



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

Date: Monday, November 18, 2024

Time: 4:00 P.M.

Location: Council Chamber, City Hall

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

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

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 - 13 |
| | <p>Motion by
 THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated October 21, 2024 be adopted as printed.</p> | |
| 4. | Delegation Requests | |
| | <i>Robert Ritz</i> | |
| 5. | Business Arising from Previous Minutes | |
| | 5.1 Grand Trunk Renewal Project: Brownfield Considerations | |
| | <i>David Kusturin, Chief Project Officer, Waterfront Toronto</i> | |
| | 5.2 Follow Up Grand Trunk Environmental Remediation & Parking Considerations | 14 - 31 |
| | <i>Joan Thompson, CAO & Taylor Crinklaw, Director of Infrastructure Services</i> | |
| | <i>Follow up materials from Director Taylor Crinklaw's presentation at the October 21, 2024 committee meeting.</i> | |
| 6. | New Business | |
| | 6.1 Stratford Arts and Culture Collective | 32 - 34 |
| | <i>Ron Dodson, Ad Hoc Grand Trunk Committee Member</i> | |
| 7. | Reports of the Working Groups & Staff Updates | |
| | 7.1 Partnership | 35 - 36 |
| | <i>Karen Haslam & Herb Klassen, Co-Chairs</i> | |
| | 7.2 Vision, Planning & Architecture | 37 - 39 |
| | <i>Melanie Hare, Chair</i> | |
| | 7.3 Real Estate, Legal & Finance | |

Franklin Famme, Chair

Nothing new to report at this time

7.4 Communications, Advocacy & Civic Engagement 40

Andrew Hilton & John Kastner, Co-Chairs

7.5 Infrastructure & Environment 41 - 42

Stephen Cooper, Chair

7.6 Working Group Coordinators 43 - 48

Alan Kasperski & Ray Harsant, Coordinators

7.7 Staff Update 49 - 58

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 December 16, 2024. The location is to be confirmed. Please note the December 16, 2024 meeting will not be livestreamed.

9. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

THAT the November 18, 2024 Ad-Hoc Grand Trunk Renewal Committee meeting adjourn.



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

Date: October 21, 2024
 Time: 4:00 P.M.
 Location: Council Chamber, City Hall

Ad-Hoc Committee Present: Mayor Martin Ritsma – Chair Presiding, Barb Cottle, Franklin Famme, Mark Vandenbosch, Ron Dodson, Stephen Mitchell, Trudy Jonkman

Regrets: Dan Mathieson, Melanie Hare, Nic Flanagan, Paul Parlee, Andy Bicanic

Staff Present: Emily Robson, Tim Wolfe - Director of Community Services, Taylor Crinklaw – Director of Infrastructure Services, Adam Betteridge - Director of Building and Planning Services, Tatiana Dafoe, City Clerk, Victoria Trotter – Recording Secretary, Kevin Bonnell – Manager of Inclusion, Equity & Indigenous Initiatives, Oonagh Vancrosson, Coordinator of Accessibility, Diversity & Inclusion

Working Group Members Present: Herb Klassen, Andrew Hilton, Steve Cooper, Ray Harsant, Members of the Public

1. Call to Order

The Chair called the Meeting to Order.

Land Acknowledgement.

Moment of Silent Reflection.

2. **Disclosure of Pecuniary Interest and the General Nature Thereof**

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence 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 October 21, 2024 Ad-Hoc Grand Trunk Renewal Committee meeting.

3. **Adoption of Previous Minutes:**

Motion by Mark Vandebosch

Seconded by Trudy Jonkman

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

Carried

4. **Delegation Requests**

None were scheduled.

5. **New Business**

5.1 United Housing: Uniting our Community to Address the Housing Crisis

Ryan Erb, Executive Director, United Way Perth-Huron stated the mission of United Housing is to build better communities by developing, creating, constructing, and managing mixed income housing in Perth and Huron. Mr. Erb noted the vision includes United Housing becoming an established and sustainable non-profit housing developer in Perth-Huron by 2030 and by 2050 to have everyone in housing suitable and affordable to their needs.

Kathy Vassilakos, Director, United Housing presented on United Housing. Highlights of the presentation included:

- principles includes non-profit, viability, collaboration, rentals affordability, mixed use, community building, green and homelessness reduction;
- activities include developing and operating housing and property management and acquisition;
- 14% of renter households live in core housing need;
- launched in November 2023
- not for profit registration commencing fall 2024;
- funding from municipal support, United Housing bonds, capital campaign, grants, fundraising events and community donors;
- two (2) properties acquired and two (2) in process of acquisition;
- focus on small retrofit and long-term legacy;
- currently working on retrofit in downtown Listowel retrofit of Music Hall apartments;
- North Perth library sold to United Way to work collaboratively to redevelop.

In response to questions Mr. Erb noted at this time all units are rentals as per the strategic plan. Ms. Vassilakos stated the strategic plan allows for land banking and ownership could be looked at in the future. She also noted the workforce rental rate sits at 90% of the average market rent currently.

Ms. Vassilakos stated not for profit agencies can issue asset backed community bonds to persons who would like to invest in a community project rather a GIC or similar. The funds are held as a bond for five (5) or seven (7) years and the interest is 2.5% to 3.5%. At the end of the term the investor can determine if they wish to reinvest.

6. Business Arising from Previous Minutes

6.1 Indigenous Engagement & Consultation Strategy

Kevin Bonnell, Manager of Inclusion, Equity & Indigenous Initiatives and Oonagh Vaucrosson, Accessibility, Diversity & Inclusion Coordinator provided an overview of the draft strategy. Highlights of the presentation included:

- framed with understanding the strategy is subject to change;
- honour the lives and knowledge of indigenous people
- serves as a flexible framework that prioritizes relationship building and mutual understanding;
- embodies a commitment of the process of the work to be done;
- being open to feedback and willing to make changes in response to new insights.

Mark Vandenbosch questioned who is the target for engagement and if the committee is at the correct stage of the process for the strategy.

Mr. Bonnell stated the strategy addresses how are we bringing Indigenous peoples in all phases of the project and ensuring we are consulting them often and as frequency builds transparency and equitable processes.

Mr. Vandenbosch questioned how the committee can ensure the strategy stays with this project as it moves from the committee to staff and Council.

Mr. Bonnell responded the Inclusion, Equity and Indigenous Initiatives division will continue to be involved in the project as it continues to different phases.

Ron Dodson questioned what staff sees as the component going forward where the community is educated and brought into the process.

Mr. Bonnell stated how we currently think about education and training could look very different, for example, sessions where we share perspectives can be training. He noted we also need to allow for flexibility in learning from Indigenous communities such as what information can be shared and how.

Emily Robson noted the draft plan allows room for the findings of consultation and conversations to inform how the project progresses and creating a network to provide specific direction and insight on the kinds of questions being discussed is important. Ms. Robson noted consultation is really important work for municipalities and will have an impact on the municipality as a whole.

Mayor Ritsma noted as the Committee moves forward Indigenous engagement is a flexible framework and it is important to consult Indigenous individuals both in our community and beyond.

Motion by Ron Dodson

Seconded by Barb Cottle

THAT the draft Indigenous Engagement and Consultation Strategy be received.

Franklin Famme questioned if receiving the draft strategy would prevent changes from being made.

Mayor Ritsma confirmed the draft strategy can continue to be updated as required.

The Chair called the question on the motion.

Carried

6.2 Grand Trunk Environmental Remediation: Status and Considerations

Taylor Crinklaw, Director of Infrastructure Services presented on the Grand Trunk Environmental Remediation: Status and Considerations. Highlights of the presentation included:

- 2018 Master Plan included a significant amount of public consultation and engagement;
- plan helps guide staff;
- proceeding with 70% municipal servicing design to identify potential pitfalls and how they can be avoided;
- conceptual Master Plan until there is a legal road and specified parcels;
- road was designed as a wider collector road to allow for sidewalks, multi-use trails, landscaping, etc.;
- not a lot of flexibility with the street layout;
- three (3) fixed points and physical barriers that limit the roads location;
- part of road layout is dictated by bus turning movements;

- there is sufficient capacity in water, sanitary and storm for a substantial increase in density;
- obstacles to overcome with stormwater management and new provincial regulations;
- prior to parcels being firmly established a legal roadway must be established;
- significant number of borehole samples have been taken;
- a new environmental assessment will be required;
- three (3) options for course of action;
- dealing with impacted soils there are three courses of action and an overview was provided
- all parcels require a record of site condition for sensitive uses such as residential or commercial;
- entire site contains fill which is generally is not suitable for building structures on;
- consultant cost for each parcel are expected in the range of \$200,000 to \$400,000;
- if City were to dispose of land fair market value would be requested;
- draft 2025 budget includes a funding request for additional remediation and servicing work;
- legal roadway establishment will take six (6) to twelve (12) months;
- environmental process will take two (2) to three (3) years to complete.

Mr. Crinklaw confirmed the commentary will be provided in written form to the Committee.

In response to questions Mr. Crinklaw stated there is room for discussion on the road entry points to the site noting for safe travel and use ideally there would be three (3) exit points from the site. He noted the road

width was increased to allow for desired design elements such as cycling and pedestrian movements and vegetation.

Ron Dodson expressed concerns regarding the 2018 Master Plan and the amount of land to be paved which leads to a reduction in space for environmental details and active transportation. He noted the current plan look like a subdivision for cars, not a space for people.

Mr. Crinklaw stated the process will include design technicians to develop the plan and public engagement noting 70% of the process is design.

Mr. Dodson questioned if there had been any thought to the historical value of the turntable and if it should be preserved.

Emily Robson stated part of the work the Committee is doing will include what are the parcels, what are the considerations for development and how does that fit into the rest of the site.

Mr. Crinklaw stated the intent is not to have a wider asphalt paving width, but rather to have more space for features which are desired for the site.

Mark Vandebosch stated the committee is basically modifying the 2018 Master Plan. He questioned if at some point the Committee could be provided with the requirements for the site so they can proceed to make decisions on the modifications.

Mr. Crinklaw stated no formal decisions have been made for the site. Staff are working to move work along to ensure Council has information to make decisions with.

Mayor Ritsma confirmed Council has not decided on a specific layout for the site.

Ms. Robson stated the workplan includes a number of pieces of work to provide answers to the questions to narrow down what is possible on the site.

Andrew Hilton noted Council approved the Vision and Guiding Principles and expressed concern that the information provided by Mr. Crinklaw does not align with the Vision and Guiding Principles which was meant to assist in design. He questions at what point questions related to green spaces, egress points, activities, infrastructure, etc.

Mr. Crinklaw noted the intent of bringing this information to committee is to provide transparency that work has been undertaken which does not affect decision making at this point but allows us to identify roadblocks early. Staff is attempting to expedite the process and provide assistance to Council and the public to have informed decisions. Mr. Crinklaw noted projects this size go through a 90% design process, followed by public engagement where the plan is can be amended quite significantly.

In response to questions Mr. Crinklaw noted there is no existing infrastructure on the site and the current design would be sufficient to accommodate future dense development.

Barb Cottle questioned why Parcel 2A is small.

Mr. Crinklaw stated the parcels are flexible, however the 2018 Master Plan includes ensuring there is sufficient parking on site.

Franklin Famme questioned the framework that needs to be in place when applying for funding opportunities.

Adam Betteridge stated each funding opportunity is different and has varying requirements.

Ms. Robson noted Community Services is currently applying for provincial funding and they are required to include cost estimates, official quotes and designs as the generally the funding is only available for one year.

Tim Wolfe, Director of Community Services stated most grants are for shovel ready projects and it would be beneficial for this project to be at least 70% completed when submitting applications.

Mayor Ritsma stated he spoke with Shadow Minister Scott Aitchison and he encouraged the City to be shovel ready for infrastructure.

6.3 Proposal for Tours of the Grand Trunk Site

Andrew Hilton spoke to the request for the Committee to endorse the proposal to develop and execute small-scale tours of the Grand Trunk Building. Tours would be run by Committee members and would provide an opportunity to explain the history of the site. Mr. Hilton noted the benefits of the tours would include growing public awareness of the history and significance of the site, possibilities for future development, the Vision and Guiding Principles and set expectations for the timeline of future development.

Mayor Ritsma noted he participated in a tour with Community Services and staff is interested in being involved with site activations. He noted they are reviewing what people are needed at the table to ensure future activations can be undertaken in a safe manner.

Motion by Ron Dodson

Seconded by Mark Vandenbosch

THAT the request from the Communications, Public Engagement and Advocacy Working Group to develop and execute small-scale tours of the Grand Trunk Building be referred to staff for review.

Carried

7. Reports of the Working Groups & Staff Update

7.1 Partnership

Herb Klassen spoke to the Working Group Report stating they have been meeting with community groups and John Kastner has been providing a historical presentation as part of the meeting.

7.2 Vision, Planning & Architecture

Emily Robson spoke to the Working Group Report noting a visual representation of the Vision and Guiding Principles will be presented at the November meeting.

7.3 Real Estate, Legal & Finance

Franklin Famme spoke to the Working Group Report noting the October meeting was cancelled as work is currently being completed by consultants.

7.4 Communications, Advocacy, Civic Engagement

Andrew Hilton spoke to the Working Group Report noting they are working to create an updated presentation that can be used when speaking to the public.

7.5 Infrastructure & Environment

Steve Cooper thanked the Director of Infrastructure Services for the presentation on environmental remediation and stated it is important staff and the committee be aligned in the direction the project is going.

7.6 Working Group Coordinators

Ray Harsant stated he has completed a brief survey for committee members and staff intended to answer the question - how are we doing? The survey will be sent out soon with a requested return date of November 4.

7.7 Staff Update

Emily Robson noted staff is working on health and safety recommendations for activation of the site.

8. Date of Next Meeting

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

9. Adjournment

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

Carried

Meeting Start Time: 7:00 P.M.

Meeting End Time: 5:44 P.M.

Background Information on The Grand Trunk Site

November 11, 2024

Introduction & Purpose

This report is intended solely for general information of the public related to the Grand Trunk Railway project. Staff's involvement in the environmental remediation of the Grand Trunk Railway site began in 1993, with numerous investigations conducted over the years. This document provides high-level summary of environmental assessment findings for the site, presenting an overview of potential impacts and estimated remediation costs by parcel. This document outlines both general information on brownfield remediation and site-specific details for the Grand Trunk Railway site.

General Information on Environmental Remediation

This section provides an overview of standard processes for brownfield remediation, applicable to sites that undergo similar redevelopment.

Record of Site Condition (RSC) Processes

The RSC process ensures that a brownfield site meets environmental standards for its proposed use. The RSC process can vary in duration and complexity, depending on the extent of soil impacts and the level of remediation required. Figure 1 shows a generic record of site condition process.

RSC Process if Managing Existing Environmental Impacts (Duration: 18-36 months)

1. Phase 1 Environmental Assessment – Desktop study
2. Phase 2 Environmental Assessment – Site assessment
3. Risk Assessment Report
 - Site-specific standards and risk management measures if required.
4. Remediation – If necessary and feasible
5. File RSC – Approval process with Ministry of Environment, Climate and Parks (MECP)

6. Certificate of Property Use – Ongoing management measures (e.g., land-use restrictions)

RSC Process if Removing Impacted Soils (Duration: 12-18 months)

1. Phase 1 Environmental Assessment – Desktop study
2. Phase 2 Environmental Assessment – Site assessment
3. Remediation – Removal and treatment to meet generic standards.
4. File RSC – Iterative approval process with MECP.
5. Certificate of Property Use – As required.

Notes on the RSC Process

- Record of Site Conditions are required when zoning or land-use becomes more sensitive (e.g. industrial to residential, parkland or community use).
- The conditions achieved through record of site condition would apply to the entire parcel of land identified for development.
- A site can have 'Site Specific Standards,' which are tailored environmental remediation conditions specific to the parcel of land and its proposed use. This is often a more cost-effective process but takes time and requires approval.
- The entire site has gone through preliminary environmental assessments through a Phase 1 and 2. These reports and findings are outdated. To develop all locations to a more sensitive use, a full RSC process is required.
- Risk Management Measures (RMMs) are put into place if impacted soils are to remain on site. The intent of RMMs is to identify potentially unacceptable risk of exposure to human and ecological receptors in soil and groundwater. Examples include hard cap surface to limit vapours, and vapour intrusion systems that block and vent vapours from buildings.
- Construction fill refers to material used to raise the ground level. Often fill is not suitable for supporting structures such as roads or buildings. A common practice when installing structures is to remove the fill and replace it with appropriate granular material.

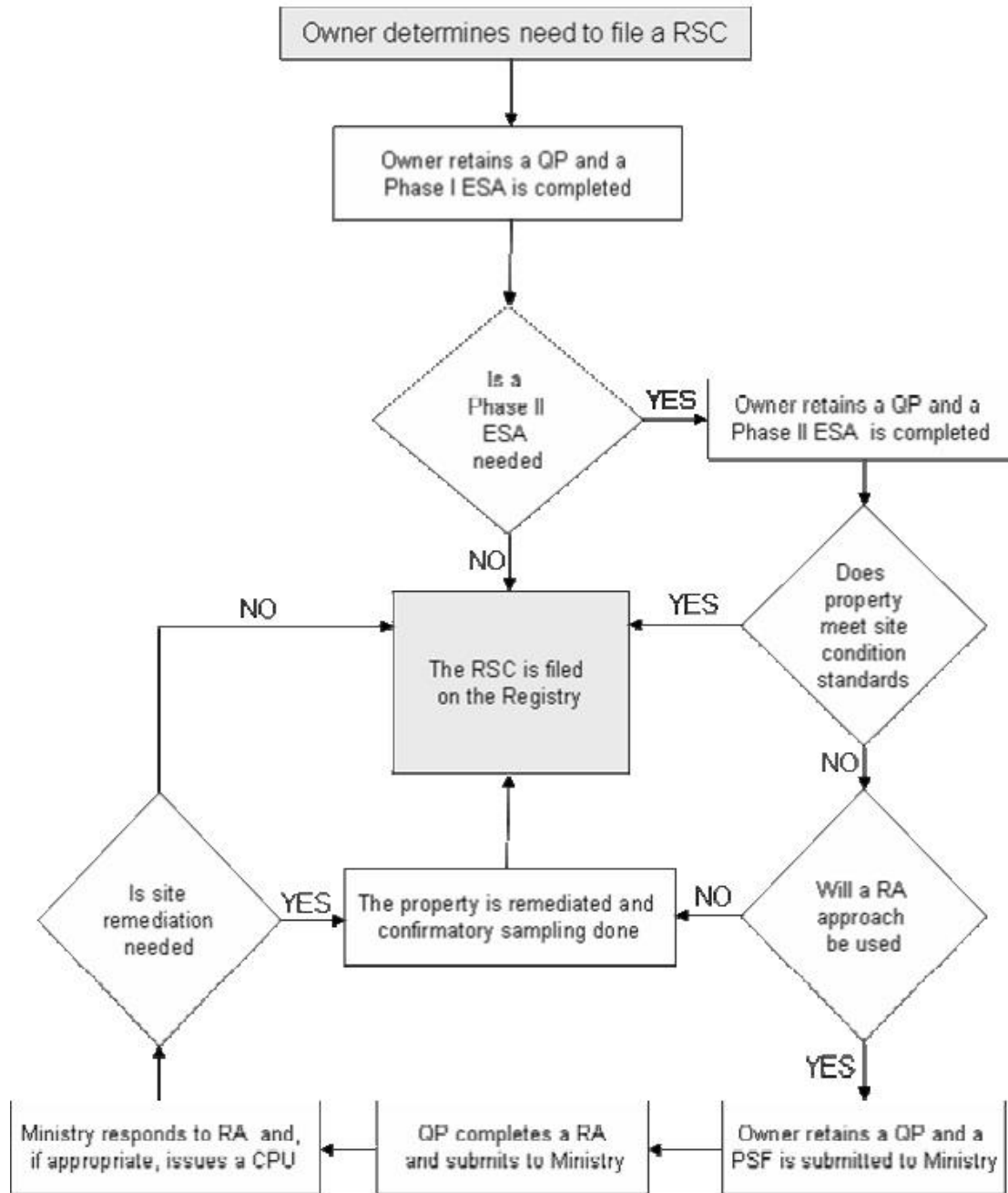


Figure 1 Generic Record of Site Condition Flow Chart

Source: <https://www.ontario.ca/page/guide-site-assessment-cleanup-brownfields-filing-records-site-condition>

GPU, certificate of property use
ESA, environmental site assessment
Ministry, means Ministry of the Environment

QP, qualified person
RA, risk assessment
PSF, pre-submission form

Roads and Servicing

- To construct a municipal road on the site, a public consultation and planning process is necessary, which may include one of the following options:
 - Municipal Class Environmental Assessment (Soon to be Municipal Project Assessment Process)
 - Plan of Subdivision
 - Plan of Condominium

Information on the Grand Trunk Railway Site

This section details site-specific findings, parcel characteristics, and expected remediation needs based on preliminary assessments.

Conceptual Grand Trunk Railway Parcels

Based on the 2018 Grand Trunk Railway Master Plan, this site consists of several conceptual parcels with unique characteristics and remediation needs. Appendix 3 illustrates these parcels. Parcel boundaries are approximate, and sizes may change with final planning and development decisions. While each parcel is considered individually, general considerations apply to all.

- All require an RSC if a more sensitive land use is considered.
- Remediating a site and going through an RSC is common practice for infill development.
- It should be assumed that all parcels have hydrocarbon impacts amongst other hazardous material.
- The entire site contains fill. Generally, fill is not suitable for building and needs to be removed.
- Consultant costs of the RSC process for each parcel is expected to be between \$200,000 and \$400,000.

The following information summarizes known site-specific conditions and cost estimates. A map of sampling sites is in Appendix 1. This demonstrates sampling that has been done on site but is not exhaustive.

Parcel 1A – 12,500 m² (3.1 acres)

- Site Characteristics: Contains existing industrial buildings from the 1800s; proposed location for the Community Hub.
- Current Remediation Status: Record of Site Condition filed in 2024.
- Requirements: RMMs (e.g., hard capping and vapor intrusion) to manage environmental risks for development.

Parcel 1B – 3,800 m² (0.9 acres)

- Site Characteristics: Moderate fill depth (0.5-2.5 meters).
- Remediation: Like Parcel 1A, requiring an RSC and RMMs for development.

Parcel 1C – 17,300 m² (4.3 acres)

- Site Characteristics: Moderate fill depth (1.5-2.5 meters); Masterplan recommends a municipal parking lot.
- Remediation: An RSC will be required if a parking structure or other development is proposed.

Parcel 2A – 2,000 m² (0.5 acres)

- Site Characteristics: Former rail turntable and locomotive maintenance area with shallow impacts; moderate fill depth (1.5-2.5 meters).
- Remediation Estimate: Expected costs between \$500,000 and \$2 million, with site-specific standards.

Parcel 2B – 2,500 m² (0.6 acres)

- Site Characteristics: Former coal storage and rail spurs, shallow impacts, less fill (0.5-1.5 meters).
- Remediation Estimate: Expected costs between \$500,000 and \$2 million, with site-specific standards.

Parcel 2C – 2,500 m² (0.6 acres)

- Site Characteristics: Former commercial and rail spur area, shallow impacts with moderate fill (1.0-2.5 meters).
- Remediation Estimate: Expected costs from \$1 million, up to \$2 million for site-specific standards.

Parcel 2D – 10,000 m² (2.5 acres)

- Site Characteristics: Former industrial area, moderate fill depth (1.0-2.0 meters).
- Remediation Estimate: Exceeds \$2 million for site-specific standards.

Site Servicing and Road Geometry

- Staff have utilized the conceptual 2018 Grand Trunk Railway Masterplan as a guiding document. This plan was developed through extensive public consultation and engagement. What was presented is not final but serves as a framework that allows staff to continue making progress on the site. The focus has been on identifying potential challenges and exploring alternative solutions to address those challenges.

- This past spring Staff engaged a consultant to progress municipal servicing, which is servicing of storm sewer, sanitary sewers, watermain and road, to 70% level. This is available in Appendix 2. The assessment yielded a few findings:
 - There is not a much flexibility in the street layout. The entrance at St. Patrick Street is relatively set due to proximity to Downie Street. The entrance off Downie Street is largely set by the location of Falstaff Street. The entrance of St. David Street is largely set by the location of the Grand Trunk building and the transit terminal. It is anticipated that these intersections are recommended to ensure adequate traffic flow, but the detailed studies required to confirm this has not been completed at this time. Further analysis will be needed when the known development types are confirmed as they will dictate traffic volumes and patterns. Adjustments to the road geometry can be anticipated to facilitate potential large bus turning movements.
 - Water, sanitary and storm services, have capacity to support more dense development. There will be obstacles to overcome with stormwater management and the new provincial regulations regarding infiltration.
- To define parcels, the road layout will need to be confirmed, endorsed by Council, and undergo a public planning process such as Municipal Class Environmental Assessment or Plan of Subdivision, neither which have started at the time of this report.
- There are items that will be considered at the detail design stage, including but not limited to traffic studies, street lighting and decorative poles, pedestrian versus cycling movements, landscaping, and utilities.
- All this work is conceptual and used to identify potential roadblocks and enable informed decision-making. Adjustments to these plans should be expected as we continue with further public engagement and design.

Disclaimer:

The Corporation of the City of Stratford cannot verify the accuracy and completeness of this report. The Corporation of the City of Stratford assumes no liability for any damages, losses, or claims arising from unauthorized use or reliance on this report by third parties.

Appendix 1 Historic Sampling Sites



Grand Trunk Railway Site
Historical Sampling Points
 ~ 1993 - 2010

Legend

- Sampling Point
- City Owned Site
- Property Parcels

50 25 0 50
 Meters

Infrastructure Services
 October 2024

LEGAL DISCLAIMER
 This report was prepared by Infrastructure Services, a subsidiary of Stratford Community Development. The information contained herein is for informational purposes only and should not be relied upon for any purpose without the advice of a professional. Stratford Community Development is not liable for any errors or omissions in this report.

Appendix 2 70% Conceptual Municipal Servicing Design

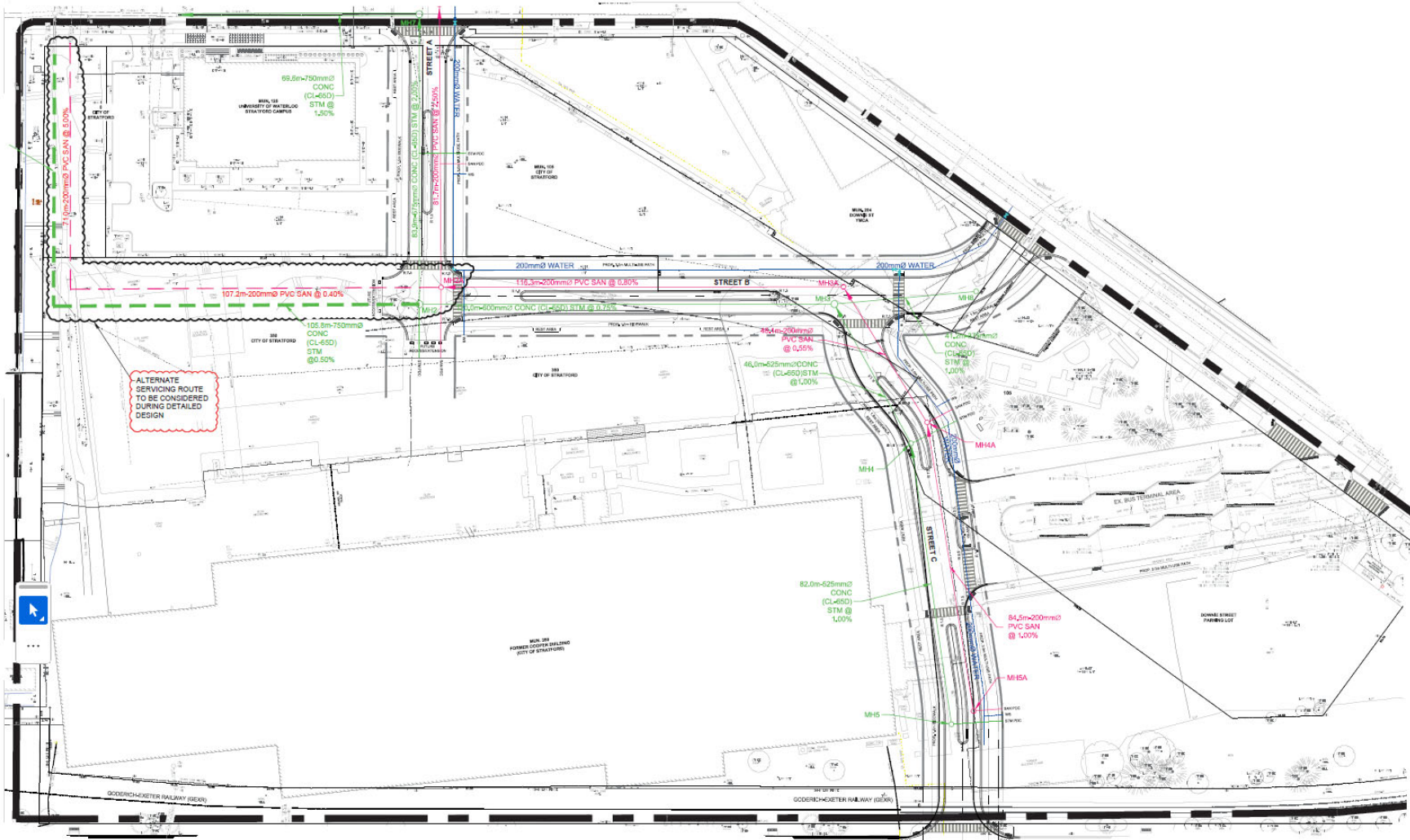


Grand Trunk Railway Ad-Hoc Committee Environmental and Infrastructure Discussion

21 October 2024



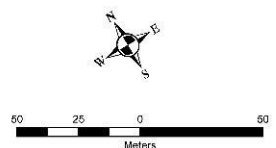
GTR 70 % Municipal Servicing Design



Conceptual Parcels

Grand Trunk Railway Site Remediation Considerations

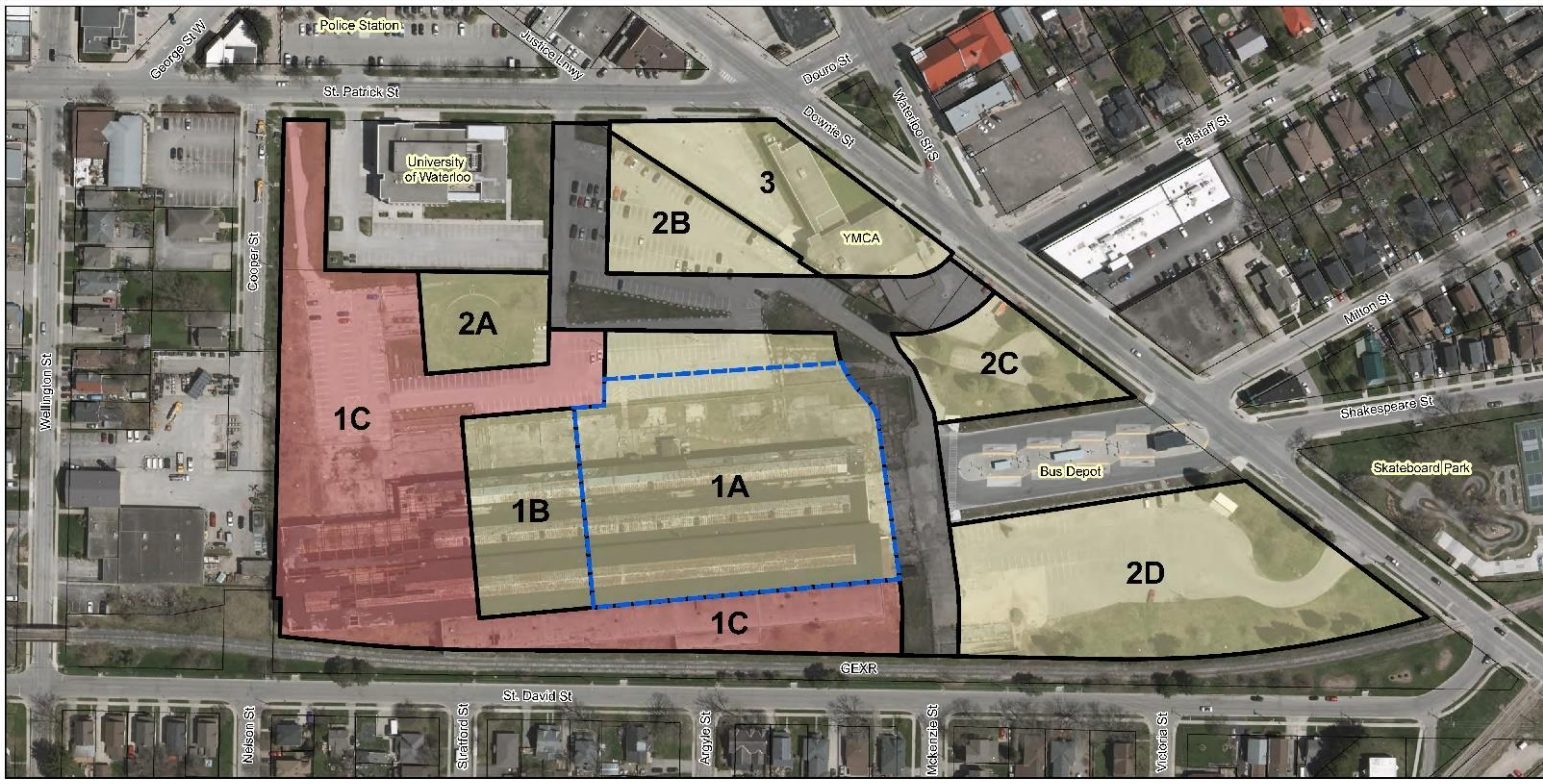
- Legend**
- Conceptual Parcels
 - Conceptual Right of Way
 - Conceptual Parking
 - Includes Record of Site Condition
 - Property Parcels



Infrastructure Services
October 2024



LEGAL DISCLAIMER
This map is provided "as is" without any warranty of any kind, express or implied, including but not limited to warranties as to the accuracy, completeness, representativeness or fitness for any purpose, or any liability for the same.
Aerial Photo from 2020



Establishing a Legal Roadway

Prior to the construction of any new municipal road, a provincially recognized public engagement and planning process must be undertaken in one of the following forms:

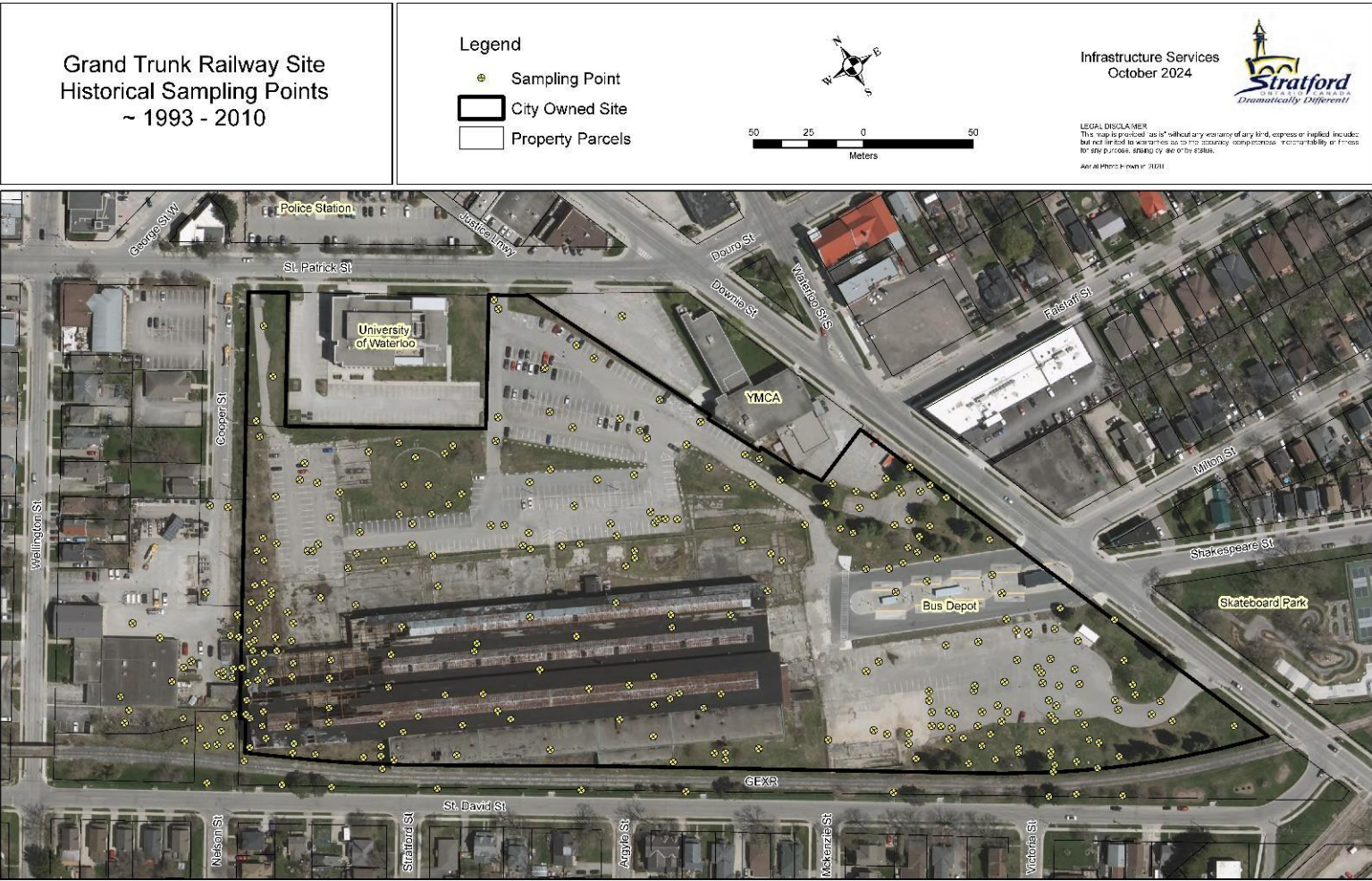
1. Plan of Subdivision
2. Municipal Class Environmental Assessment
 - Soon to be replaced by Municipal Project Assessment Process

Both options require setting in stone the road's location.

The verified road locations than assist **delineating specific parcels**



Known Environmental Site Conditions



Environmental Remediation Options

General Record of Site Condition (RSC) process if **managing** (leaving onsite) existing environmental impacts – Duration 24 to 36 months

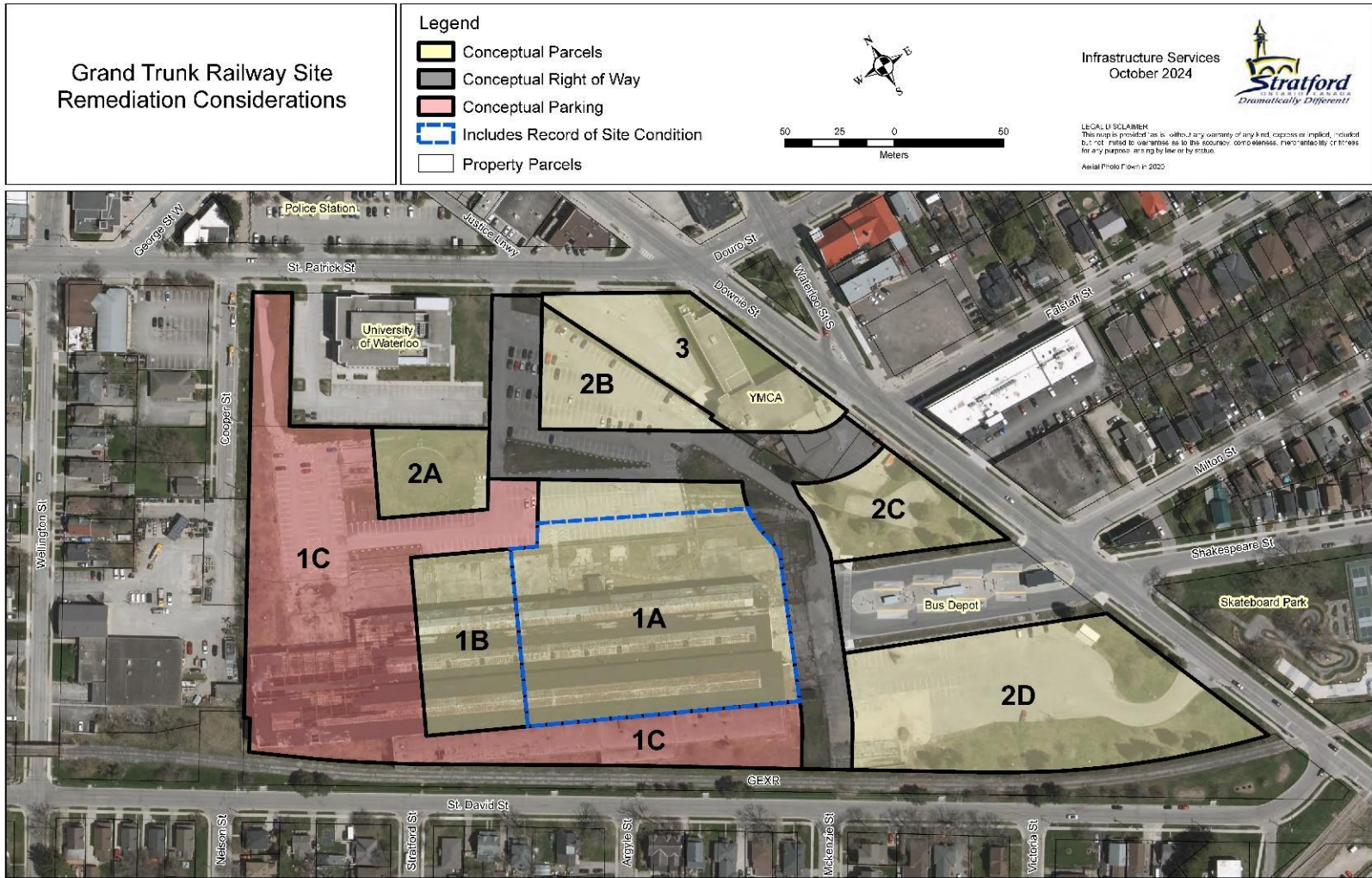
1. Phase 1 (Desktop Study) and Phase 2 (Site Assessment)
2. Risk Assessment Report to site specific standards, including risk management measures that enable impacted soil to remain onsite
3. File of RSC and Certificate of Property Use

General RSC process if **removing** impact soils to meet proposed land use requirements – Duration 12 to 18 months

1. Phase 1 (Desktop Study) and Phase 2 (Site Assessment)
2. Full Site Remediation
3. File of RSC



Parcel Considerations



Summary

Some takeaways:

1. This is a brownfield site, environmental impacts can be addressed but will take time.
2. Establishing a legal roadway through the legislated planning process will take 6-12 months.
3. Once a decision is made on a roadway and parcels, it will take 2-3 years to go through the environmental process.
4. Staff continue to move along initiatives that will help reduce future roadblocks and enable faster timelines for development, that don't restrict what is decided to be developed.



Questions?



Stratford Arts & Culture Collective



Stratford Arts & Culture Centre

Honorary Advisory Committee

Annette av Paul
 Peter Mansbridge O.C.
 Loreena McKennitt, C.M. O.M.
 Scott McKowen
 Leslie Watts

October 11, 2024

Dan Mathieson, Chair, GTR Ad-Hoc Committee
 Martin Ritsma, Mayor, City of Stratford
 Joan Thomson, Chief Administrative Officer, City of Stratford
 Emily Robson, Corporate Initiatives Lead, City of Stratford
 Joani Gerber, Executive Director, Invest Stratford
 Ray Harsant and Alan Kasperski, Working Group Coordinators
 Karen Haslam and Herb Klassen, Co-chairs, Partnerships Committee

Dear Colleagues:

As discussed at a recent meeting of the Stratford Arts and Culture Collective's (SACC) Board of Directors, the SACC is submitting this letter as an official expression of our interest to be considered as a partner in the Grand Trunk Renewal process and at the GTR site.

The SACC is an umbrella group which represents the interests of local, community-based arts and culture organizations and their audiences in all disciplines including theatre, music, visual art, dance, media and others. The SACC's long-term plan is to develop a program space that serves local audiences mainly in the fall, winter and spring. City residents lack a performance space that is audience-friendly, well-equipped, flexible, affordable, and located in a central geographic area. This has been an identified need for many years, and the GTR site provides the best opportunity for the need to be met.

While our goal is a performance space with ancillary areas that serves arts and culture groups, we envision the space will be designed to be flexible and multipurpose, so that efficiencies can be found through other groups and organizations using it on a daily basis. To that end, we have been working with the YMCA of Three Rivers and the Stratford Public Library to determine how our programs might be accommodated in the same space. Other groups which may be interested include the Stratford Lakeside Active Adults Association (SLAAA) and the University of Waterloo Stratford campus. Ultimately, the space will be most successful when it serves all community members.

We continue to approach this project seriously and bring these qualities to the discussion:

- Access to grant programs for arts and culture spaces;

- Strong fundraising capabilities;
- Productive working relationships with the YMCA of Three Rivers, the Stratford Public Library and within the arts and culture community;
- Access to experienced, arts-friendly architects and other professionals;
- Strong creative planning skills.

This fall, the SACC will be conducting a feasibility study, led by TCI Consultants (Toronto) to help determine a solid, sustainable path forward for the arts and culture segment of Stratford. The YMCA and the Stratford Public Library may want to participate in the study to determine how their participation may intersect with the Grand Trunk project. The results of the study will be available and shareable in early spring.

In conclusion, the SACC is aware of a clear community need in the arts and culture sector. We are dedicated to addressing that need through strong collaboration with partners. We hope that the GTR Ad-hoc Advisory Committee will consider the SACC as a partner and move forward to create a better community. We look forward to working with the GRT Ad-hoc Committee.

Should you have any questions, please do not hesitate to get in touch.

Sincerely,



Ron Dodson
Co-chair
On behalf of the SACC Board of Directors



Chris Leberg
Co-chair

Appendix A:

List of organizations represented at the SACC General Meeting, June 2024 and participating in 2024 Feasibility Study

APPENDIX A: ARTS AND CULTURE ORGANIZATIONS REPRESENTED AT THE SACC GENERAL MEETING, JUNE 2024, AND PARTICIPATING IN THE 2024 FEASIBILITY STUDY

Ballinran Entertainment
Festival Sounds Chorus
Gallery Stratford
Infinity Dance
INNERchamber, Inc.
Kiwanis Festival of the Arts
Music and Opera Appreciation
Off the Wall Stratford Artists Alliance
OnStage Dance
PAL Stratford
Perth County Players
Playmakers! Theatre School
Provocation Ideas Festival
Sing for the Joy of It
SpringWorks Festival
Stratford Concert Band
Stratford Concert Choir
Stratford Festival
Stratford Summer Music
Stratford Symphony Orchestra
Stratford Winter Pride

YMCA OF THREE RIVERS

Jay Colquhoun, Operations Manager

STRATFORD PUBLIC LIBRARY

Michael Corbett, Board Chair
Krista Robinson, CEO
David McKay

INDEPENDENT ARTISTS

Stephen Degenstein
Bob Phillips
Rhonda Stephenson
David Stones
Kelly Walker



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Partnership Working Group
Report Date:	November 18, 2024

Requested Committee Direction:

The report is for information only. Submitted by co-chairs, Karen Haslam, Herbert Klassen

Discussion Points:

Overview of Previous Month:

The Partnership Working Group has continued to meet with Community groups, (in particular Service Organizations) since the last Ad Hoc meeting in October.

Oct. 28th - Kiwanis Club presentation

John Kastner presentation was well received.

Nov. 1st – Meeting with Cate Trudeau, Executive Director of Shelterlink. Shelterlink is a youth-serving organization that offers shelter support to youth experiencing homelessness, as well as outreach for youth at risk of homelessness. They are currently looking for possible options to relocate their services. Their current location is limited on space and as a result the quality of services they can provide is also limited. Shelterlink already partners with the YMCA and has a long connection with the Library. If the University of Waterloo is thinking about a residential space for students, Shelterlink would be a natural addition to a space catering to youth and young adults. They are interested in being involved with the GTR project, and we have passed on correspondence from them to Emily Robinson.

Nov. 8th - Herb Klassen, Karen Haslam, and John Kastner met with the Lions Club. The President had quite a few concerns around what the city might do if Service Clubs were not guaranteed a permanent spot within the GTR. There were also concerns about the loss of farm land, and the present policy around number of floors, that developers were allowed when building hotels, and/or housing units. We will be bringing their concerns forward in our final report.

Nov. 9th - Ron Dodson Karen Haslam and Herbert Klassen met with Craig Thompson and Symphony Directors at Ballinran Entertainment to discuss the possibility of a Media Studio as well as working together to develop a concept for an Arts Production Centre at the GTR site. The possibilities are excellent and SACC will include them in their upcoming study. Ron Dodson has the lead with this group.

Overview of Upcoming Month:

The Partnership Group will continue to meet with organizations who are interested in being part of the GTR project.

Nov. 21, Huron Perth Centre for Children and Youth

Others to be confirmed.

A report will be made in December with a full overview of what has been done by the Partnership Group over the past 14 months and how we can continue to provide input to the Ad Hoc GTR Committee.



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Vision, Planning & Architecture
Report Date:	November 8, 2024

Requested Committee Direction:

The report is for information only.

Discussion Points:

Visual Representation of Vision and Guiding Principles

- Building on the input from the community consultation and Ad Hoc Committee discussions to date, the Working Group has created a graphic that visually communicates the clusters of potential activities and uses for the site that align with the Vision and Guiding Principles. The graphic is intended to express the types of uses, experiences and activities that could potentially be delivered on the Grand Trunk site, the opportunities for synergies between activities and potential partners. The Activity Clusters graphic will be presented at the Ad Hoc Committee at the November 18 meeting for discussion and input.

Indigenous Engagement and Consultation

- VPA appreciated City staff presentation at the October Ad Hoc Committee meeting on the proposed Protocols and beginning engagement with Indigenous communities related to GTR. The Working Group will continue to work with and support Oonagh and Kevin to advance the Indigenous engagement process.

Overview of Previous Month:

- Ongoing work on the Cluster of Activities diagram for the GTR
- Ongoing work on the Indigenous engagement protocols
- Working with Emily to create a Vision and Guiding Principles update package to be shared with the community.

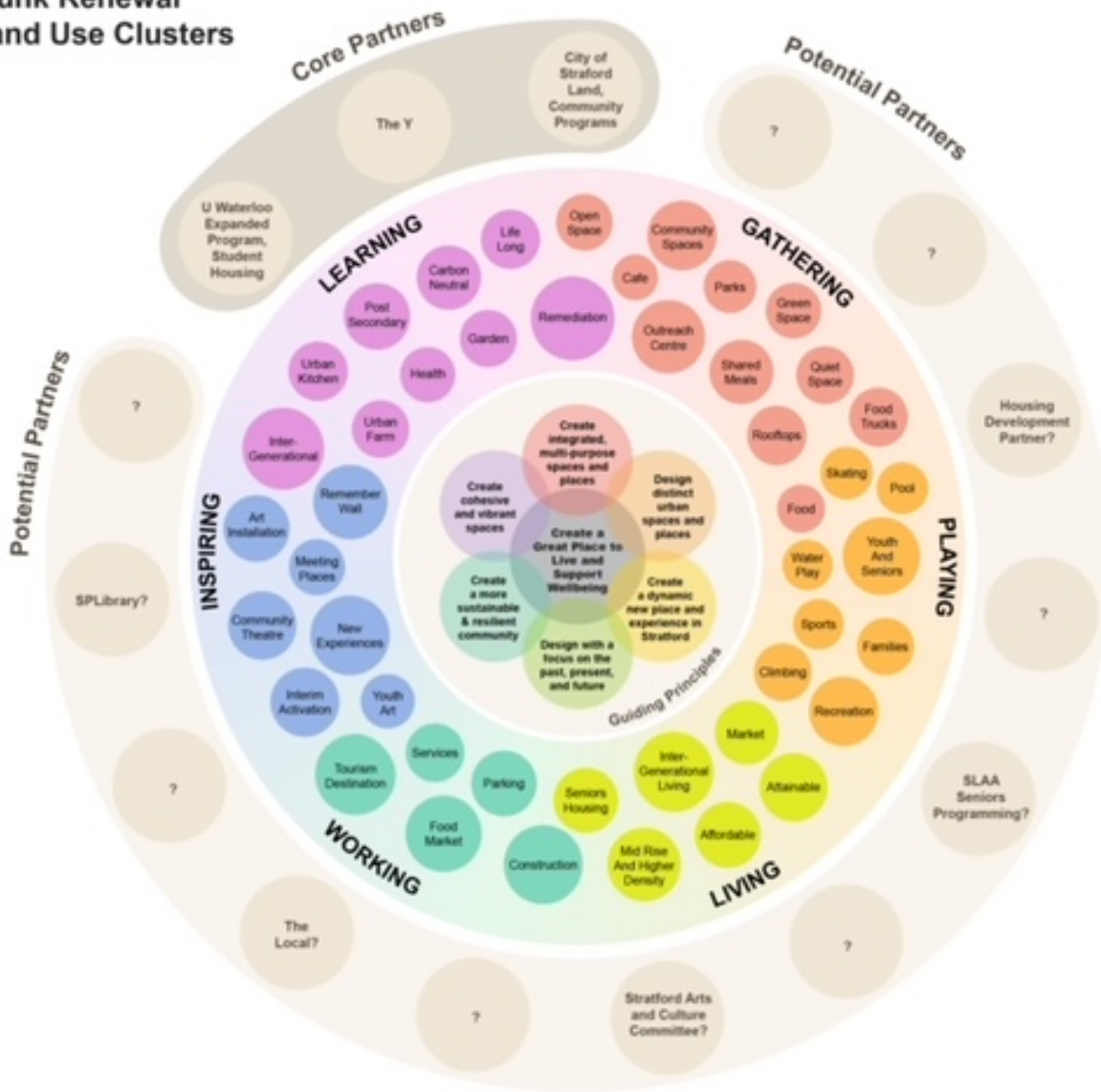
Key questions of City Staff

1. How to ensure alignment with the overall Official Plan review and in particular the amount and type of housing to be planned for on the Grand Trunk Site.

Overview of Upcoming Month:

Item #	Item/Action	By Whom	By When
1	Finalized Draft visual representation of Clusters of Activities	Melanie/Emily	Oct 19
2	Design graphic package for Vision, Guiding Principles and Clusters of Activities as the Vision 2024	Emily	In progress End of November
3	Coordination with Communications and Engagement Working Group on sharing Vision and Guiding Principles out into the community	WG	November 15
4	Finalize Indigenous engagement Protocols	Emily/Oonagh/Kevin	Completed
5	Update website and collateral	Emily	November 15
6	Report/Update to Council on Indigenous Engagement Protocols	Emily	January
7	Initial Outreach and Engagement with Indigenous Communities	WG	In progress
8	Working with the Environment Working Group and others, identify key approvals required, timelines and resources to implement the GTR	WG	November 30
9	Identify key areas to update Master Plan concept	WG	November 30

Grand Trunk Renewal Activity and Use Clusters





Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Communications committee
Report Date:	November 8

Requested Committee Direction:

The report is for information only.

Discussion Points:

Outline of points of discussion for the Committee (if applicable).

Include any previous direction provided by the Committee.

The City of Stratford, through the Stratford Perth Museum, may have an opportunity to secure steam engine 6218 from a museum in Fort Erie. That is the locomotive that is at ceiling level in an iconic photograph from the Shops. We have talked about this in some meetings but never before the Ad Hoc committee as a whole.

A discussion point – is this something we want to continue to pursue?

Specifically, in a scenario where the city is not involved in the development of the main building.

Overview of Previous Month:

Summary of work undertaken during the previous month.

In coordination with the Partnership Working Group, John Kastner has presented to three more service clubs – The Kinsmen, Kiwanis and Lions Club.

Overview of Upcoming Month:

Summary of work anticipated for the upcoming month.

A (hopefully) larger event has been scheduled for the Stratford Perth Museum for Thursday, Dec. 5 at 6:30 p.m. This would include a guided tour of the Railway exhibit at the Museum followed by John's presentation in the Maranger Performance Theatre.

This will be a ticketed (free) and licenced event.



Ad-Hoc Grand Trunk Renewal

Committee

Working Group:	Infrastructure & Environmental
Report Date:	November 8, 2024

Requested Committee Direction:

The report is for information only.

Discussion Points:

The committee has been formed with the following members:

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

Overview of Previous Month

The working group did not meet during October.

We have completed our focus on the infrastructure requirements and sub-surface environmental issues. Our committee worked with Taylor Crinklaw (Director of Infrastructure for the City of Stratford) on his October presentation to the Ad Hoc Committee. The focus was to get all parties communicating and aware of the various issues City staff are already addressing.

Recommendations

Based on discussions with City staff and the presentation by Taylor we recommend the following:

- 1) Future City budgets and negotiations with developers need to consider the financial implications of any change of use and resulting environmental remediations.
- 2) Prior to proceeding with future engineering work (infrastructure and environmental), a master plan needs to be established. The master plan would outline the property uses, boundaries, and road network.
- 3) Lastly, the timelines for environmental approvals need to be considered in the schedule for development. It is advisable to have the environmental remediation (or risk assessments) completed prior to proceeding with development contracts.

Next Steps

The working group will be turning our focus to the future environmental considerations. The guiding principals approved by the Ad Hoc Committee outline sustainable development, net-zero carbon emissions, and green initiatives that require further clarification. Over the next few months, we plan to set up a few internal information sessions for the working group to better understand how this has been achieved in other communities and what steps must be taken by the Ad Hoc committee to make this happen on the Grand Trunk site.

Overview of Upcoming Month:

Summary of work anticipated for the upcoming month.

Item #	Item/Action	By Whom	By When
1	Meet with working group in December to review energy efficiency criteria and environmental sustainability.	S.Cooper	TBD
2			
3			
4			



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Working Group Co-Ordinator's Report – Ray Harsant
Report Date:	November 8, 2024

Information Overview of Previous Month:

Sent out Ad Hoc Committee Survey Questionnaire October 28th for completion by November 4th when the survey would be closed. Following the Corporate Lead's return November 6th and mine on November 7th, we obtained the Google Forms input. My report to you is based on that information.

Since all reports for the November 18th Ad Hoc Committee meeting were due to Emily on November 8th, I will provide a more detailed verbal presentation to everyone in our November 18th meeting.

The purpose of completing the survey questionnaire is to "take stock": See what is working well and what suggestions there might be for enhancing what and how we continue with this critical transformational work, going forward in to our second year. Potentially it will also provide Council and Staff with information going beyond this Ad Hoc Committee's current 2-year term.

Here's a high-level overview of some of this data and information:

- 24 individuals were invited to complete the survey questionnaire.
- 13 individuals responded for a response rate of 54.17%
 - There are 13 Ad Hoc Cttee members, with 12 of these positions occupied. (The Youth representative position continues to be vacant.)
 - 8 of the responses identified as actual Ad Hoc Cttee members
 - 3 of the 13 identified as being either a Working Group Chair or Co-Chair or Working Group Co-ordinator
 - 2 indicated they preferred not to identify their role
 - 1 indicated as staff
- With such a low number specifically in the above three categories, *all* participants' input has been consolidated per question, to ensure no input can be identified by individual.

First Impressions of Responses Based on Inputs using the 1-5 Likert scale.

The Likert scale allows survey participants to indicate such things as the degree to which they agree or disagree with a statement, or the degree of satisfaction/dissatisfaction they have regarding a statement.

"Interestingly", responses to almost all of these questions cover the *complete* range from 1 to 5. There is no statement or question to which there is a clustering of responses at either end of the scale. In other words, at a minimum, there is no common response to any of these questions or statements.

First Impressions of Narrative Responses to Statements/Questions:

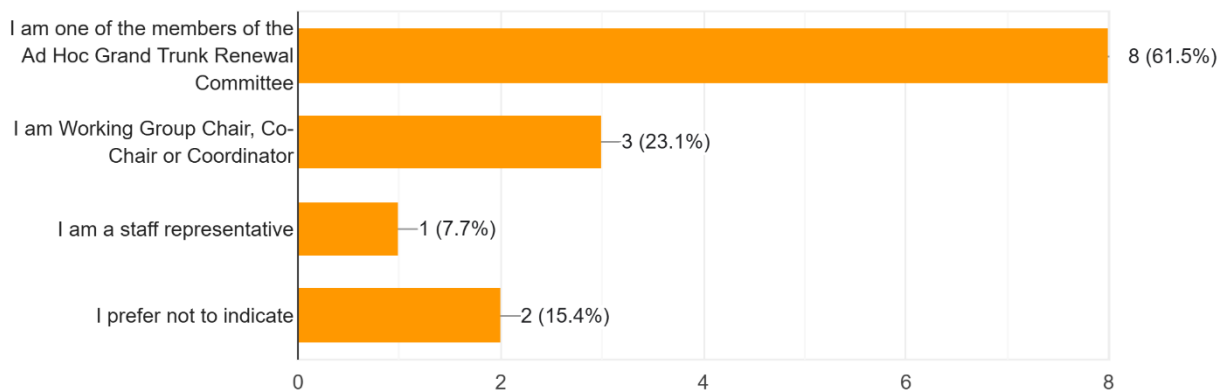
There is some very candid, useful and valuable information here. Having only a brief review of these responses, I will conduct a much more thorough review of these comments over the coming week in advance of our November 18th meeting and speak to this at that time. There are very valuable opportunities for good discussion and deciding on “next steps”.

The Google Form charts for your reference:

All questions’ responses which used the Likert scale are provided here in Google Form charts. They can provide you with “a picture” to some of the foregoing feedback:

1. What best describes your role with the Ad Hoc Grand Trunk Renewal Committee? Select all that apply.

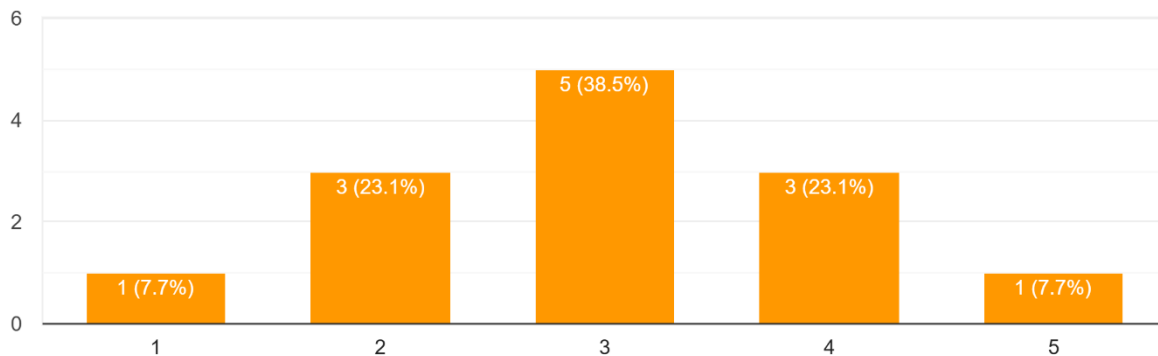
13 responses



Question 2: This asks for a “narrative” response so no chart is provided.

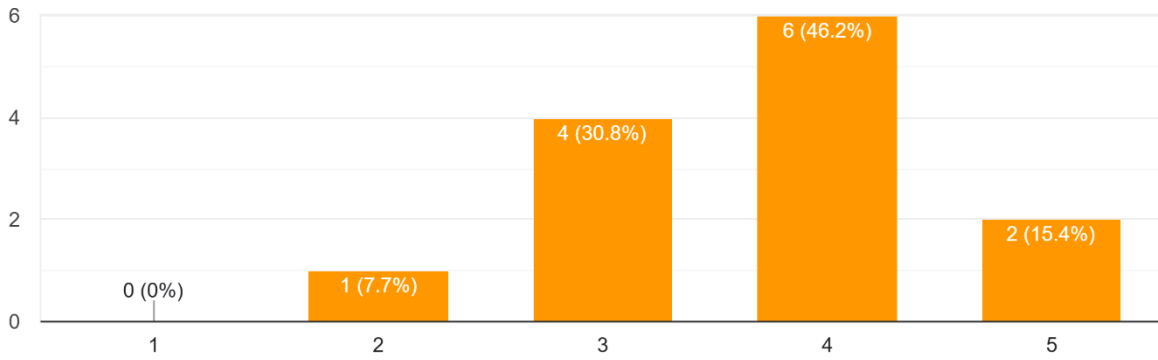
3. I believe that the Ad Hoc Committee is successfully fulfilling its mandate.

13 responses



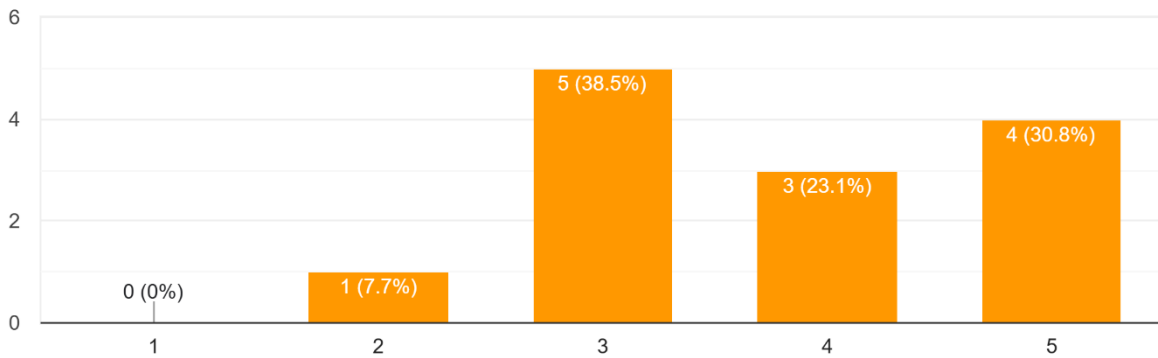
4. I clearly understand the function or role of the Ad Hoc Committee.

13 responses



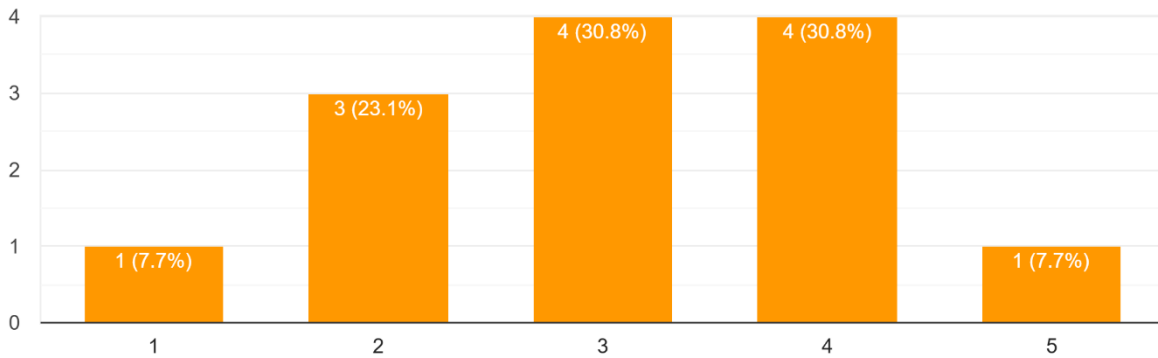
5. I clearly understand my role and responsibilities as a Working Group Chair, Co-Chair and/or Working Group member.

13 responses



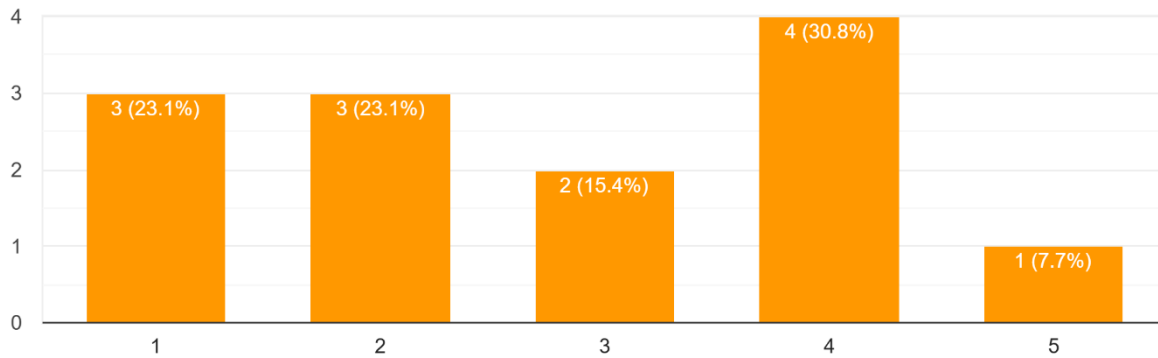
6. I believe individuals on the Ad Hoc Committee, and the Committee as a whole (including ex-official non-voting positions), have a comprehensive sound recommendations to Stratford City Council.

13 responses



7. Regardless of what the Committee might recommend, I believe that staff already have a plan for developing the site.

13 responses



A Special Note re Anonymity of responses:

As communicated near the start of sending out the survey, one invited participant contacted us to point out that the actual questionnaire asked for the participant's e-mail address. This should not have been on the actual questionnaire; it should have only been for signing in to access the survey and as such would not ever be provided to us/me. (Only the Corporate Lead has access to the Google Forms app for this survey.)

This field was immediately removed from the questionnaire. When the survey inputs were received, any questionnaire which had the participant's e-mail address, had that address immediately removed and no participant input was reviewed until this was confirmed as having been done.

As noted earlier, due to low numbers in some of the demographic categories, all responses to each of these questions have been consolidated. This is to avoid looking at any person's individual responses and possibly identifying who might have provided the comment. I am not providing any of these at this time, until I have had time to properly review them to ensure complete anonymity of responses and that no person is referred to by name in any responses.

Next Steps:

Please see the next section of this report.

Overview of Upcoming Month:

Summary of work anticipated for the upcoming month.

Item #	Item/Action	By Whom	By When
1	Develop a presentation report of the survey for presenting at the November 18 th Ad Hoc Cttee meeting.	Ray	Nov. 11-14 Nov. 18
2	Discuss at the November 18 th meeting, the Committee's and staffs' thoughts and ideas about next steps.	Ray and all present at this mtg	Nov. 18

3

There are a number of potential ways to proceed with the survey's outputs – the data and participants' narrative comments, opinions and thoughts; their ideas. All leading *to the Committee's* conclusions and recommendations around next steps.

While in my November 7th "thank you note to you all" I provided a suggested next step – having 3 Committee members work with me over the next month and a half to identify such conclusions and recommendations – this was premature of me.

Yes, I can provide my own conclusions and recommendations, however, as one of the Committee's Working Co-ordinators, I see my role here is to *facilitate* such a process. Not provide such answers.

To do so, as a first "next step", I ask "What are the questions which come to your mind as you have read through this report; as well as those which occur to you between now and our November 18th meeting? What are these? Jot them down as they occur to you while reading through this report and during the time between now and the meeting.

Here are some examples:

- What are the main themes coming out of the outputs/comments?
- What's the story here?
- Who should see all the comments?
- Who can/should determine/be involved in determining how the data and information is analyzed?
- What do I think are the main conclusions and recommendations coming out of this?
- What are the conclusions and recommendations the actual Ad Hoc Cttee members collective agree on (by consensus or vote)?

As you can see, there are many, many questions which can come up from such an exercise when using a survey questionnaire like this, the purpose and goals being "to take stock; to see what's working and not working in order to come up with recommendations which, when implemented, improve what and how we continue to do what we do well, and improve – *change* – some of these "what's" and "how's".

What we collectively and collaboratively do is for the betterment of our city. We have a once-in-a-century – a-once-in-a-lifetime – opportunity here.

That opportunity is to enhance – to create; to change – our city's downtown core for the betterment of the entire city. All citizens, community services, businesses, industries, and farming communities in our and our neighbouring counties. To create a future which would not otherwise exist. A past which would not otherwise exist.

Remember, in 100 years, looking back, new generations will see a past that would not exist if it weren't for what we are doing here today. An enhanced heritage.

I acknowledge and respect the demands this exercise and all Ad Hoc activities require of our citizen volunteers – and staff resources. Especially during what becomes a very busy time in December.

Thank you to everyone involved.

Q3-Q4 2024 Work Plan: Grand Trunk Renewal

Staff Update November 11, 2024

Objective: Develop a comprehensive business plan, secure initial approvals, and prepare for detailed planning.

1. Finalize Vision & Guiding Principles

Staff Lead: Corporate Initiatives

Working Group: Vision, Planning & Architecture

Key Result: Final Vision & Guiding Principles endorsed by Committee & Council and incorporated into procurement documents.

Task	Target Date	Status	Notes
Complete community outreach & prepare findings	Q2 2024	Complete	- Reviewed by AHC in July - Revised by WG in August - 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 to be updated - Graphic design for vision and guiding principles underway
Incorporate vision & guiding principles into communication materials and other processes (procurement etc.)	Q4 2024 and beyond	In progress	

2. Site Analysis & Environmental Assessment

Staff Lead: investStratford

Working Group: Environmental & Infrastructure

Key Result: Recommendations on additional site assessment needed to prepare for development, recommendations for approaches to carbon neutrality, complete

internal formal consultation on the site.

Task	Target Date	Status	Notes
Analyze and synthesize existing findings on site condition and environmental status, including the heritage industrial building	Q3-Q4 2024	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.
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 will go to Council in January for feedback and approval - Staff continue to participate in Kaswentha/Two Row Now monthly meetings
Identify a range of potential	Q3-Q4	In	<ul style="list-style-type: none"> - Infrastructure and

strategies to achieve carbon neutrality	2024	progress	Environment WG turning their attention to this in November/December.
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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	In progress	- WG is meeting with community groups to assess needs
Collaborate with key partners to define roles, governance, project interest, and program of spaces and services	Q3 2024	Complete	- Regular meetings with key partners including the YMCA and Stratford Public Library
Discussion on Community Needs and Potential Spaces/Services	Q3 2024	Complete	- Key partners and WG met to discuss community needs
Collaborative Session to Identify and Prioritize Types of Spaces and Services	Q3 2024	Complete	- Partners have developed a draft high-level space program
Agreement on the Program of spaces and services	Q4 2024	In progress	
Draft the program outline and refine it based on stakeholder feedback	Q4 2024	In progress	
Bring outline of MOU and options for consideration to both Committee and Council	Q4 2024- Q1 2025	In progress	- Currently developing these options and MOU outline - Conducting benchmarking research to determine the investment needed from the municipality

			to support the development of a community hub. These findings will be delivered in mid-December.
Formalize the program agreement & preliminary design	Q1 2025	Not yet started	- This needs direction from Council. Anticipated in January/February.
Outline financial requirements, potential funding sources, and investment opportunities.	Q4 2024-Q1 2025	In progress	- Included in benchmarking research
Identify potential risks and develop mitigation strategies	Q4 2024-Q1 2025	Not yet started	
Secure direction to negotiate legal agreements and design	Q4 2024-Q1 2025	Not yet started	- This needs Council direction
Establish legal agreements with partners	Q1-Q2 2025	Not yet started	- This needs Council direction

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 - Community Services exploring City-led events that could be implemented in Q3/Q4—this is not possible until the building can obtain temporary occupancy - Preparing report to Council seeking funds to support the infrastructure, equipment and operational support to open the site for

			<p>activations. To determine the cost, recommendations on the interventions needed to achieve temporary occupancy is needed.</p> <ul style="list-style-type: none"> - Seeking expert advice on the scope of work required to obtain a temporary occupancy permit - Planning for small group tours is underway - Communications WG to lead upcoming site tours.
Prepare and implement communications plans, including key messages and collateral materials	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	In progress	- Meeting with legal advisors to develop options for disposition - Recommendations are anticipated by end of Q3
Determine available space (roads, priority)	Q4 2024	In progress	- Under discussion with Engineering
Develop a plan for implementation of recommendations	Q4 2024	Not yet started	
Develop a promotional plan	Q4 2024	Not yet started	
Develop website materials (3D models, real estate pieces, history to current, camera/time-lapse, website hosting location, community buzz)	Q4 2024-Q 1 2025	Not yet started	
International attraction	Q4 2024-Q 1 2025	Not yet started	
Create a database & CRM	Q1 2025	In progress	

4. Financial & Real Estate Model

Staff Lead: investStratford

Working Group: Finance & Real Estate

Key Result: Articulate development scenarios and seek endorsement from Council to pursue the preferred model.

Task	Target Date	Status	Notes
Validate site capacity and program, identifying tradeoffs and optionality	Q3-Q4 2024	In progress	- Urban planning and land economics expertise retained to conduct market

			analysis & sounding - Findings to be presented to the Ad Hoc Committee in December.
Review existing parking study	Q3 2024	In progress	
Determine the number of parking spaces needed, ownership options, and phasing	Q3-Q4 2024	In progress	- Number of parking spaces depended on site usage - Researching parking deliver models
Develop sales mix	Q3-Q4 2024	Not yet started	- Assessed based on findings from site capacity and market analysis. Anticipated for late Q4.
Conduct market sounding for medium and high-density housing, cultural space, and other employment/entrepreneurial spaces/ Informal market sounding	Q4 2024	In progress	- Urban planning and land economics expertise retained to conduct market analysis & sounding - To be presented to the Ad Hoc Committee in December.
Articulate financial and real estate models for consideration / Assessment of forecasted market demand and pro forma to evaluate financial feasibility, including market project review	Q4 2024	In progress	- Working session to develop construction pro forma scheduled for October. This meeting was delayed due to extenuating circumstances on the consulting team side. - To be informed by the market sounding and site capacity work, which is to be delivered in December.

7. Economic, Environmental, and Social Impact Analysis
Staff Leads: Corporate Initiatives & investStratford
Working Group: All

Key Result: Provide impact analysis to inform development scenarios and recommendations on preferred models.

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	Not yet started	
Liaise with MOE on site conditions	Ongoing	In progress	

Anticipated Key Council Report Dates

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