate Initiatives Lead Joani Gerber, CEO, investStratford
Report Date:	August 23, 2024

Requested Committee Direction:

The report is for information only.

Overview of Previous Month:

- Met with partners from the University of Waterloo
- Prepared for and attended Two Row Now meeting
- Finalized vision and guiding principles with Vision, Planning and Architecture Working Group
- Identified issues and next steps for temporary uses of the GTR site with project engineer
- Met with Working Group coordinators to discuss workplan and implementation
- Met with community partners interested in hosting events at the GTR site to assess technical requirements and scheduling
- Collaborative workshop with Stratford Public Library and Community Services to discuss space program and shared space needs
- Meeting with the YMCA to explore space program and shared space needs
- Meeting with Partnership Working Group to discuss community needs assessment
- Prepared and delivered Management Report on the Q3-Q4 Workplan to Council (August 13, 2024)
- Developed Working Group report template
- Facilitated meeting of the Working Group Chairs
- Facilitated and prepared materials for Working Group meeting on site fit and parameters
- Participated and prepared materials for Legal and Finance Working Group meeting
- Designed, finalized and prepared materials for Ad Hoc meeting agenda
- Prepared draft 2025 capital budget for the GTR project
- Prepared Management Report on the community engagement findings and Vision and Guiding Principles

Overview of Upcoming Month:

- Deliver Management Report on community engagement findings and Vision and Guiding Principles (September 9, 2024)
- Develop recommendations and approach for placemaking initiatives
- Develop, detail and discuss options for community space(s) with key partners and interest holders
- Develop scope of work for financial modelling and market analysis, assess resources available to complete the work

- Meeting with relevant staff to discuss infrastructure status and work plan
- Meeting with UW to explore operational models
- WG Chairs meeting
- Meeting with YMCA to explore operational models