

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 (Q2 2024)
- Develop vision statement (Q3 2024)
- Revise guiding principles (Q3 2024)
- Prepare graphic representation for vision & guiding principles (Q3 2024)
- Prepare report for Committee & Council (Q3 2024)
- Deliver report to Committee & Council (Q3 2024)
- Prepare reporting back mechanism for the community to share vision & guiding principles (Q4 2024)
- Incorporate vision & guiding principles into communication materials and other processes (procurement etc.) (Q4 2024 and beyond)

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 (Q3-Q4 2024)
- Identify additional site assessment needs and Indigenous engagements/consultations (Q3-Q4 2024)
- Identify a range of potential strategies to achieve carbon neutrality (Q3-Q4 2024)

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 (Q3 2024)
- Collaborate with key partners to define roles, governance, project interest, and program of spaces and services (Q3-Q4 2024)
- Discussion on Community Needs and Potential Spaces/Services (Q3 2024)
 - 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 (Q3 2024)
 - 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 (Q4 2024)
 - 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 (Q4 2024-Q1 2025)
- Secure direction to negotiate legal agreements and design (Q4 2024-Q1 2025)
- Establish legal agreements with partners (Q1-Q2 2025)

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 (Q3-Q4 2024)
 - Banners
 - Events (concert, silent disco)
 - Art installations
 - Pop-up garden
- Prepare and implement communications plan, including key messages (Ongoing)

5. 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) (Q4 2024)
- Determine available space (roads, priority) (Q4 2024)
- Develop a plan for implementation of recommendations (Q4 2024)
- Develop a promotional plan (Q4 2024)
- Develop website materials (3D models, real estate pieces, history to current, camera/time-lapse, website hosting location, community buzz) (Q4 2025-Q 1 2025)
- International attraction (Q1-Q2 2025)
- Create a database & CRM (Q1 2025)

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 (Q3-Q4 2024)
- Review existing parking study (Q3 2024)
- Determine the number of parking spaces needed, ownership options, and phasing (Q3-Q4 2024)
- Develop sales mix (Q3-Q4 2024)
- Conduct market sounding for medium and high-density housing, cultural space, and other employment/entrepreneurial spaces (Q4 2024)
- Articulate financial and real estate models for consideration (Q4 2024)

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 (Q4 2024-Q1 2025)

8. Government Relations

Staff Lead: Joani

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

Tasks:

- Identify potential funding opportunities & grants (Q3-Q4 2024)
- Identify key relationships and engagements (Q4 2024)
- Liaise with MOE on site conditions (Ongoing)

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	Council Meeting	Council consideration of Key Partnership Model
November 2024	Council Meeting	Council consideration of committee recommendations for development model(s)