



COMMITTEE OF THE WHOLE OPEN SESSION ADDENDA

Adoption of the Addenda to the Committee of the Whole Open Session Agenda:

Motion by

THAT the Addenda to the Committee of the Whole Open Session dated February 26, 2026, be added to the agenda as printed to include the following:

5.0 Grand Trunk Renewal Project Workshop #2:

5.2 GTR: A Cornerstone Project Shaping the Future of Stratford

Attachments:

- City of Stratford Slide Deck
- Cooper Site Costs Since 2009, as of December 31, 2025

5.3 Shared Facility: Investing in Our Growing City

Attachments:

- Stratford Public Library Slide Deck
- YMCA of Three Rivers Slide Deck

5.4 Transforming the Superstructure

Attachment:

- SuperKul Options Summary Sketch

Grand Trunk Renewal Project

Council Workshop #2

February 26, 2026



Today's Topics

- 5.1 Welcome and Opening Remarks
- 5.2 GTR: A Cornerstone Project Shaping the Future of Stratford
- 5.3 Shared Facility: Investing in Our Growing City
 -  Refreshment break (10 minutes)
- 5.4 Transforming the Superstructure
- 5.5 Closing and Introduction to Workshop #3



Welcome!

Workshop Goals:

- W1 – Processes and Strategies of Municipal Development
- W2 – GTR Vision, Community Facility, and Preliminary Costs
- W3 – Delegations, Long-Term Financial Strategy and GTR Options for Consideration
- April 27th Council – Recommendations for Council Consideration

Anything else Council would need to have included?



A Cornerstone Project...

Long road here:

- Expropriation and legal resolutions – 2006/2023
- Resource intensive process

Achievements:

- Parking – 2009 (Positive impact on Downtown)
- uWaterloo agreement and Building – 2009/2010
- Transit hub – 2017/2019 (Allowed for Market Square Redevelopment)
- Business case and Master Plan – 2018
- Ad-Hoc Committee and Public Engagement – 2023/2025



Historical Investment

Investment through strategic expenditures:

- Land expropriation, operations, site improvements and maintenance, cultural and leisure use
- \$29.3 million invested over 17 years, excluding Transit Hub;

Revenue/funding:

- Property sales, grants, financing, reserves, others



TOTAL City of Stratford Costs (2009 to present)	TOTALS
EXPENDITURES:	
Salaries & Benefits	15,577.45
Legal	6,916,382.80
Consulting	3,853,950.49
Materials & Contracted Services	3,464,269.62
City-Owned Equipment	2,053.53
Expropriation of Land	5,082,129.68
Building Contribution - University	10,000,000.00
	\$ 29,334,363.57
FUNDING SOURCES:	
Grants	346,500.00
Reserve (see below)	949,424.02
General Operating cashflow	1,229,548.22
Currently debt financing (incl 2024)	11,096,528.25
Loan Financing (original)	15,712,363.08
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 <u>Reserve balance available (Grand Trunk/Cooper Block)</u>	
Proceeds from sale of Tom Patterson	4,000,000.00
Proceeds from sale of Fairgrounds	1,229,548.00
Interest earned to date	827,847.76
Expenses funded (rehabilitation, fundraising next steps) included above	- 2,651,428.74
Reserve Balance at December 31, 2024	3,405,967.02
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Parking Considerations

- 1,246 Existing Municipal parking spots Downtown:
 - GTR - Cooper (312), Downie (125) = 437 spots (Free)
 - On-Street (447) – Metered
 - Paid Parking lots (362) - Metered
- GTR important fabric of downtown parking system
- Impacts businesses, tourism, and community vibrancy
- Opportunities may exist to optimize and expand; including some careful monetization of parking at GTR
- 2026 parking study expected to be completed in fall



University of Waterloo

- Agreement signed in 2009
 - 8 acres (clear title) in downtown core
 - \$10M commitment from City for 45,000 ft² campus to be matched by \$10M commitment from Province of Ontario
- Agreement 2010
 - Transfer 1.38 acres of land from GTR site to uWaterloo



2018 Master Plan

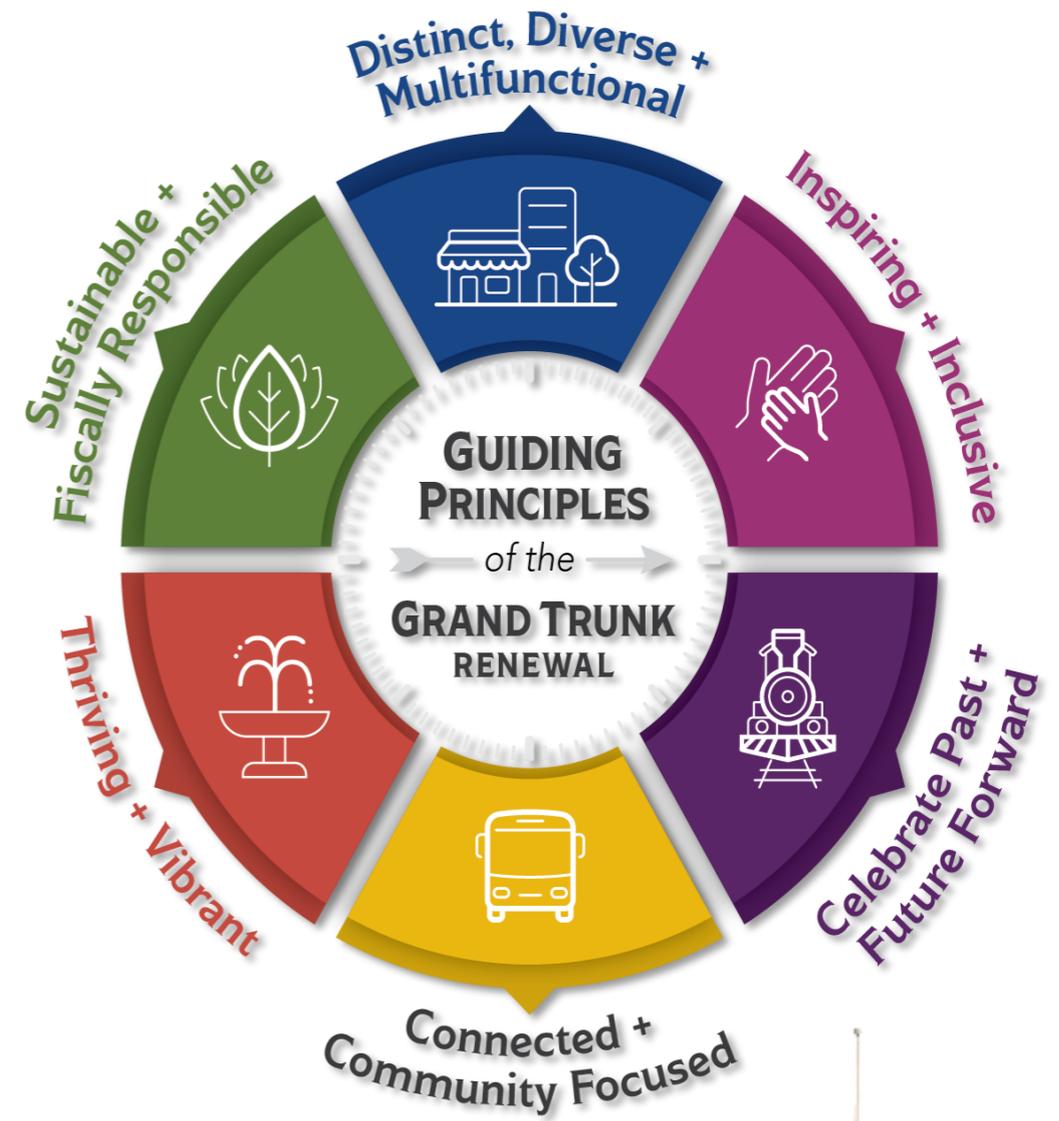
- Early site framework, with amenities and outcomes
- Ties to the Business Case
- Active public engagement
- Consultation: 2017-2018
- Shapes: Guiding Vision and Principles
- AHC recommendations: 2025



Guiding Vision and Principles

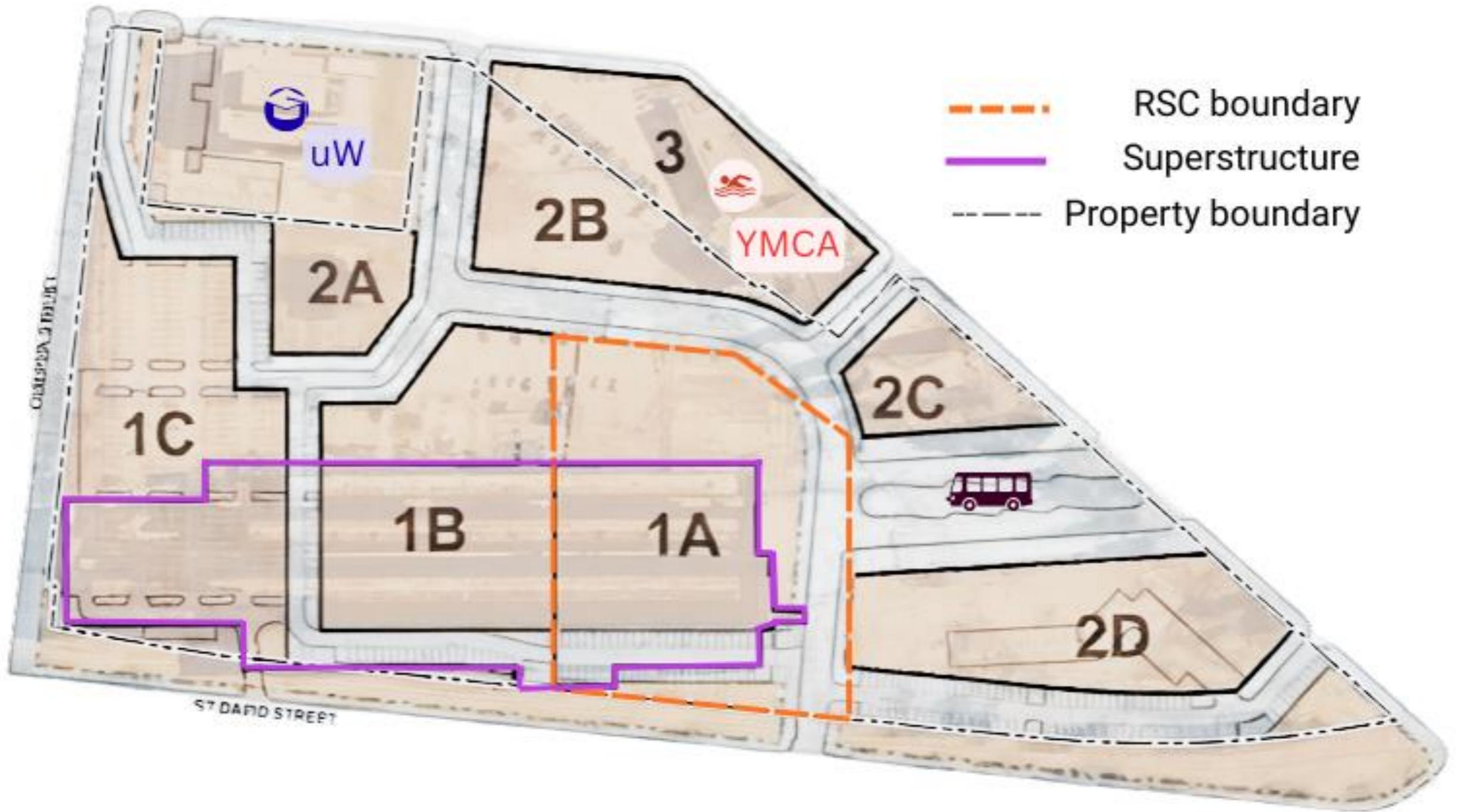
- AHC developed; rooted in community engagement
- Reflects community needs and preferences, honours heritage
- Presented to Council in 2024
- Aligns with city Plans and strategies

➔ Still relevant into 2026?



2026 Project "Pillars"





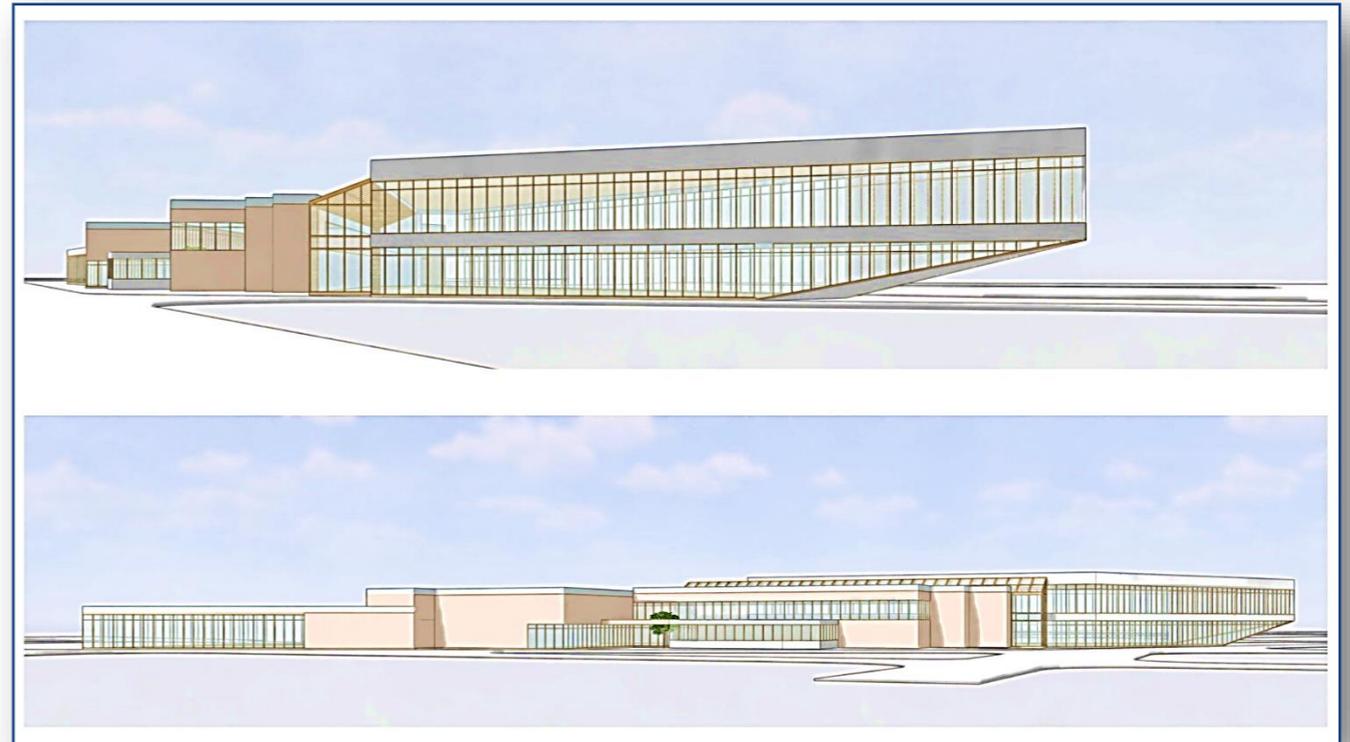
Other City Work

- The City is undertaking several other studies that will help inform GTR-related decisions:
 - Official Plan
 - Recreation and Leisure Master Plan
 - Parking Study
 - Housing Strategy 90-day Sprint
 - Asset Management Plan



Shared Community Facility

- Next logical phase, tandem with preparing to take site to market
- Diverse community benefits through partnership
- Enhances the City's readiness for housing density increase
- Collaboration led to preliminary concepts
- Size and scope from feasibility study



Library Presentation



YMCA Presentation



Shared Facility - Comparables

Precedents



Turku City Library | JKMM Architects
74,000 ft²



Billings Public Library | Will Bruder + Partners
67,000 ft²



David Braley Vaughan Centre | Diamond Schmitt
100,000 ft²



Stoney Creek YMCA | Cornerstone Architecture
82,000 ft²



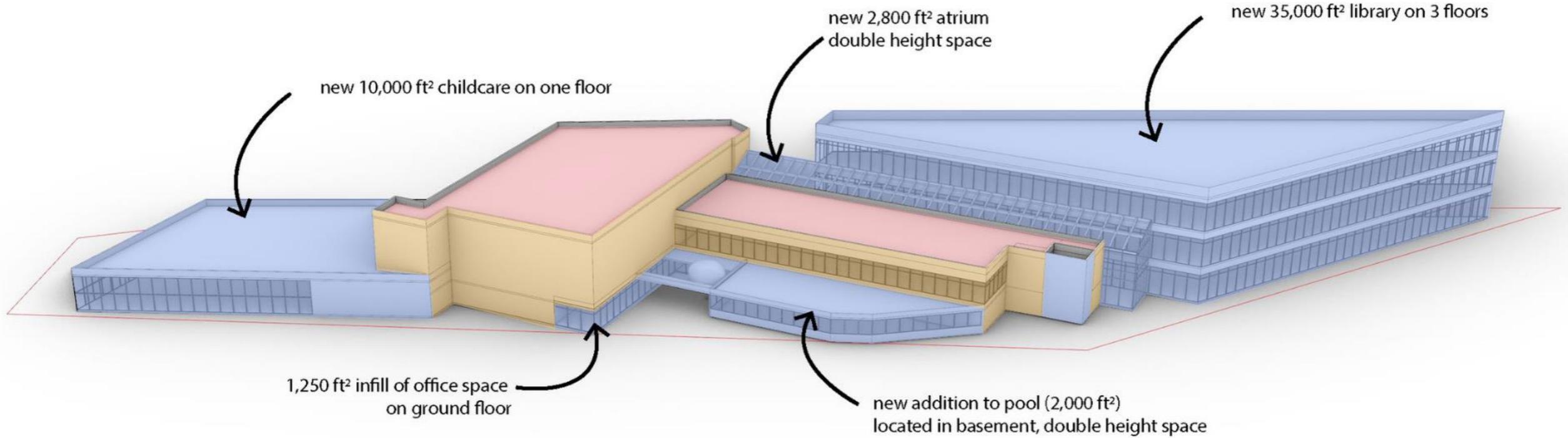
Springdale Library | RDHA
26,000 ft²



North Beach Branch Library | Leddy Maytum Stacy Architects
8,500 ft²



Facility Option 1: Renovate/Expand



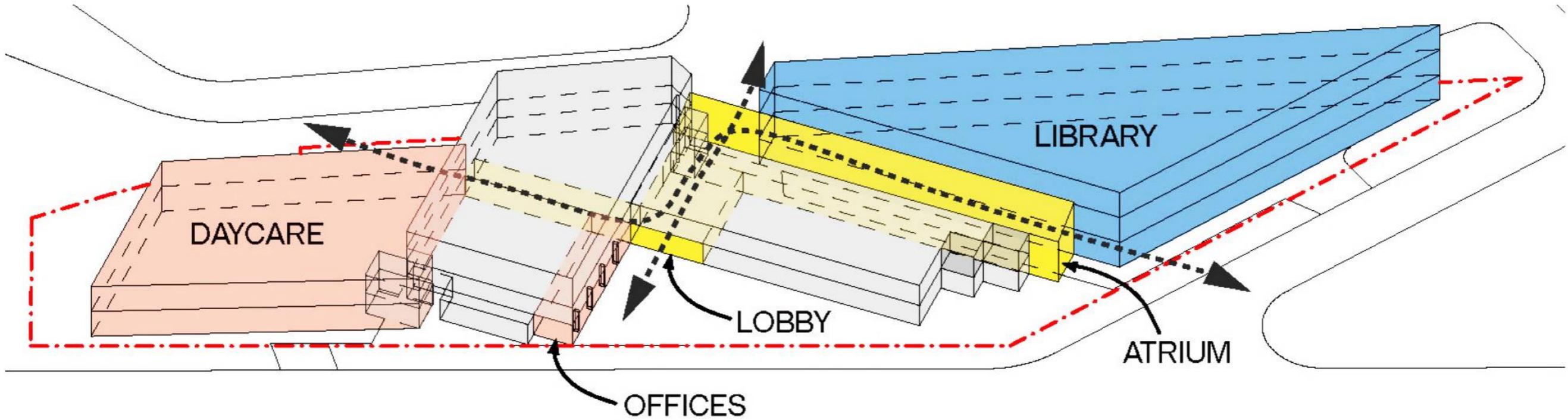
~70,000 ft²

\$49.9 million

- NEW CONSTRUCTION
- RECLADDED FACADE
- ROOF UPGRADES



Facility Option 1: Renovate/Expand (cont'd)



~70,000 ft²

\$49.9 million



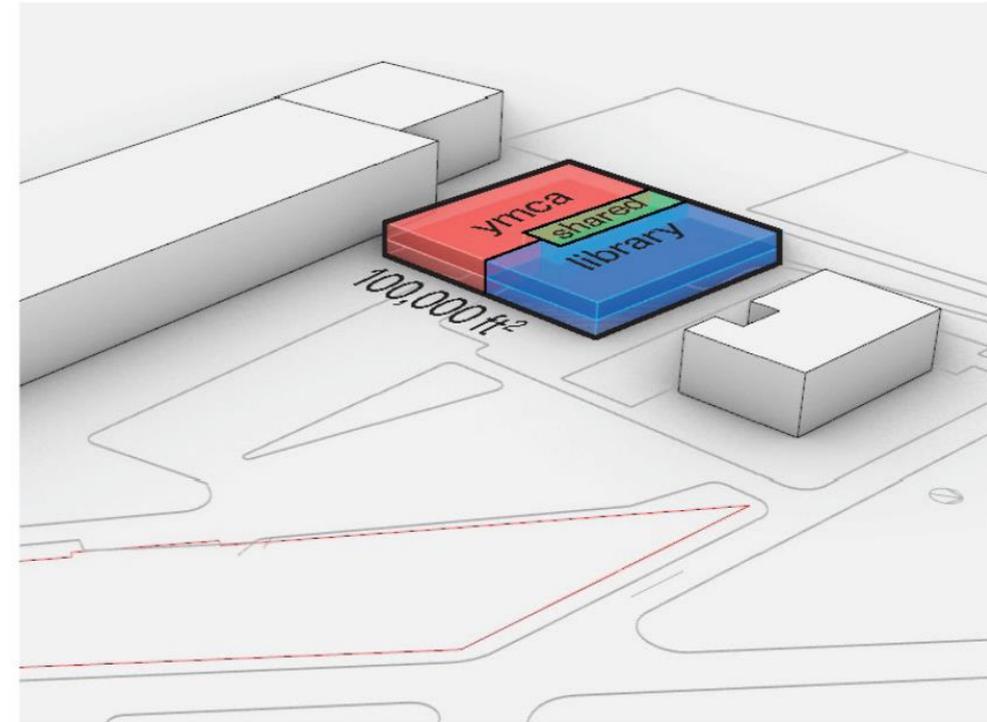
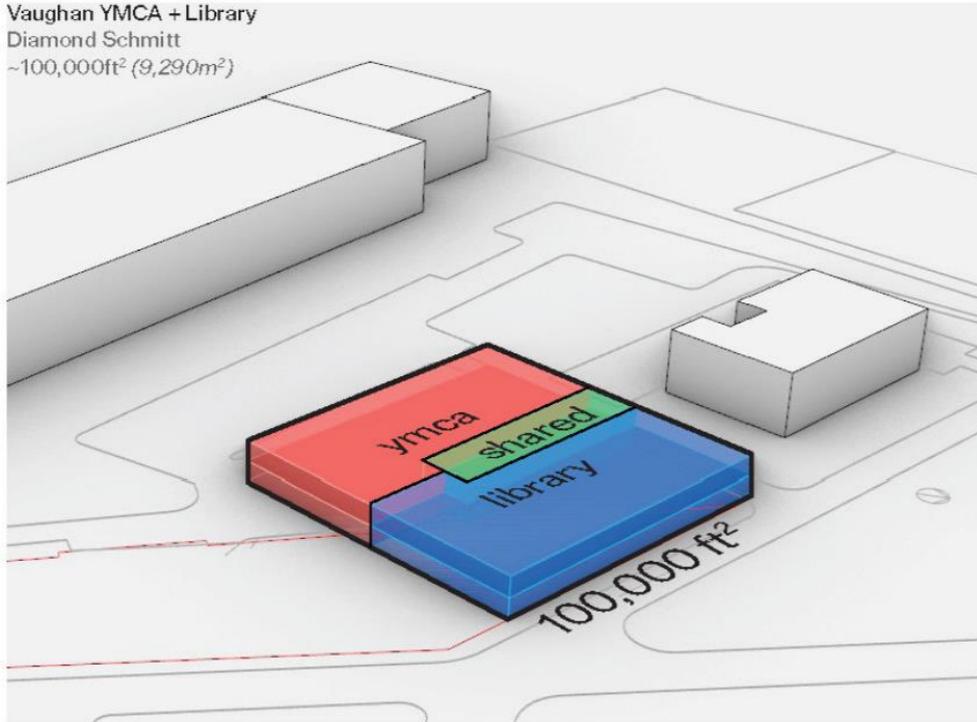
Facility Option 2: New Location(s)

YMCA + Library *off Site* | 100,000 ft² Option



\$65.4 million

Vaughan YMCA + Library
Diamond Schmitt
~100,000ft² (9,290m²)

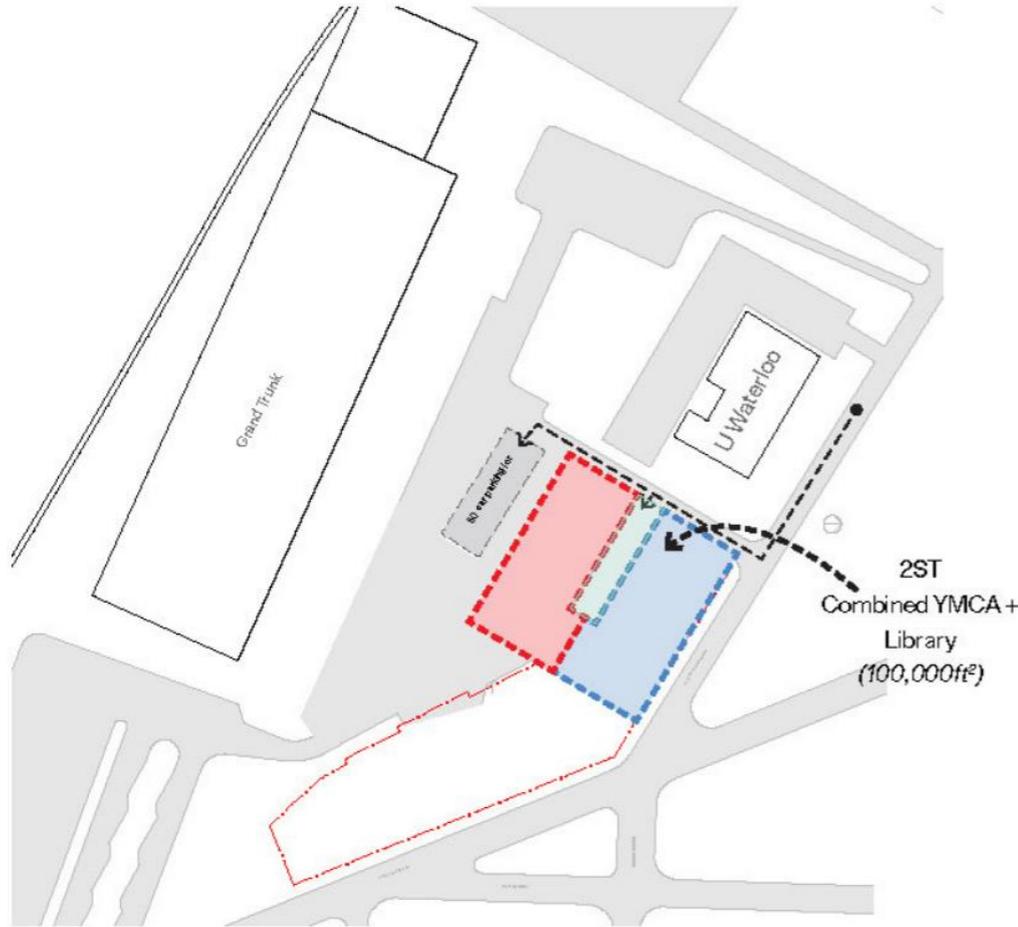


Option 1:
100,000 ft² adjacent to St. Patrick St.

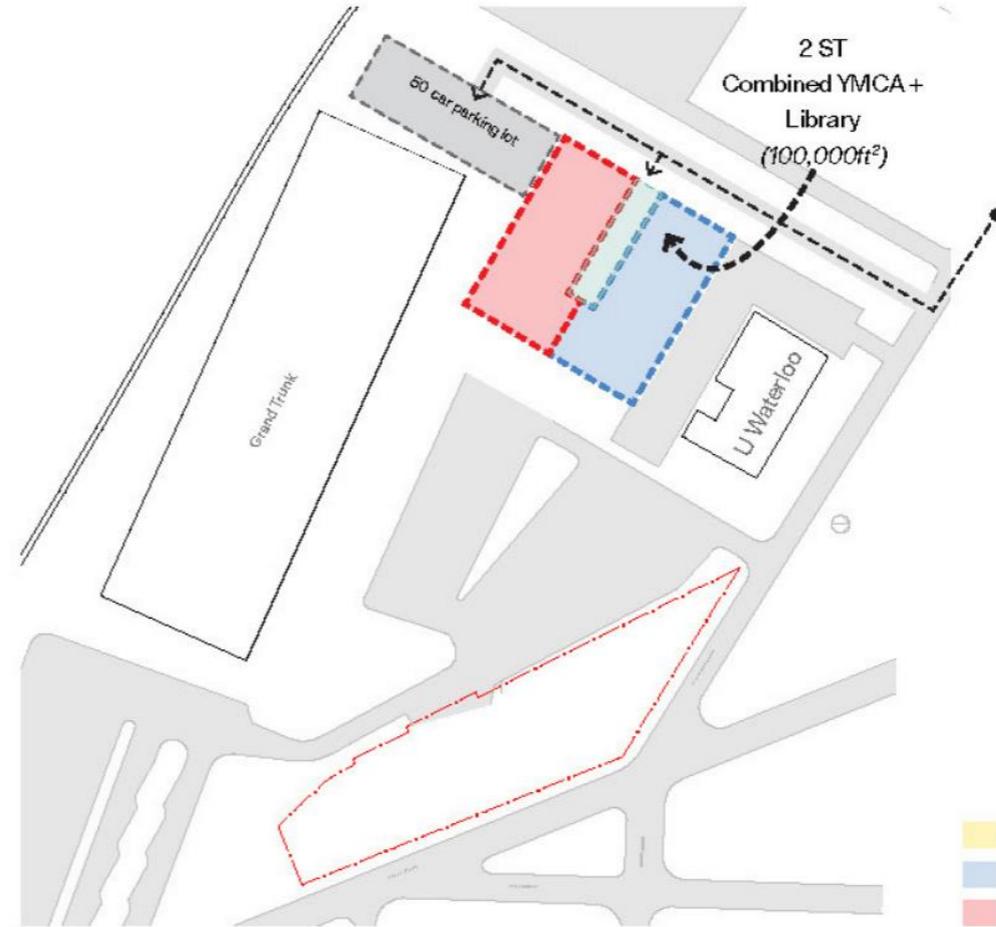
Option 2:
100,000 ft² between UWaterloo & Grand Trunk



Facility Option 2: New Location(s) (cont'd)



Option 1:
100,000 ft² adjacent to St. Patrick St.



Option 2:
100,000 ft² between U Waterloo & Grand Trunk

- Yellow square: Circulation
- Blue square: Library
- Red square: YMCA
- Grey square: Existing Building
- Purple square: Combined Building
- Green square: Shared



\$65.4 million



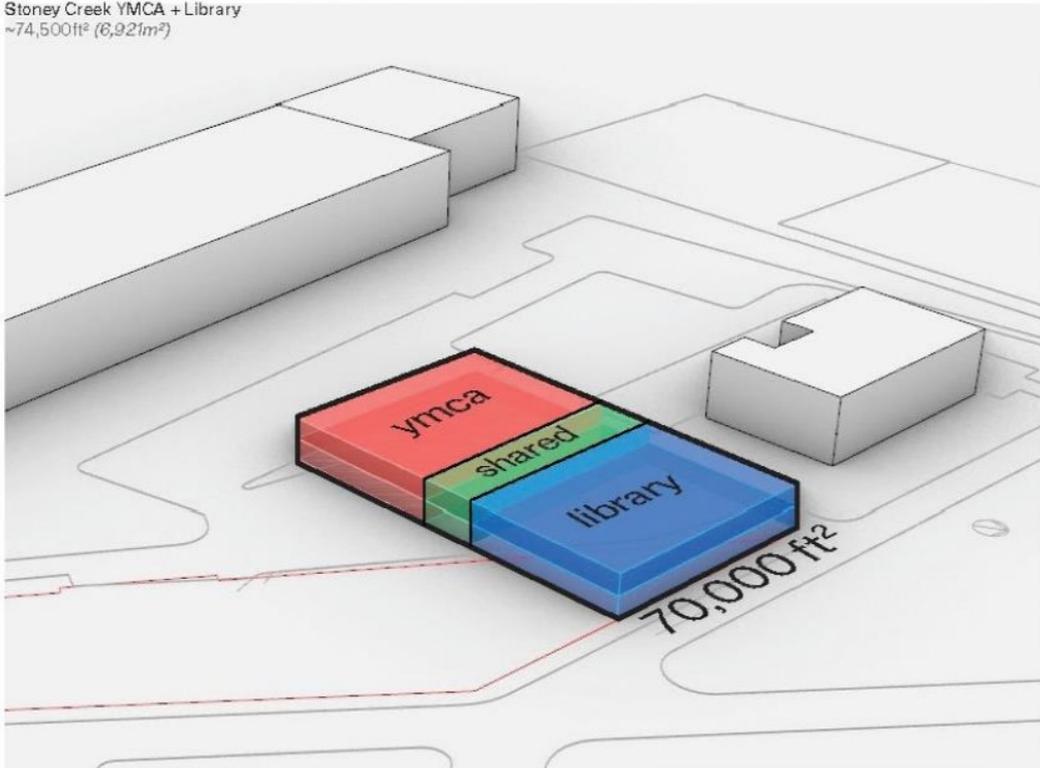
Facility Option 3: New Location(s), 70k ft.²

YMCA + Library off Site | 70,000 ft² Option

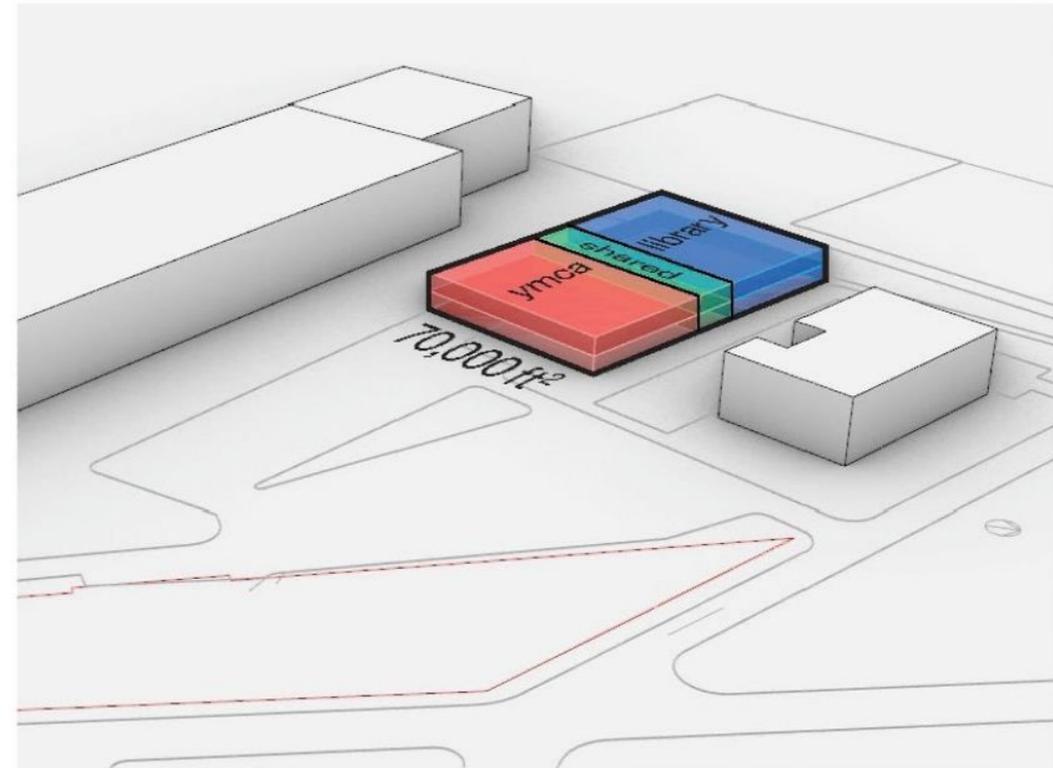


Stoney Creek YMCA + Library
~74,500ft² (6,921m²)

\$47.3 million



Option 1:
70,000 ft² adjacent to St. Patrick St.



Option 2:
70,000 ft² between UWaterloo & Grand Trunk



Facility – What's Next?

- Capital Stack
 - City contribution
 - Partner (YMCA/Library) financial commitments
 - Development Charges
 - Provincial/Federal grant opportunities
 - Fundraising
 - Other



Facility – What's Next? (cont'd)

- Location (refurbish or new)
- Site Logistics
- Co-ownership issues and agreements
- Operating agreements, structures, and dispute resolution
- Final design and approvals (planning, environmental)
- Term Scenarios
- Service Standards
- Branding



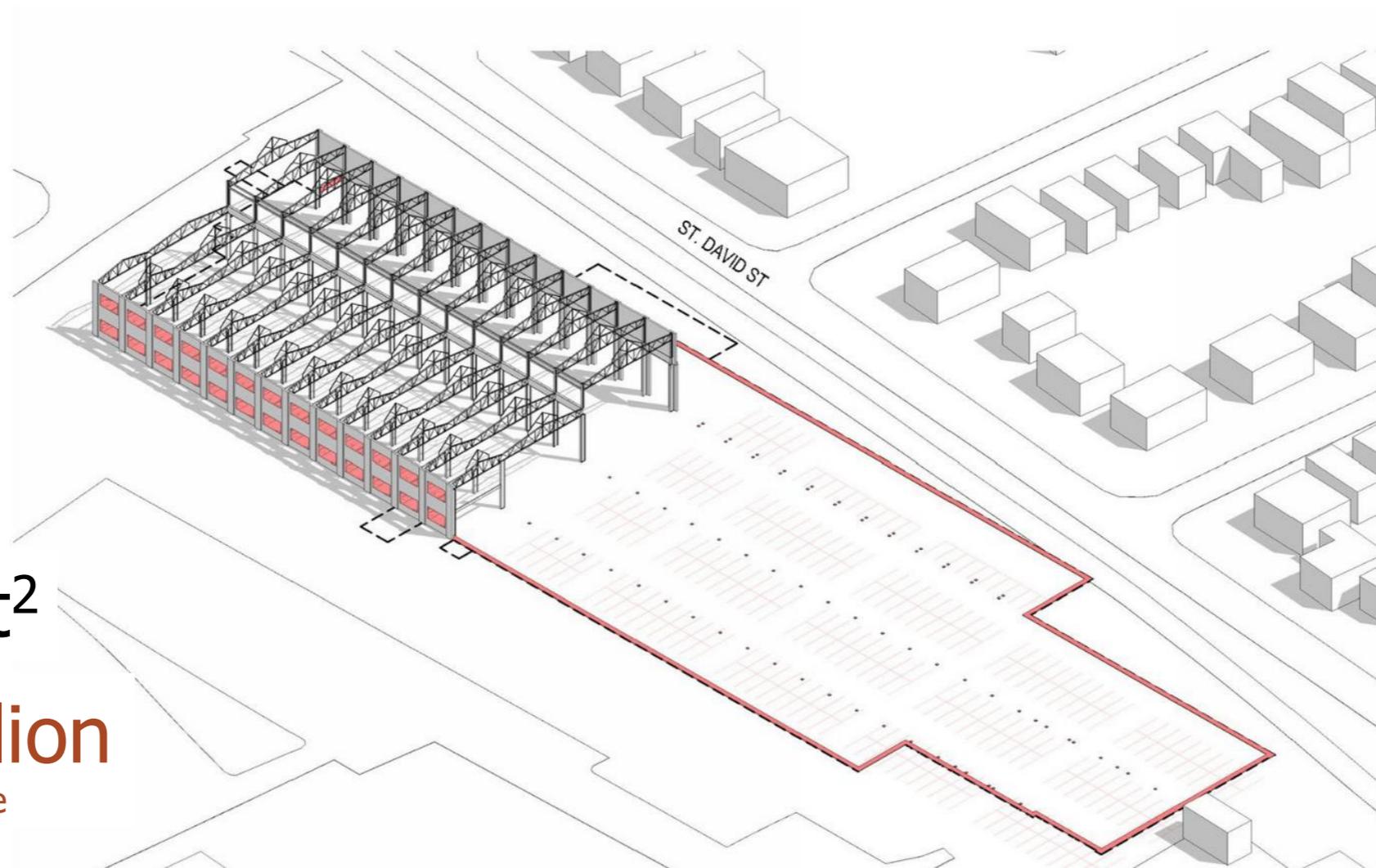
Superstructure Preliminary Costing

1. Open-air shell (50k ft.²) "1A"
2. Partial shelter (50k ft.²) "1B"
3. Fully enclosed, with insulated roof, façade, windows, basic HVAC (75k ft.²) "2A"
4. Fully enclosed, with insulated roof, façade, windows, basic HVAC (100k ft.²) "2B"



Option 1 – Shell (open-air)

Option 1A: Open-Air Shell
~50,000 sqft Retained



- DRAWING LEGEND**
- AREA TO BE RETAINED
 - AREA DAMAGED BY FIRE
 - AREA TO DEMOLISHED
 - TO BE DEMOLISHED
 - PROPERTY LINE
 - NEW CONSTRUCTION

“1A”

~50,000 ft²

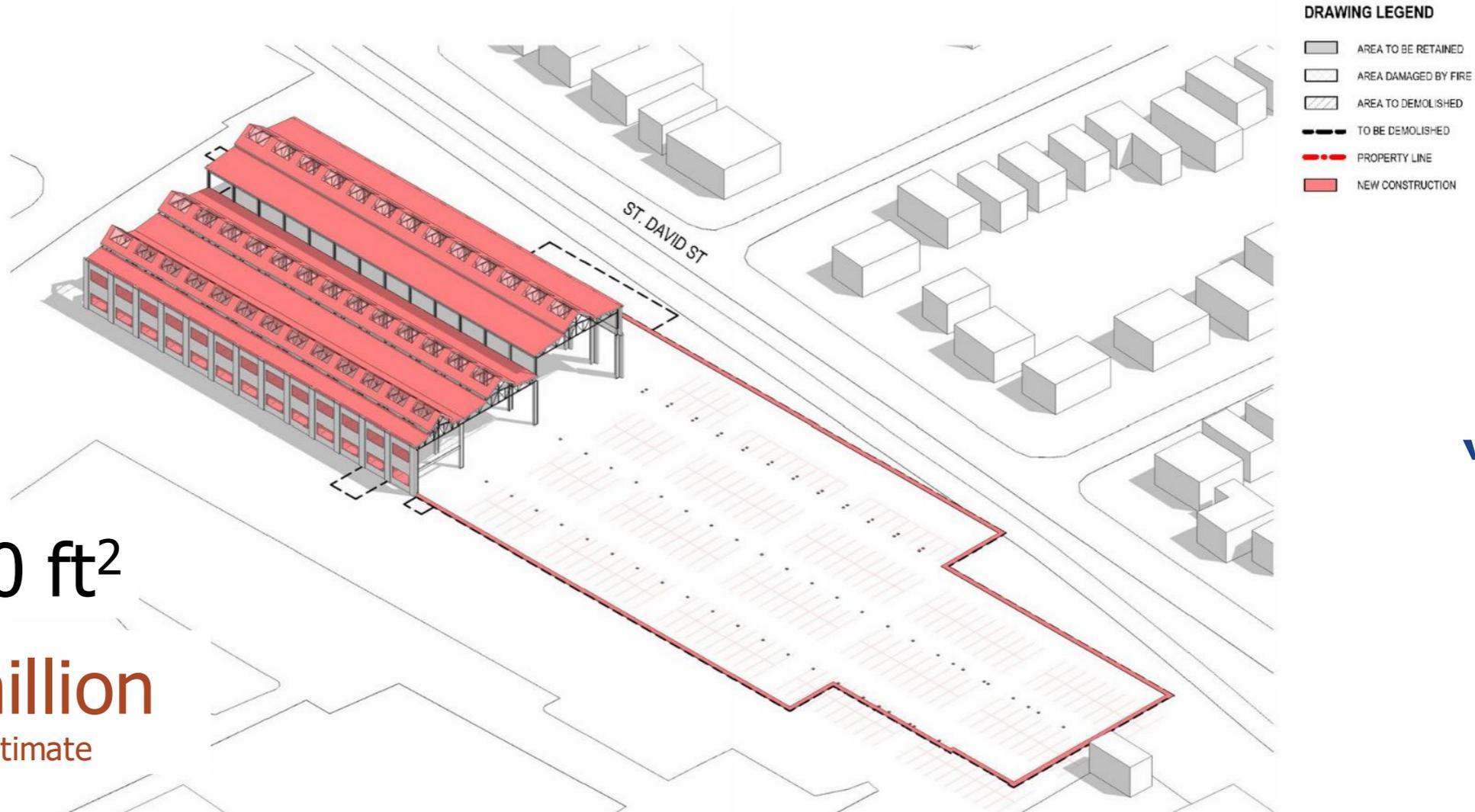
\$10.5 million

Class D Estimate



Option 2 – Partial Shelter

Option 1B: Partial Shelter
~50,000 sqft Retained



“1B”

~50,000 ft²

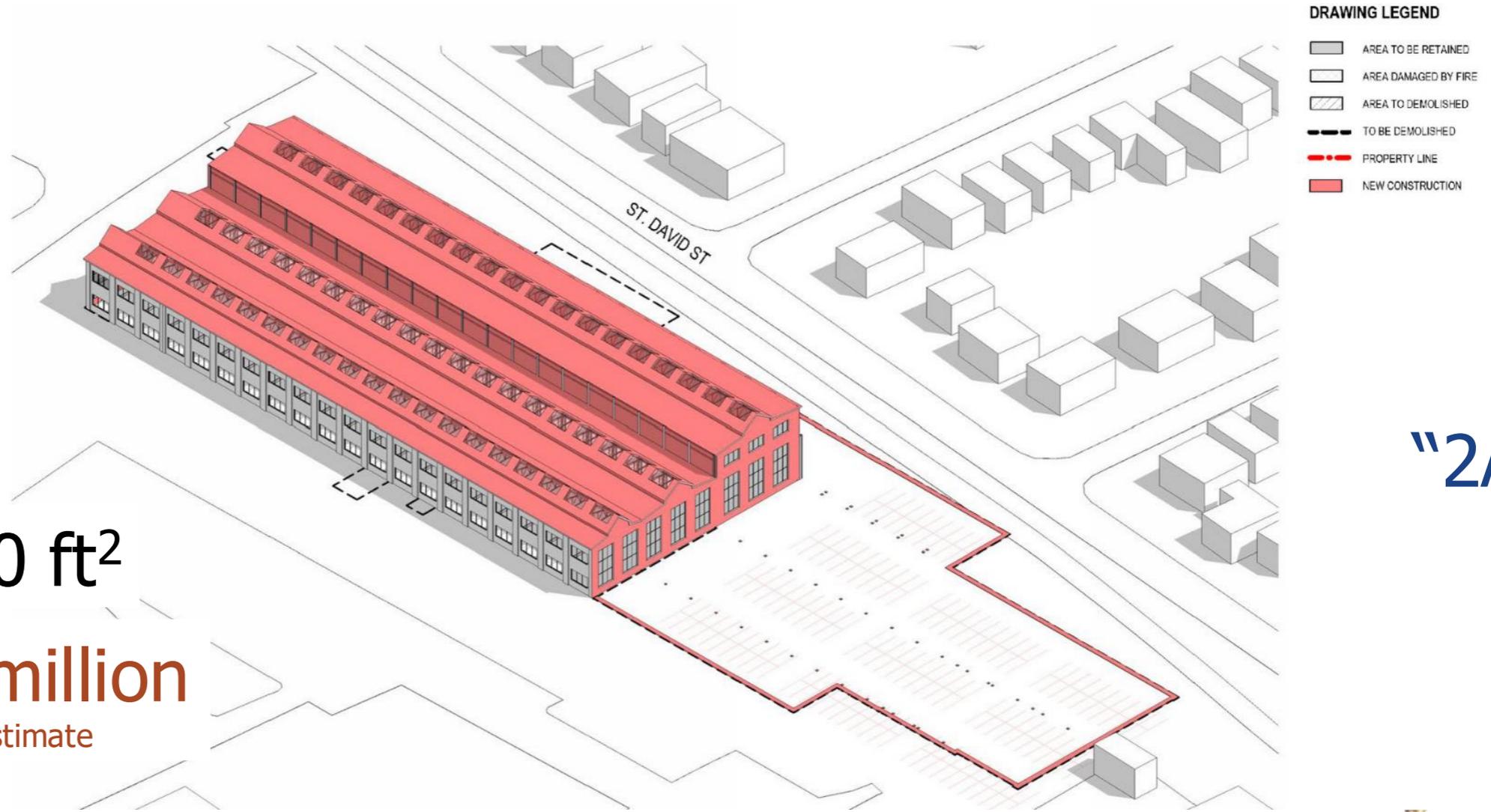
\$18 million

Class D Estimate



Option 3 – Fully Enclosed

Option 2A: Fully Enclosed
~75,000 sqft Retained



“2A”

~75,000 ft²

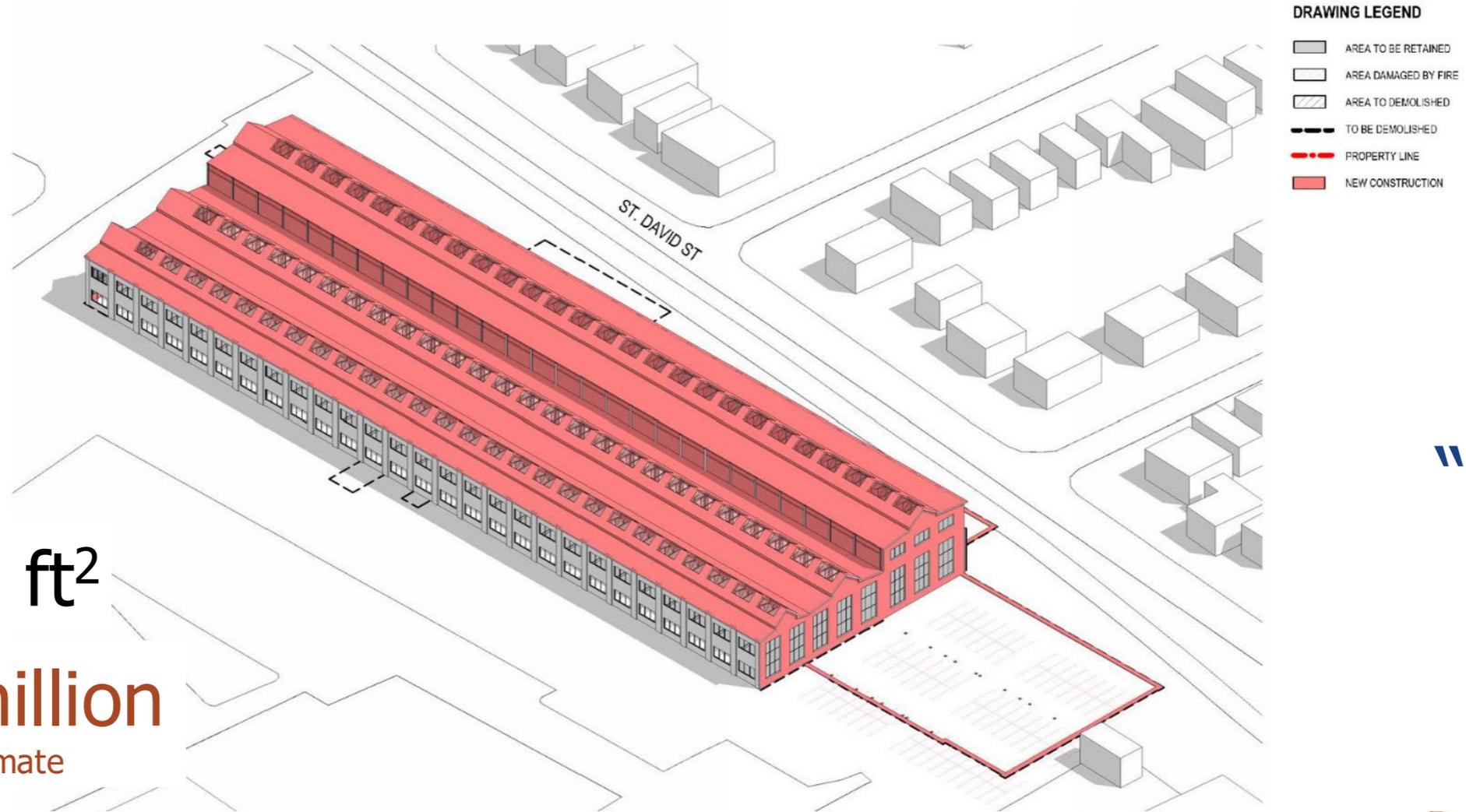
\$39.7 million

Class D Estimate



Option 4 – Fully Enclosed

Option 2B: Fully Enclosed
~100,000 sqft Retained



~100,000 ft²

\$49.3 million

Class D Estimate

“2B”



Additional Work

- Preparing to go to market:
 1. Market sounding – (informal) initial test of environment with the information City has on hand
 2. Expressions of Interest – may require more work
 - Environmental
 - Acceptable uses
 - Heritage Impact Assessment for structure
 - Rail study



Closing Remarks

Workshop #3 is Thursday, April 9 at 2:00 p.m. – potential agenda items:

- Delegations from Community
- Deeper financial analysis, updated 10-year capital plan
- Potential revenue sources
- Review options for consideration

Thank you!



City of Stratford
Cooper Site Costs Since 2009 - All
As of December 31, 2025

Prepared from review of historical accounting transactions.

Costs consist of land expropriation (including the parcel/portion referenced as the University of Waterloo), plus materials and contracted services, legal, and consulting. As well, charged back amounts in the first five years are included, related to salaries and city-owned equipment.

Revenues (Funding sources) consist of: sale proceeds (fairgrounds), grants, long-term debt (external and internal), reserves (taxation and surpluses), and some remaining unfinanced amounts. These unfinanced amounts will require identification of a funding source at some point, most likely external long-term debt.

The period covered is January 1, 2009, through December 31, 2025. Amounts recorded reflect invoices paid to date and are included in unfinanced.

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Why a New Library?

About the Library

- Established in 1897, in current building since 1903
- Two additions, one in 1926, another in 1975
- A third of residents have active library cards
- Daily visitors: >500
- Collection size: 86,500 items
- Circulation: 409,000 items
- Staff: 40, >100 volunteers

The Library Does A Lot!

- Circulation of materials
- ESL and literacy resources
- Settlement worker
- Technology support
- Free internet access
- Printing, copying and scanning
- Meeting space
- Wireless internet
- Wireless hotspots
- STEAM education
- Interlibrary loan
- Research databases
- Online courses for upgrading
- Ask a Librarian
- Visiting library service
- Volunteers
- Social worker
- Readers advisory
- Class visits
- Educator cards
- Study space
- Theatre resource support
- Drop and Swaps
- Community tax clinics
- Perth County Information Network sharing
- Provincial Park passes
- Reading buddies
- Chess nights
- Hundreds of programs annually
- Election resources
- Library of Things
- Brain health kits
- Moccasin Identifiers
- CELA Support
- Small business support
- Digitization and conversion resources
- Genealogy resources
- 3D printing
- Public telephone
- Multilingual collections
- Open to all, 62 hours
across 7 days
a week
- Cooling / warming station
- Public washrooms
- Book club support
- Room rentals
- Welcome to Stratford packages
- MakerSpace
- Art display
- Community food pantry
- Period supplies
- Recycling of batteries, masks & art
- PD day programs
- Storytimes
- Summer Reading Club
- Escape rooms
- Trivia nights
- Book clubs
- Craft programs
- DND programs
- Newspapers
- Lounge space
- Safe space

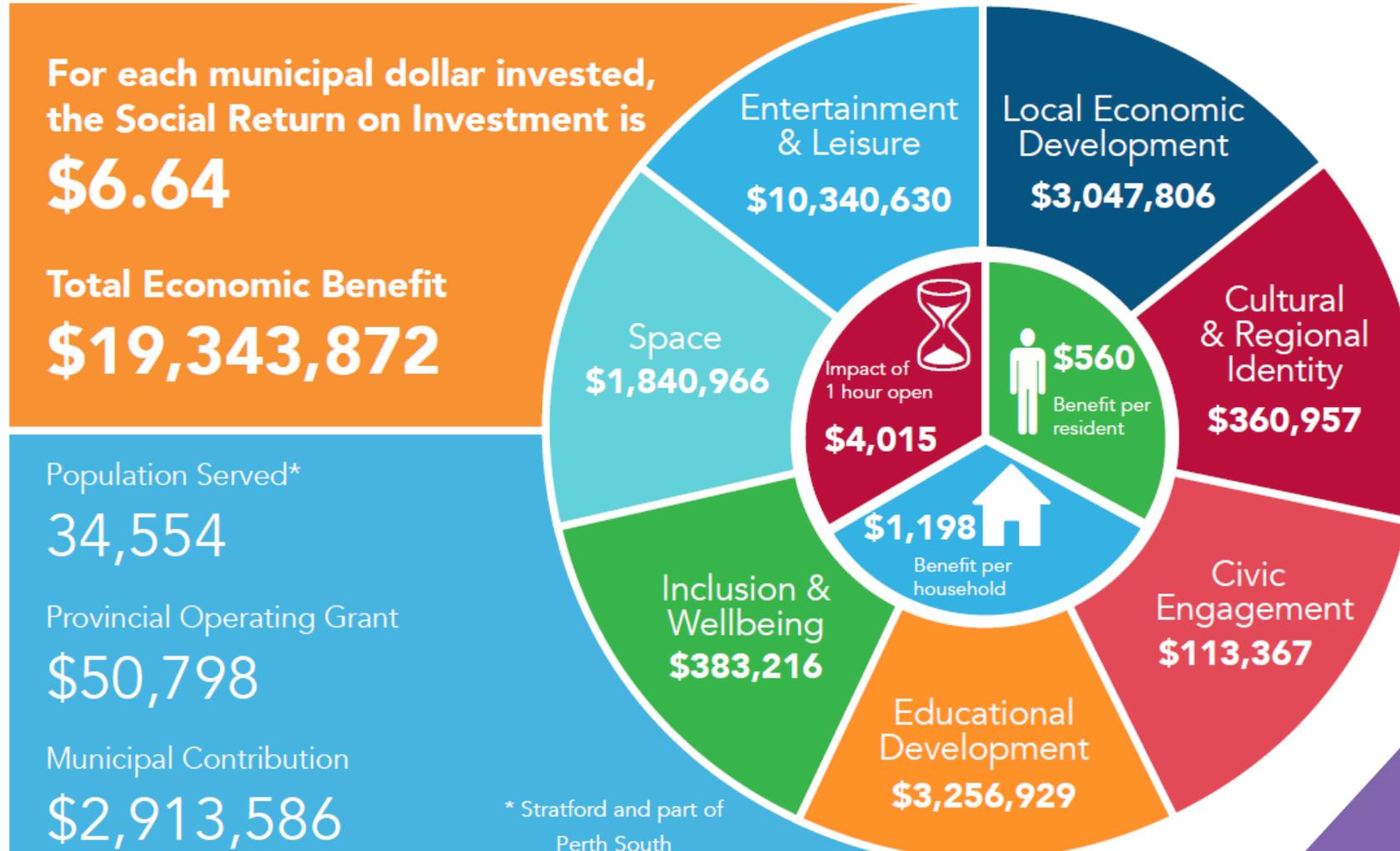
Who Uses the Library?



Who Uses the Library?



SPL Brings Value to Stratford





“Libraries are catalysts for connection: The anchors that create stronger downtowns and connected neighbourhoods.”

Source:
Overdue: The Case for Canada's Public Libraries

Space Issues

- **Building Logistics:** 3 floors, more staff required, lack of storage
- **Accessibility:** parking, stairs, shelf height, narrow aisles
- **Parking:** only 1 accessible spot which is also shipping and receiving
- **Public Service:** serving many types of users in a single space, no privacy, no quiet, limited seating
- **Safety:** many blind spots
- **Programs:** outgrown space, no restroom on auditorium floor, limit of 3 in MakerSpace
- **Collection:** reliant on PCIN, extensive weeding, no space to grow new collections
- **Staff Space:** no storage, poor ventilation, frustration



“Stratford Library is wonderful – but Stratford is too big for it!”

Source:
Library Patron

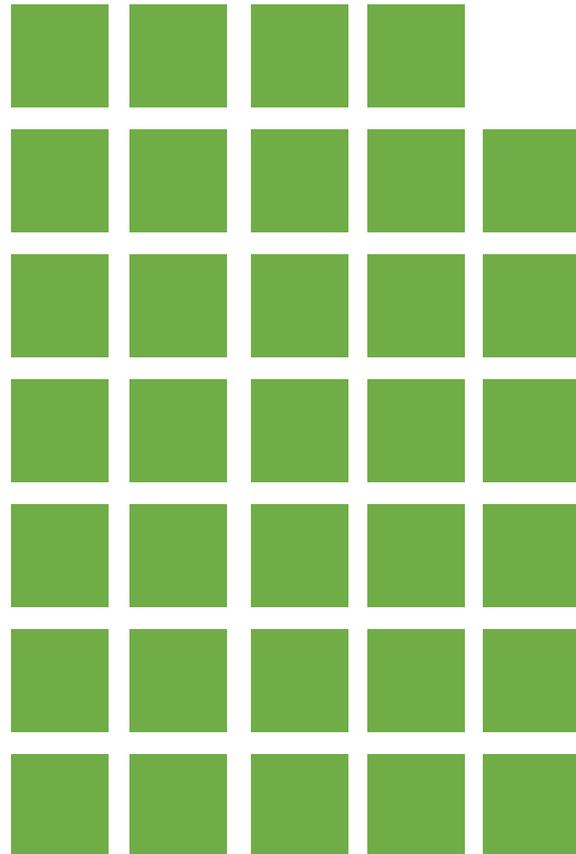
Space Issues

current



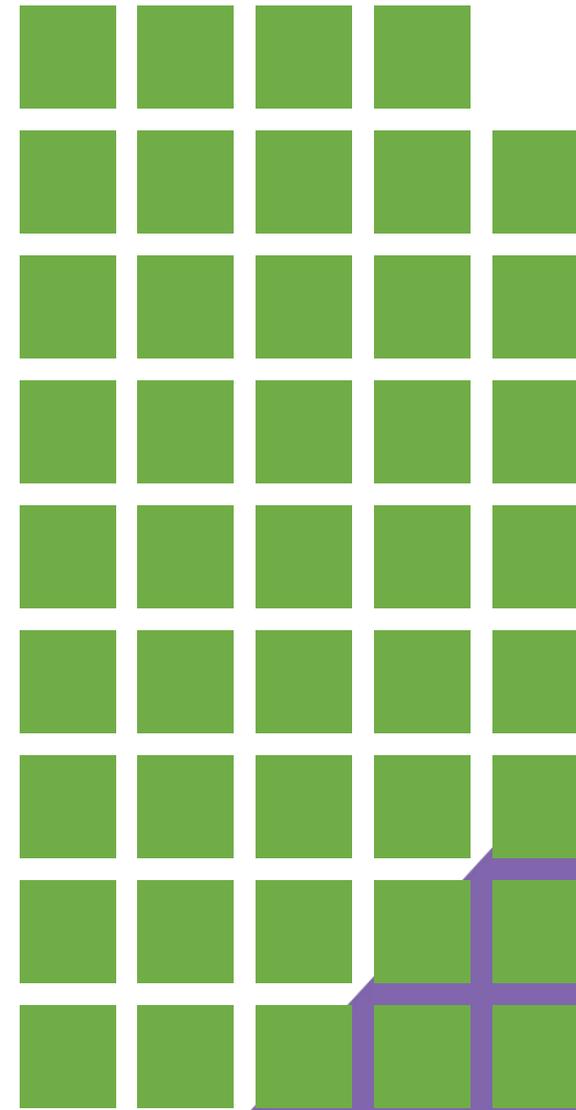
12,472 sqft

standard for today



34,000 sqft

in 20 years



44,000 sqft

Our Vision

The Library as an anchor tenant at the Grand Trunk Renewal site

- A new library facility
- Located at the GTR
- Right sized for the next 25 years of use
- In a community facility alongside the YMCA



Our Vision

- In a community facility with the YMCA
- Accessible for people and collections
- 400% more seating
- Quiet space & meeting space
- Engagement space
- Inclusive for all members of the community
- A place for youth to build community
- Parking
- Environmentally sustainable



Benefits of Co-Locating

- One stop community hub
- Increased accessibility and equity
- Improved youth and teen engagement
- Stronger programming through collaboration
- Cost savings through shared spaces and operations
- Economic and community benefit opportunities



Builds Community Resilience and Social Trust



Free, Inclusive, Welcoming



Strengthen Local Economies and Community Wellbeing



GTR Guiding Principles

Create a Sustainable, Resilient and Fiscally Responsible Community

- **Net-zero carbon emissions** ✓
- Resilient to climate change
- Generate new revenue
- **Partnerships and strategies that serve the public** ✓

Create an Inspiring, Inclusive and Dynamic Community Meeting Point

- **Foster sense of belonging and welcoming for everyone** ✓
- **Promote play, curiosity, social gathering** ✓
- **Celebrate innovation, culture, creativity** ✓
- **Vibrant, accessible design for all seasons** ✓

Cultivate Cohesive and Vibrant Community Spaces

- **Spaces for living, learning, health, wellness, recreation, entrepreneurship** ✓
- **Social connections and inter-generational relationships** ✓
- **Gathering spaces that foster a strong sense of community** ✓

Design Distinct, Diverse and Multifunctional Urban Spaces

- Higher-density buildings for diverse housing
- Highlight unique history of Grand Trunk site
- **Mix of living, learning, recreation and gathering spaces** ✓
- **Public spaces support recreation, culture, community interaction** ✓
- **Using Transit Hub for transit-friendly development** ✓
- Safe spaces for pedestrians and cyclists

Foster Connectivity and Community Wellbeing

- Attainable and affordable housing
- Amenities: day care, shopping, community gardens and kitchens, services
- **Safe, inclusive, welcoming environments** ✓
- **Connectivity: Grand Trunk + Downtown + Neighbourhoods + Adjacent Developments** ✓

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

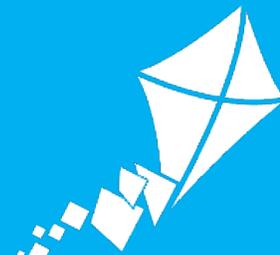
- New uses that celebrate site's history and heritage
- Showcase social, cultural and economic history
- **Address present needs, anticipate future challenges** ✓
- **Make space flexible, adaptive** ✓

A library outranks any one thing a community can
do to benefit its people.

It is a never-failing spring in the desert.

Andrew Carnegie (1835–1919)

Ever. Wonder.

A white kite with a diamond shape and a cross inside, flying on a string that ends in a small square tail. The kite is positioned in the upper right quadrant of the image, with the string extending towards the bottom left.

YMCA of Three-Rivers



Stratford YMCA – Then and Now



Examples of Partnerships



Stork Family YMCA - Waterloo

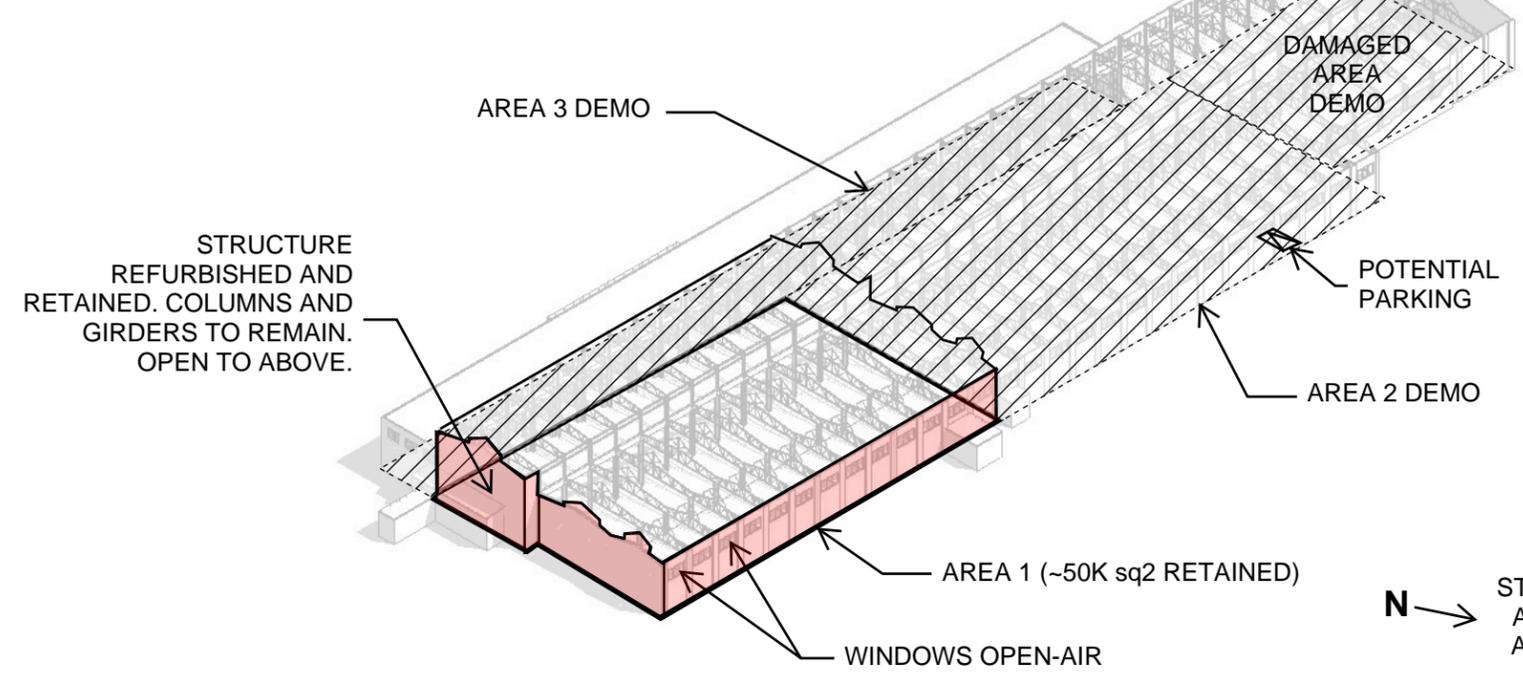




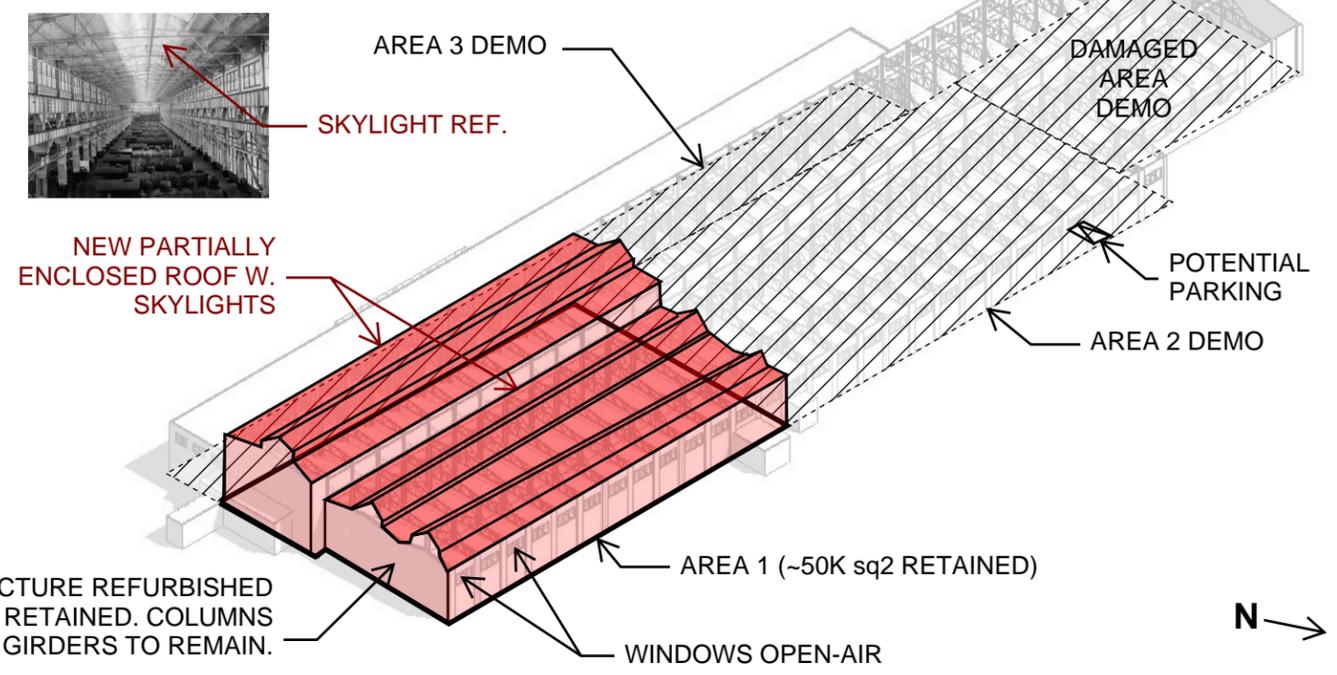
Opportunity:

- Expand on current services of the YMCA of Three Rivers
- New community Aquatics Facility
- Child Care Expansion
- Partner with City and Library

OPT. 1A
OPEN-AIR SHELL (~50K sf2 RETAINED)



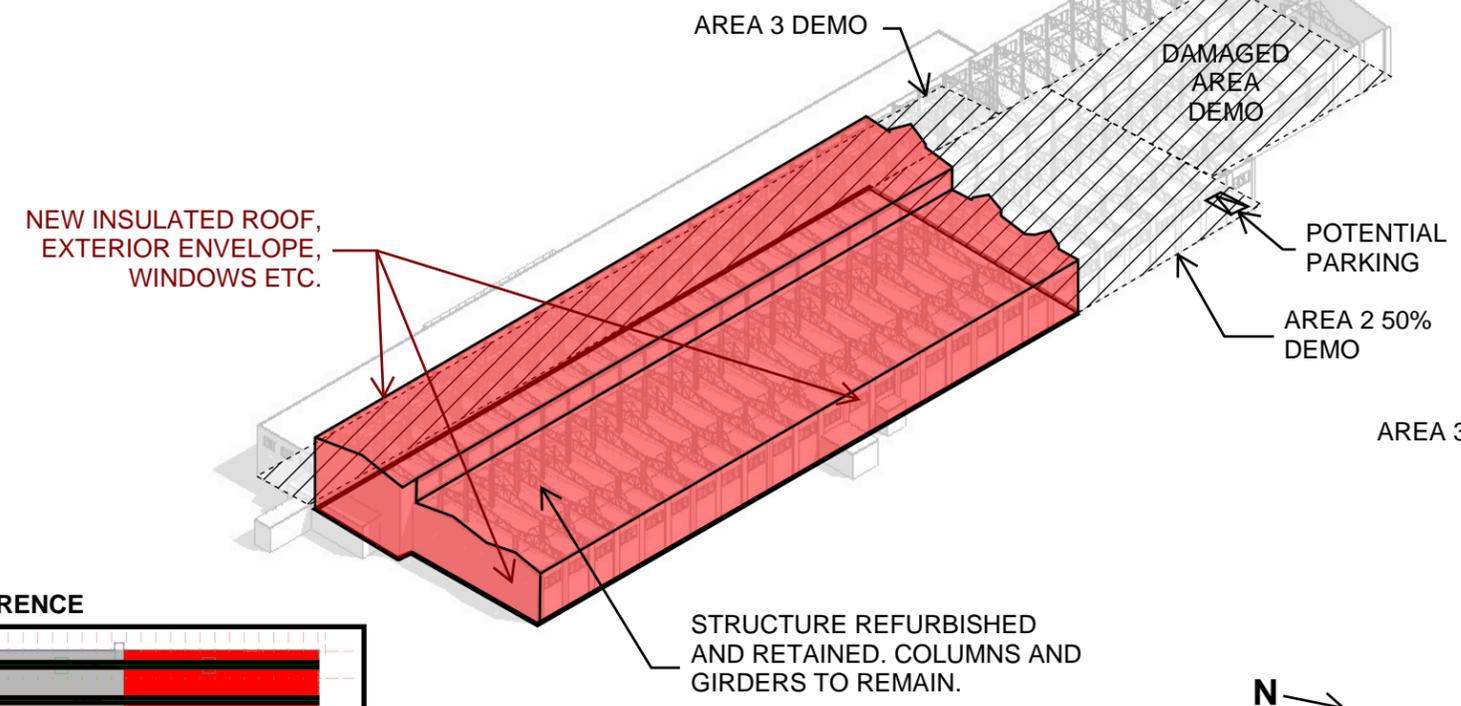
OPT. 1B
PARTIAL SHELTER (~50K sf2 RETAINED)



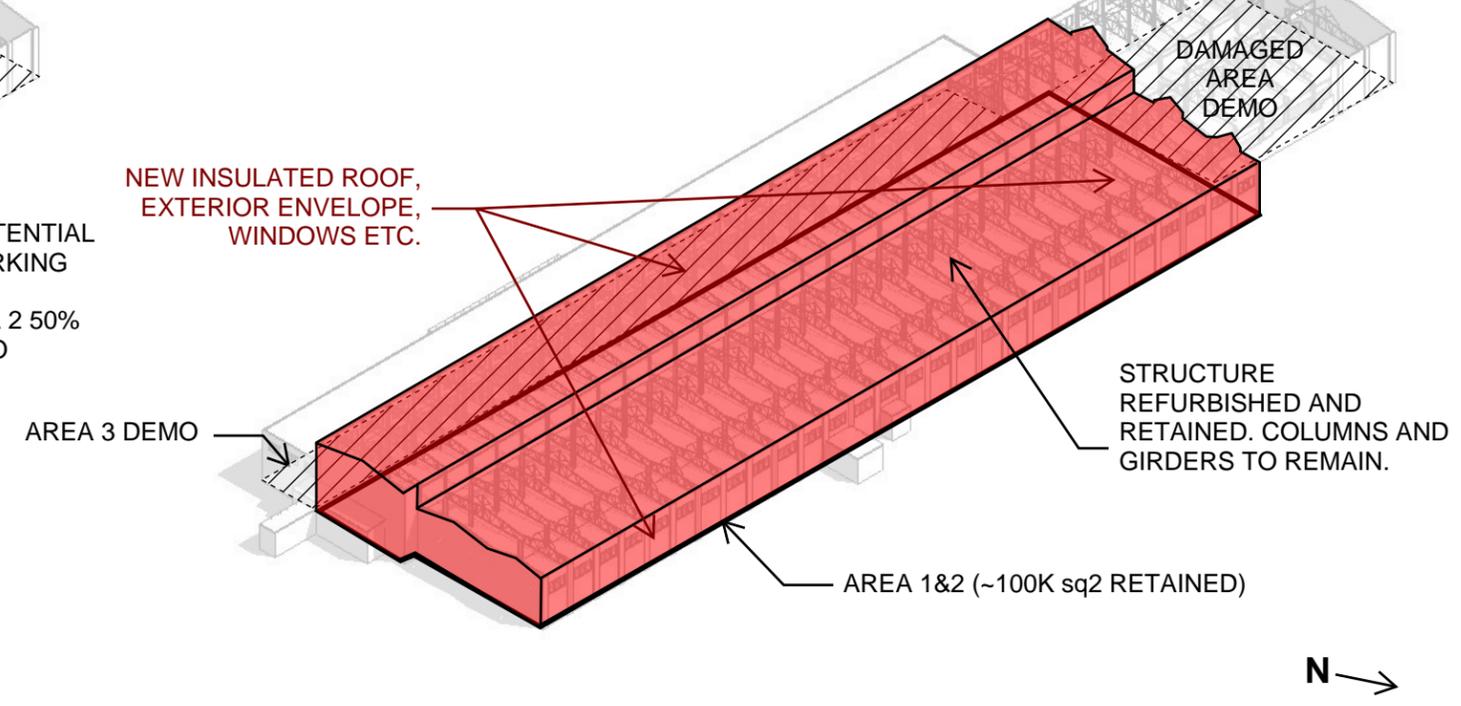
OPEN-AIR / PARTIAL SHELTER

FULLY ENCLOSED

OPT. 2A
FULLY ENCLOSED (~75K sf2 RETAINED)



OPT. 2B
FULLY ENCLOSED (~100K sf2 RETAINED)



AREA KEY REFERENCE

