

Project Plan: Grand Trunk Renewal Business Case

Planning and Preparation

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

1. Finalize Vision & Guiding Principles

Staff Lead: Emily

Working Group: Vision, Planning & Architecture

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

Tasks:

- Complete community outreach & prepare findings
- Develop vision statement
- Revise guiding principles
- Prepare graphic representation for vision & guiding principles
- Prepare report for Committee & Council
- Deliver report to Committee & Council
- Prepare reporting back mechanism for the community to share vision & guiding principles
- Incorporate vision & guiding principles into communication materials and other processes (procurement etc.)

2. Site Analysis & Environmental Assessment

Staff Lead: Joani

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

Tasks:

- Analyze and synthesize existing findings on site condition and environmental status, including the heritage industrial building
- Identify additional site assessment needs and Indigenous engagements/consultations
- Identify a range of potential strategies to achieve carbon neutrality

3. Develop Key Partnership Model

Staff Leads: Emily & Joani
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

Tasks:

- Conduct a needs assessment to determine complementary space needs across the community.
- Collaborate with key partners to define roles, governance, project interest, and program of spaces and services
- Discussion on Community Needs and Potential Spaces/Services
 - Review community feedback and identify key stakeholder needs
 - Benchmark best practices from similar projects
- Collaborative Session to Identify and Prioritize Types of Spaces and Services
 - Develop a list of potential spaces and services
 - Prioritize the spaces and services based on community impact and feasibility.
- Agreement on the Program of Spaces and Services
 - Draft the program outline and refine it based on stakeholder feedback
 - Formalize the program agreement
 - Outline financial requirements, potential funding sources, and investment opportunities.
 - Identify potential risks and develop mitigation strategies
- Bring outline of MOU and options for consideration to both Committee and Council
- Secure direction to negotiate legal agreements and design
- Establish legal agreements with partners

4. Communications & Community Engagement

Staff Lead: Emily

Working Group: Comms & Civic Engagement

Key Result: Activate the GTR site through placemaking interventions

Tasks:

- Continue engagement activities
- Plan and implement 'early wins' placemaking initiatives with site activations
 - Banners
 - Events (concert, silent disco)
 - Art installations
 - Pop-up garden
- Prepare and implement communications plan, including key messages

4. Procurement/RFP Process and Legal Agreements Structure

Staff Lead: Joani

Working Group: Finance and Real Estate

Key Result: Council-endorsed strategy for land disposition and development partner selection.

Tasks:

- Develop recommendations for the process and approach to the disposition of lands (competitive procurement process)
- Develop a plan for implementation of recommendations
- Develop a promotional plan
- Develop website materials (3D models, real estate pieces, history to current, camera/time-lapse, website hosting location, community buzz)
- International attraction
- Create a database & CRM
- Determine available space (roads, priority)

5. Financial & Real Estate Model

Staff Lead: Joani

Working Group: Finance & Real Estate

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

Tasks:

- Validate site capacity and program, identifying tradeoffs and optionality
- Review existing parking study
- Determine the number of parking spaces needed, ownership options, and phasing
- Develop sales mix
- Conduct market sounding for medium and high-density housing, cultural space, and other employment/entrepreneurial spaces
- Articulate financial and real estate models for consideration

7. Economic, Environmental, and Social Impact Analysis

Staff Leads: Joani & Emily

Working Group: All

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

Tasks:

- Analyze financial and real estate models to articulate the economic, environmental, and social impact of each option

8. Government Relations

Staff Lead: Joani

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

Tasks:

- Identify potential funding opportunities & grants
- Identify key relationships and engagements
- Liaise with MOE on site conditions

Key Dates

Date	Date Type	Deliverable/Milestone	Responsible
June 17	Ad Hoc Meeting	Work Plan shared at a high level with committee	Staff
July 3	WG Chair Meeting	Review Work Plan & key results	Staff
July 8	Ad Hoc Meeting Agenda Posted	Final agenda posted (including work plan and vision and draft guidelines findings)	Staff
July 15	Ad Hoc Meeting	Revised vision & guiding principles endorsed by Ad Hoc Committee, endorse work plan	VPA WG Staff
July 26	Management Report Deadline	Management report draft on Work Plan	Staff
August 7	WG Chairs Meeting	Working Group Status Updates	WG Chairs
August 12	Council Meeting	Council consideration of work plan	Staff
August 23	Management Report Deadline	Management report draft on final vision & guiding principles	VPA WG & Staff
August 29	Ad Hoc Meeting	Inclusion, Equity & Indigenous Initiatives, updates on key partnerships, working group updates	Staff WG Chairs
September 4	WG Chairs Meeting	Working Group Status Updates	WG Chairs

	Ad Hoc Draft Agenda items deadline	WG Chairs submit reports for Ad Hoc agenda package Key Partner Model recommendations submitted for Ad Hoc Agenda	WG Chairs Staff
September 9	Council Meeting	Council consideration of final vision & guiding principles	VPA WG Staff
	Ad Hoc Agenda Circulated	Final agenda posted	Staff
September 16	Ad Hoc Meeting	WG reports & Key Partner Model recommendations tabled	WG Chairs & Staff
September 27	Management Report Deadline	Management report draft on Key Partnership Model	Staff
October 4	Management Report Deadline	Management report on key partnerships model approved	Staff
October 7	Ad Hoc Agenda Posted	WG findings	Staff
October 14	Ad Hoc Meeting	WG reports/recommendations for Committee consideration	WG Chairs & Staff
October 15	Council Meeting	Council consideration of Key Partnership Model	Staff
November 8	Management Report Deadline	Draft management report on committee recommendations	Staff
November 15	Management Report Deadline	Management report on committee recommendations approved	Staff
November 25	Council Meeting	Council consideration of committee recommendations	Staff