



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

Date: Monday, December 16, 2024

Time: 4:00 P.M.

Location: Tim Taylor Lounge
353 McCarthy Road W., Stratford

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

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.

Greetings from Christin Dennis, (Gzhiiquot), Aamjiwnaang Frist Nation, Sixties Scoop Survivor, organizer and facilitator of the Tipi of Huron Perth.

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: | 5 - 14 |
| | Motion by
THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated November 18, 2024 be adopted as printed. | |
| 4. | Delegation Requests | |
| | <i>None.</i> | |
| 5. | Business Arising from Previous Minutes | |
| | 5.1 Master Plan to Business Plan (25 minutes) | |
| | <i>Mark Conway, President NBLC</i> | |
| | <i>Mark Conway is the President of NBLC, a Toronto-based firm established in 1976 that provides planning, market, and financial guidance to the real estate industry. As an Urban Planner and Economist, Mark collaborates with developers and governments to assess feasibility and develop business cases for various projects.</i> | |
| | 5.2 Environmental Remediation Options Q & A (20 minutes) | |
| | <i>Taylor Crinklaw, Director of Infrastructure Services, City of Stratford</i> | |
| | <i>Carl Schroeder, Principal Environmental Engineer, WSP</i> | |
| | 5.3 Key Recommendations for Consideration (20 minutes) | 15 - 28 |
| | <i>Joani Gerber, CEO, investStratford</i> | |
| | <i>Emily Robson, Corporate Initiatives Lead, City of Stratford</i> | |
| | 5.4 Partnership Working Group Findings and Recommendations (25 minutes) | 29 - 32 |
| | <i>Herb Klassen & Karen Haslam, Partnership Working Group Co-Chairs</i> | |
| | 5.5 Committee Survey Findings and Next Steps (25 minutes) | 33 - 36 |
| | <i>Ray Harsant, Working Group Coordinator</i> | |

6. New Business

6.1 Discussion on Next Steps in Developing the Grand Trunk Building (20 minutes)

Committee discussion facilitated by Chair

7. Reports of the Working Groups

7.1 Partnership

Karen Haslam & Herb Klassen, Co-Chairs

See item 5.4

7.2 Vision, Planning & Architecture

37 - 38

Melanie Hare, Chair

7.3 Real Estate, Legal & Finance

Franklin Famme, Chair

No report at this time.

7.4 Communications, Advocacy & Civic Engagement

Andrew Hilton & John Kastner, Co-Chairs

No report at this time.

7.5 Infrastructure & Environment

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Stephen Cooper, Chair

7.6 Working Group Coordinators

Alan Kasperski & Ray Harsant

See item 5.5

7.7 Staff Update

40 - 49

Emily Robson, Corporate Initiatives Lead

Joani Gerber, CEO, investStratford

8. Date of Next Meeting

The next Ad-Hoc Grand Trunk Renewal Committee Meeting is January 20, 2025

in the Council Chamber, City Hall.

9. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

THAT the December 16, 2024 Ad-Hoc Grand Trunk Renewal Committee meeting adjourn.



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

Date: November 18, 2024
Time: 4:00 P.M.
Location: Council Chamber, City Hall

Ad-Hoc Committee Present: Barb Cottle, Melanie Hare, Nic Flanagan, Ron Dodson, Stephen Mitchell, Trudy Jonkman, Dan Mathieson - Chair Presiding, Mayor Martin Ritsma

Regrets: Franklin Famme, Mark Vandenbosch, Paul Parlee, Andy Bicanic

Staff Present: Emily Robson - Corporate Initiatives Lead, Joani Gerber - CEO of investStratford; Taylor Crinklaw – Director of Infrastructure Services, Miranda Franken – Council Clerk Secretary;

Staff Absent: Joan Thomson - Chief Administrative Officer, Adam Betteridge - Director of Building and Planning Services, Tim Wolfe - Director of Community Services

Also Present: Ray Harsant, Working Group Members, Members of the Public, Media

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

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Name, Item and General Nature of Pecuniary Interest

None declared at the November 18, 2024, Ad-Hoc Grand Trunk Renewal Committee meeting.

3. Adoption of Previous Minutes:

Motion by: Steven Mitchell

Seconded by: Barb Cottle

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. Carried

4. Delegation Requests

Motion by: Mayor Ritsma

Seconded by: Ron Dodson

THAT the delegation by Robert Ritz be heard. Carried

Robert Ritz presented to the Committee. Highlights of the presentation included:

- in 1995 International Fabricated Building Corporation was introduced to the building with purpose of use of building prefabricated homes;
- late in the 1990's an arena, hotel and convention centre was imagined;
- the Grand Trunk Site is the same size at the Rotary Complex and Agriplex site;
- 2015 a debate took place whether to tear the building down or redevelop;
- Montreal and Ottawa both have railway sites which are being redeveloped;
- the date wall of the building should be retained;
- suggested pedestrian and vehicle access;
- potential uses including a passive museum;

- inclusion of the library and Stratford Police Services;
- parking beneath the building rather than fill.

5. Business Arising from Previous Minutes

5.1 Grand Trunk Renewal Project: Brownfield Considerations

David Kusturin, Chief Project Officer, Waterfront Toronto presented on Brownfield Considerations. Highlights of the presentation included:

- in 2001 the governments of Canada, Ontario and the City of Toronto created Waterfront Toronto;
- created to provide fiscally, environmentally, and socially sustainable revitalization of 810 hectares of waterfront;
- legislated mandate includes:
 - enhance the economic, social, and cultural value of the waterfront;
 - create an accessible and active waterfront for living, working and recreation;
 - be fiscally and environmentally responsible;
 - ensure that development can continue in a financially self-sustaining manner;
 - involve the private sector in revitalization;
 - listen to public input;
- Environmental Protection Act Requirements brownfield approval process includes:
 - Phase One Environmental Assessment;
 - Phase Two Environmental Site Assessment;
 - Risk Assessment;
 - Risk Management Plan;
 - Certificate of Property Use;
 - Record of Site Condition;

- historical records such as aerial photographs, fire insurance plans and City directories provide useful information regarding previous conditions;
- reviewed the Port Lands Flood Protection case study New Don River Mouth Alignment.

Melanie Hare questioned if the Grand Trunk site is insurmountable.

Mr. Kusturin stated this site is no larger than some other areas he has been involved with and revitalized. They have gone in, done assessments, and built in new roads and parks to service affordable housing, market housing, public spaces and it all happened under the same idea and scale as the GTR. Mr. Kusturin stated this has been done this multiple times and is not difficult. The environmental work can happen without knowing what is being done on the site, however, he noted do not remediate before you build, remediation happens as you complete the build.

Ms. Hare confirmed prework is completed to unlock the site and work is done at the time of development.

Ms. Hare asked Mr. Kusturin to comment on risk assessment versus risk management.

Mr. Kusturin replied it is important to complete both. The risk assessment determines what you need to do and what you should do in terms of providing protection. Risk management is developing solutions to solve what you have identified in risk assessment.

Mayor Ritsma questioned what most transferable piece of knowledge for the development of would be the 810-hectare project which would benefit the City for the 7.3-hectare Grand Trunk site.

Mr. Kusturin stated Stratford does need a community-based risk assessment, as the legislation provides road map to follow that will allow us to determine needs to be completed. He noted the process takes two to three years to complete.

Nic Flanagan asked Mr. Kusturin to comment on the decision of how to split the land into parcels, for example, is it based on similar levels of contamination and would there be merit in splitting the parcels or dealing with the site as whole.

Mr. Kusturin responded it is easier to deal with the whole site as to not limit the potential uses. The Waterfront Project was not completed as a whole site; however, the Stratford site is sized to be manageable and feasible to complete as a whole.

Andrew Hilton questioned how the financials of the remediation of land was handled.

Mr. Kusturin stated it when bids are taken to market, the developers include the cost of the remediation in the cost of the development.

In response to a question from Ray Harsant, Mr. Kusturin stated the roads are completed at the same time studies are being completed.

Mr. Kusturin stated Indigenous artifacts were not located during development of the various sites.

5.2 Follow Up Grand Trunk Environmental Remediation & Parking Considerations

Mayor Ritsma provided comments from Joan Thomson, Chief Administrative Officers as follows:

- the CAO at the Budget Open House;
- Council has identified the Grand Trunk Renewal Project as a top priority and this is reflected in the Strategic Priorities;
- a staff report is going to Council for the November 25 meeting in response to the proposal to develop underground parking and a commercial/residential development on the Erie Street property;
- it is noted in the staff report that the Grand Trunk is the priority project identified by Council and staff are recommending to Council to focus resources on the Grand Trunk project;
- once parking needs for the Grand Trunk site are known, along with the developments and stages, then Council could look at the Erie Street parking lot and revisit parking needs in the downtown;

Emily Robson noted a document was provided to the members at the start of the meeting. Ms. Robson noted she also received correspondence from Paul Parlee asking questions regarding roadways and phasing. The item will be scheduled to be brought back to the Committee with responses from Director Crinklaw.

Melanie Hare noted it would be helpful to take the lessons learned and consider them when we are talking about environmental condition and study and understanding the next steps for the site. Ms. Hare noted she is hearing roads and environmental work going together and is interested in hearing staff opinions.

Director Crinklaw stated what was said during the presentation largely aligns with what staff has been speaking to. He noted a large portion of the presentation was focused on the risk mitigation measures which from experience will take approximately three to four years. Director Crinklaw stated when the project was looked at in 2018 and record of site condition (RSC) for a much larger parcel but recognizing the complexity it was decided to focus on the community hub and obtaining an RSC for that specific parcel.

Ms. Hare noted it would be helpful for staff to provide two scenarios to Committee, one for the site as a whole and one with the site parceled.

Director Crinklaw stated he can work with WSP to provide the requested information. He noted the December meeting would be a tight timeline, and it may take into the new year to compile the information.

6. New Business

6.1 Stratford Arts and Culture Collective

Ron Dodson and Chris Leberg presented on behalf of Stratford Arts and Culture Collective (SACC). Highlights of the presentation included:

- letter was sent to the Committee outlining desire to partner with the YMCA of Three Rivers and the Stratford Public Library to create performance/flex space;
- currently using spaces which were not designed for the arts;
- need for accessible and affordable location;
- SACC reformed including 25 amateur arts and culture groups for all arts disciplines;
- new facility which will be attractive for future audiences and artists;
- GTR is the preferred site;

- have produced seven major fund-raising events understanding the need for funding for a new space;
- over 4,000 citizens involved in local arts and culture outside of the Festival and with over 72,000 attending;
- new arts builds are often completed in partnership with local community partners;
- strategic priorities align with the GTR;
- once in a century opportunity to create a space in partnership with these attributes with community alignment.

7. Reports of the Working Groups & Staff Updates

7.1 Partnership

Herb Klassen noted the working group has visited five service clubs and the presentations have been well received. He noted the Kiwanis Club stated they are interested in being a part of the project and would require a kitchen space and a small storage area. Mr. Klassen noted other service clubs are requiring the same spaces.

Mr. Klassen noted upcoming meetings with Shelterlink and the Symphonic director.

Ray Harsant questioned if Stratford Pride was contacted. Mr. Klassen noted they can be added to the list of groups to speak with.

7.2 Vision, Planning & Architecture

Melanie Hare noted a visual was created to support the draft vision and guiding principles, building on input from the community consultation and Committee discussions to date.

Ms. Hare stated the graphic is intended to express the types of uses, experiences and activities that could potentially be delivered on the site. The graphic intersects what could happen and what we are trying to achieve.

Mr. Hare noted the graphic is clusters of circles which are broadly positioned around learning, gathering, playing, working, and inspiring. The graphic is being presented to the Committee and recommended to be

used as part of the package to the community and as articulation of the vision and guiding principles.

The working group will be meeting next month to discuss planning timelines and working with John Kastner and Andrew Hilton regarding communication.

7.3 Real Estate, Legal & Finance

There was no update to be provided.

7.4 Communications, Advocacy & Civic Engagement

John Kastner noted the community presentations have been updated for speaking to two different audiences. The Frequently Asked Questions on the website will be updated by Andrew Hilton based on recent findings.

Mr. Kastner noted he was contacted by the Stratford Perth Museum as they are hosting an event at the site including a curated tour of the rail exhibit followed by a GTR presentation. He noted the event will be free and the Ad-Hoc Grand Trunk Renewal Committee members are invited to attend.

Mr. Kastner stated the City through the Stratford Perth Museum has the opportunity to obtain steam engine 6218 from the museum in Fort Erie. Discussions are ongoing as the museum would be in the owner of the artifact and the GTR site would be the best place for the steam engine to be housed.

7.5 Infrastructure & Environment

Stephen Cooper was not present to provide an update.

7.6 Working Group Coordinators

Ray Harsant presented to the Committee regarding the survey provided to members. Highlights of the presentation included:

- survey was approved in August 2024;
- provided to 24 people including voting and non-voting members and staff;
- 13 responses received;
- no common responses to any of the questions or statements;

- valuable comments and suggestions were received;
- need to decide on next steps with the results.

Dan Mathieson noted the information should be considered at the next meeting due to the number of members absent.

Barb Cottle noted she is concerned with how long this is taking and questioned how the process could move along faster.

Mr. Mathieson questioned if the four (4) members interested in this work would like to meet prior to the next meeting.

Mr. Harsant stated Melanie Hare, Barb Cottle, Ron Dodson, and Paul Parlee have expressed interest.

John Kastner noted at the most dangerous thing is a survey of small sample size. Additionally, this is supposed to be a public process, and some questions should involve the public. Mr. Kastner stated with the small number responses, two more individuals completing the survey could greatly skew the current results, there was not enough response to draw a true conclusion.

Mr. Harsant responded this is the reason the questions should go back to the individuals interested in reviewing the results.

Karen Haslam noted only twelve people out of the 24 answered the survey which we feel we are working and should let continue to do what we can. Ms. Haslam stated she does not understand why we are going through this process, if individuals or groups have concerns, they can speak with Dan Mathieson or Emily Robson.

Mr. Harsant noted this was by direction of the Chair and he appreciates the comments.

Ron Dodson questioned if it is possible to reopen the survey to those who have not responded.

Mr. Harsant stated the reopening of the survey can be reviewed.

7.7 Staff Update

Emily Robson noted the status report was included in the agenda package for members to review.

Nic Flanagan stated there is currently a parcel of land that has a record of site condition, and he would like to see a narrow focus on that parcel and what is the process for the Committee to decide what should be done with this parcel.

Barb Cottle noted the Committee has had a lot of inspirational presentations, and throughout the message has been about the big idea, what are we trying to do as a whole rather than the little pieces. Ms. Cottle stated the Committee has not had these conversations as a whole and they need to start thinking about this or we are going to end up with chunks unrelated to each other.

Ray Harsant stated he believes it would be beneficial to have the minutes and reports from presentations provided to members faster. He also encouraged Council look at allowing individuals from the Committee to attend the meeting by phone.

Dan Mathieson stated the policy regarding virtual meetings applies to call Committees.

8. Date of Next Meeting

The next Ad-Hoc Grand Trunk Renewal Committee Meeting is December 16, 2024, at 4:00 p.m. in the Tim Taylor Lounge at the Rotary Complex, 353 McCarthy Road. The meeting will not be livestreamed but will be open to the public.

9. Adjournment

Motion by: Nic Flannagan

Seconded by: Mayor Ritsma

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

Carried

Meeting Start Time: 4:04 p.m.

Meeting End Time: 6:15 p.m.



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Staff Report
Report Date:	Monday, December 16, 2024

Purpose:

The Ad Hoc Grand Trunk Renewal Committee has been meeting for just over a year. In that time, the Ad Hoc Grand Trunk Renewal Committee has developed a comprehensive list of frequently asked questions and provided a significant amount of information about the project to the community through the EngageStratford platform. The Ad Hoc Grand Trunk Renewal Committee delivered two large community events that explored the project itself and considered comparable project from neighbouring communities. The Ad Hoc Grand Trunk Renewal Committee collaboratively developed a vision and set of guiding principles to inform the project and delivered a series of ten community pop-ups to gather insights on this work. Members of the Ad Hoc Grand Trunk Renewal Committee and Working Groups have met with stakeholders from across the community and presented to various community groups and organizations.

While this work has been important and foundational, there are key actions that will drive the Grand Trunk Renewal Project into the next phase of its development. These actions include:

1. Finding ways to activate the Grand Trunk Site on an interim basis to bring excitement, community and imagination to this long-vacant site.
2. Determining the scale, operating model, funding structure and design of a new community recreation facility, as well as the partnership and financial arrangement to support it.
3. Enhance organizational capacity to manage and coordinate the Grand Trunk Renewal Project.
4. Assessing the opportunity for residential development on the site to support our community's need for housing supply and to bring the energy of new residents to this site.
5. Assessing the opportunity for mobility and parking solutions on the site to anticipate the future needs of new residents and community users, and the disruption that development will cause to current surface parking options.

To support the successful execution of the Grand Trunk Renewal Project, the creation of a new 1.5 FTE position has been proposed. This role will provide essential staffing resources to manage and coordinate various aspects of the project, including communications, stakeholder engagement, and administrative support. The request for this position has been included in the 2025 budget and is currently under review by the City Council. Once the budget is approved in January or February of 2025, the role will be finalized and recruitment will begin.

With feedback and insights from the Ad Hoc Grand Trunk Renewal Committee, a series of recommendations will be presented to Council in February 2025. The recommendations are aligned with the project's Vision and Guiding Principles and Q3-Q4 2024 Workplan. These recommendations are intended to drive the Grand Trunk Renewal forward on key project components.

Requested Committee Direction:

- **THAT** Stratford City Council direct staff to pursue background research on temporary and interim uses for the GTR site and associated next steps including cost estimates and bring these findings back to Council for consideration.
- **THAT** staff provide Stratford City Council with an update on discussions between the YMCA, Stratford Public Library and the City of Stratford on a shared facility at the Grand Trunk site. This update will include an estimated range of municipal investment required to develop a shared recreation facility.
- **THAT** Stratford City Council directs staff (with support as needed from the Ad Hoc Grand Trunk Renewal Committee) to develop an Expression of Interest to receive proposals addressing housing on the GTR site focusing on the Parcel known as 2D.
- **THAT** Stratford City Council directs staff (with support as needed from the Ad Hoc Grand Trunk Renewal Committee) to develop an Expression of Interest in accordance with the to receive proposals to build and operate a parking/mobility solution on the GTR site.

Background Information, Analysis and Next Steps:

Interim use of the Grand Trunk Building

- Work Plan Item: Communications & Community Engagement
- Staff Lead: Corporate Initiatives

Background

The GTR site, a partially restored industrial structure, has been secured and restricted for public access due to safety considerations. Following major structural reinforcements and removal of the roof decking, temporary uses for the building are being explored to foster community engagement with the site, align with long-term revitalization goals, and generate public awareness.

The City is exploring options for temporary activations, including art installations, community events, and performances, which would bring people onto the site. The Communications, Public Engagement, and Advocacy Working Group suggested that the Ad Hoc Grand Trunk Renewal Committee request City Staff to review temporary use concepts and develop a report for Council. The direction was provided at the August 29, 2024, meeting of the Ad Hoc Grand Trunk Renewal Committee.

Potential activations include diverse activities such as art installations, historical tours, community events, live performances, and public markets. Ideas also include small-scale tours led by Ad Hoc Grand Trunk Renewal Committee members to enable residents to explore the building safely (as proposed by the Communications, Public Engagement, and Advocacy Working Group at the October 21, 2024, Ad Hoc Grand Trunk Renewal Committee meeting. These activations are intended to make the building more accessible, build community interest, and showcase the site's potential value for residents, visitors, and prospective developers.

To support these initiatives safely, adherence to Ontario Building Code standards or suitable alternatives is required. Discussions on this topic with Building and Planning started in June 2024. Over the course of many conversations with internal stakeholder and external experts, it has become clear that a change of use is required to have the public in the Grand Trunk building.

The team from Community Services has been engaged to provide operational support for the site once activations are possible. Staff from LightsON Stratford and Stratford Summer Music have been engaged to articulate site requirements for anticipated activations. External experts, including Clyde Wagner of TOLive and formerly of Luminato, David Stonehouse, Director of the Waterfront Secretariat and formerly of Evergreen Brickworks, Janet Sellery of Sellery Health & Safety, Azra Ross of Epiphany Engineering, have been consulted.

Analysis:

Occupancy and Use Considerations

- Public events in the building are not currently permitted. The CBO advised that the intended uses may require reclassification from industrial to assembly occupancy depending on public access and temporary use needs. All of this will affect compliance requirements under the Ontario Building Code.
- This will require recommendations on the on-site interventions needed to meet the building code requirements for assembly use.
- An engineer and architect have been engaged to determine the interventions needed to apply for a change of use. The building department has provided and will continue to provide feedback on this scope of work.

Health and Safety Recommendations

- An October 2024 health and safety report from Sellery Health + Safety outlines specific measures for safe site activation, including recommendations for securing hazardous areas, improving egress and emergency response capabilities, and managing crowd control for different levels of site activation. This builds on the Temporary Use Guidelines by articulating the specific requirements such as power and seating for events.

Guided Tours:

- Guided tours are possible without a change of use. PPE will be required as well as safety protocols.

Next Steps:

Building Assessment:

- Commission an assessment to determine necessary compliance measures, alternative solutions, and estimated costs for change of use. The results will support both CBO review and a cost-benefit analysis for public engagement opportunities.

Chief Building Official (CBO) Consultation:

- Submit the assessment to the CBO to determine if temporary occupancy can be granted.

Costing, Cost-Benefit Analysis and Report to Council:

- Develop a detailed cost estimate for all compliance requirements necessary for use of the building. This costing will include structural adjustments, safety installations, and any additional requirements identified in the architectural assessment and health and safety assessment.
- Complete a cost-benefit analysis to evaluate the financial implications and community impact of making the building compliant for temporary public use.
- Present a final report to Council summarizing the required investment, anticipated benefits, and potential funding options to secure the necessary funds to support phased activation of the site.

Implementation Plan for Broader Activations:

- Develop a phased plan, incorporating the health and safety recommendations and architectural assessment, to enable scalable, temporary public uses aligned with the CACE Working Group's proposed activation ideas (e.g., art installations, public performances, and outdoor markets).

Shared Community Recreation Facility

- Work Plan Item: Develop Key Partnership Model and Finance & Real Estate Model
- Staff Lead: Corporate Initiatives and investStratford

Background

The project aims to develop a new community recreation facility at the Grand Trunk site in Stratford. The YMCA has an MOU with the City to explore the potential of a new facility at the Grand Trunk Site. In March, the Stratford Public Library delegated to Stratford City Council, requesting that the library be considered as a core partner at the Grand Trunk. Council referred this decision to the Ad Hoc Grand Trunk Renewal Committee, who received a presentation and request from the Stratford Public Library at its April 18, 2024, meeting.

Over the past year, the YMCA, the Library, and the City of Stratford, have been meeting regularly to discuss the vision, goals, and collaborative opportunities for the project. The primary objective is to assess space needs, potential operating arrangements, the required municipal investment and identify potential funding sources, including contributions from partners and government grants.

Establishing and maintaining strong relationships is crucial for the success of this collaborative project. By fostering open communication and understanding, these parties can ensure that the contributions from each partner align with the Grand Trunk Renewal project's overall goals and make the project financially feasible. This collaborative approach is key in leveraging resources, sharing expertise, and ensuring that the final design meets the diverse needs of the community.

The scope of work includes researching various funding models based on similar community recreation projects and understanding the roles that each partner can play in contributing to the project's success. The findings will help outline the investment required from the municipality and the potential support from other partners.

Analysis

Current research has been undertaken with the assistance of recent graduate of the University of Waterloo's Recreation and Leisure Studies Masters' program. The goal of this research is to provide the Ad Hoc Grand Trunk Renewal Committee and Stratford City Council with a clear understanding of the municipal investment required for the new community recreation facility at the Grand Trunk site. Progress to date includes:

- **Amenities and Facility Considerations:** To meet the needs of the YMCA, Stratford Public Library and the City of Stratford, the facility would need to include a variety of amenities such as a pool, gym, walking track, daycare, library, meeting rooms, a café, community spaces, a shared kitchen, and a lounge. The planned size is between 70,000 and 110,000 square feet, excluding ice pads.
- **Funding Models:** Research on potential funding models for recreation complexes has been completed. This included a detailed analysis of funding contributions from municipalities, the YMCA, libraries, and government grants. The findings indicate that municipal investment ranges from 4% to full funding, depending on the project, with other partners like the YMCA contributing up to 43% in some cases.
- **Practical Implications:** Cost-saving measures, such as leveraging provincial and federal grants, including the Federal Gas Tax Fund, are being explored. Additionally, the City of Kitchener's Integrated Project Delivery (IPD) model, which streamlines design and construction, is referenced. This could potentially reduce costs and accelerate the project timeline.
- **Partnerships and Funding:** The research emphasizes the importance of partnerships to make this project feasible.

Next Steps:

- Further research on grants and funding opportunities.
- Finalize report on cost range of comparable facilities
- Prepare final report for consideration in January by the Ad Hoc Grand Trunk Renewal Committee and City Council in February.

Grand Trunk Site Blocks and Housing Opportunities

- Work Plan Item: Finance & Real Estate Model and Procurement/RFP Process and Site Analysis & Environmental

- Staff Lead: investStratford

Background

The land parcel known as 2D on the Grand Trunk Site is approximately 2.5 acres in size with access and frontage on Downie Street. It is identified as a former area of industrial buildings and rail spurs.

Preliminary investigations have been carried out.

- Environmental impacts related to heavy metals and hydrocarbons.
 - Initial investigation indicates that impacts are shallow.

A Record of Site Condition will be required to develop a more sensitive land use (from industrial to residential), and site remediation would proceed under 'Site Condition Standards'.

Housing of all types is needed in the City of Stratford. As our City continues to grow characteristics like walkability, connections to public transit, affordability, accessibility and inter-generational living (student and seniors) will be top of mind.

For an analysis of procurement options, please refer to the memo at the end of this package entitled "Procurement Options for the Disposition of City Land and Securing Development Partners", Policy P.3.1 Sale and Other Disposition of Land, and Policy P.5.1 Purchasing Policy.

Analysis

- Environmental & Due Diligence
 - Estimated range for consultant costs \$250,000.
 - Costs may increase if unknowns encountered.
 - Ministry may require more boreholes and monitoring.
 - Contaminant levels encountered could be higher than anticipated.
 - Soil remediation to site specific standards expected to reach and exceed \$2,000,000.
 - Anticipated timelines for record of site condition ~1.5 to 3 years
- Servicing
 - Alternative municipal servicing options could be available for this parcel (from Downie Street) and may not require the internal road network for connections.
- Student Housing
 - Stratford is home to four permanent post-secondary schools and private learning centres.
- Government Funding and Programs
 - Housing and Housing-Enabling infrastructure continue to be top of mind for Provincial and Federal Governments. With upcoming elections, shovel-ready properties will be the most desirable for any available funding.

Next Steps

- Seek direction from the Ad Hoc Grand Trunk Renewal Committee and Council to begin due diligence, expressions of interest and development of housing solutions and parcel 2D.

- Work to define the overall proposed scope of the site to calculate the magnitude and density of housing, the return on investment and servicing and environmental consultations.
- Review the various procurement and partnership options available to the City for a housing development on the site.

Parking and Mobility Solution Expression of Interest

- Work Plan Item: Work Plan Item: Finance & Real Estate Model and Procurement/RFP Process and Site Analysis & Environmental
- Staff Lead: investStratford

Background

The Grand Trunk site (GTR), a partially restored industrial structure and surrounding lands – approximately 18 acres in total – currently has 437 parking spaces. The spaces located at what is referred to as the Cooper Site are currently unpaid or free parking spaces. The City of Stratford is responsible for the repairs and maintenance of the lot. There is currently no alternative in the downtown core to replace the 437 spaces when construction and development begins on the site. The most recent parking study was completed in 2015/16 and is included as a supplemental report entitled “Parking Study 2014”.

For an analysis of procurement options, please refer to the memo at the end of this package entitled “Procurement Options for the Disposition of City Land and Securing Development Partners”, Policy P.3.1 Sale and Other Disposition of Land, and Policy P.5.1 Purchasing Policy.

Analysis

- Replacing the existing 437 parking spaces
 - There is no current plan or strategy to accommodate the loss of spaces to development and construction on the Grand Trunk site.
 - It is our understanding that most parking is used by employees of downtown businesses, some patrons of downtown businesses and by visitors (mostly in the spring/summer Theatre season).
- Accommodating new development on the site:
 - Based on an assumption of 300 new dwelling units built on the site and the existing parking ratios of 1.25 spaces/unit, the site would need to absorb an additional 375 spaces.
 - Further accommodation of future community spaces – YMCA, City of Stratford, Stratford Public Library would add approximately 50-100 spaces.
- Cost to build and location:
 - Internal estimates to build modern parking structures range from \$40,000-\$50,000/space for above ground structures. Based on the spaces required, in the short term (5-10 years) this order of magnitude is \$29,000,000-36,250,000.
 - Further to an internal review of the site, the burnt-out portion on the west side of the site is the most ideal for a parking/mobility structure.
 - The approximate size of that space would allow for about 150 vehicles per level – replacing just the existing spaces would require 3 levels (~400 space).

- It is recommended that a structure consider future expansion opportunity to accommodate the new and proposed development.

Next Steps

- Seek direction from the Ad Hoc Grand Trunk Renewal Committee and Council to begin due diligence, expressions of interest and development of a parking solution.
 - Work to define the overall proposed scope of the site to calculate the magnitude of the parking/mobility structure and the implications on parking in the downtown core.
 - Review the various procurement and partnership options available to the City.
 - Confirm the feasibility of a parking structure on the GTR and explore procurement/partnerships to deliver.



CITY of STRATFORD

BRIEFING MEMO

TO: Ad Hoc Grand Trunk Renewal Committee

FROM: Emily Robson, Corporate Initiatives Lead
Joani Gerber, CEO, investStratford

DATE: December 16, 2024

RE: Procurement Options for the Disposition of City Land and Securing Development Partners

Purpose:

To provide background to the committee on procurement options and to inform next steps for attracting development partners on the Grand Trunk site.

Background:

Many procurement options are available on the GTR site. This analysis references The City of Stratford Policy P.5.1 Purchasing Policy (purchasing policy) and The City of Stratford Policy P.3.1 Sale and Other Disposition of Land (disposition policy).

Sole Sourcing (Non-competitive)

- Description: Directly select a buyer or developer without a competitive process.
- Alignment with Policies: The purchasing policy permits single sourcing only under specific conditions, such as lack of competition, exclusive capabilities, or proprietary rights (P.5.1 section 37.0). Sole sourcing is an identified disposition method in the disposition policy (P.3.1 section 8.1.4).
- Considerations:
 - Justification: Clearly document the rationale for single sourcing, such as the lack of competition or unique contributions to community benefits.
 - Transparency: Address potential scrutiny by documenting the decision-making process and obtaining necessary approvals.

- Risk Mitigation: Include performance guarantees and ensure alignment with accessibility and environmental standards.

Broker or Third-Party Agent

- Description: Engaging a broker or agent to market the property with conditions for its use or development.
- Alignment with Policies: Not specifically indicated in the purchasing policy, but an identified disposition method in disposition policy (P.3.1 section 8.1.6).
- Considerations:
 - Market Reach: Leverage the broker's network to attract diverse and qualified developers.
 - Costs: Negotiate clear terms to control brokerage fees and ensure value for money.
 - Oversight: Monitor activities to ensure compliance with the purchasing policy's ethical standards (P.5.1 section 4.0).

Tendering

- Description: Inviting bids for purchase or lease of the land with clear specifications.
- Alignment with Policies: For projects exceeding \$100,000, competitive tendering aligns with the purchasing policy requirements (P.5.1 section 35.0). It is also identified method in the disposition policy (P.3.1 section 8.1.2).
- Considerations:
 - Specifications: Clearly define all requirement in the tender documents—residential type, number of units, amount of greenspace etc.
 - Evaluation: Focus on both price and qualitative factors, such as alignment with public interests and project sustainability.

Expressions of Interest (EOI)

- Description: Soliciting non-binding interest to gauge market capacity and innovation.
- Alignment with Policies: While EOIs are not identified in the purchasing policy, they align to Requests for Information (P.5.1 section 31.0) indicated in the purchasing policy. This approach aligns with the disposition method "call for proposals or offers" (disposition policy P.3.1 section 8.1.1).
- Considerations:
 - Creativity & Flexibility: Use EOIs to identify innovative approaches to achieve objectives.

- Open Process: Advertise widely to ensure a fair and transparent competition.
- Next Steps: Plan to transition successful EOIs into structured RFP or RFQ processes.

Request for Proposals (RFP)

- Description: Soliciting detailed proposals for developing the site, with criteria emphasizing priorities.
- Alignment with Policies: RFPs are ideal for projects requiring innovative or flexible solutions where price is not the sole determinant (purchasing policy P.3.1 section 36.0, and disposition policy P.3.1 section 8.1.1).
- Considerations:
 - Evaluation Criteria: Include community benefit contributions as a weighted factor in the RFP evaluation matrix.
 - Community Engagement: Engage the community and relevant stakeholders to align RFP criteria with public needs.

Request for Qualifications (RFQ)

- Description: Screening potential developer or organizations based on pre-defined criteria.
- Alignment with Policies: RFQs are useful for pre-qualifying vendors for complex projects (purchasing policy P.5.1 section 33.0, disposition policy P.3.1 section 8.1.1).
- Considerations:
 - Shortlisting: Prequalify vendors based on their experience with public benefit projects, financial stability, and compliance history.
 - Time Savings: Streamline subsequent procurement steps by focusing only on qualified vendors.
 - Transparency: Document the criteria and process for shortlisting to ensure fairness.

Public-Private Partnerships (P3s)

- Alignment with Policies: Though not explicitly outlined, P3s could be structured using the RFP process to attract long-term partners.
- Considerations:
 - Risk Sharing: Clearly define roles, risks, and responsibilities between the City and private partners.
 - Long-Term Benefits: Prioritize sustainable outcomes, such as affordable housing and green spaces.

- Council Approval: Seek Council endorsement for complex agreements exceeding five years (purchasing policy P.5.1 section 24.1.).

Disposal by Donation

- Description: Selling or donating surplus land for specific public uses (e.g., affordable housing or green spaces).
- Alignment with Policies: Disposing surplus goods through sale or donation aligns with the purchasing policy (P.5.1 section 40.1.). While the disposition policy does not address donation explicitly, it does allow for land exchange (P.3.1 section 8.1.7) and suggests that Council can determine alternative methods of disposal (P.3.1 section 8.1.8).
- Considerations:
 - Strategic Partners: Identify non-profits or organizations committed to achieving public benefits.
 - Conditions: Attach covenants or agreements ensuring land use aligns with community objectives.
 - Compliance: Ensure adherence to ethical and competitive standards (purchasing policy P.5.1 sections 3.2 and 4.0).

Considerations

Several consideration and factors are relevant to each of the described approaches.

1. Council Direction:

- Council provides direction at several points in the process of the sale and other disposition of land:
 - Declaring Land Surplus: Council must declare the land to be surplus to the needs of the City by resolution adopted at a meeting open to the public (P.3.1 section 3.3.1).
 - Determining Method of Disposal: Council determines the method of disposal at a meeting open to the public (P.3.1 section 3.3.2).
 - Granting Exemptions: Council may grant an exemption from any provision(s) of the policy by resolution (P.3.1 section 2.2).
 - Valuation: Council may authorize the disposition of land for other than the valuation if it is in the best interest of the City (P.3.1 section 7.4).
 - Methods of Disposal: Council determines the method of disposal of surplus land (P.3.1 section 8.1).

- Adjusting Sale Price: Council reserves the right to adjust the sale price and/or accept a proposal or offer for other than the sale price (P.3.1 section 9.1).
 - Ratifying Disposition: Any disposition of land must be ratified by by-law of Council (P.3.1 section 9.3).
 - In-Camera Sessions: Council may consider reports and give directions during in-camera sessions, including whether to declare land surplus, direct additional analysis, or proceed with disposal (P.3.1 Procedures for the Sale and Other Disposition of Land 6 and 7).
 - Reviewing Submissions: Council reviews submissions received for selling surplus land and gives direction on which submissions to consider, further consultation or negotiations, or terminating the process (P.3.1 Procedures for the Sale and Other Disposition of Land 10).
- For purchasing, Council provides direction at several points:
 - Approval of Purchases: Council must approve the purchase of deliverables.
 - Exemption Requests: A department may request an exemption from any or all purchasing methods outlined in the policy by submitting a report supporting the exemption and outlining the reasons to Council. Such exemption may be granted by resolution.
 - Consultant Engagement: Approval to engage consultants must be received either in budget approval or by resolution of Council for projects where the consultant's fees are expected to exceed \$60,000.
 - Bid Protests: If a bidder disputes the staff award recommendation, an appeal shall be conducted by a Dispute Committee, and the decision of the Dispute Committee shall be in writing. The City will establish an impartial authority to review a complaint that cannot be resolved between parties.
 - Notification of Tenders and Quotations: Prior notification to Council through the Consent Agenda is required when calling tenders and seeking sealed quotes.
 - Sole Source Purchases: The CAO will determine if a purchase shall proceed by a sole source if there is a disagreement between the MFS and Department Head.
 - Disposal of Surplus Goods: Surplus goods may be disposed of by offering to any other department, sale by auction or consignment, sealed bid, or donation to a charitable organization, with Council's direction.

2. Community Engagement:

- Involve public consultations and the Ad-Hoc Committee to align project goals with community expectations.

3. Transparency and Fairness:

- Maintain detailed records and ensure decisions align with public trust (purchasing policy P.5.1 section 43.0).



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	PARTNERSHIP Working Group
Report Date:	December 16, 2024

Requested Committee Direction:

This report is a year end wrap up of meetings and discussions held by the Partnership Committee Working Group.

The Co-chairs will be asking members of the GTR Ad Hoc and Working Group Committees to participate in a hands-on demonstration of the possibilities available to us at the GTR site, building on the work of this committee.

Discussion Points:

Are you in or are you out?

Overview of Previous Month:

Attached is an overview of the work of the Partnership Committee conducted over the last 10 months.

Overview of Upcoming Month:

Herb – continue to play cards with friends practicing presentation skills

Karen – lie in the sun by the pool healing old bones

Summary of work anticipated for the upcoming year

Meet with last two groups

Decision by City Council

Application for funding

Shovel in ground

Beginning of formal partnership agreements

Investigation further afield for partners – Hotels,

ACTIVITIES OF PARTNERSHIP COMMITTEE
GTR - WORKING GROUP
Karen Haslam, Herb Klassen

March 21 – Partnership Meeting Ray ----- Karen, Ron

March 26 – GTR ENGAGE Meeting

April 1 – GTR WG

April 13 – GTR ENGAGE Meeting

April 15 – GTR

May 6 – GTR WG

May 21 – GTR

June – Meeting with Emily Robson, YMCA, UOW.

June 3 – GTR WG

June 15 – POP UP Splash Pad 10 am

June 17 - GTR

June 24, 2024 –
Meeting with Dan Matheson, Herb Klassen Karen Haslam

June 24 – POP UP Library 6-8

July 3 – GTR WG

July 15 - GTR

August 7 – GTR WG

August 15 – Rotary Lunch Meeting
John Kastner, Karen Haslam, Dan Mathieson

ACTIVITIES OF PARTNERSHIP COMMITTEE
GTR - WORKING GROUP
Karen Haslam, Herb Klassen

August 19 – GTR WG

August 29 - GTR

September 4 – GTR WG

September 7 – Seniors Open House

September 16 – GTR

September 26 – Kinsmen Meeting - 6 pm
Herb, John

October 4 – Partnership Meeting 11 am
Herb, Karen, Stephen

October 7 – GTR – WG

October 8 – Library Board Meeting 10 am
Herb, Karen, Melanie, Rae

October 17 - Lions Meeting 6 pm
Herb, John,

October 28 – Kiwanis Meeting 6 pm
Herb, John

November 1 – Shelterlink Youth Services
Cate Trudeau

November 4 – GTR – WG 7 pm

November 8 – Lions Club Board 7 pm
Herb, Karen, John

ACTIVITIES OF PARTNERSHIP COMMITTEE
 GTR - WORKING GROUP
 Karen Haslam, Herb Klassen

November 9 – Arts/Symphony 9:30 am
 Herb, Karen, Ron,
 Craig Thompson & Symphony board

November 18 - GTR

November 21 – 10am
 Huron Perth Centre for Children and Youth
 Dana Bozzato & Board. Karen, Herb,

December 10 – Joint Meeting: 10 am
 Jubilee Church – Trevor Biehn
 BIA Stratford – Jamie Pritchard
 Perth County Sustainability – Sharon Collingwood
 Climate Momentum – Bill
 Karen, Herb,

December 11 – Emily Robson – Wrap Up 10 am

December 16 – GTR Report

Contacted by email – no response
 Knights of Columbus
 Perth Health Unit

Contacted by email - possible future meeting
 Perth County Museum (meeting postponed)
 Family Services (still waiting for confirmation)

Contact made – Matthew Rae, MPP
 Science Centre – highly doubtful



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Working Group Co-Ordinator's Report – Ray Harsant
Report Date:	December 8, 2024 (for December 16th Ad Hoc Cttee Meeting)

Information Overview of Previous Month:

- I. Provided some additional contact information to the Partnership Working Group for their follow-up.
- II. Participated in the Vision, Planning & Architecture Working Group sessions.
- III. As per direction at the November Ad Hoc Cttee meeting, I have met twice with the four (4) Ad Hoc Cttee members volunteering to meet with me to review participants' output and comments provided in the recently conducted Ad Hoc Committee Survey Questionnaire. All members have reviewed the draft report and provided input//clarification on a number of points, as contained in this report

As previously noted, the purpose of completing the survey questionnaire was 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.

In brief, the group of four was tasked with reporting on their collective analysis regarding the entire survey's output. The mandate here is to utilize the information to identify changes that could be made to the committee process in order to make the process better/more effective.

In addition to the above, the group would also decide:

1. What the overall story might be from the participants' input/comments;
2. What "themes" might exist from a review of all participants' input/comments and discussion of these to;
3. Determine any significant observations or conclusions from this review;
4. Determine any potential recommendations for the Ad Hoc Committee's consideration and recommendations to Council for their approval; and
5. Make any other pertinent observations and suggestions as these come to light through their review and discussion of the materials.
6. Additionally, the group was asked to consider whether or not to "open up" the survey to give another opportunity to those who did not participate in the exercise, to do so.

The group's report also includes their review of the detailed report and presentation given at the Grand Trunk Renewal Committee's November 18th meeting.

As stated in that report, all participants' comments/opinions had been sorted by question, in alphabetical order (and where/if necessary de-personalized). This was done to further ensure that no person could be identified by name, as providing any number of comments.

Report to the Ad Hoc Grand Trunk Renewal Committee and Request for Approval:

Through consensus, the group of four Committee members – Barb Cottle, Ron Dodson, Melanie Hare, and Paul Parlee – provide the following report. It includes recommendations for the Committee’s consideration and forwarding to Council for their approval.

First, Some Additional Context:

Through discussion with the Committee Chair, he supported the following recommendations:

1. My role as a Working Co-ordinator here, was primarily to facilitate discussion and process for the four Grand Trunk Ad Hoc Committee members in addressing the above items. If I had comment outside of this role, I would simply state that I was briefly stepping out of my facilitator role into that of a participant. This was seen as warranted having attended and participated in many different meetings from when the Ad Hoc Committee was first established.
2. We would not involve the Corporate Initiatives Lead in these discussions, such that this report would come strictly from the Ad Hoc Committee members to the entire Ad Hoc Committee. If some clarification on any point was needed from that role, we would ask for it. This was done in the most recent meeting wherein the Lead was invited to attend for approximately half an hour so the group could obtain clarification regarding questions related to municipal protocols/processes and the Ad Hoc Committee’s Terms of Reference.
3. All decisions and recommendations would be made by the four members through consensus. While the Working Co-ordinator would prepare the draft report, this report comes from them; the four members.
4. This Grand Trunk Ad Hoc Committee’s Survey Questionnaire Review Committee (!!) will be referred to in this report as “The Review Committee”.
5. Recommendations will be as specific as possible.

Decisions made by “The Review Committee”:

1. The survey participants’ comments and opinions are to remain private and confidential among the group assigned to review them. Notwithstanding this, if any Committee member wishes to see the comments, they can do so following the December Ad Hoc Committee meeting.
2. Actual details of the discussions among the four (plus one) of us would be confidential among the group and summarized appropriately in a report for the benefit of the entire Ad Hoc Cttee, non-voting members and staff resources (all of whom were invited to participate in the survey questionnaire), as well as, for transparency reasons, the public.
3. The survey questionnaire will not be re-opened for completion by those who did not complete it.

Rationale for this is that 8 of 12 of the Committee members (ie., 66,7%) indicated as actually responding to the survey. This is a reliable number of responders from the actual group membership, upon which to arrive at some conclusions and suggested recommendations. In addition, the actual number responding might be greater than 8 since 2 responders indicated they preferred not to indicate which demographic group they belonged to.

What's **the Story** Here:

Each member was asked to write one or two sentences of up to 25-30 words to describe the situation at hand, based on each member's reading of the survey outputs/comments/opinions.

Through discussion, the following statement was agreed to as "telling the story here":

Despite initial enthusiasm, hopes and some significant initiatives, we feel frustrated and overwhelmed with bureaucracy, formality, stretched staff, a senior leadership deficit and silo planning discussions done in a framework impeding a real sense of progress. (36 words!)

What **themes** are identified – and suggestions/comments/conclusions:

1. Poor communications – need to improve these – more clarity;
2. Cumbersome processes – especially for a Citizens' Committee (which the Ad Hoc Cttee is). We need extraordinary processes for this extraordinary project;
3. Questionable procedural structure to meet the mandate of this Ad Hoc Cttee – we seem pigeon holed into a structure that is designed for other purposes. Need to better understand what is meant by such things as "met with the university..."; "met with the Y...". If discussion/negotiations are taking place with the Y, the Library and the University by senior level City people without any of the members of the Ad Hoc Committee being involved, then there is a lack of transparency at the very least.
4. Unclear Roles and Responsibilities – "we seem to just passively receive Working Group reports and without any real meaningful discussion and informed *knowledge*, endorse requests for Council to approve certain motions". While there are plans with deadlines, we don't feel we really understand these plans.
5. Agendas don't allow for meaningful, dialogue/discussion. While presentations are good, we need time for actually having meaningful discussion. Example: Why/How can a decision be made to place the available Locomotive in the Shops building when Vision, Planning and Architecture Working Group or the Committee as a whole has not actually been involved in discussions as to what is actually to go in this repurposed building.
6. Room in which we meet is not compatible with full, open discussion.

Recommendations – Requested Grand Trunk Ad Hoc Renewal Committee Direction:

1. Approve: At the Ad Hoc Committee's December 16th meeting, approve our report either as submitted or as amended through discussion at this meeting, and approve recommendations to be sent to Council for their consideration.
2. Exempt: Request Council to pass a resolution to exempt this Community Ad Hoc Committee from the usual Ad Hoc Committee rules (for example, rules regarding Committee processes and agendas) to allow for robust Committee discussions resulting in improved overall communications and understanding of Working Group and Staff reports. If necessary, pass a by-law that states what this particular Ad Hoc Committee can and cannot do. Regular Ad Hoc Committee meetings will continue with altered structures and processes to facilitate more efficiency, flexibility and results beyond these meetings and to work more nimbly as a Committee and Working Groups.

3. **Find:** Request Council to direct Staff to find an alternative suitable room where we can meet in the round for more productive discussions, incurring costs if necessary to ensure transparency/live streaming to the public, virtual participation of any Committee members not able to be personally in attendance, and having suitable space for members of the public to attend.
4. **Review:** Direct Working Groups, Chairs, Co-Chairs, and Working Group Co-ordinators to review their roles, responsibilities and overall Committee processes/structures, providing suggestions to the Corporate Initiatives Lead for proposing amending these to more effectively undertake the Ad Hoc Committee's mandate.

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	Continue to be available to work with the four Ad Hoc Cttee members tasked with the review of the Ad Hoc Survey Questionnaire	Ray	As requested/ required over the coming month
2	Be available to any Working Groups, Ad Hoc Cttee members, non-members and staff to discuss directions or items coming out of the preceding report.	Ray	Mid January



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Vision, Planning & Architecture
Report Date:	December 10, 2024

Requested Committee Direction:

The report is for information only.

Discussion Points:*Visual Representation of Vision and Guiding Principles*

- The Activity Cluster diagram is being refined for visibility in use in powerpoint and other formats
- City staff are preparing a package of the Vision, Guiding Principles and Activity Cluster diagram to be shared back to the public on the website. This package can also be shared with our updated messages to the community.

Indigenous Engagement and Consultation

- The Working Group will continue to work with and support Oonagh and Kevin to advance the Indigenous engagement process.

Overview of Previous Month:

- VPA Meeting to review the Cluster of Activities, discuss the redevelopment project timelines and next steps. These included:
 - identifying the phase 1.0 of GT Renewal
 - (YMCA, Community Shared Space, SPL?, housing, parking strategies)
 - better defining the Big Idea for the site
- 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	Nov 30
2	Design graphic package for Vision, Guiding Principles and Clusters of Activities as the Vision 2024	Emily	December 31
3	Coordination with Communications and Engagement Working Group on sharing Vision and Guiding Principles out into the community	WG	December 31
4	Finalize Indigenous engagement Protocols	Emily/Oonagh/Kevin	Complete
5	Update website and collateral	Emily	January
6	Report/Update to Council on Indigenous Engagement Protocols	Emily	TBC
7	Initial Outreach and Engagement with Indigenous Communities	WG	December 31
8	Working with the Environment Working Group and others, confirm key approvals required, timelines and resources to implement the GTR	WG	December 31
9	Identify key areas to update Master Plan concept and Phase 1.0 of the project	WG	December 31



Ad-Hoc Grand Trunk Renewal

Committee

Working Group:	Infrastructure & Environmental
Report Date:	December 4, 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 November. The committee chair (Stephen Cooper) has been out of the country and will return in December.

There is nothing to report.

Overview of Upcoming Month:

Summary of work anticipated for the upcoming month.

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

Q3-Q4 2024 Work Plan: Grand Trunk Renewal

Staff Update December 10, 2024, 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. - Follow-up environmental remediation question on December agenda.
Identify additional site assessment needs and Indigenous engagements/consultations	Q3-Q4 2024	In progress	<ul style="list-style-type: none"> - Manager of Inclusion, Equity and Indigenous Initiatives & Accessibility, Diversity and Inclusion Coordinator developing an Indigenous Engagement and Consultation strategy for the Committee's consideration in October - Committee endorsed draft strategy in October. - The strategy 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 strategies to achieve carbon neutrality	Q3-Q4 2024	In progress	- Infrastructure and Environment WG turning their attention to this in November/December.

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. - WG presenting report in December Ad Hoc Committee meeting.
Collaborate with key partners to define roles, governance, project interest, and program of spaces and services	Q3 2024	Complete	- 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	Q4 2024-Q1 2025	In progress	- Currently developing these options and

and Council			<ul style="list-style-type: none"> - 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. - Council report schedule for February to share anticipated investment range for shared community amenity facility. Staff will seek direction to proceed with design and cost-estimates.
Formalize the program agreement & preliminary design	Q1 2025	Not yet started	- This needs direction from Council. Anticipated in 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 direction from Council. Anticipated in February.
Establish legal agreements with partners	Q1-Q2 2025	Not yet started	- This needs direction from Council. Anticipated in February.

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 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 change of use (from industrial to assembly). Recommendations are being prepared. - 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: <ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Meeting with legal advisors to develop options for disposition. - Key recommendations on residential and mobility structure are based on an Expression of Interest process, which is a procurement option recommended for this particular situation.
Determine available space (roads, priority)	Q4 2024	In progress	<ul style="list-style-type: none"> - Under discussion with Engineering
Develop a plan for implementation of recommendations	Q4 2024	In progress	
Develop a promotional plan	Q4 2024	Not yet started	
Develop website materials (3D models, real estate pieces, history to current, camera/time-lapse, website hosting location, community buzz)	Q4 2024-Q 1 2025	Not yet started	
International attraction	Q4 2024-Q 1 2025	Not yet started	
Create a database & CRM	Q1 2025	In progress	

4. Financial & Real Estate Model

Staff Lead: investStratford

Working Group: Finance & Real Estate

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

Task	Target Date	Status	Notes
Validate site capacity and program, identifying tradeoffs and optionality	Q3-Q4 2024	In progress	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Number of parking spaces depended on site usage. - Researching parking deliver models - Referenced in Key Recommendations presented in December meeting.
Develop sales mix	Q3-Q4 2024	Not yet started	<ul style="list-style-type: none"> - Assessed based on findings from site capacity and market analysis. Anticipated for late Q4. - Referenced in Key Recommendations presented in December meeting.
Conduct market sounding for medium and high-density housing, cultural space, and other employment/entrepreneurial spaces/ Informal market sounding	Q4 2024	In progress	<ul style="list-style-type: none"> - 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	Q4 2024	In progress	<ul style="list-style-type: none"> - Working session to develop construction pro forma scheduled for October. This

financial feasibility, including market project review			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.
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7. Economic, Environmental, and Social Impact Analysis

Staff Leads: Corporate Initiatives & investStratford

Working Group: All

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

Task	Target Date	Status	Notes
Analyze financial and real estate models to articulate the economic, environmental, and social impact of each option	Q4 2024-Q1 2025	Not yet started	

8. Government Relations

Staff Lead: Corporate Initiatives & investStratford

Key Result: Determine best opportunities for collaboration and set government relations priorities.

Task	Target Date	Status	Notes
Identify potential funding opportunities & grants	Q3-Q4 2024	In progress	- List of funding opportunities regularly updated
Identify key relationships and engagements.	Q4 2024	Not yet started	
Consult with MOE on site conditions.	Ongoing	In progress	

Anticipated Key Council Report Dates

Date	Date Type	Deliverable/Milestone
August 2024	Council Meeting	Council consideration of work plan
September 2024	Council Meeting	Council consideration of final vision & guiding principles
October 2024 Delayed	Council Meeting	Council consideration of Key Partnership Model
November 2024 Delayed	Council Meeting	Council consideration of committee recommendations for development model(s)
February 2025	Council Meeting	Recommendations on Key Actions to support project momentum