

Q3-Q4 2024 Work Plan: Grand Trunk Renewal

Staff Update January 14, 2025

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

- 1. Finalize Vision & Guiding Principles
Staff Lead: Corporate Initiatives
Working Group: Vision, Planning & Architecture

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

Task	Target Date	Status	Notes
Complete community outreach & prepare findings	Q2 2024	Complete	<ul style="list-style-type: none"> - Reviewed by AHC in July - Revised by WG in August - Endorsed by Council September 23, 2024
Develop vision statement	Q3 2024	Complete	
Revise guiding principles	Q3 2024	Complete	
Prepare graphic representation for vision & guiding principles	Q3 2024	Complete	- Shared with the AHC at the November meeting
Prepare report for Committee & Council	Q3 2024	Complete	
Deliver report to Committee & Council	Q3 2024	Complete	- Endorsed by Council on September 23, 2024
Prepare reporting back mechanism for the community to share vision & guiding principles	Q4 2024	In progress	<ul style="list-style-type: none"> - Website to be updated. - Graphic design for vision and guiding principles underway
Incorporate vision & guiding principles into communication materials and other processes (procurement etc.)	Q4 2024 and beyond	In progress	

- 2. Site Analysis & Environmental Assessment
Staff Lead: investStratford
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.

Task	Target Date	Status	Notes
Analyze and synthesize existing findings on site condition and environmental status, including the heritage industrial building	Q3-Q4 2024	Complete	<ul style="list-style-type: none"> - Working with Infrastructure & Environment working group on this. Meeting on August 28 to discuss existing information and next steps. - Detailed information on the status of property to be presented by Taylor Crinklaw, Director of Infrastructure at the Ad Hoc Meeting on October 21, 2024. - Information provided with November agenda package. - Follow-up environmental remediation question on December agenda.
Identify additional site assessment needs and Indigenous engagements/consultations	Q3-Q4 2024	In progress	<ul style="list-style-type: none"> - Manager of Inclusion, Equity and Indigenous Initiatives & Accessibility, Diversity and Inclusion Coordinator developing an Indigenous Engagement and Consultation strategy for the Committee's consideration in October - Committee endorsed draft strategy in October. - The strategy will go to Council in January for feedback and approval. - Staff continue to

			participate in Kaswentha/Two Row Now monthly meetings
Identify a range of potential strategies to achieve carbon neutrality	Q3-Q4 2024	In progress	<ul style="list-style-type: none"> - Infrastructure and Environment WG turning their attention to this in November/December. - Anticipate sharing with committee in Q1 2025

3. Develop Key Partnership Model

Staff Leads: Corporate Initiatives & investStratford

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.

Task	Target Date	Status	Notes
Conduct a needs assessment to determine complementary space needs across the community	Q3 2024	Complete	<ul style="list-style-type: none"> - WG is meeting with community groups to assess needs. - WG presenting report in December Ad Hoc Committee meeting.
Collaborate with key partners to define roles, governance, project interest, and program of spaces and services	Q3 2024	Complete	<ul style="list-style-type: none"> - Regular meetings with key partners including the YMCA and Stratford Public Library
Discussion on Community Needs and Potential Spaces/Services	Q3 2024	Complete	<ul style="list-style-type: none"> - Key partners and WG met to discuss community needs
Collaborative Session to Identify and Prioritize Types of Spaces and Services	Q3 2024	Complete	<ul style="list-style-type: none"> - Partners have developed a draft high-level space program
Agreement on the Program of spaces and services	Q4 2024	Deferred	<ul style="list-style-type: none"> - To be completed after direction from Council on Feb 10
Draft the program outline and refine	Q4 2024	Deferred	<ul style="list-style-type: none"> - To be completed

it based on stakeholder feedback			after direction from Council on Feb 10
Bring outline of MOU and options for consideration to both Committee and Council	Q4 2024-Q1 2025	In progress	<ul style="list-style-type: none"> - Currently developing these options and MOU outline - Conducting benchmarking research to determine the investment needed from the municipality to support the development of a community hub. These findings will be delivered in mid-December. - Council report schedule for February to share anticipated investment range for shared community amenity facility. Staff will seek direction to proceed with design and cost-estimates.
Formalize the program agreement & preliminary design	Q1 2025	Not yet started	<ul style="list-style-type: none"> - This needs direction from Council. Anticipated in February.
Outline financial requirements, potential funding sources, and investment opportunities.	Q4 2024-Q1 2025	Complete	<ul style="list-style-type: none"> - Included in benchmarking research
Identify potential risks and develop mitigation strategies	Q4 2024-Q1 2025	Not yet started	
Secure direction to negotiate legal agreements and design	Q4 2024-Q1 2025	Not yet started	<ul style="list-style-type: none"> - This needs direction from Council. Anticipated in February.
Establish legal agreements with partners	Q1-Q2 2025	Not yet started	<ul style="list-style-type: none"> - This needs direction from Council. Anticipated in

			February.
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4. Communications & Community Engagement

Staff Lead: Corporate Initiatives

Working Group: Comms & Civic Engagement

Key Result: Activate the GTR site through placemaking interventions

Task	Target Date	Status	Notes
Continue engagement activities	Ongoing	In progress	<ul style="list-style-type: none"> - SLAAA engagement activity on September 7th to gather insight from members - SLAAA Board meeting discussion in November
Plan and implement ‘early wins’ placemaking site activations	Q3-Q4	In progress	<ul style="list-style-type: none"> - Developing event/activation parameters (site safety, protocols, infrastructure, insurance requirements) in collaboration with LightsON and Stratford Summer Music - Community Services exploring City-led events that could be implemented in Q3/Q4—this is not possible until the building can obtain occupancy. - Preparing report to Council seeking funds to support the infrastructure, equipment and operational support to open the site for activations. To determine the cost,

			<p>recommendations on the interventions needed to achieve temporary occupancy is needed.</p> <ul style="list-style-type: none"> - Seeking expert advice on the scope of work required to obtain a change of use (from industrial to assembly). Recommendations are being prepared. - Planning for small group tours is underway. - Communications WG to lead upcoming site tours.
Prepare and implement communications plans, including key messages and collateral materials	Ongoing	In progress	<ul style="list-style-type: none"> - WG will undertake a scope of work that includes: - Revision of key messages - Additional website content - Presentation deck and speaking points developed for shared use

5. Procurement/RFP Process and Legal Agreements Structure

Staff Lead: investStratford

Working Group: Finance and Real Estate

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

Task	Target Date	Status	Notes
Develop recommendations for the process and approach to the disposition of lands (competitive procurement process)	Q4 2024	Complete	<ul style="list-style-type: none"> - Meeting with legal advisors to develop options for disposition. - Key recommendations on residential and mobility structure are based on an Expression of Interest process, which is a procurement option recommended for this particular situation. - Key recommendations re: residential and mobility structure development to be considered by Council on February 10.
Determine available space (roads, priority)	Q4 2024	In progress	<ul style="list-style-type: none"> - Under discussion with Engineering
Develop a plan for implementation of recommendations	Q4 2024	In progress	
Develop a promotional plan	Q4 2024	Not yet started	
Develop website materials (3D models, real estate pieces, history to current, camera/time-lapse, website hosting location, community buzz)	Q4 2024- Q 1 2025	Not yet started	
International attraction	Q4 2024- Q 1 2025	Not yet started	
Create a database & CRM	Q1 2025	In progress	

4. Financial & Real Estate Model
Staff Lead: investStratford
Working Group: Finance & Real Estate

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

Task	Target Date	Status	Notes
Validate site capacity and program, identifying tradeoffs and optionality	Q3-Q4 2024	In progress	<ul style="list-style-type: none"> - Urban planning and land economics expertise retained to conduct market analysis & sounding. - Findings to be presented to the Ad Hoc Committee in December. - Final report forthcoming in Q1 2025.
Review existing parking study	Q3 2024	In progress	
Determine the number of parking spaces needed, ownership options, and phasing	Q3-Q4 2024	In progress	<ul style="list-style-type: none"> - Number of parking spaces depended on site usage. - Researching parking deliver models - Referenced in Key Recommendations presented in December meeting. - Key recommendations going to Council on February 10, 2025.
Develop sales mix	Q3-Q4 2024	Not yet started	<ul style="list-style-type: none"> - Assessed based on findings from site capacity and market analysis. Anticipated for late Q4. - Referenced in Key Recommendations presented in December meeting.
Conduct market sounding for	Q4 2024	In progress	<ul style="list-style-type: none"> - Urban planning and

medium and high-density housing, cultural space, and other employment/entrepreneurial spaces/ Informal market sounding			land economics expertise retained to conduct market analysis & sounding. - To be presented to the Ad Hoc Committee in December. -
Articulate financial and real estate models for consideration / Assessment of forecasted market demand and pro forma to evaluate financial feasibility, including market project review	Q4 2024	In progress	- Working session to develop construction pro forma scheduled for October. This meeting was delayed due to extenuating circumstances on the consulting team side. - To be informed by the market sounding and site capacity work, which is to be delivered in December.

7. Economic, Environmental, and Social Impact Analysis

Staff Leads: Corporate Initiatives & investStratford

Working Group: All

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

Task	Target Date	Status	Notes
Analyze financial and real estate models to articulate the economic, environmental, and social impact of each option	Q4 2024- Q1 2025	Not yet started	

8. Government Relations

Staff Lead: Corporate Initiatives & investStratford

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

Task	Target Date	Status	Notes
Identify potential funding opportunities & grants	Q3-Q4 2024	In progress	- List of funding opportunities regularly updated
Identify key relationships and engagements.	Q4 2024	In progress	
Consult with MOE on site conditions.	Ongoing	In progress	

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 Deferred	Council Meeting	Council consideration of Key Partnership Model—Deferred to February 2025 report
November 2024 Deferred	Council Meeting	Council consideration of committee recommendations for development model(s)—Deferred to February 2025 report
February 10, 2025	Council Meeting	Recommendations on Key Actions to support project momentum