

Welcome !



THE PROJECT

The Grand Trunk Master Plan is intended to provide a flexible framework to guide the transformation and reinvestment of the 18 acre Grand Trunk block in Stratford's downtown. The City of Stratford has retained Urban Strategies Inc. to prepare the Master Plan with input from partners and the community engagement process.

The Draft Grand Trunk Master Plan is responsive to the municipality's needs, economic development opportunities and planning requirements. The Draft Master Plan defines a future Vision, identifies Guiding Principles; outlines a Phasing strategy and establishes directions for key site-wide components including: a network of streets and blocks; public realm and open space opportunities; land use and built form; mobility, servicing and parking; and sustainability

TODAY'S OPEN HOUSE

Since the Community Open House on June 10, 2017, we have incorporated your input and feedback into a Draft Master Plan.

With this feedback, we created the Draft Master Plan, including a Vision, **ten Guiding Principles and key Directions** to guide the future development of the Grand Trunk site. Supporting this Master Plan is a demonstration plan, showing one way the Master Plan could be implemented.

At this Open House, **we want to hear your thoughts on the Draft Grand Trunk Master Plan!**

The Final Draft Master Plan will be presented to Council in early 2018, so we want to make sure your feedback is heard and can be reflected in finalization of the Plan.

GET INVOLVED!

There are lots of ways to get involved in the finalization of the Grand Trunk Master Plan. Some of these include:

Provide us feedback tonight, either with a Post-It note or discussing with a team member.

Send us an e-mail with your thoughts at cooperplan@stratford.ca

Visit the Grand Trunk (Cooper Block) Master Plan website:

www.stratfordcanada.ca/CooperBlock

Please provide comments by November 24, 2017.

TONIGHT'S SCHEDULE

5:00 - 6:00 PM - Open House and Panel Viewing

6:00 - 6:30 PM - Welcome + Presentation

6:30 - 6:45 PM - Questions

6:45 - 8:00 PM - Open House Exploration + Discussion with Team

Members of the Urban Strategies Inc. team and City staff are in attendance and will be happy to answer any questions you may have about the Draft Grand Trunk Master Plan.

For further information or to give us any feedback, contact:

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City of Stratford

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cooperplan@stratford.ca

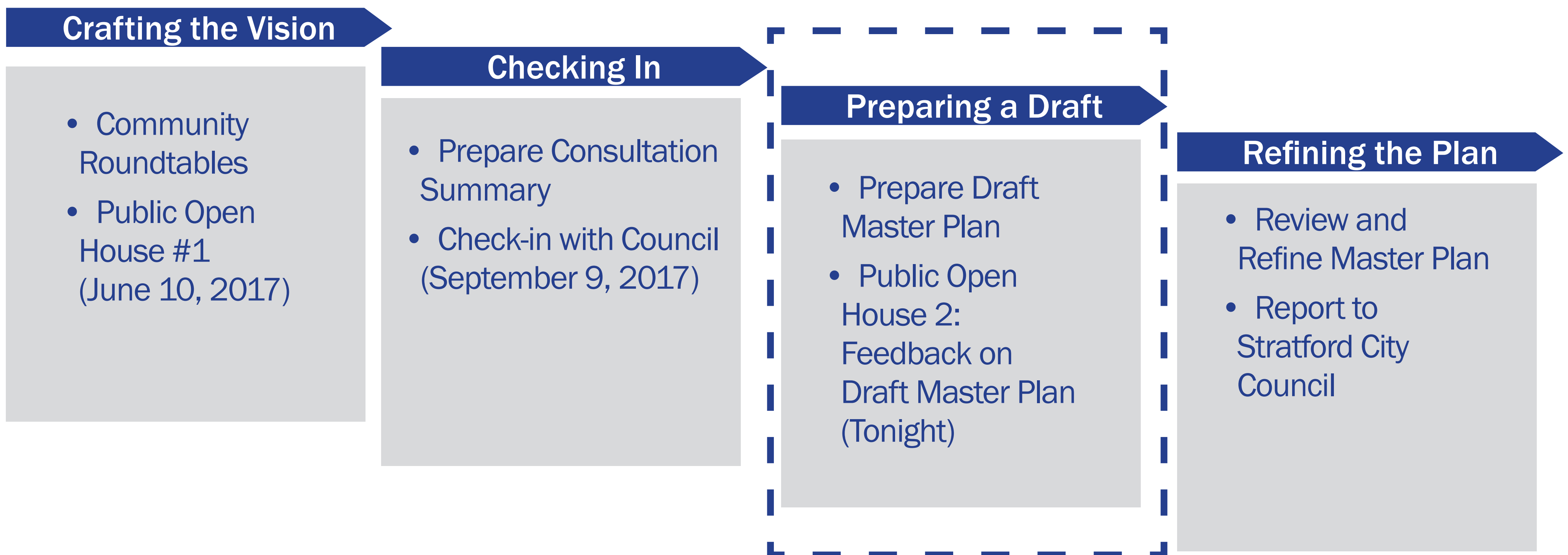
Work to Date & Process

PROCESS TO DATE

MASTER PLAN



THE ENGAGEMENT PROGRAM



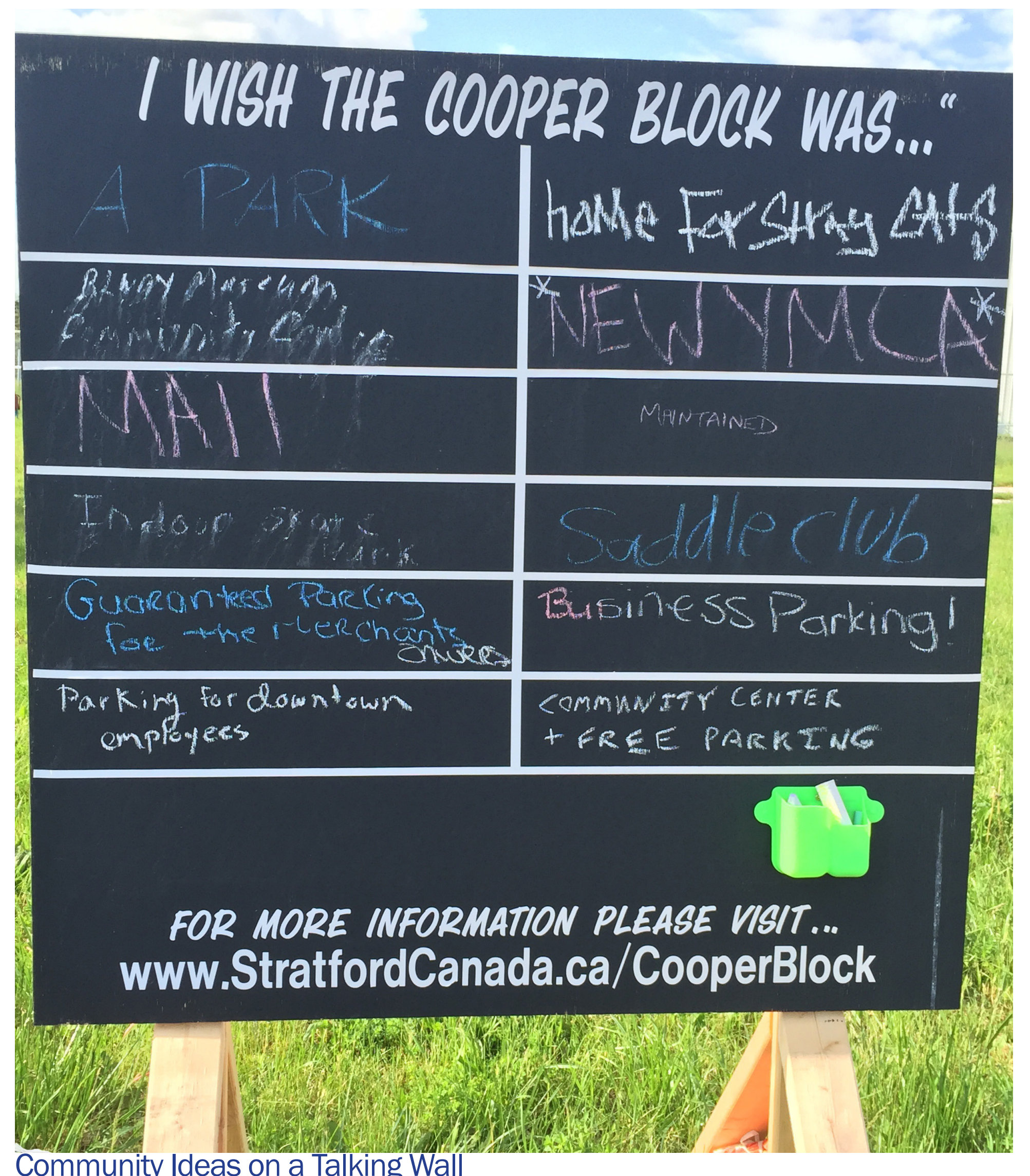
WAYS WE HEARD FROM YOU

100+ attendees at the public open house

30+ unique ideas submitted via the "talking walls"

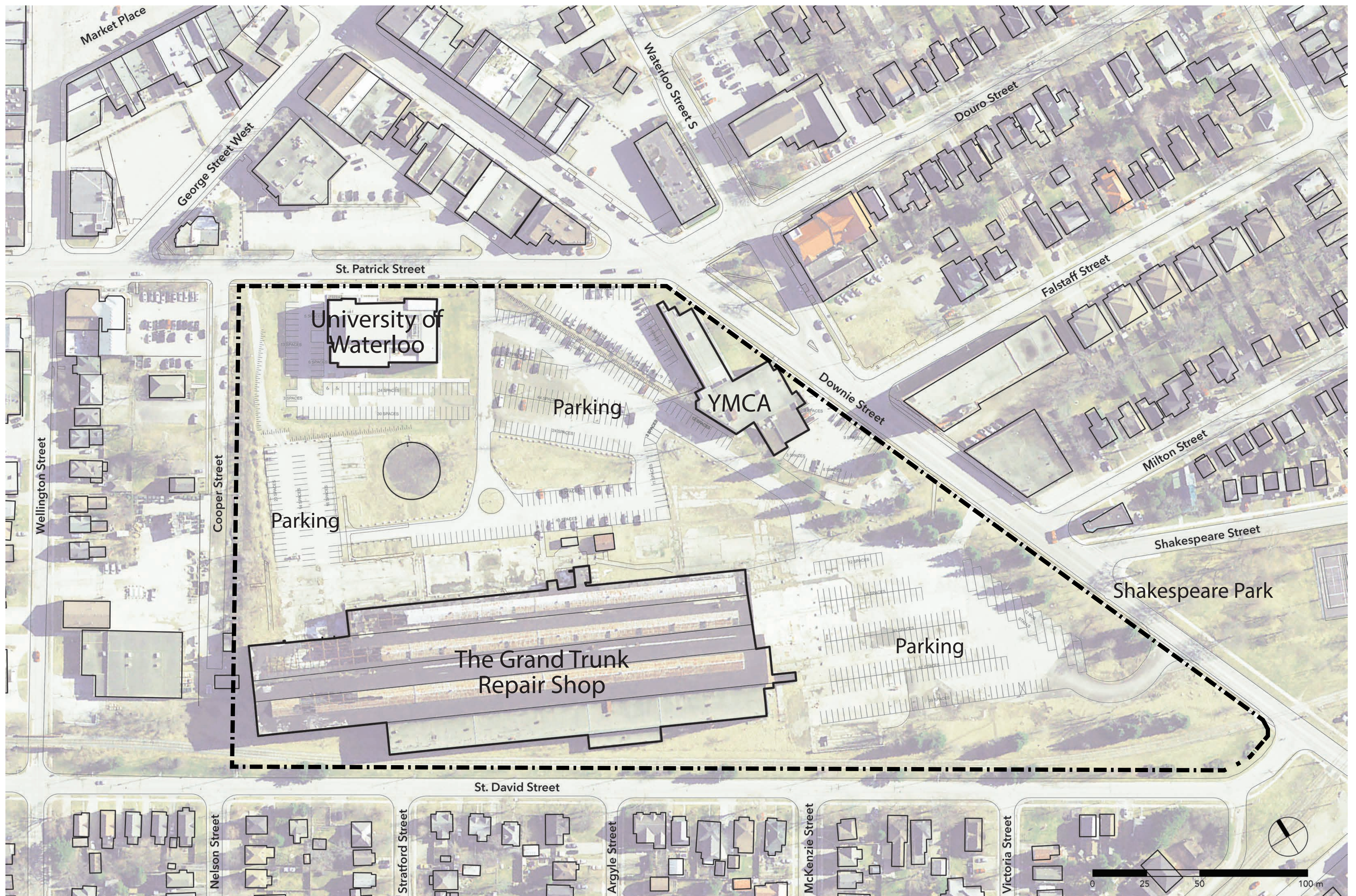
50+ kitchen table kits received

15+ direct emails received



Community Ideas on a Talking Wall

The Site Today



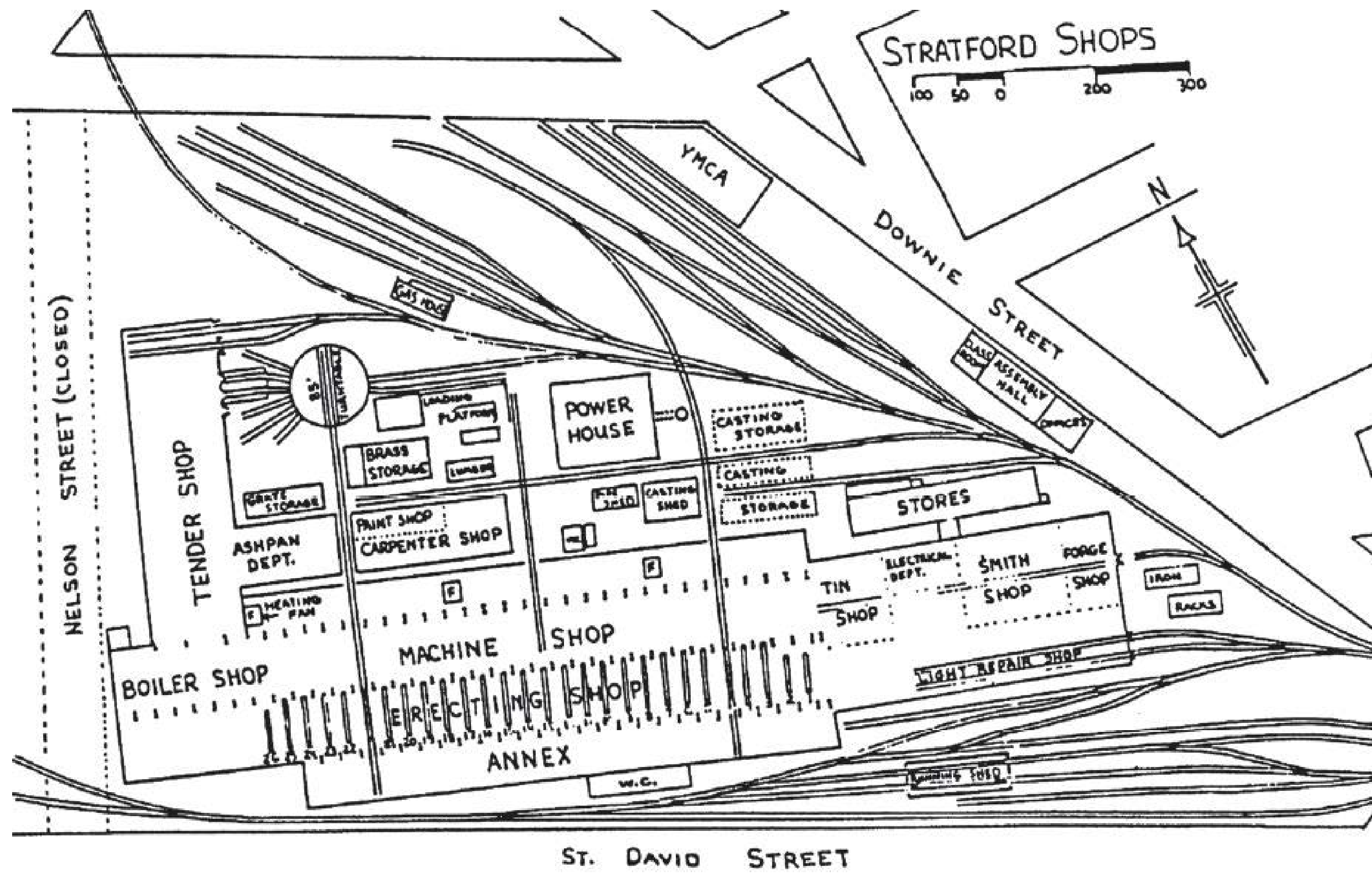
- The Grand Trunk site (also known as the Cooper Block) totals 18 acres as outlined above.
- Currently occupied by three buildings: the University of Waterloo Stratford Campus, the YMCA of Stratford-Perth, and the vacant Grand Trunk Building.
- The University of Waterloo Stratford Campus currently occupies approximately 42,000 square feet on 1.37 acres of land. Pursuant to the City's agreements with the University of Waterloo, the City has committed to providing the University with at least 8 acres of land and the 1.37 acres is the first phase.
- The Stratford-Perth YMCA building is approximately 45,000 square feet on 1.23 acres of the 18-acre site.
- The Grand Trunk Building is currently approximately 160,000 square feet situated on 11.42 acres of the 18-acre site.
- Footprint of former turntable still visible on site and remnants of original rail tracks, sides, and spurs
- Approximately 500 parking spaces are currently provided on the Grand Trunk site, representing about 40% of the municipal parking supply of Downtown Stratford

History

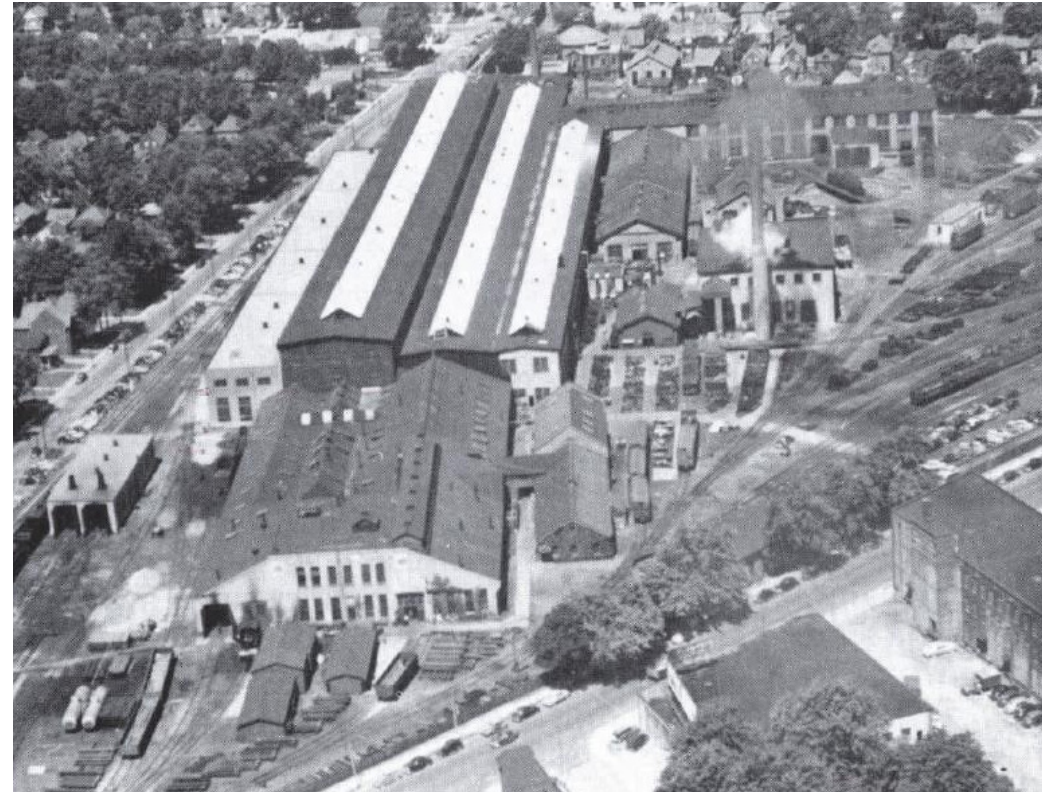
A BRIEF SITE HISTORY

The Grand Trunk Railway Shop Building was opened in 1871 as a locomotive repair facility and later, through the early twentieth century, expanded and grew to its maximum extent by the 1940s. At its height, the Cooper Building employed approximately 40% of Stratford's workforce. By the 1960s, the need for steam locomotives had declined significantly in favour of diesel-powered trains, resulting in the site being transferred to Cooper-Bessemer, a boiler manufacturer.

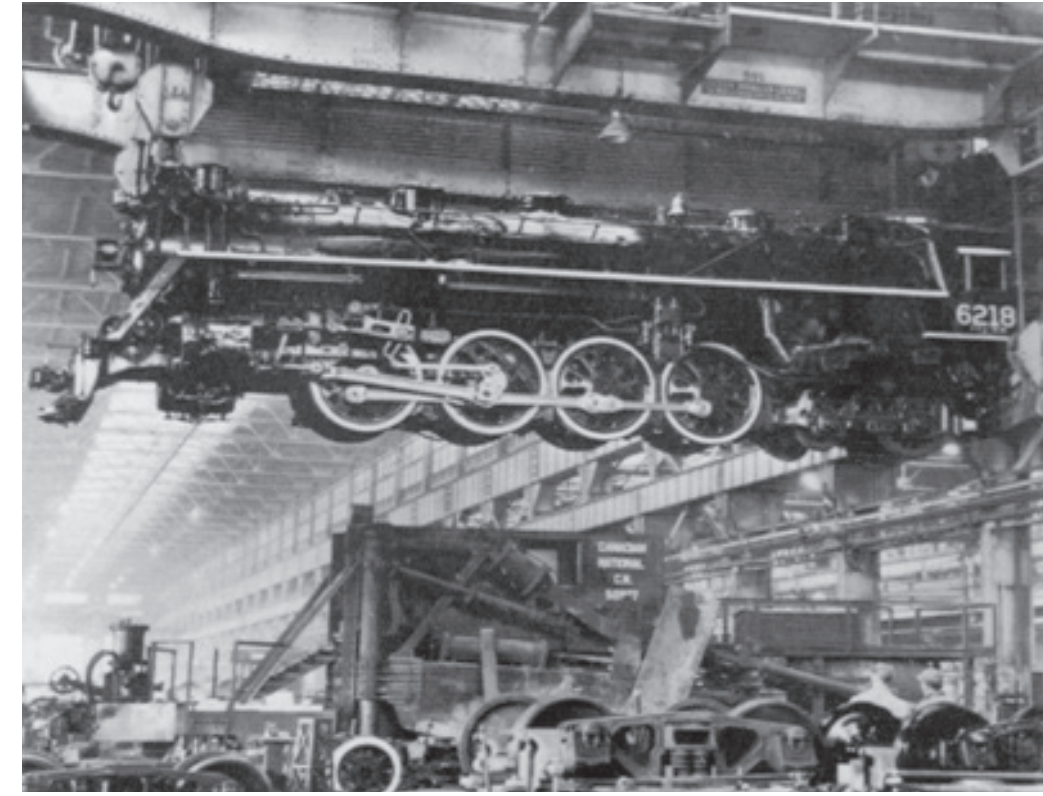
The site was abandoned in the mid-1980s and in the 1990s the City of Stratford purchased and resold the site. Following discussions between the City and the University of Waterloo, the City expropriated the site in 2009 for municipal purposes, including economic development purposes. In 2010, the City transferred 1.37 acres to the University of Waterloo pursuant to an agreement with the University to provide at least 8 acres in total. The Stratford Campus hosted its inaugural class of its Global Business and Digital Arts program in 2012.



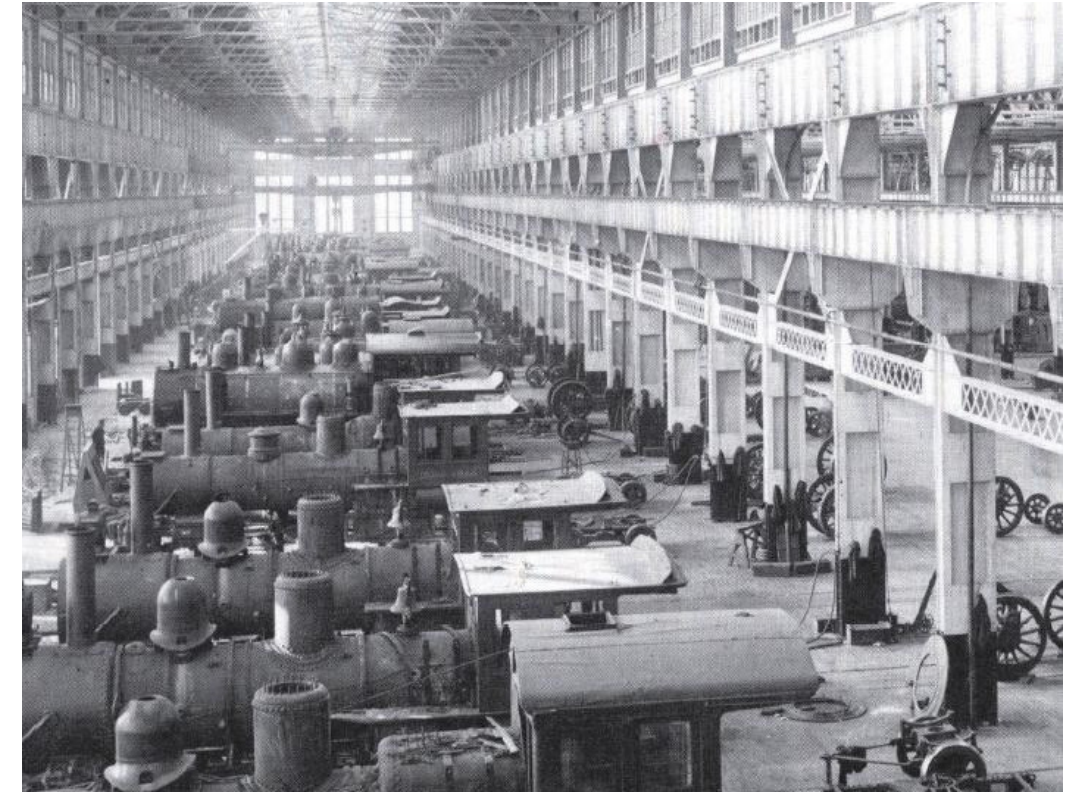
The Original Grand Trunk Railway Shop Building



The Building in Operation



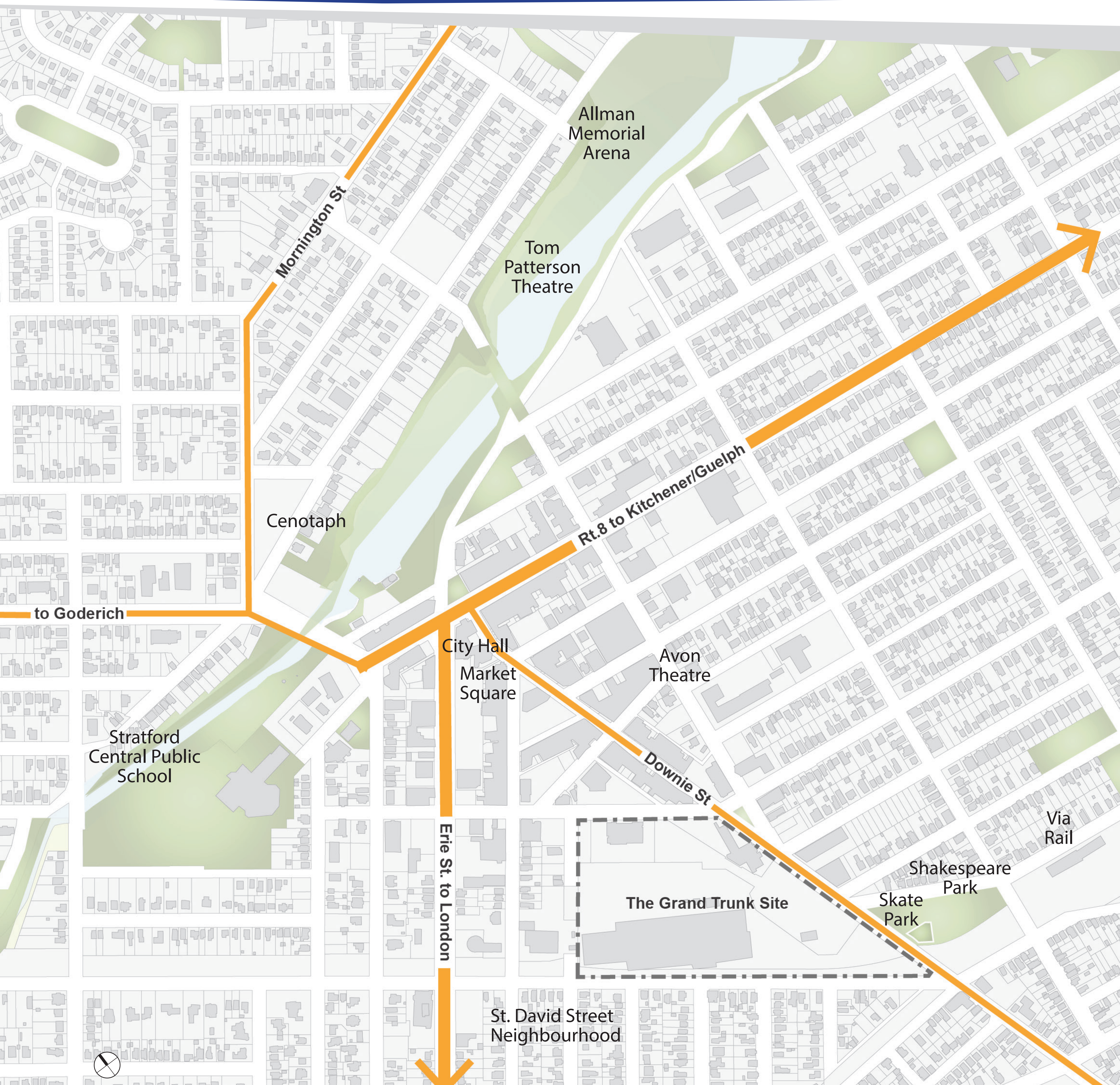
Hoisted Train for Repair



Train Storage



The Site & Context



THE GRAND TRUNK SITE IN THE CITY

The Grand Trunk site, which today sits largely vacant except for the Stratford-Perth YMCA and University of Waterloo Campus, is located in Downtown Stratford. It is located an approximately two minute walk from the heart of Stratford, Market Square and City Hall, and is adjacent to Shakespeare Park. Because of its location on the southern edge of downtown Stratford, the site acts as an interface between the city's core and the

surrounding neighbourhoods, in particular the St. David Street neighbourhood to the south. Moreover, the Stratford Via Rail Station is located an approximately five-minute walk from the Cooper Block.

The Cooper Block is also located at the confluence of key routes into - and out - of the city. Traveling east along Route 8 brings you to Kitchener within 45 minutes and further on to the Greater Toronto Area in approximately one hour.

Taking Erie Street south out of Stratford, London is an approximately forty-five minute drive away. And to the west, past Goderich, Sarnia and the United States border are approximately 1.5 hours away by car.

Opportunities & Constraints

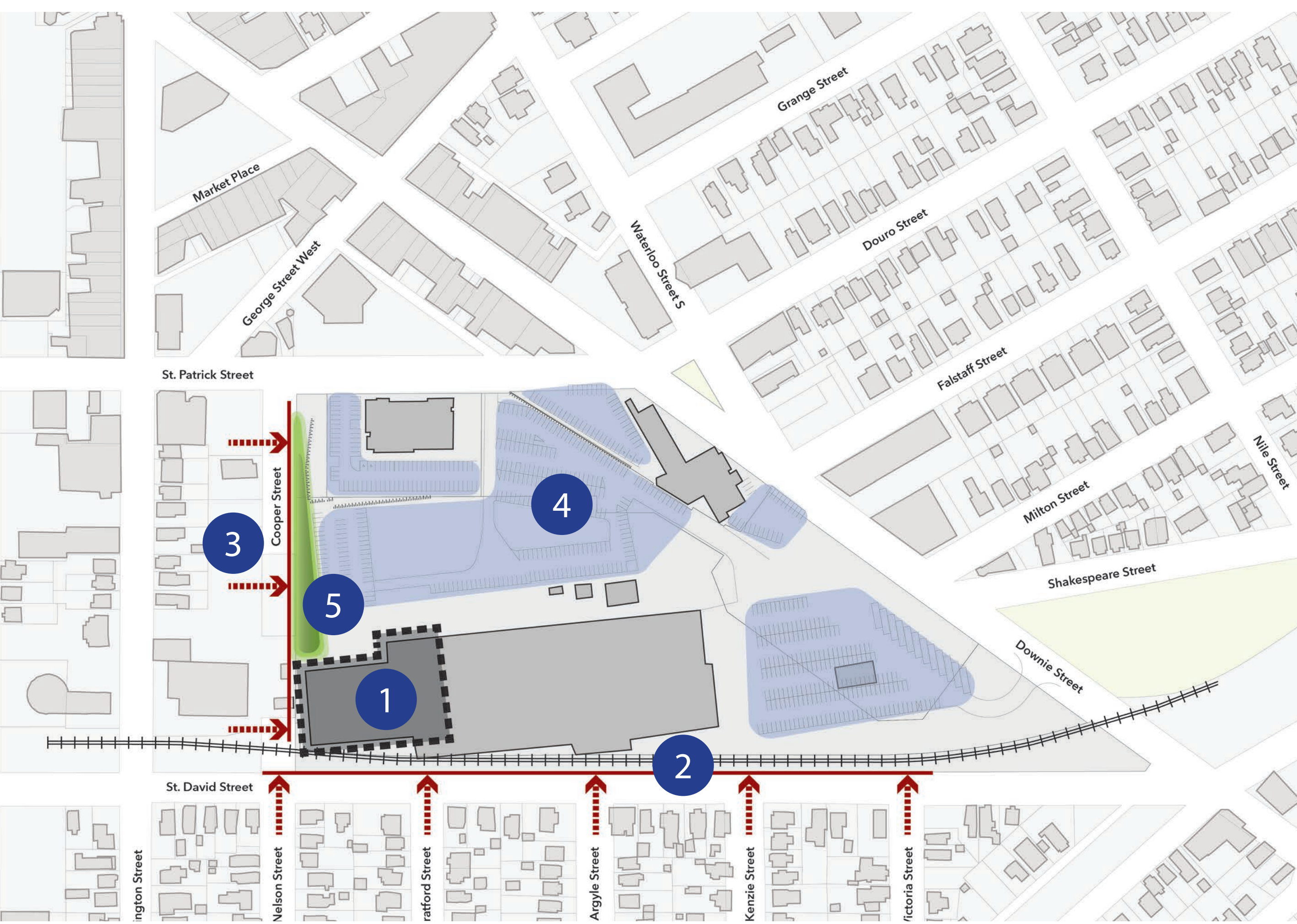
OPPORTUNITIES

- 1 A bus terminal on the Grand Trunk site can improve mobility within the City and be an early animator for the Community Hub.
- 2 The edges of the Grand Trunk site are important as they will be the “face” that presents to the city and its surroundings neighbourhoods.
- 3 There is an opportunity to create a series of public open spaces for community gathering and greening of the site.
- 4 The corner at the intersection of St. Patrick, Downie, and Douro Streets, presents an important view to the Grand Trunk Building.
- 5 New streets will create ways for people to get into, around and through the site as pedestrians, cyclists and motorists.
- 6 The creation of the Grand Trunk Community Hub, at the centre of the site with potential adaptive reuse of portions of the building.
- 7 New uses, such as residential, could animate and bring 24 hour life to the site.



CONSTRAINTS

- 1 Portions of the Grand Trunk Building are burned out and beyond rehabilitation.
- 2 An active freight rail line currently separates the Grand Trunk site from the St. David Street Neighbourhood to the south.
- 3 Substantial grade change on the west side of the Grand Trunk site restricts connections to Cooper Street.
- 4 Significant portions of the site are utilized for surface parking that supports the parking supply of Downtown Stratford, and provision of parking needs to be sustained.
- 5 There are some areas of contamination on the site from past uses, largely focused in the western portion of the site.



Planning Context

Stratford Official Plan - Downtown Core

Stratford's 1993 Official Plan, which is currently in effect as it relates to the Grand Trunk site, describes the Downtown Core as a place that is "vibrant, compact, multi-functional, attractive and people friendly". In support of the continued success of the Downtown, Official Plan policies encourage the rehabilitation of older buildings and recognizes the significance of downtown heritage landmarks and their role in enhancing their surroundings. In addition, the Official Plan states that it is a policy of the City to maintain, make better use of, and increase, where feasible, the supply of parking downtown.

Official Plan Amendment 21 - Cooper Site - Major Institutional Focus Area

OPA 21 (which amends the 1993 Official Plan and is in effect for the entire city except as it relates to the 'Cooper Block' (the Grand Trunk site) because it is under site-specific appeal) proposes to amend the Stratford Official Plan and designate the site as a Major Institutional Use Focus Area. It would permit a broad range of uses and states the following goals and objectives for the site:

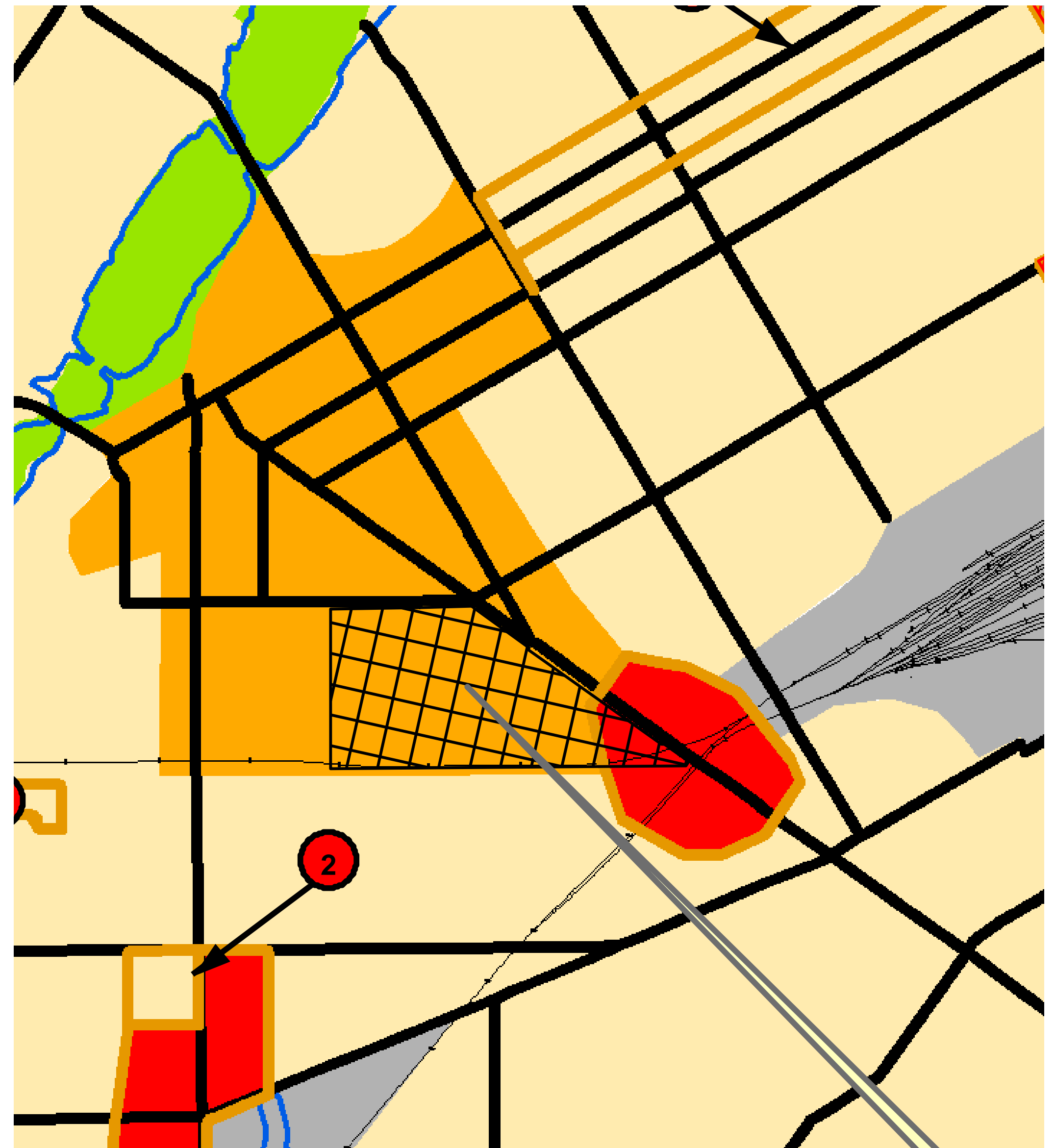
- To encourage public and institutional uses which will restore a sense of purpose and vibrancy to the site making it a focus of activity in the southern part of the Downtown Core
- To ensure that development in the site complements and supports the role of the Downtown Core as the primary focus of the City with its own distinct character and identity
- To ensure that the historic use of the site is appropriately commemorated with an emphasis on the importance of rail to the development of the City

OPA 21 contemplates development of the Grand Trunk site in accordance with a master plan prepared and adopted by the City which will establish the general land use and transportation structure, and provide direction for other related issues such as servicing and urban design.

Zoning By-Law No. 201-2000

The Grand Trunk site is zoned C3-2 (Central Commercial) permitting a wide range of uses including apartment dwellings, commercial uses, senior's housing, institutional uses, and industrial uses.

A maximum height of 15 metres is permitted on the Grand Trunk site and any new development must include a minimum of 10% landscaped open space in the proposal.



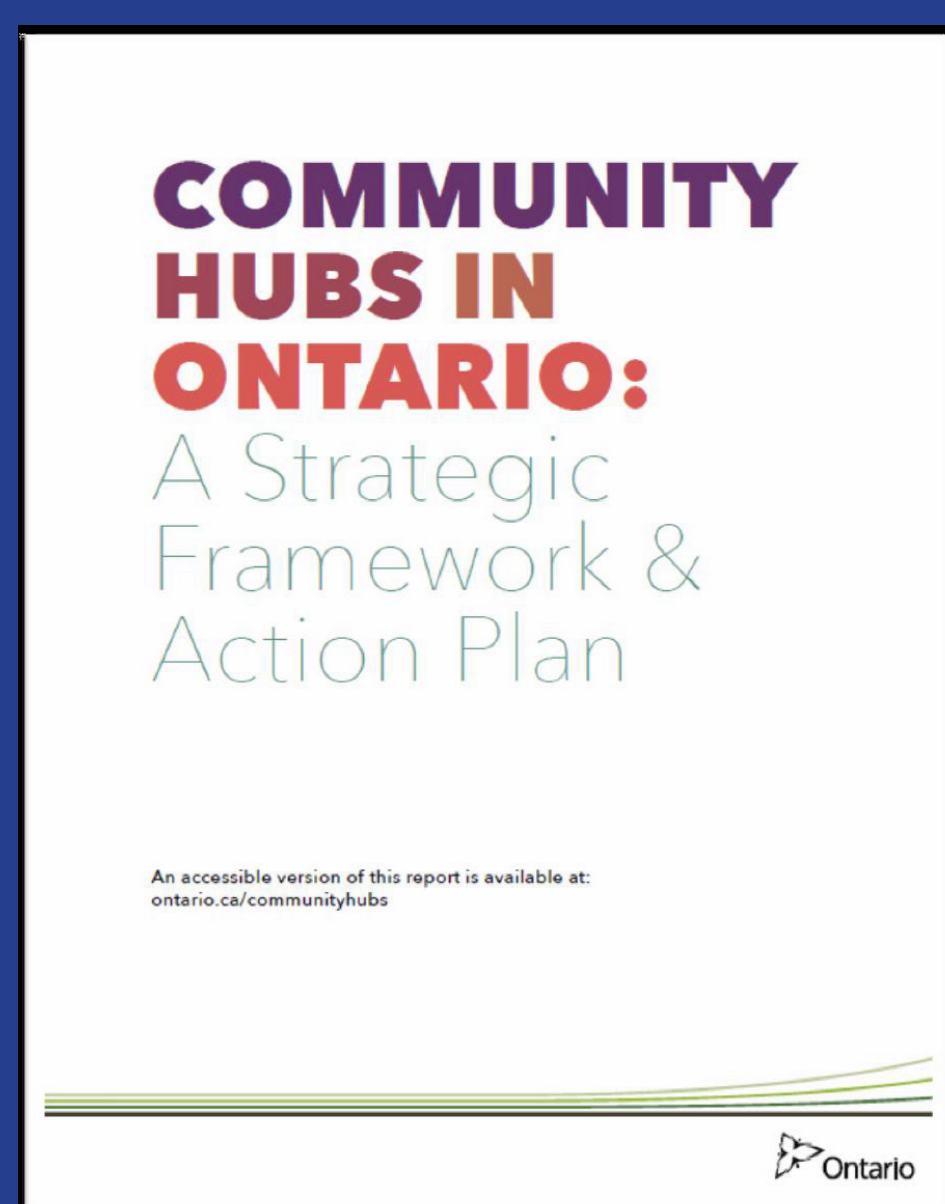
Legend

General Land Use

Class

- Agricultural Area
- Commercial Area
- Downtown Core
- Industrial Area
- Medium Density Residential
- Medium Density Residential Special
- Parks and Open Space
- Residential Area
- High Density Residential

- Special Study Area Section 11.2.16
- Factory District Area (Section 4.9)
- Cooper Site - Major Institutional Use Focus Area
- Built Boundary
- Municipal Boundary
- Gateway Areas
- Special Policy Areas
- Regulatory Flood Hazard



Community Hub Strategic Framework & Action Plan

In March, 2015 the Government of Ontario launched an initiative to improve and enhance community services across the Province by facilitating and supporting the creation of community hubs. Community hubs are described as central points within a community that provide a range of health, social service, recreational, environmental, and educational uses within an integrated facility. They can be located in existing schools, community

centres, places of worship, libraries, or other public buildings.

The Grand Trunk Building is an ideal candidate for transformation to turn it into a Community Hub with the Stratford-Perth YMCA, the Stratford Library, and the University of Waterloo Stratford Campus as key anchors.



Climate Change Action Plan

Ontario's Five Year Climate Change Action Plan (2016- 2020) aligns with the Community Hub Action Plan insofar as its aim is to, in part, support sustainable and resilient community services and facilities. Specifically, it identifies that the

reuse of heritage properties is inherently sustainable and are excellent platforms to showcase low carbon technology and reduce greenhouse gas emissions.

What is a Community Hub?



Community hubs are clusters of community-oriented uses such as recreation, health services, education, child care, meeting space, arts, and culture that anchor a community. By their proximity to each other, these combination of uses which are unique to each location create opportunities for collaboration, social interaction, and economic development.

The Grand Trunk site, and current site partners including the City, University of Waterloo and YMCA, provide a critical nucleus of activity that has the potential to evolve and grow into the Grand Trunk Community Hub.

Precedents of other community hubs include:



Evergreen Brickworks - Toronto



Wychwood Barns - Toronto



The Tannery - Kitchener-Waterloo



What We Heard

The engagement process to date has provided many good ideas and feedback on what is needed for the Grand Trunk site. Some key quotes are highlighted below.

“Let’s make the Cooper Building a centre that showcases all of the wonderful things happening here!”

“The University of Waterloo buildings need to be designed to complement the public usage of the site - not take over the site.”

“Green space as a focal point”

“The building is a part of our past and we need to make it live again as part of our future. Don’t fail the memories of those who made Stratford what it is today.”

“The future of the block should be open, porous, integrated, urban and future-focused!”

“Make sure that the future site is inclusive and collaborative”

“This block transformation needs to be authentically Stratford”

“It’s hard to find space to start, grow and building businesses in this area”

“This needs to be a net contributor to the city and community”

“The site is a piece of history that needs to be honoured and maintained.”

“Parking is a need”

The Guiding Principles

The following planning and development principles emerged as a synthesis of the background review of the site; its history; the policy framework; the opportunities and constraints identified during the technical review; and the feedback provided by Stratford residents, community groups, and other participants in the community engagement process.

- 1 Celebrate the history of the site by adaptively reusing portions of the original building and site as the Grand Trunk Community Hub.
- 2 Create a place that reflects Stratford's community, values, and aspirations.
- 3 Introduce a fine-grained street and block network that weaves the site into the City of Stratford, is pedestrian friendly and creates development blocks to accommodate future uses.
- 4 Establish a range of passive and green public spaces, anchored by a central, all season gathering commons.
- 5 Retain and enhance the significant view corridor at Downie and St. Patrick Streets as the entry portal to the Grand Trunk building and site.
- 6 Integrate a new transit terminal into the site to enhance mobility and transportation options for Stratford.
- 7 Explore the convergence and integration of program, activity and actors to establish a successful Community Hub.
- 8 Encourage complementary land uses, such as residential, student and senior living, incubator space, community-based recreation and cultural and hotel uses that can contribute to the long term prosperity of Stratford.
- 9 Demonstrate design excellence and sustainability in built form, public spaces, program and creative landscapes.
- 10 Create a reinvestment framework that can accommodate phased development over time while providing certainty and accountability to the Stratford community and other partners.

What do you think of these Guiding Principles? Do these principles represent what you want to see for the Grand Trunk site? Have we missed something? Let us know on a Post-It note!

The Vision

The Grand Trunk Community Hub would be a convergence of education, community, entrepreneurship, and innovation to strengthen and diversify the Stratford economy, providing services and amenities for both residents and visitors. The Hub would allow for a cluster of uses that create a strong identity, sense of place, and centre of gravity for the Grand Trunk Lands and Railway Shop Building, expanding and connecting to the existing Downtown. It would generate a critical mass of activity that appeals to a diverse cross-section of Stratford's population.

The Grand Trunk Community Hub would be active throughout the day, on weekends, and in all seasons. With student housing, the YMCA's range of services, and the buzz of visitors arriving by bus, car, bicycle, or foot, there will never be a dull moment. The Hub would provide something for everyone: green space for relaxing picnics, a gym for the fitness-inclined, meeting space for engaged groups, work rooms for busy students, child care services for doting parents, and parking for hardworking employees. It would be a "third place", not work, not home, for all of Stratford.

Key Moves

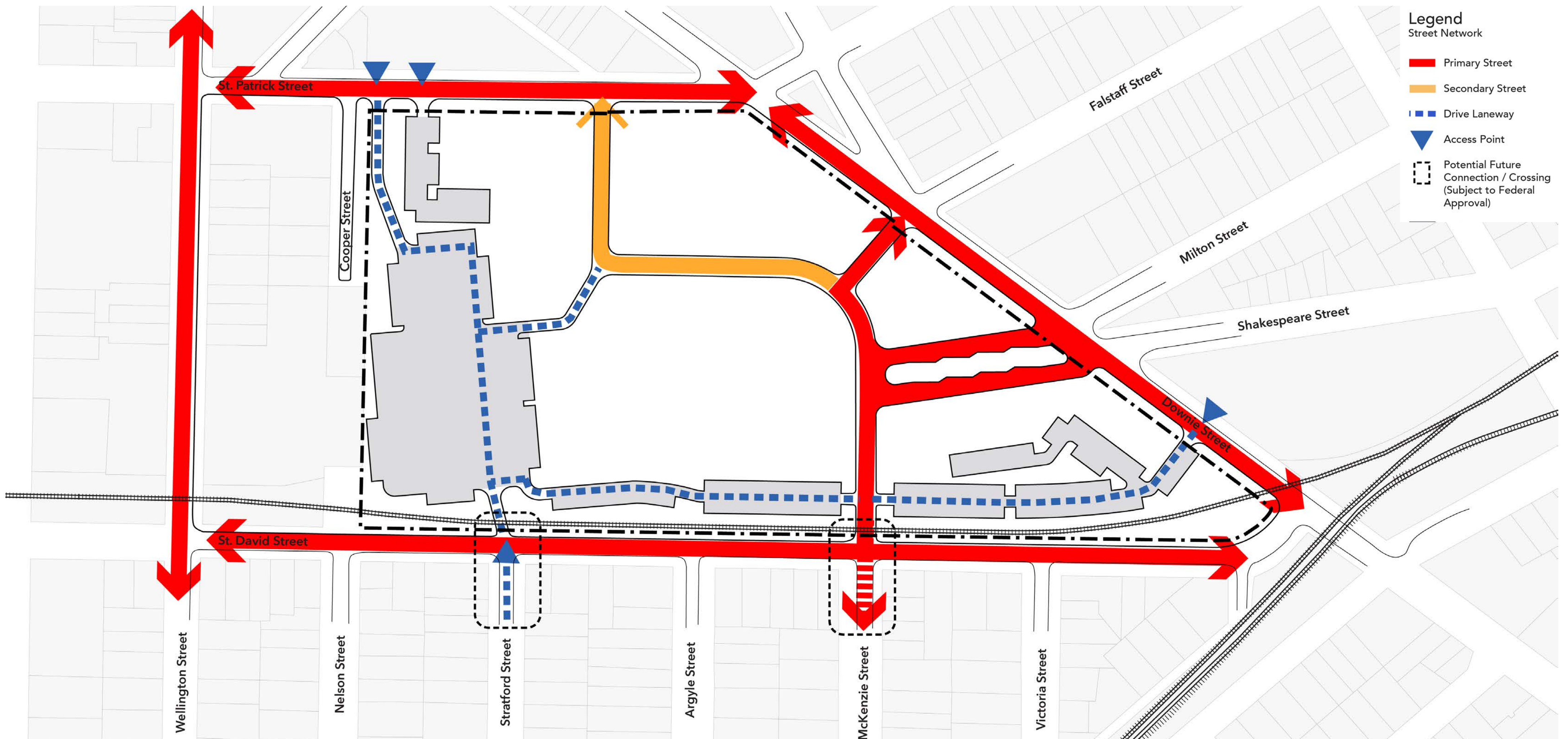
- 1 Celebrating Stratford's history through adaptively re-using portions of the Grand Trunk Building.
- 2 Facilitating the Grand Trunk Community Hub, a convergence of: learning, education, health, culture, recreation, innovation, entrepreneurialism, community and living.
- 3 Rebuilding and enhancing the YMCA facilities.
- 4 Expanding and enriching the academic offering.
- 5 Integrating the new Stratford bus terminal.
- 6 Creating a fine grain of streets and blocks.



- 7 Extending the street pattern to connect the site into downtown Stratford and surrounding neighbourhoods.
- 8 Creating The Common as a place of confluence and gathering of different users of the site.
- 9 Introducing the Grand Trunk Spine as a visual and pedestrian connection.
- 10 Attracting and unlocking private investment.
- 11 Allowing for innovative parking solutions.

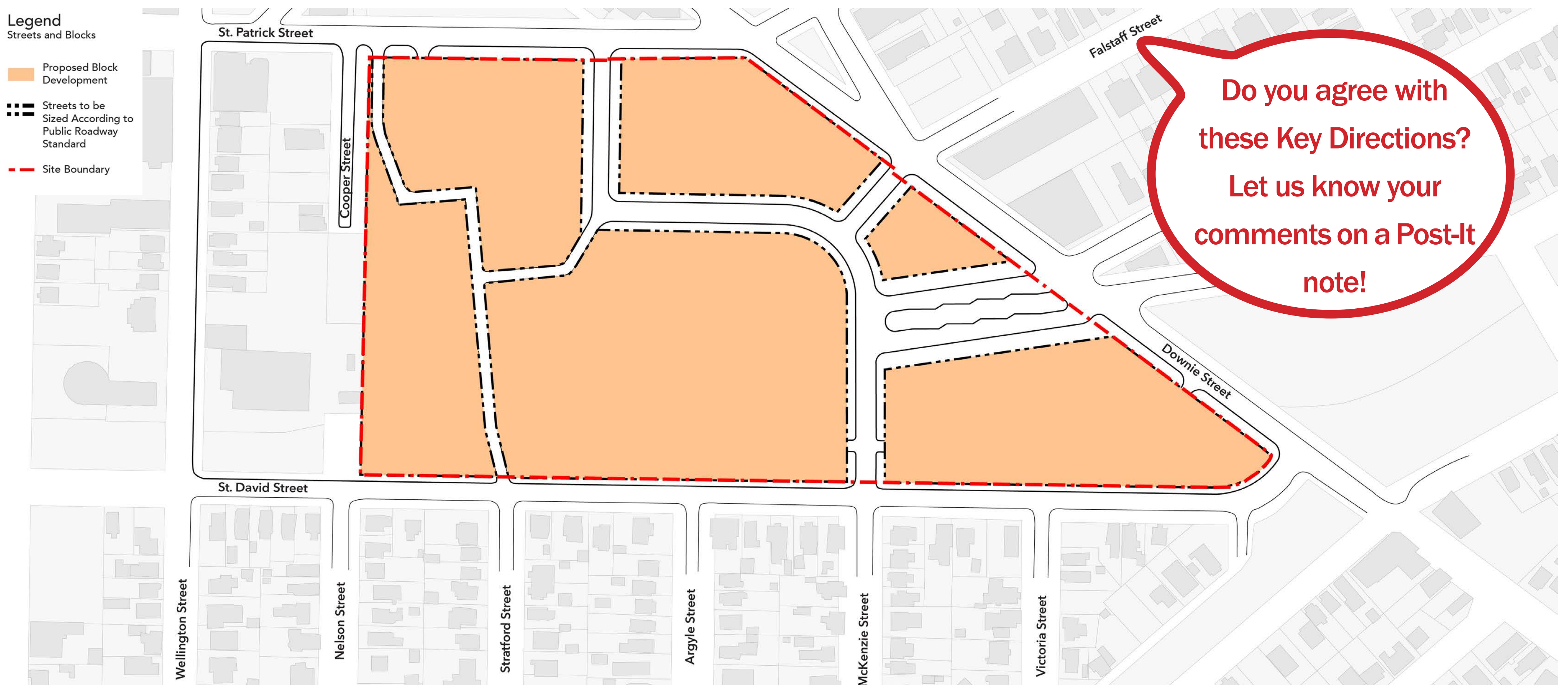
Streets & Blocks

The Grand Trunk Master Plan establishes a fine grain network of streets and implementable development blocks. The street network should increase porosity and linkages through the site, whilst the street design should create pedestrian and cycle friendly environments. The block layout must be logical and flexible, providing land of a size to allow for a range of built forms, uses and appropriate landscaping. A key intent of the street and block framework is to align and reconnect the site into the surrounding Stratford centre and neighbourhoods, overcoming issues of isolation and scale.



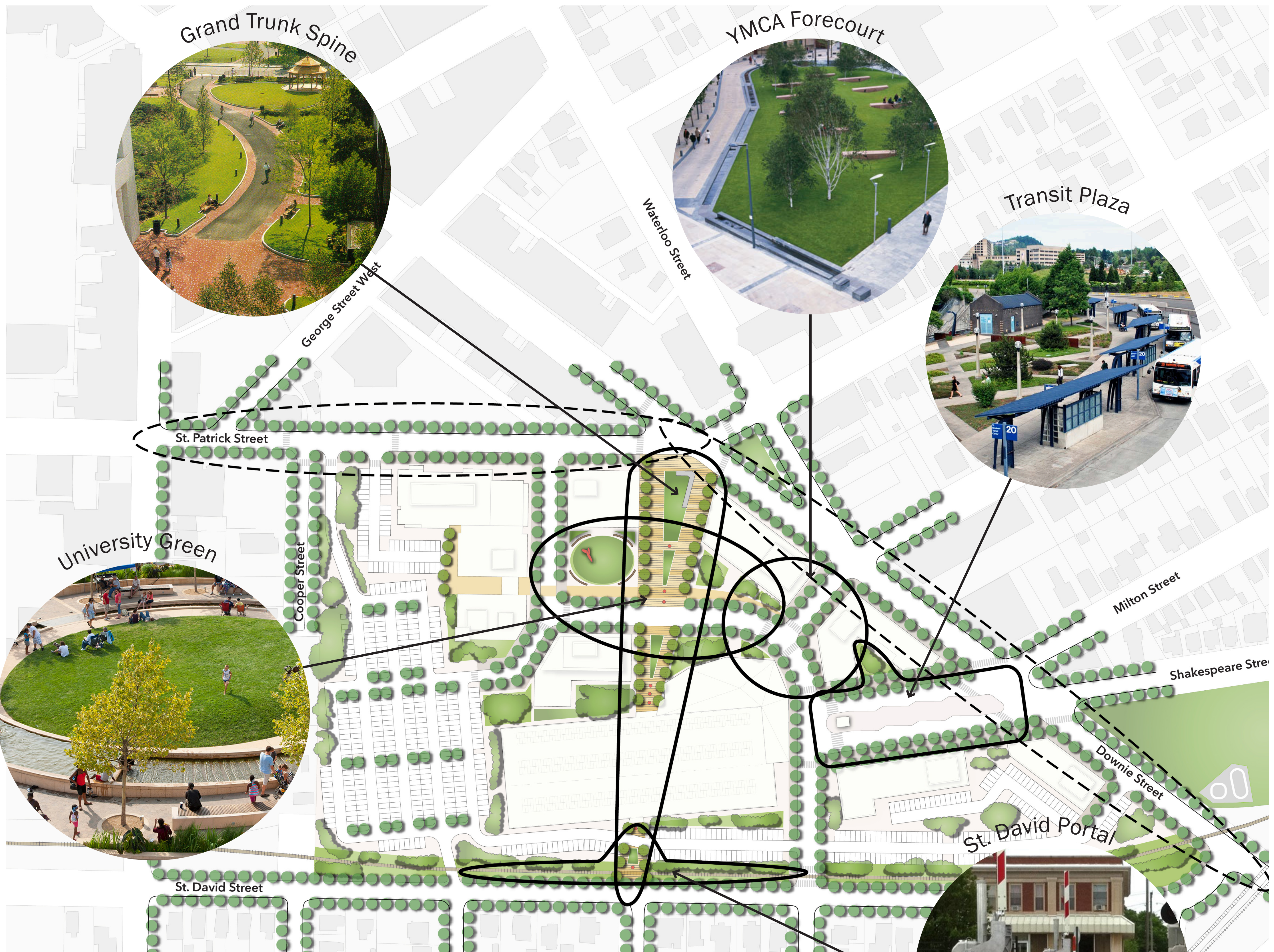
Key Directions

- 1 Create logical, well-proportioned and flexible development blocks.
- 2 Optimize the available frontage for each block.
- 3 Establish a new internal street network as an extension of the existing surrounding streets, including McKenzie, Falstaff and Shakespeare/Milton
- 4 Create a fine grain, pedestrian-friendly street network.



The Public Realm

A mix of passive and recreational open spaces are envisioned on the Grand Trunk Site to enhance the public realm and experience. New open spaces should create a complementary setting to the rejuvenated Grand Trunk Building and ensure a dynamic atmosphere is created for the Grand Trunk Community Hub. These spaces will be attractive, inspirational and focus on place making; promoting meeting, gathering and community health.



Key Directions

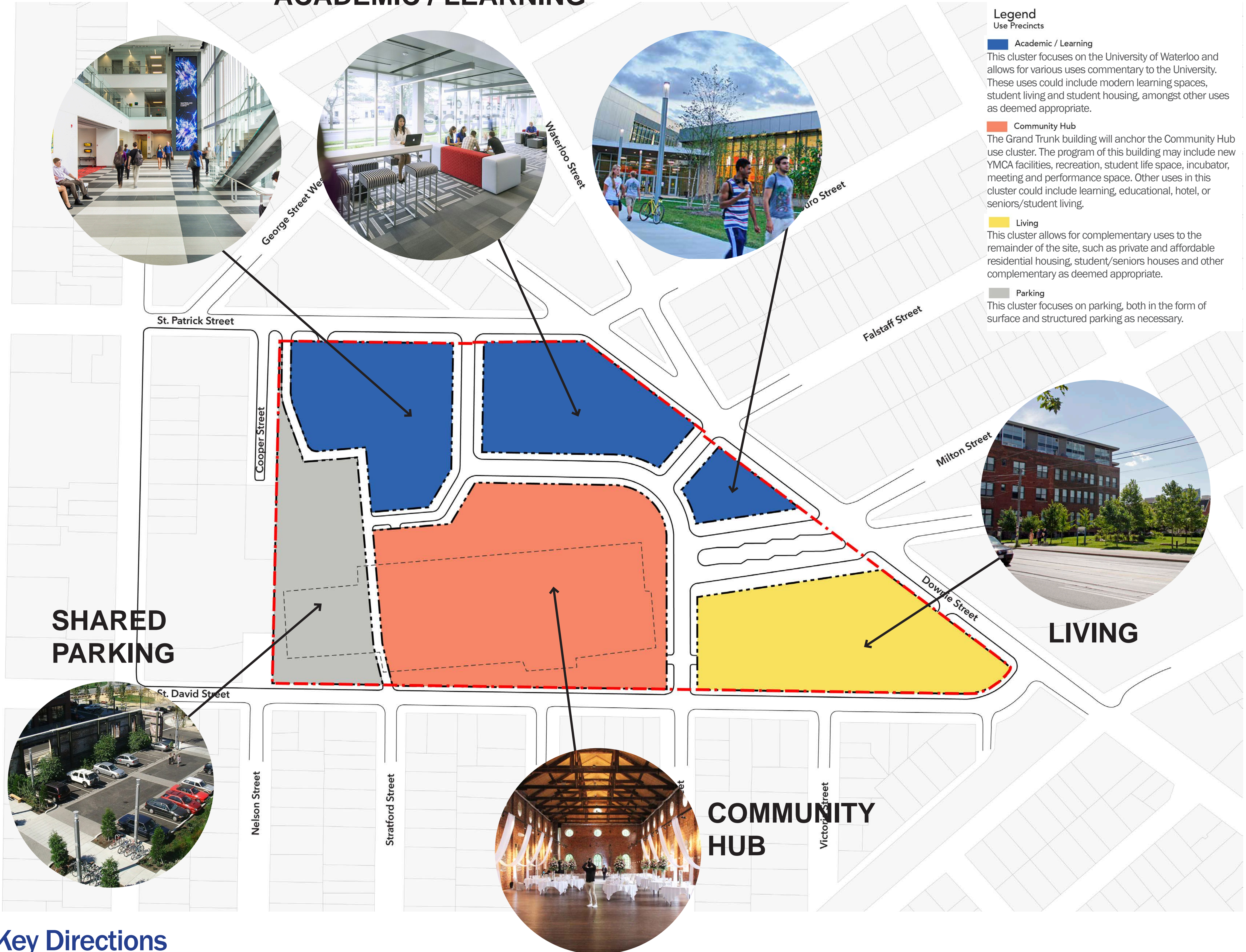
- 1 Provide a series of vibrant, connected and diverse green spaces such as: the Grand Trunk Spine, University Green, YMCA forecourt, Transit Plaza and St David Portal
- 2 Retain and enhance the significant view corridor from Downie and St. Patrick Streets to the Grand Trunk Building.
- 3 Design new open spaces to be attractive, inspiring and publicly accessible.
- 4 Ensure new buildings address and animate the landscaped and public spaces.
- 5 Achieve a high quality and sustainable streetscape design.

Do you agree with these Key Directions?
Let us know your comments on a Post-It note!

Land Use

The Grand Trunk Master Plan encourages the integration and convergence of a variety of uses, programs and activities. A centrepiece of the site transformation is the planned adaptive reuse and expansion of portions of the Grand Trunk building as a Community Hub. This will be anchored by the revitalized YMCA, with opportunities for additional temporary and permanent community-orientated uses. The expansion of the University of Waterloo will play a key role in achieving the co-mingling of spaces and programs, breathing life into the site. Complementary uses including student housing, seniors housing, residential, hotel, office, commercial and community amenities, such as daycare, will contribute to the new vibrancy of the Community Hub. As the transformation of the Grand Trunk Block progresses, these new uses will be spread across the site to capture the value proposition offered by this large underutilized block.

ACADEMIC / LEARNING



Key Directions

- 1 Encourage the integration of uses and program, both horizontally and vertically across the site and within blocks.
- 2 Promote a range of land uses that foster the convergence of education, community, health, culture, entrepreneurship and innovation.
- 3 Recognize and foster through complementary land uses four areas of focus: Grand Trunk Community Hub: Academic and Learning; Living; and Shared Parking.

Do you agree with these Key Directions?
Let us know your comments on a Post-It note!

Built Form

Design excellence is anticipated in all new buildings and landscaped open spaces of the Grand Trunk site. All new buildings are anticipated to be positioned on the blocks to engage with ground level landscaping and contribute to and animate the wider public realm, providing a new benchmark of development for Stratford. Generally, a height of three (3) to four (4) storeys is anticipated across the Grand Trunk site, with uses clusters into distinct precincts. The anticipated building heights are shown below.



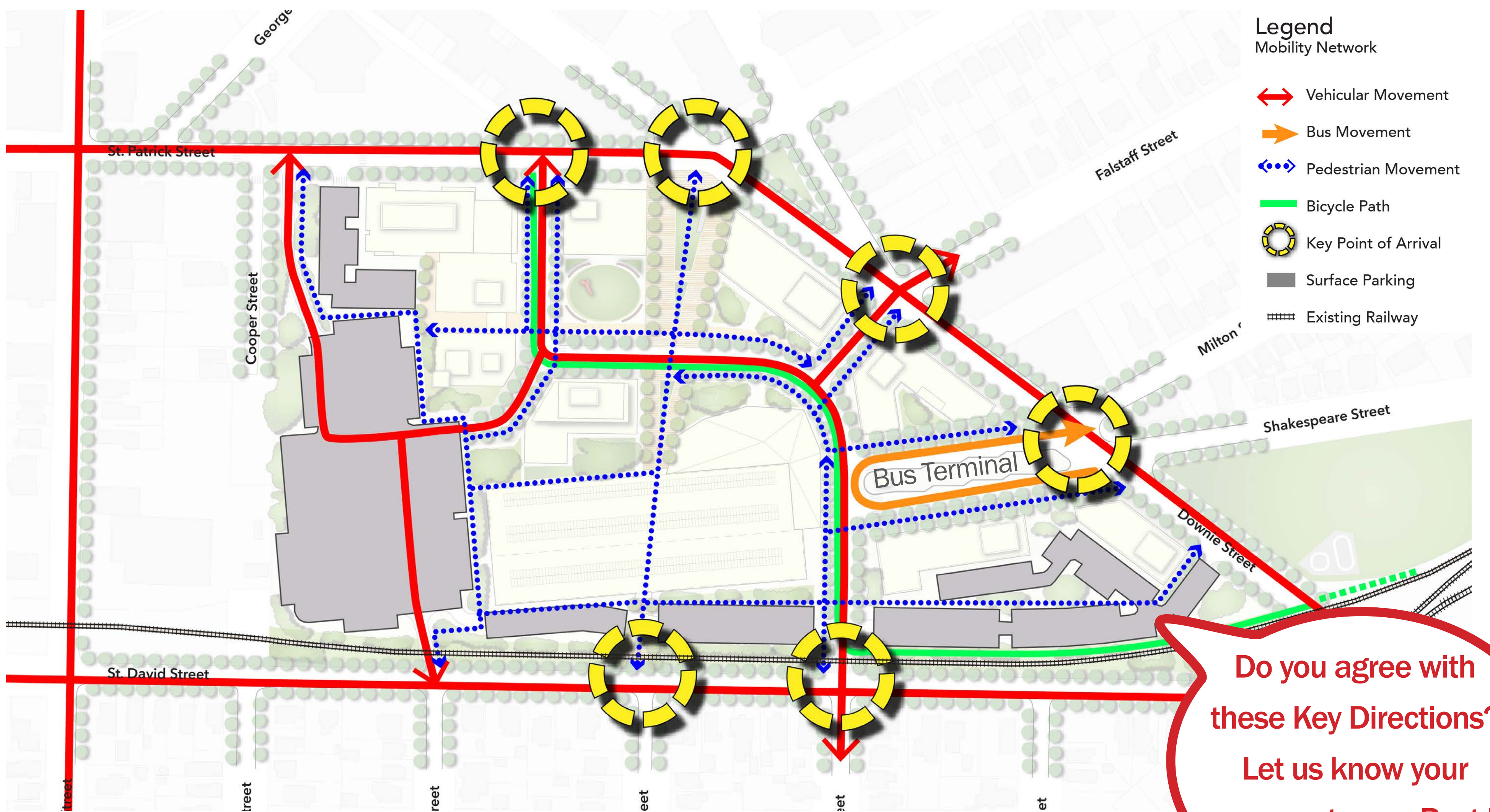
Key Directions

- 1 Design the built form to create intensification opportunities that are sensitive to the surrounding community while encouraging reinvestment of this important site.
- 2 Animate and activate the site and public realm through building design and placement of active at-grade uses.
- 3 Seek to achieve design excellence and sustainability in buildings, infrastructure and public realm design.

Do you agree with these Key Directions?
 Let us know your comments on a Post-It note!

Mobility, Parking and Servicing

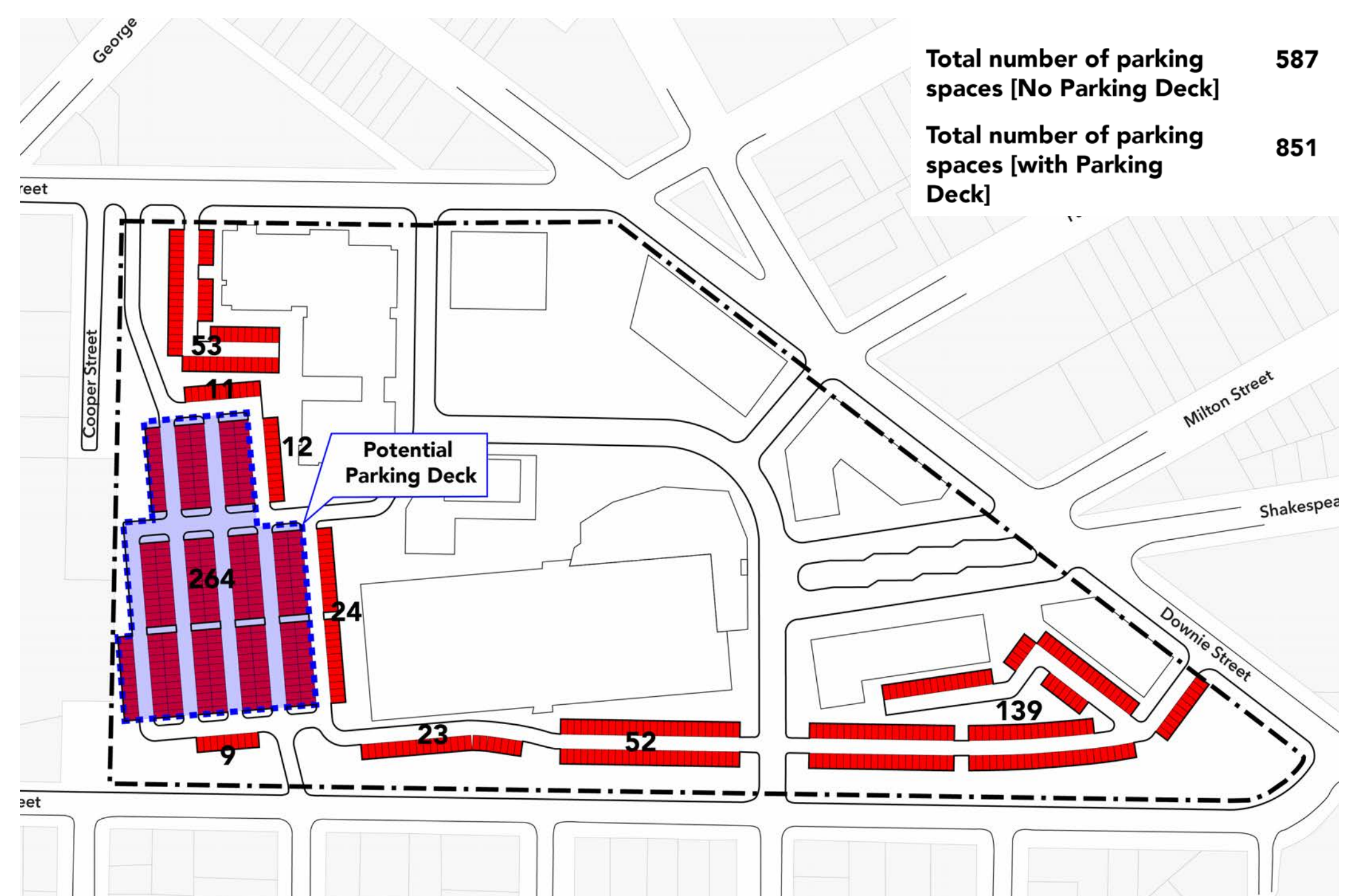
Improved mobility has been at the forefront of the Master Plan, with an aim to connect users and visitors of the site to downtown Stratford and the surrounding neighbourhoods. Parking has also been front of mind. The Grand Trunk site will continue to play a role in contributing to the parking supply for downtown Stratford, as well as accommodating the parking needs of new users of the site. The Parking Strategy developed could provide 851 parking spaces, with opportunities for interim parking as the site develops. Servicing of the site can be achieved by amplifying / extending existing infrastructure, making use of what is already available.



Do you agree with these Key Directions? Let us know your comments on a Post-It note!

Key Directions

- 1 Promote the safety and ease-of-movement to, within and from the site for buses, vehicles, bicycles and pedestrians.
- 2 Design key entry points to maximize safety, accessibility and to celebrate arrival.
- 3 Introduce and integrate the Bus Terminal as an early animator.
- 4 Plan for the extension of McKenzie Street, Falstaff and Shakespeare/Milton Streets into the Grand Trunk site to strengthen connectivity to surrounding neighbourhoods.
- 5 Advocate for limited crossings of the railway line to increase vehicular and pedestrian access to the site.
- 6 Promote shared and phased parking solutions to address on-site needs and contribute to downtown supply.
- 7 Address environmental conditions of the site through strategic deployment of land use and localized mitigation.



Sustainability

A benchmark development is anticipated to be achieved, not only providing exemplary design standards in built form and landscape features, but also in environmental sustainability, aligning with the Provincial Climate Change Strategy. Environmental stewardship is a core element of the Master Plan, both in terms of resolving issues due to past uses and looking to the future. The long history of the site and its past use for industrial rail purposes has resulted in environmental contamination over parts of the site. A comprehensive remediation strategy will be developed to overcome past contamination and ensure the site is suitable for the range of new uses.

Innovative design and sustainable excellence are priorities of the Master Plan and opportunities to explore sustainable design include: renewable energy, low impact development, green roofs, urban agriculture, and energy conservation measures.



Adaptive re-use of a historic building



Green roof

Key Directions

- 1 Foster sustainable development and environmental stewardship.
- 2 Resolve the effects of past uses and the resulting current environmental conditions.
- 3 Promote design excellence and encourage demonstration and innovation in sustainable redevelopment.
- 4 Establish and monitor targets to address climate change and environmental conditions on the site.

Do you agree with these Key Directions?
Let us know your comments on a Post-It note!



Electric car recharge station

Phasing

The transformation of the Grand Trunk site is expected to take place in phases and over time. Phasing is important to ensure that development is able to occur at a pace consistent with market conditions and the needs of various users. Flexibility has been at the forefront of the Master Plan and various phasing combinations are available, as shown on the indicative phasing diagrams below.

The Community Hub

The Community Hub phase is envisaged to include the introduction of the bus terminal and the adaptive reuse of portions of the Grand Trunk Building, housing the new YMCA and complementary convergence and gathering spaces. These uses may include the new YMCA facilities, recreation, student life space, incubator, meeting and performance space. Together this program approximates 100,000 square feet of adaptively reused and new gross floor area, new street connections and interim and ongoing parking spaces on undeveloped areas of the site.



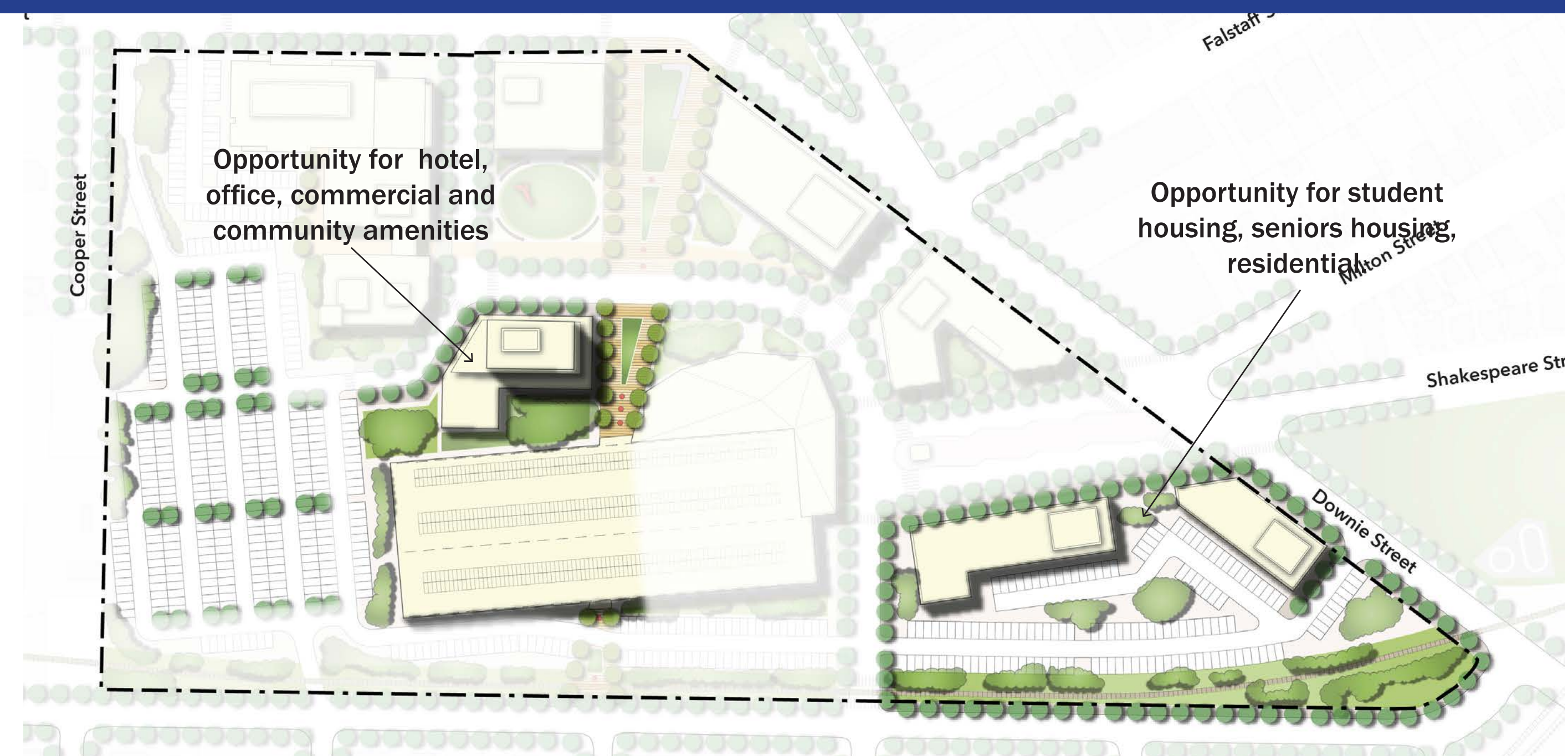
Academic Expansion Phase

The Academic Expansion phase anticipates an extension to the academic and learning focused blocks with the addition of new academic space, student housing, public spaces such as the University Green and Grand Trunk Spine. These phases will come forward along with funding and partnerships, including the University of Waterloo, needed to implement these complementary uses.



Development Partner Phase

The Development Partner phase offers an opportunity over several blocks for the City to partner with private sector developers to deliver a range of uses and program including student housing, seniors housing, residential, hotel, office, commercial and community amenities such as daycare. Full build out of the site may also be accompanied by the introduction of a parking structure at the west end of the site, allowing for additional car parking spaces.



Demonstration Plan



A birds eye view of the potential demonstration plan outcome



A potential view from the Downie and St. Patrick Street corner to the Grand Trunk Building.