



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

Date: Tuesday, May 20, 2025

Time: 4:00 P.M.

Location: City Hall Auditorium

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: Adam Betteridge - Interim Chief Administrative Officer , Emily Robson - Corporate Initiatives Lead, Joani Gerber - CEO of investStratford, Tim Wolfe - Director of Community Services, Victoria Trotter - Recording Secretary

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:

Motion by

THAT the Minutes of the Ad-Hoc Grand Trunk Renewal Committee of The Corporation of the City of Stratford dated March 17, 2025 be adopted as printed.

4. Delegation Requests

Cate Trudeau, Executive Director, ShelterLink Youth Services (10 mins)

Motion by

THAT the delegation by Cate Trudeau on behalf of ShelterLink Youth Services be heard.

5. Business Arising from Previous Minutes

5.1 Committee Input: Interim Uses, Community Facility Planning & Development Approach

5 - 7

Emily Robson, Corporate Initiatives Lead, City of Stratford

Update on three key areas of the Grand Trunk Renewal Project: interim uses of the site, early planning for a shared community facility, and the approach to preparing development scenarios.

The Committee is invited to provide input on the direction of the work to help inform reports going to Council in June and July. Discussion will focus on the interim activations, including:

- *Does the Committee support the direction being proposed for interim use of the Grand Trunk site, particularly the summer programming idea?*
- *Are there any concerns or considerations the Committee feels should be addressed before these activities proceed?*
- *What feedback should staff keep in mind as this work is shared publicly and brought forward to Council?*

5.2 Interactive Briefing: What's Shaping Development Options for the Grand Trunk Site

8 - 62

*Joe Svec, Svec Group
Rock Wang, UrbanEdge Advisors*

Svec Group will present early analysis on what is shaping the development scenarios for the Grand Trunk site including land use configurations, infrastructure considerations, and trade-offs.

This builds on the Committee's March 17 meeting and is designed as a working session to support understanding and gather input ahead of Council's review this summer. Attached is Svec Group's presentation from March 17, 2025 and the Vision and Guiding Principles for reference.

The Committee is encouraged to share feedback on:

- *What factors or trade-offs are most important to consider in scenario planning?*
- *Are there any additional opportunities or risks that should be taken into account?*
- *How well does this work reflect the vision and guiding principles the Committee helped shape? Are there ways the connection could be made clearer for Council and the public?*

6. New Business

6.1 Refreshing the Grand Trunk Master Plan

63 - 65

Melanie Hare, Chair, Vision, Planning & Architecture Working Group

7. Working Group and Staff Updates

7.1 Partnership

Herb Klassen & Karen Haslam, Co-Chairs

- *No report*

7.2 Vision, Planning & Architecture

Melanie Hare, Chair

- *Report presented in item 6.1*

7.3 Real Estate, Legal & Finance

66 - 67

Franklin Famme, Chair

7.4 Communications, Advocacy, Civic Engagement

68

Andrew Hilton & John Kastner, Co-Chairs

7.5 Infrastructure & Environment

Stephen Cooper, Chair

- *No report*

7.6 Working Group Coordinators

Alan Kasperski & Ray Harsant, Coordinators

- *No report*

7.7 Staff Update

69 - 72

Emily Robson, Corporate Initiatives Lead, City of Stratford

The format of this update has been changed from previous updates for clarity and simplicity.

8. Date of Next Meeting

The next Ad-Hoc Grand Trunk Renewal Committee Meeting is June 16, 2025 in the Council Chamber, City Hall.

9. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

THAT the May 20, 2025 Ad-Hoc Grand Trunk Renewal Committee meeting adjourn.



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Staff Report
Report Date:	Tuesday, May 15, 2025

Purpose

This report provides an update on several streams of work underway as part of the Grand Trunk Renewal Project and seeks the Committee's feedback and general support for the direction. These updates are intended to keep the Committee informed and seek feedback as we prepare upcoming reports to Council on June 9 and July 14.

The report includes updates on the following streams of work:

1. Progress on interim use of the Grand Trunk site, including possible public access to the building and summer programming
2. An update on planning for the community facility
3. The approach to long-term development scenarios being prepared for the Ad Hoc GTR Committee and Council

Requested Input from the Committee

To help guide the next phase of work and upcoming Council reporting, staff are seeking the Committee's input on the following:

- Does the Committee support the direction being proposed for interim use of the Grand Trunk site, particularly the summer programming idea?
- Are there any concerns or considerations the Committee feels should be addressed before these activities proceed?
- What feedback should staff keep in mind as this work is shared publicly and brought forward to Council?

1. Interim use of the Grand Trunk Building

One of the Committee and Council's directions in 2025 was to explore ways to activate the site on an interim basis (COU25-019, February 2025). The objective is to build public awareness and engagement while longer-term redevelopment planning continues.

Updates

- Use of the Grand Trunk Building (Interior)
 - Staff have engaged a structural engineer, architect, and health and safety consultant to assess whether limited public access (e.g., guided tours, performances, installations) could be permitted inside the Grand Trunk building.
 - Initial assessments are nearing completion and have considered applicable building codes, space constraints, and safety requirements.

- A next step under consideration is the commissioning of a preliminary design and costing study to identify the building upgrades or alternative compliance solutions that may be required to allow temporary public use. This work is estimated to cost \$15,000.
- Summer Programming (Exterior Site Use)
 - Staff are preparing a summer programming plan for the adjacent parking lot area. This could include:
 - Temporary signage, lighting, and safety equipment
 - Portable washrooms and event infrastructure
 - Artist fees and programming coordination
 - Estimated costs range from \$30,000-\$40,000 with delivery led by the Grand Trunk Project Coordinator (investStratford) in collaboration with City departments and community partners.
- Building Siding Removal (Under Exploration)
 - The Communications, Advocacy and Civic Engagement working group and Staff are exploring the removal of sections of the building's steel siding to enhance aesthetics and allow visual access to the structure's interior. Costing and feasibility work is currently underway.

Budget

These interim actions are supported under the Grand Trunk Renewal allocation approved in the City's 2025 municipal budget.

Next Steps

- Report to Council for June 9, 2025, that will:
 - Seek direction to proceed with the next phase of building feasibility work
 - Provide an update on summer programming plans and associated costs
 - Present options related to siding removal

2. Community Facility

Staff continue to work with the YMCA and the Stratford Public Library to explore a shared community facility on the Grand Trunk site. The focus at this stage is on financial feasibility, partner alignment, and site planning. The development strategy will impact the development of share community facility concept.

Updates

- Continued meetings between partners to clarify space needs and potential operating models
- Development of a capital funding strategy, including anticipated municipal contributions, partner funding, fundraising potential, and government grants
- Incorporate the findings from the development strategy stream of work

Next Steps

Staff intend to bring forward findings in tandem with the development scenarios to the Committee on June 16, 2025, and to Council on July 15, 2025.

3. Development Strategy: Factors Impacting Residential and Parking Solution Development

To guide decisions about the Grand Trunk site, the City has retained Svec Group to develop a set of high-level development scenarios. These scenarios will consider what uses (community facility, public space, residential and parking and mobility) should be where on the Grand Trunk site. Each scenario explores:

- Potential configurations of housing, public space, a community facility, and structured parking
- Trade-offs associated with different uses and site layouts
- Cost, phasing, infrastructure needs, and value generation
- Market viability and delivery models

To complete this work, the City has retained Svec Group. To date, Svec Group has conducted several key meetings:

- February 13, 2025: Kick-off meeting with City staff, Ad Hoc Committee Chair, and Chairs of the Vision, Planning and Architecture, Real Estate, Legal and Finance, Communications, Advocacy and Civic Engagement, and Infrastructure and Environment Working Groups
- March 17, 2025: Development strategy workshop with the Ad Hoc Grand Trunk Renewal Committee
- April 10, 2025: Site visit and discussion with City staff, Ad Hoc Committee Chair, and Chairs of the Vision, Planning and Architecture, Real Estate, Legal and Finance, Communications, Advocacy and Civic Engagement, and Infrastructure and Environment Working Groups
- May 13, 2025: Findings presentation and discussion with Real Estate, Legal and Finance Working Group

Next Steps

- May 20, 2025: Review and discussion of factors impacting development
- June 16, 2025: Review and discussion of development scenarios
- July 14, 2025: Council review and direction on preferred development scenario

GRAND TRUNK RENEWAL VISION & GUIDING PRINCIPLES

(July 29, 2024)

WHY

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

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

HOW

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

- Adopt new and innovative approaches to building community
- Align with Stratford's priorities and strategies Build on Stratford's many strengths
- Contribute to Stratford's prosperity
- Cultivate positive relationships with partners
- Ensure the Grand Trunk site welcomes and inspires us
- Follow a sound business plan & financial model
- Leverage the City's existing infrastructure while seeking partnerships to deliver new investment to service proposed development

WHAT

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

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

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

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

GUIDING PRINCIPLES

SUSTAINABLE + FISCALLY RESPONSIBLE

Create a Sustainable, Resilient, and Fiscally Responsible Community

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

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

CELEBRATE PAST + FUTURE FORWARD

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

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

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

INSPIRING + INCLUSIVE

Create an Inspiring, Inclusive, and Dynamic Community Meeting Point

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

- Fostering a sense of welcoming and belonging for all community members
- Promoting playfulness, curiosity, and opportunities for social gathering
- Celebrating innovation, culture, and creativity
- Designing vibrant spaces that are accessible and enjoyable in all seasons

DISTINCT, DIVERSE +MULTIFUNCTIONAL

Design Distinct, Diverse, and Multifunctional Urban Spaces

Create a vibrant and inclusive urban environment by:

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

CONNECTED + COMMUNITY-FOCUSED

Foster Connectivity and Community Wellbeing

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

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

THRIVING + VIBRANT

Cultivate Cohesive and Vibrant Community Spaces

Ensure the Grand Trunk site is active and engaging by:

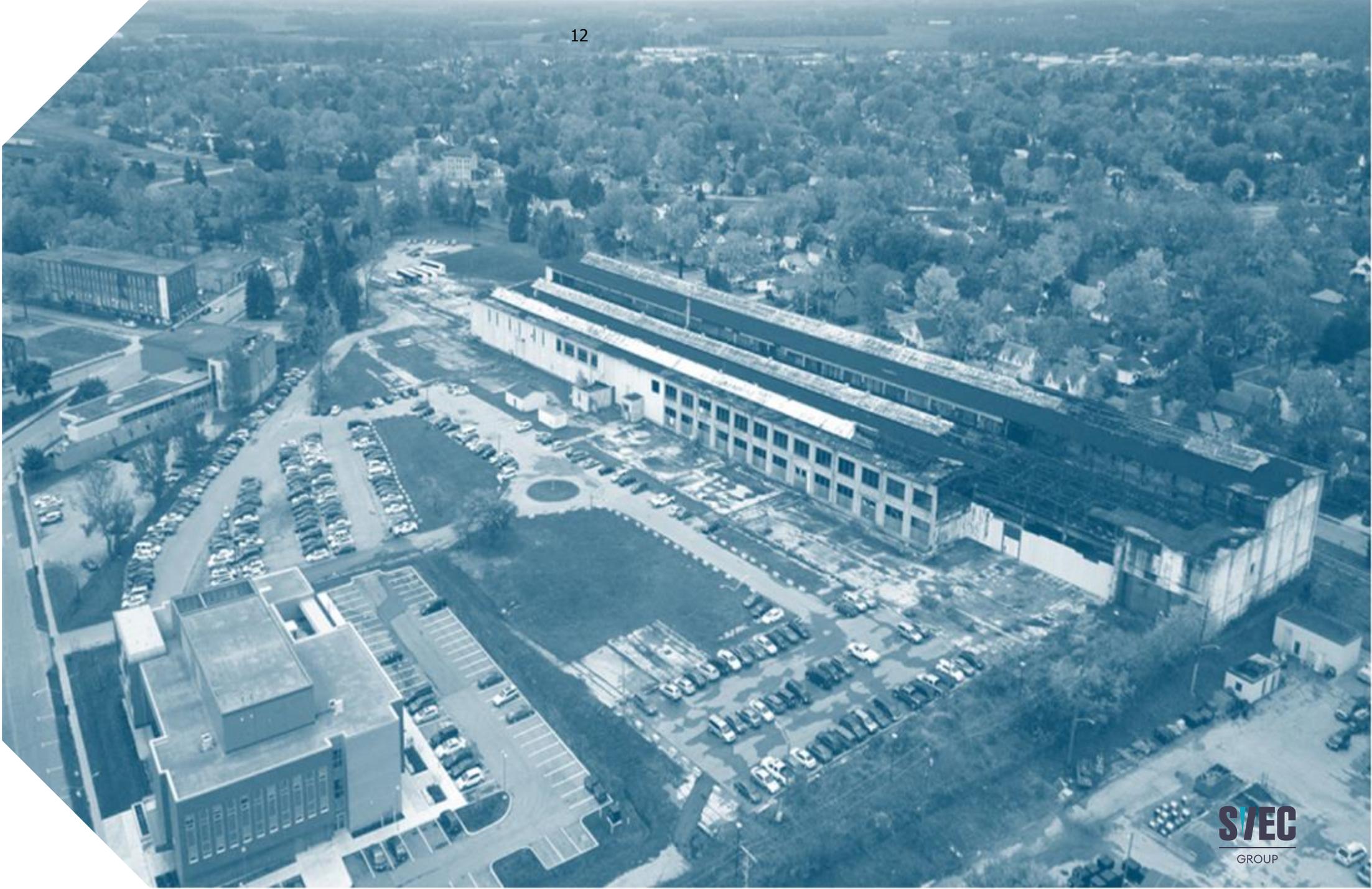
- Providing spaces for living, lifelong learning, health, wellness, recreation, and entrepreneurship.
- Supporting social connections and inter-generational relationships.
- Facilitating communal gathering spaces that foster a strong sense of community.

Grand Trunk: Strategy Workshop

March 17th, 2025



Introductions





FROM CONCEPT TO CONCRETE

Development Management for Urban Projects



Meet the Team



Meet Joe Svec.

With a proven track record of successfully rezoning over 12 million square feet of mixed-use development across the Greater Toronto Area, Joe offers a steadfast commitment to delivering results for both his clients and his own projects.

Before creating SvecGroup, Joe enjoyed more than 15 years of experience in managing development projects, at firms like:

- Choice Properties (Canada's Largest REIT)
- Freed Developments + Alma Dev (JV Partnership for Galleria Mall)
- Create To (City of Toronto's Redevelopment Agency)



Meet Rock Wang.

Rock has 15+ years of experience in commercial mortgage lending and real estate, enjoying 10 years as a Commercial Lender at Canada's largest non-bank lender, he managed more than \$3B of term and construction financing.

Currently an Executive Director at Oakbank Capital Group, he brings together lending and development experience to ensure projects are designed to maximize return.

Previously a Senior Director of Ontario for Montreal based developer Brivia Group, he successfully led the rezoning of a three-tower site in downtown Markham, totalling 1m sqft and spent the earlier part of his career at CMHC.

Featured Projects

Galleria Mall, Toronto, ON



Achieved 2.3 million square feet for the redevelopment of Galleria Mall, which is currently completing construction for phase one.

Golden Mile, Toronto, ON



While at Choice Properties, Joe successfully executed the master planning and entitlement of 3.3 million square feet, which includes condo, rental, affordable housing, vibrant retail, new community space and a new community park. Daniels Corporation has been selected as the JV partner for Phase One.

1774 Ellesmere Road, Toronto, ON



Currently leading a rezoning application for two residential towers in Scarborough, a project which has a potential partnership with United Way.

Featured Projects

Carlaw + Gerrard, Toronto, ON



Led the rezoning through a partnership with the Province of Ontario's Transit-Oriented Communities program, to achieve a 3-Tower development with over One Million square feet of Gross Floor Area.

St. Clair + Warden, Toronto, ON



Successfully rezoned for a five-building development program, with a peak height of 49-storays near transit. Masterplan includes vibrant retail, parks and pedestrian mews.

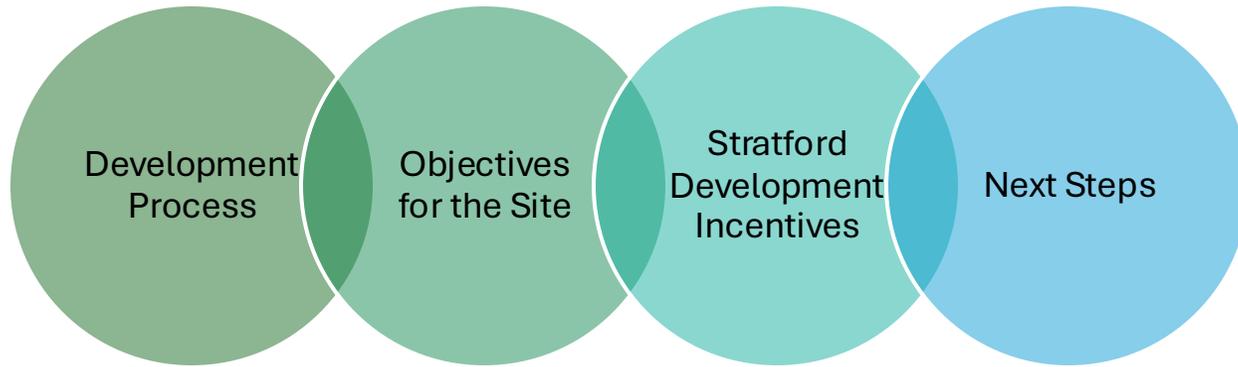
3555 highway 7 East, Markham, ON



While at Brivia, Rock led the masterplan and entitlements for a three-tower redevelopment, totalling 1.2 million square feet and over 1,300 units with a daycare at grade.

Overview of February 2025 Workshop

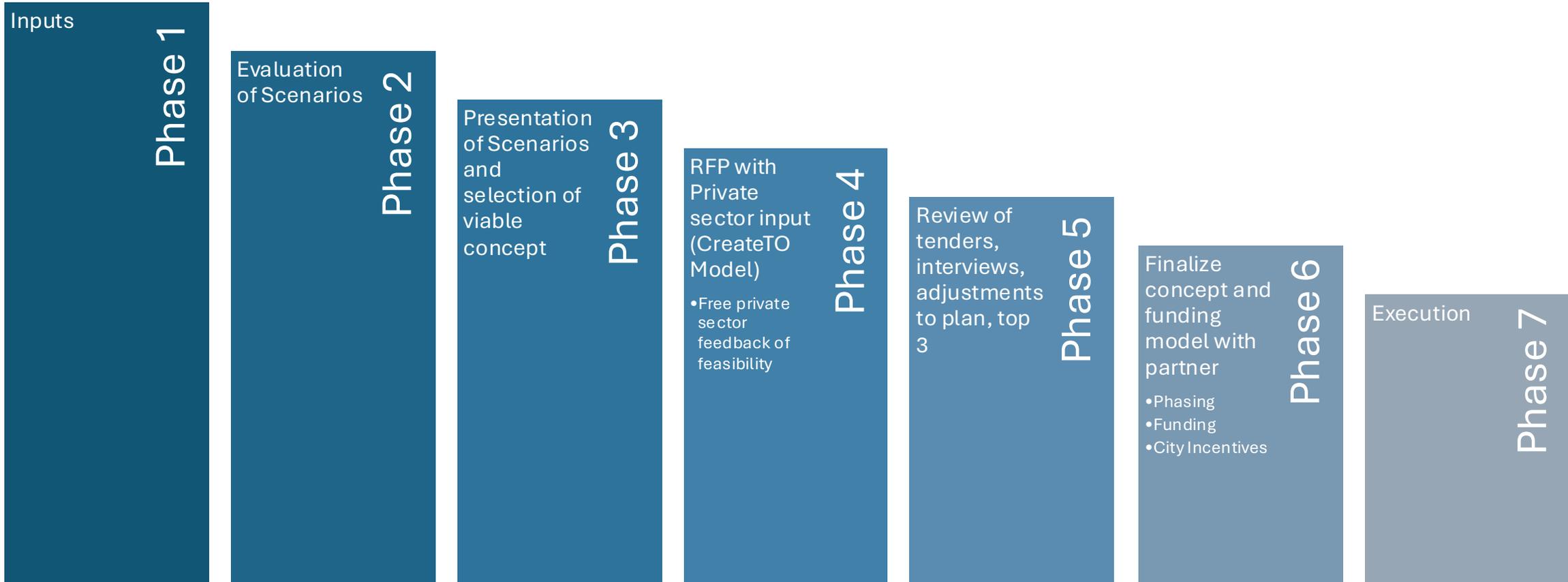
Topics Covered:



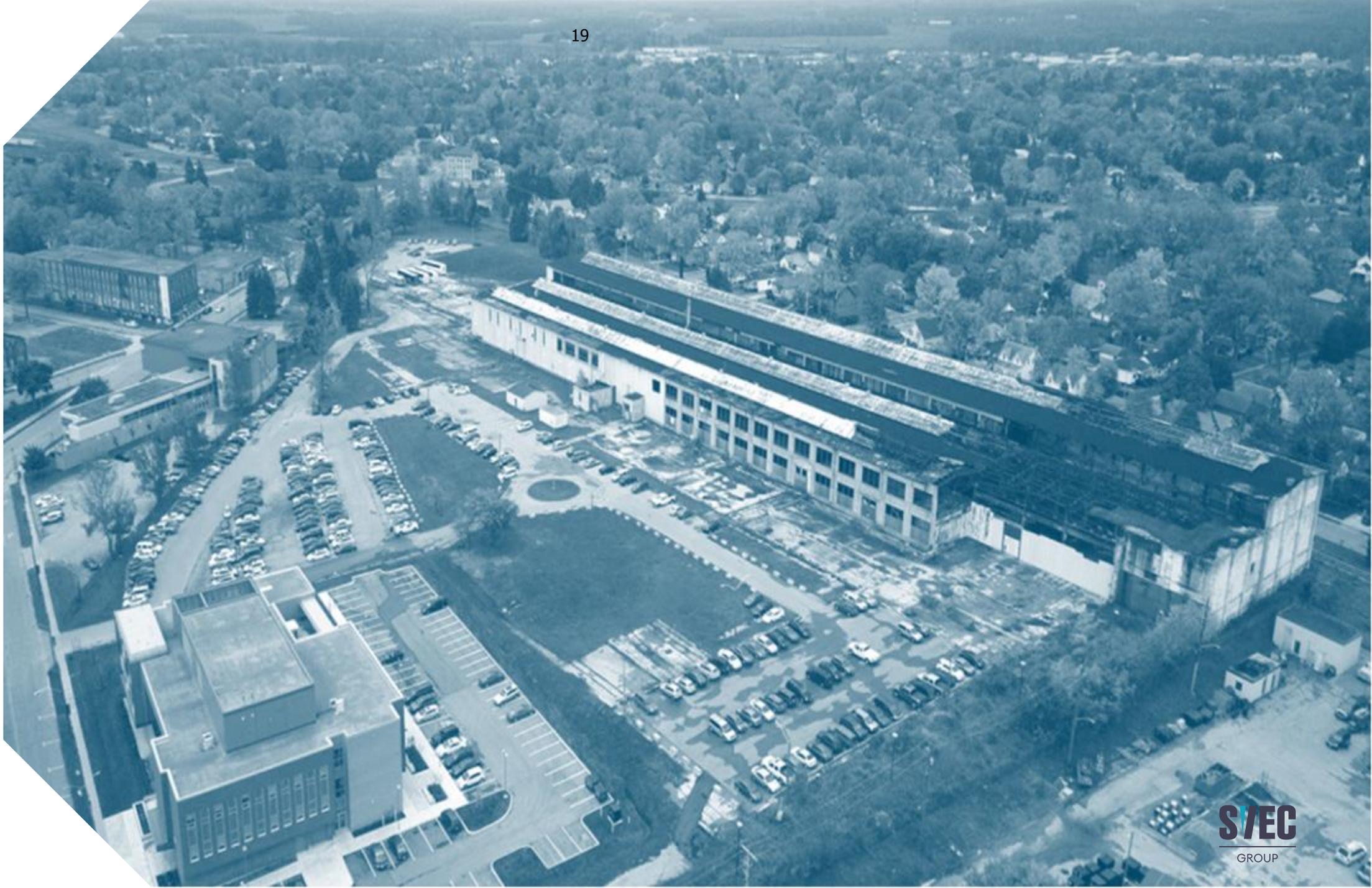
Takeaways:

- Develop two options for redevelopment, one with the YMCA in Cooper Building and one Without.
- Test business case for each using market data, restoration estimates for Cooper Building, and construction pricing.
- Develop program to take selected business plan to market.

Timeline



Site Objectives



Overview of Objectives

Space Considerations

- Commercial spaces for local businesses
- Event venues
- Outdoor amphitheaters
- Sports courts
- Community gardens
- Daycare centers
- Grocery stores

Tenure Considerations

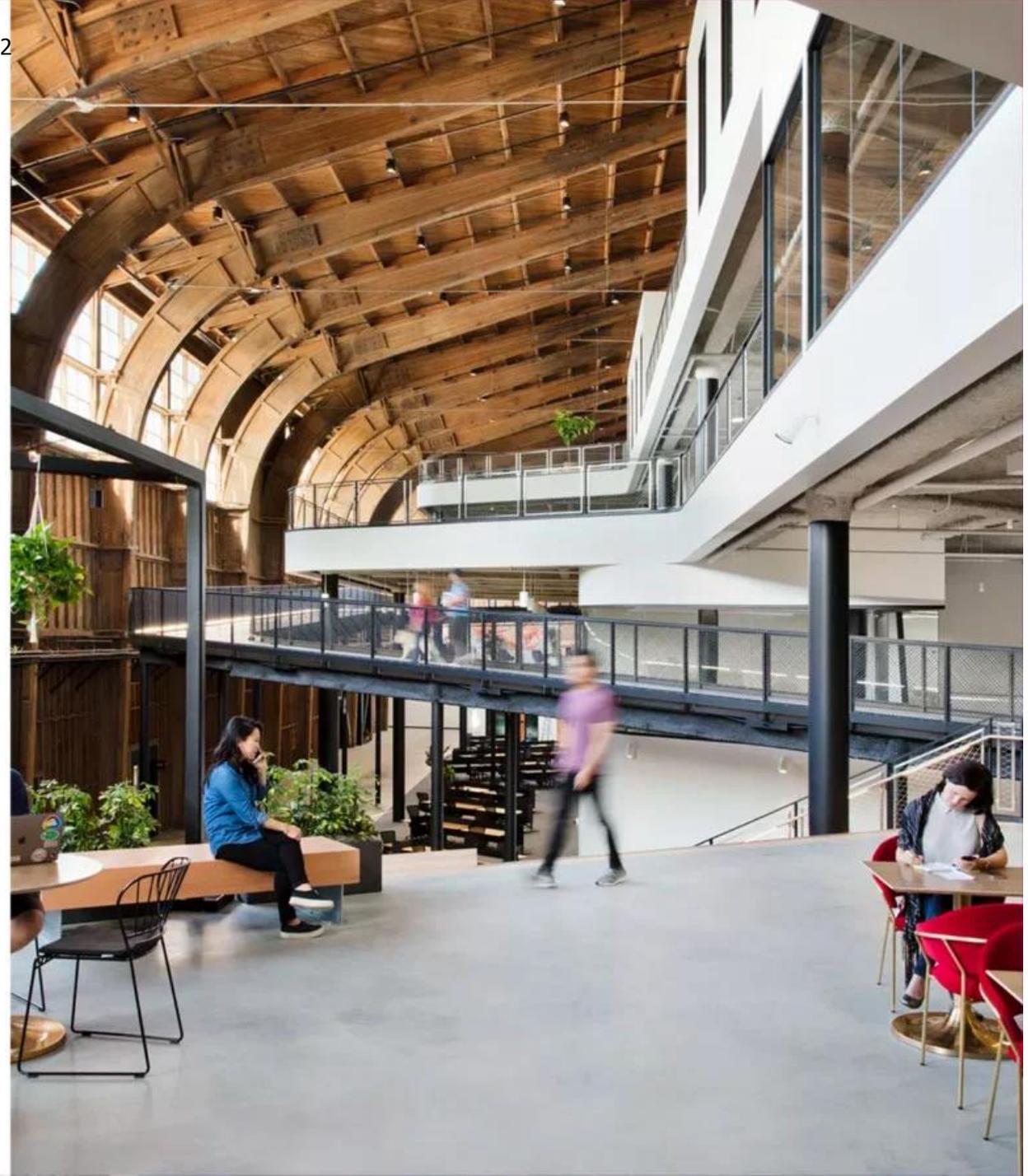
- Co-housing units
- Student housing
- Affordable housing
- Workforce housing

Civic Considerations

- Preserved or repurposed historical buildings
- Heritage exhibition spaces
- Museums
- Cultural hubs
- Community centers
- Schools
- Libraries
- Recreation centers
- Senior housing
- Public parks

Cooper Building







1412. ARCH. NOV 19-1936. W.W. RICHMOND W.





25

511















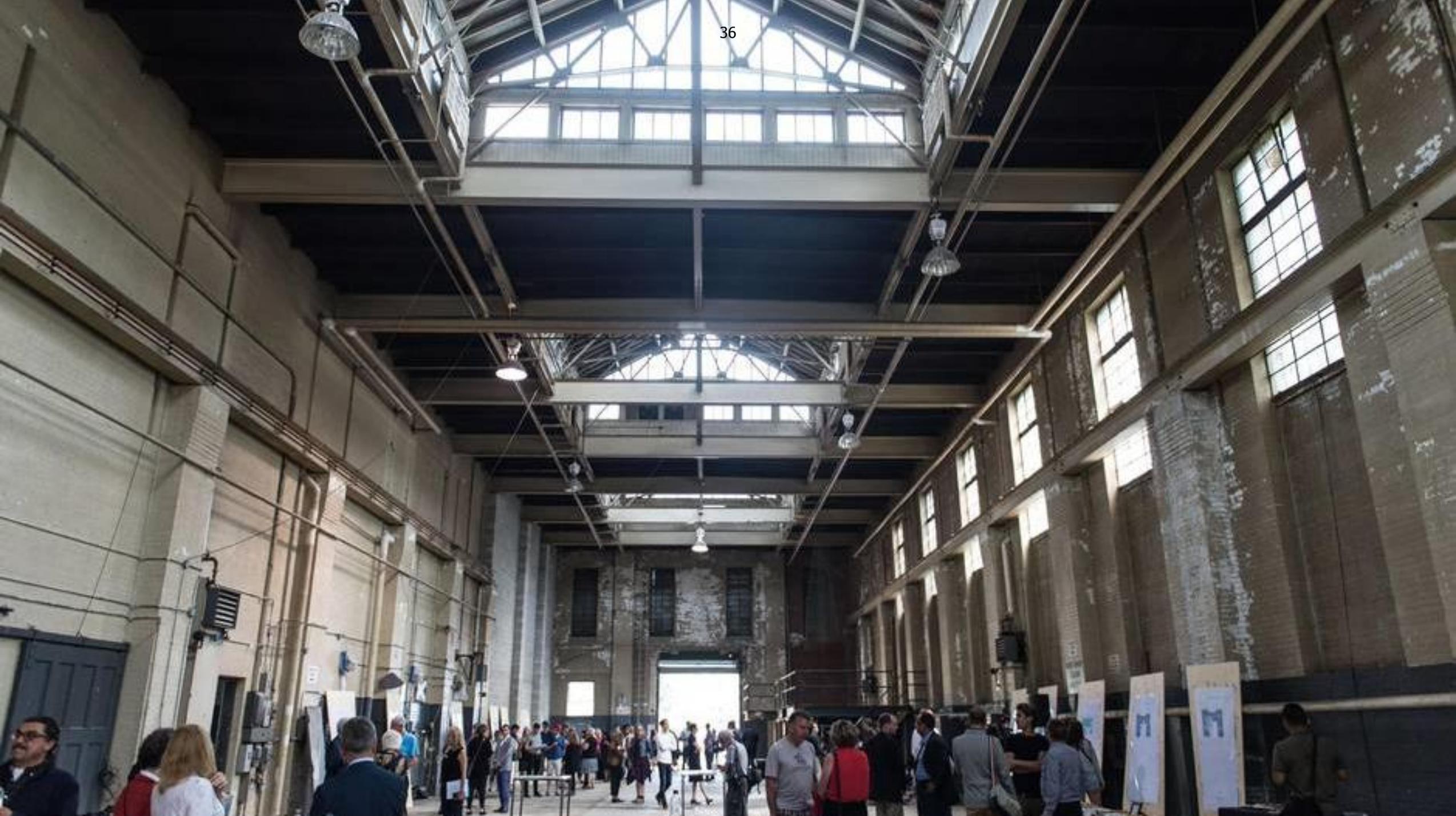
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Savour.

WALK













Grand Trunk Building



Crunk Building



















Presented by Artas Engineering & Design Inc.

Grand Trunk Building



Economic Support



50

- Streets to be Sized According to Public Roadway Standard
- Site Boundary

St. Patrick Street

Falstaff Street

Cooper Street

Milton Street

Shakespeare St

Downie Street

St. David Street

Street

Street

Street

Street

Street

Street

NBLC Study Highlights

1. Population growth 6,641 persons or 3,705 household over 20 years to 2041
2. Equivalent to **185 new household per year**
3. Apartment demand estimated to be 50-80 units per year, with expectation to grow
4. Resale market drastically slowing down
5. Rental experienced consistent growth over last 10 years
6. Demand suggest rental building between **80-120 units**, lower cost wood frame construction with surface parking



CMHC Highlights

1. Avg vacancy over past 4 years is 2%, suggesting under supply and a tight rental market
2. Total privately owned rental units estimated around 2400 units, with no growth over past 3 years
3. Average rent has grown by 50% since 2021, with the biggest jump during covid (2021-2023)
4. Current listed asking rent suggests 1 bdrm +\$1750/month and 2bdrm +\$2,000/month



Site Feasibility

1. Mid-rise Purpose Built Rental (PBR) with surface or above ground parking
2. A mix of one and two bedrooms with a total of approx. 100-120 units (market absorption assumed for 10-15 units per month)
3. Likely interest from existing regional landlords (Skyline, McDaniels, Equiton, etc), expect City to provide concessions/incentives to allow financially viable development
4. Possible opportunity to achieve marginal affordable units through new PBR



Overview of Objectives

Space Considerations

- Commercial spaces for local businesses
- Event venues
- Outdoor amphitheaters
- Sports courts
- Community gardens
- Daycare centers
- Grocery stores

Tenure Considerations

- Co-housing units
- Student housing
- Affordable housing
- Workforce housing

Civic Considerations

- Preserved or repurposed historical buildings
- Heritage exhibition spaces
- Museums
- Cultural hubs
- Community centers
- Schools
- Libraries
- Recreation centers
- Senior housing
- Public parks

55

- Streets to be Sized According to Public Roadway Standard
- Site Boundary

St. Patrick Street

Falstaff Street

Cooper Street

Milton Street

Shakespeare St

Downie Street

St. David Street

Street

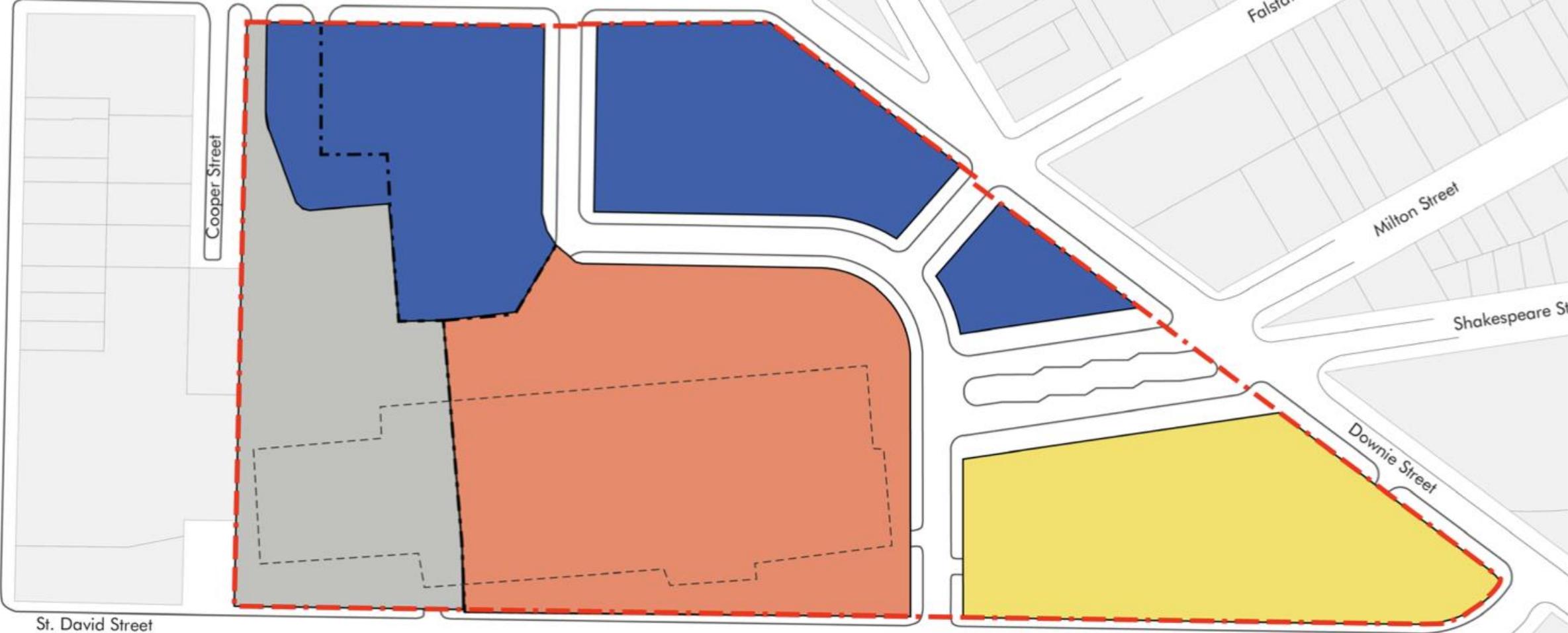
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56

- Streets to be Sized According to Public Roadway Standard
- Site Boundary

St. Patrick Street

Falstaff Street

Milton Street

Shakespeare St

Downie Street

Cooper Street

Parking Garage

YMCA

Housing

St. David Street

Street

Street

Street

Street

Street

Street

57

- Streets to be Sized According to Public Roadway Standard
- Site Boundary

St. Patrick Street

Falstaff Street

Cooper Street

Milton Street

Shakespeare St

Parking Garage

Open Air Park

Housing

Downie Street

St. David Street

Street

Street

Street

Street

Street

Street

58

- Streets to be Sized According to Public Roadway Standard
- Site Boundary

St. Patrick Street

Falstaff Street

Cooper Street

Milton Street

Shakespeare St

Parking Garage

Open Air Park

Park

Downie Street

St. David Street

Street

Street

Street

Street

Street

Street

Overview of Objectives

Space Considerations

- Commercial spaces for local businesses
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- Preserved or repurposed historical buildings
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- Libraries
- Recreation centers
- Senior housing
- Public parks

City hall said two affordable housing projects were 'shovel-ready' last summer. Why hasn't construction started?

60

For more than five years, the city's Housing Now program has been plagued by obstructions and holdups.

© Updated May 7, 2024 at 10:32 a.m. | May 7, 2024 | 3 min read



Ongoing construction work at 5207 Dundas St. W., the first of Toronto's Housing Now development projects to break ground. Work began in February, despite the groundbreaking being announced in August.

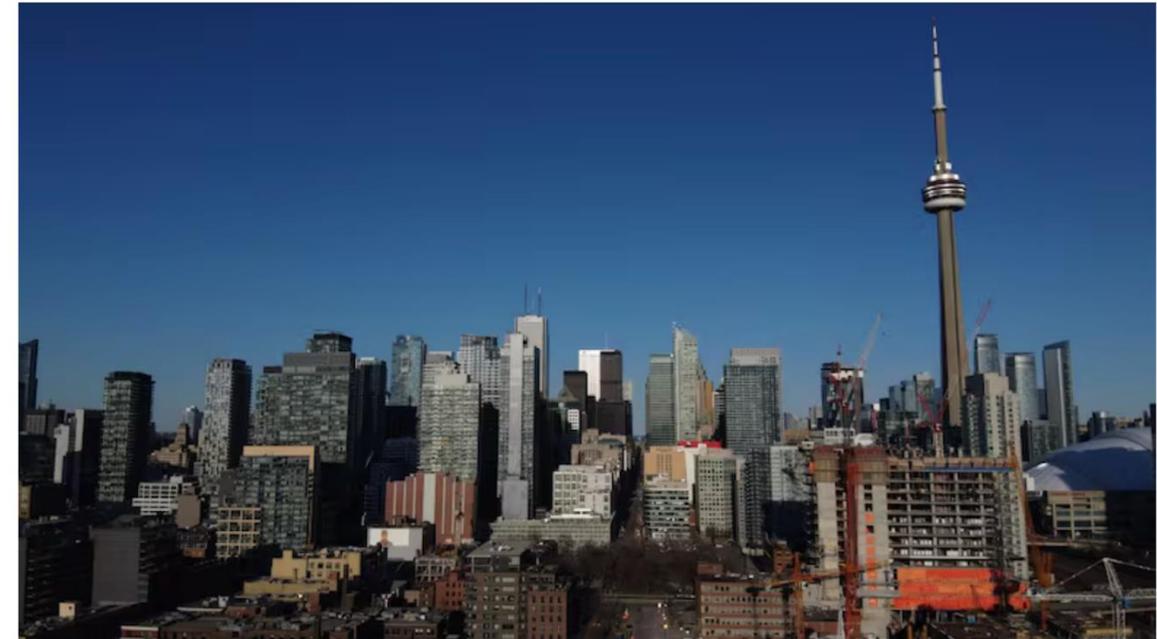
Toronto

No new affordable units built linked to Toronto's Housing Now plan, 4 years after inception

Construction council slams project as 'Housing Later' or 'Housing Maybe'

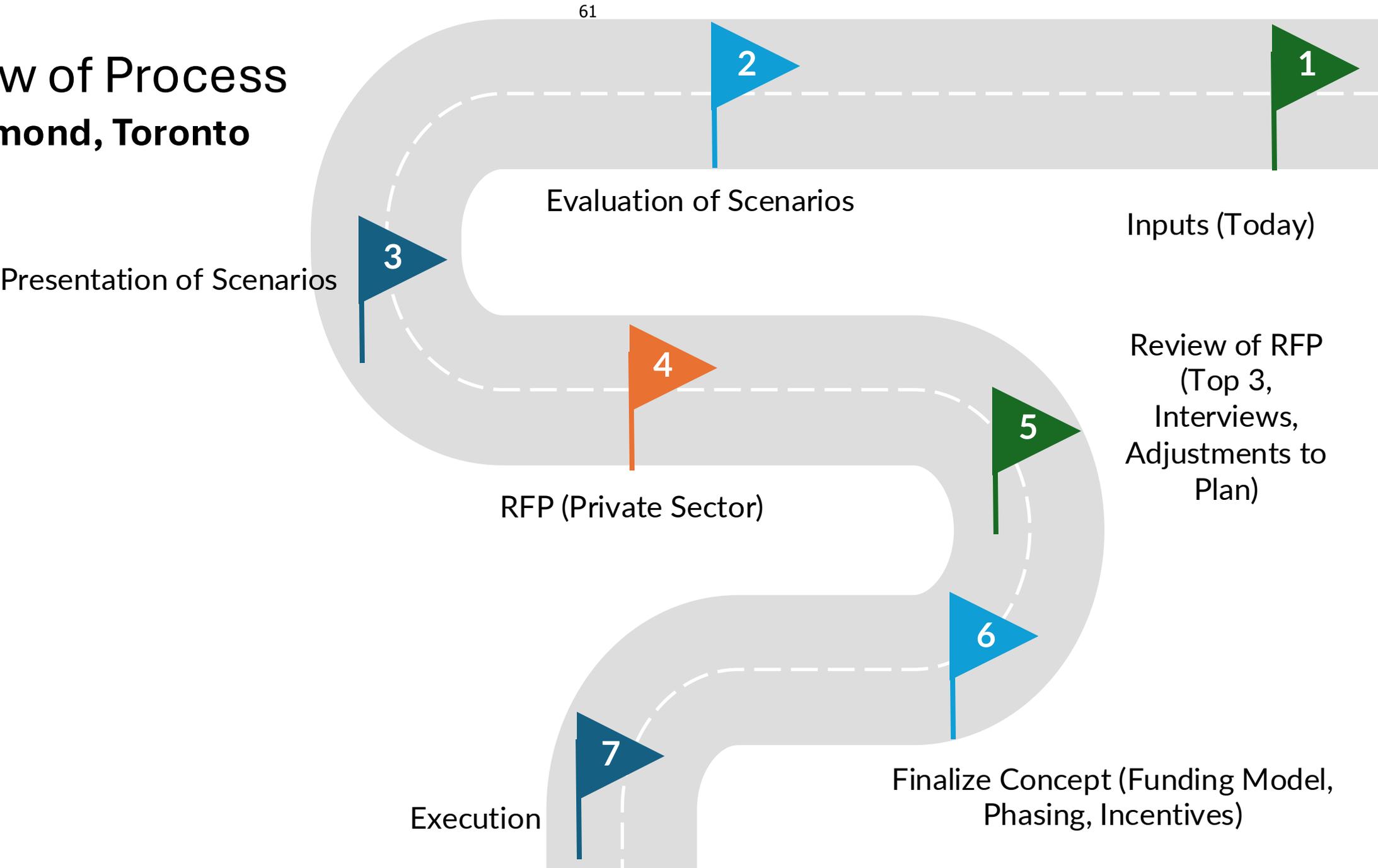


[Michael Smee](#) · CBC News · Posted: May 17, 2023 5:00 AM EDT | Last Updated: May 17, 2023



Overview of Process

505 Richmond, Toronto



Q & A / Next Steps





Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Vision, Planning & Architecture
Report Date:	May 13, 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 support staff to advance the Indigenous engagement process.

Overview of Previous Month:

- Working with Emily to create a Vision and Guiding Principles update package to be shared with the community.
- VPA Meeting to review mandate, work to date and a workplan with schedule going forward:

AHC Mandate related to VPA working group:

- Refresh Vision and Guiding Principles
- Engage the Community
- Update Master Plan
- Recommendations/advice to Council on development options and potential partners, financial model, phasing and next steps to implementation

Work Complete to date

- Vision and Guiding Principles (and community consultation)
- Endorsed Recommendations to Council: Housing, Parking, Community Facilities and Interim Activations
- Key program/land uses proposed for the site (based on dialogue with the Y, SPL, UW, SLAA, and community groups)

- Market input (Mark Conway and Svec Group)

Work Underway (by AHC, staff and consultants):

- Definition of potential development scenarios, tradeoffs to go back to Council with information to make decisions on scope, scale and phasing of reinvestment on the GTS (Svec Group)

Work to Be Done (VPA with other working groups)

- With Council direction on project scope and scale of investment/partners, review the Grand Trunk Master Plan 2018 site plan drawing and determine any revisions that may be required
- Identify "Early works" and studies needs to unlock redevelopment
- Propose phasing and timelines for GTR

WORK PLAN/PROCESS TO DO SO (focus on VPA work as other working groups will have other matters to address):

- May 20 AHC - Presentation of potential/spectrum of redevelopment scenarios (Svec Group); discussion with AHC on Scenarios material; direction to consultant on scenarios to be assessed. VPA presents proposed schedule and approach to revise the Master Plan
- June 16 AHC - Presentation of Scenario analysis; draft recommendations to Council
- July 14 Council - AHC Recommendations to Council and direction on scope and scale of reinvestment
- July VPA - working sessions on Master Plan revisions
- July 21 AHC ID any updates to Master Plan site plan, early works and next steps
- August VPA -working sessions on Master Plan revisions and recommendations
- August 18 AHC - Discussion on Master Plan Revisions and recommendations
- September 15 AHC - Finalize revised Master Plan site plan, any finetuning of V+GP, recommendations to Council
- October 14 Council- AHC recommendations including : Revised Master Plan site plan, early works, phasing, partnerships, financial model,etc

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.
2. Confirm that key aspects of the Vision and Guiding Principles have been considered in the development scenarios.
3. Confirm key land use or program assumptions (range) that are being considered in the development scenarios ie size of community facility, replacement parking stalls, etc
4. Pls provide an update of Indigenous Protocol and outreach strategy

Overview of Upcoming Month:

Item #	Item/Action	By Whom	By When

1	Design graphic package for Vision, Guiding Principles and Clusters of Activities as the Vision 2024	Emily	June 30
2	Coordination with Communications and Engagement WG and City Communications staff on update to website and eblast out of Vision, Guiding Principles graphic materials	Emily. VPA, CEWG	June 30
3	Finalize Indigenous engagement Protocols	Emily	Under review
4	Report/Update to Council on Indigenous Engagement Protocols	Emily	To be determined
5	Initial Outreach and Engagement with Indigenous Communities	WG	Underway
6	Working with the Environment Working Group and others, confirm key approvals required, timelines and resources to implement the GTR	WG	May 30
7	Identify draft of "early works" and project planned timelines	WG	June 30
8	Identify key areas to update Master Plan site plan concept - based on scenario analysis (June)	WG	July 31
9	Draft Master Plan site plan update to AHC, early works and planning timelines	WG	Aug 31
10	Finalize Master Plan site plan update, early works and planning timelines	WG	Sept 30



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Real Estate, Legal and Finance Working Group
Report Date:	May 13, 2025

Requested Committee Direction:

The report is for information only.

Discussion Points (for information only):

Attendees: Franklin Famme (chair)
 Paul Parlee
 Mark Vandenbosch
 Michael Doupe
 Emily Robson (city of Stratford)
 Melanie Reasbeck (investStratford)

Guests: Joe Svec (Svec Group)
 Rock Wang (UrbanEdge Advisors)

Absent: Slyvia Chrominska
 Jodi Meiering
 Joani Gerber (investStratford)

The WG convened on May 13, 2025 and was joined by Joe Svec and Rock Wang who provided an update as to the status of their analysis for the project. They envision that there are four phases to the process being undertaken, with us presently being in "Phase 1", as outlined below:

Phase 1 – Development Concept: Evaluate and select development concept based on feasibility; market, financials, environmental, structure, and community needs. [July 2025]

Phase 2 – Test and Finalize Concept: Create one detailed development concept and go to market strategy. [Fall 2025]

Phase 3 – Market Sounding: Create detailed project program and interview selected developers for upcoming RFP for residential sale. [Winter 2025]

Phase 4 – Market RFP: Launch RFP, interview project teams, select proponent, negotiate program. [Spring 2026]

A slide deck was presented by Joe and Rock outlining their preliminary analysis of the GTR site, and several scenarios were discussed, with very rough and estimated costing:

Scenario 1 (Very costly) – A full buildout of the site including housing, structured parking, and a shared community facility within the Grand Trunk superstructure and a library. This approach would maximize site use but involve higher costs and complex construction logistics.

Scenario 2 (Lower cost) – Reuse of the current YMCA property and preserve a portion of the Grand Trunk structure as an open-air community space. It would include surface parking and more limited housing potential.

Alternate (Not yet costed) – Demolition of superstructure while keeping concrete base, building up with a fresh point, and include a 'tribute space' to honour the historical significance of the GTR.

A good discussion occurred relating to the scenarios. Ultimately, the project may be a combination of the above three depending upon the needs of the community and financial constraints of the city. Further analysis to be provided in June and brought back to the group for review and consideration.

Discussion Points (for information only):

n/a

Overview of Previous Month:

n/a

Overview of Upcoming Month:

Summary of work anticipated for the upcoming month.

Item #	Item/Action	By Whom	By When
	The next WG meeting will be in early June to review the report from Svec Group in advance to the full Ad Hoc Committee meeting scheduled for June 16, 2025.		



Ad-Hoc Grand Trunk Renewal Committee

Working Group:	Communications
Report Date:	May 14

Requested Committee Direction:

The report is for information only.

Overview of Previous Month:

The potential of animating the site has been a priority in the past month. John Kastner was part of a tour of the site, along with Emily Robson, with engineers hired by the city to put together a scope of work for some for of occupancy and animation of the site.

That animation, once approved, could include tours for smaller groups such as service clubs or school groups. These presentations would be similar to the dozen or so that have taken place (as recently as earlier this month in Grand Bend) but would take place in the building rather than at traditional meetings.

To that end, John has reached out to Karen Haslem and Herb Klassen, as well as Ryen and Zac, in anticipation of some sort of approval and permission for the public to enter the building, albeit in a supervised manner, in the fairly near future.

Should events be permitted, it is expected that they would be done by third parties in conjunction with and the approval of the city.

John has conducted a number of tours of the site with interested third parties leading to potential animation of the site.

Overview of Upcoming Month:

Summary of work anticipated for the upcoming month.

Item #	Item/Action	By Whom	By When
1	Helping facilitate tours towards occupancy	JK	May 31

Grand Trunk Renewal Project by Workstream

Updated: May 14, 2025

Context:

On February 24, 2025, Council endorsed key directions to advance the Grand Trunk Renewal Project. The workstreams outlined below represent a coordinated strategy that will move the project toward development. These include:

- Advancing interim uses of the site
- Developing a shared community facility
- Pursuing residential development (including Parcel 2D)
- Exploring parking and mobility solutions

Further, the Ad Hoc Grand Trunk Committee will lead a revision of the Master Plan to be considered by Council in Fall 2025.

1. Interim Uses / Activations

This stream focuses on activating the site in the near term, demonstrating progress, and enabling limited public use of the space while long-term development is underway. The workstream builds public awareness and momentum by inviting the community to enjoy the Grand Trunk Site.

- Spring 2025: Engineering investigations and costing exercises are underway to assess use of the GTR superstructure
- June 9, 2025: Council will receive a report seeking direction to proceed with the next phase of building feasibility work, providing an update on summer programming plans and associated costs, and presenting options related to siding removal Summer/ Fall 2025: Summary programming and site visits

2. Community Facility

This stream tackles the development of a shared-use community facility, involving the YMCA, potentially the Stratford Public Library and other community partners, to meet community needs. The next steps in this workstream require the findings of the development strategy to determine facility location and integration with other uses.

- Spring 2025: Partner discussions to develop community facility concept
- July 14, 2025: Council will receive a Management Report outlining a capital funding strategy, including anticipated municipal contributions, partner funding, fundraising potential, and government grants

3. Residential Development

This stream positions the Grand Trunk site as a key opportunity for new housing, including affordable and mixed-income development on the site, including Parcel 2D. Development parcels must be confirmed through Svec Group's development strategy.

4. Parking and Mobility

This stream addresses the site's long-term access and parking needs, including structured parking to support new development and downtown capacity. Development parcels must be confirmed through Svec Group's development strategy.

5. AHC Work: Master Plan Revision

This Committee-led stream will synthesize all project directions into a revised Grand Trunk Master Plan. It represents the culmination of the Committee's work and sets the foundation for implementation. This work integrates public engagement, partner input, and site analysis into a unified planning document.

- May 20, 2024: The Committee will review a proposal from VPA to revise the Master Plan and receive Svec Group's initial site scenarios

- Aug–Sept 2024: Committee-led refinement of the revised plan
- October 2024: The updated Master Plan is presented to Council

Cross-Cutting Support: Sitewide Development Strategy

The development strategy underpins all streams by identifying:

- Potential configurations of housing, public space, a community facility, and structured parking
- Trade-offs associated with different uses and site layouts
- Cost, phasing, infrastructure needs, and value generation
- Market viability and delivery models

Site scenarios will be reviewed by the Committee in May, with refined recommendations shared with the Committee in June and management reporting going to Council July 14, 2024. These inputs are critical to confirming land use directions and enabling subsequent planning.

- May 20, 2025: Review and discussion of factors impacting development
- June 16, 2025: Review and discussion of development scenarios
- July 14, 2025: Council review and direction on preferred development scenario

GTR Strategic Timeline 2025

Month	Meeting	Meeting Topics & Deliverables
April	Cancelled (April 22)	
May	AHC Meeting (May 20)	• Proposal to revise the Master Plan from VPA WG
		• Presentation and discussion from Svec Group on development scenario work to date & feedback
		• Findings from engineering investigations for assembly occupation, summer programming proposal
June	Council Meeting (June 9)	• Management Report on findings from engineering investigations for assembly occupation, summer programming proposal
	AHC Meeting (Jun 16)	• Presentation on scope of work for developing community facility proposal in partnership with YMCA x SPL • Presentation and discussion of development scenarios & recommendations from Svec Group
July	Council Meeting (July 14)	• Management Report with update on Master Plan revision process, scope of work for developing community facility proposal in partnership with YMCA x SPL, development scenarios from Svec Group & recommendations
	AHC Meeting (July 21)	• Discussion on Master Plan revision and recommendations
August	AHC Meeting (August 18)	• Discussion on Master Plan revision and recommendations
September	AHC Meeting (September 15)	• Finalize Master Plan revision and recommendations
October	Council Meeting (October 14)	• Management Report on Master Plan Revision and recommendations

Legend

Project Streams

AHC Master Plan Revision

Interim Uses & Activation

Community Facility

Concept

Residential and Parking Development