



MANAGEMENT REPORT

Date: February 12, 2024
To: Mayor and Council
From: Emily Robson, Corporate Initiatives Lead
Report Number: COU24-015
Attachments: None

Title: Ad Hoc Grand Trunk Renewal Committee Workplan and Update

Objective: To provide an update on the Ad Hoc Grand Trunk Renewal Committee and to consider the Committee's proposed workplan.

Background: At the October 11, 2022, Regular Council meeting, Council directed staff to develop terms of reference and composition of a Citizen's Advisory Committee to support the development of the Grand Trunk Site, its architectural design, development, and fundraising. Subsequently, staff returned to Council with management reports articulating the Terms of Reference for the Ad Hoc Grand Trunk Renewal Committee (FIN23-009), the appointment of the committee Chair (COU23-075 & COU23-089), and the appointment of committee members and the establishment of working groups (COU23-120).

The first meeting of the Ad Hoc Grand Trunk Renewal Committee took place on November 23, 2023. After agreeing that the Committee wishes to meet monthly, the Committee has met subsequently on December 18, 2023, and January 15, 2024.

Topics and discussions addressed in the first three meetings include:

- The role of advisory committees, relevant operating policies and procedures, and consideration of the Committee's Terms of Reference
- An overview of the Grand Trunk Renewal project including its history, the 2018 Master Plan, environmental and engineering work, and partnerships
- Consideration of a communications strategy
- The development of a 6-month workplan, including a community engagement strategy

Through discussion and consensus, the Committee is offering a proposed workplan and three items for Council's consideration.

A future report will include recommendations for:

- Enhancing the clarity of the Terms of the Reference with suggested amendments
- Activating the Working Groups through the appointment of formal members

Analysis: *Policy C.3.1 Council Appointed Advisory Committees* articulates that the role of Council-appointed committees is to provide recommendations, advice, and information to City Council on specialized matters which pertain to the purpose of the Committee. While it is the legislative mandate of City Council to make final decisions on all matters that affect the municipality, citizen Committees play an important role in providing expert and resident input on City initiatives.

To ensure that the Ad Hoc Grand Trunk Renewal Committee is providing Council timely and meaningful feedback and advice to inform the development of the Grand Trunk site, the Committee has prepared a workplan and reporting cadence for Council's consideration.

To support the development of the Grand Trunk site, the Committee and staff have identified a significant objective for 2024-2025: the preparation of a complete business case for the Grand Trunk site. This business case will build on the 2018 Master Plan and provide recommendations and insights on key project components, including: vision and development principles, partnership models for anchor tenants, financial modeling, community impact, financial implications, operating and capital pro forma budgets, and phasing. This business case will be presented to Council for consideration and provide Council with the analysis needed to make decisions regarding the site that might include the disposition of property, the procurement of development partner(s), investment of municipal funds, and the allocation of municipal resources.

The Committee has endorsed a 6-month workplan that drives toward the completion of the business plan. The workplan was endorsed by the Committee at their meeting on January 15, 2024.

The focus of the 6-month workplan is building on the 2018 Master Plan by considering the vision and key principles for the Grand Trunk Renewal project. While significant work was accomplished in 2018, this work needs to be considered in the current context. To this end the Committee will work together to develop a draft vision statement and guiding development principles. This work will be done collaboratively and reference a variety of important factors. The Committee will consider the findings of the 2018 Master Plan, recent plans and strategies adopted by the City of Stratford, current and emerging community issues, the learned and lived experience of committee members, feedback from Council and most importantly, insights from the community. The outcome of this work, which is anticipated to be concluded in the summer of 2024, will be a clear statement on the vision for the Grand Trunk Renewal project and a clear set of priorities to guide its development.

The Committee will concurrently develop a workplan for the 2nd half of 2024 and present this to Council in summer of 2024.

Month	Deliverables	Scope of Work
January	<ul style="list-style-type: none"> • Committee workplan 	<ul style="list-style-type: none"> • Develop draft vision and guiding principles review process • Review Terms of Reference • Develop Working Groups • Communications: <ul style="list-style-type: none"> ○ Develop draft website content • Vision & Guiding Principles Review Process <ul style="list-style-type: none"> ○ Develop draft community engagement plan
February	<ul style="list-style-type: none"> • Report to Council on Workplan & Committee Update Status • Report to Council on Terms of Reference & Working Groups • Website update 	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Committee Workshop ○ Community Engagement Event Planning ○ Online Engagement Planning • Terms of Reference: <ul style="list-style-type: none"> ○ Revise Terms of Reference to reflect work and working style of the committee • Communications: <ul style="list-style-type: none"> ○ Develop key messages ○ Post new content to GTR website • Research: <ul style="list-style-type: none"> ○ Working groups explore key questions related to the project
March	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: Community Event #1 <ul style="list-style-type: none"> ○ Update on project from select speakers ○ Open house with information panels 	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Committee Workshop ○ Draft vision & guiding principles ○ Prepare report to Council ○ Event planning & execution • Communications <ul style="list-style-type: none"> ○ Promotion of community event #1 • Ongoing Research

<p>April</p>	<ul style="list-style-type: none"> • Report to Council on Draft Vision & Guiding Principles • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Community Event #2 <ul style="list-style-type: none"> ▪ Examples of projects for inspiration & learning ○ Launch online engagement 	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Event planning & execution • Communications <ul style="list-style-type: none"> ○ Promotion of community event #2 & online engagement • Ongoing Research
<p>May</p>	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Engagement activities on draft vision & guiding principles 	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Event planning & execution ○ Analysis & synthesis of engagement findings ○ Revise vision & guiding principles • Communications <ul style="list-style-type: none"> ○ Promotion of community events & online engagement • Ongoing Research
<p>June</p>	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Draft vision & guiding principles for review 	<ul style="list-style-type: none"> • Vision & Guiding Principles Review Process: <ul style="list-style-type: none"> ○ Analysis & synthesis of engagement findings ○ Revised vision & guiding principles ○ Prepare report to Council • Develop workplan for next 6 months • Ongoing Communications • Ongoing Research
<p>July</p>	<ul style="list-style-type: none"> • Report to Council <ul style="list-style-type: none"> ○ Final Vision & Guiding Principles ○ 6-month workplan 	<ul style="list-style-type: none"> • Develop detailed workplan for next 6 months

Financial Implications:

Financial impact to current year operating budget:

There are funds available in the 2024 City Budget to support the work of the Ad Hoc Committee of approximately \$12,000. The Ad Hoc Committee is proposing to complete Visioning and Guiding Principles Review work that will engage the community as outlined in the 6 month workplan. It is anticipated that there will be expenses incurred related to space rental fees for visioning sessions, advertising, community engagement and speaker honorariums etc.

Financial impact on future year operating budget:

No future impact at this time.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Widening our Economic Opportunities

Strengthening Stratford's economy by developing, attracting, and retaining a diversity of businesses and talent.

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Staff Recommendation: THAT staff be directed to work with members of the Ad Hoc Grand Trunk Renewal Committee and Working Group Chairs to implement the 6-month workplan as presented in Report COU24-015.

Prepared by: Emily Robson, Corporate Initiatives Lead

Recommended by: Joan Thomson, Chief Administrative Officer