



**Grand Trunk Railway
(GTR) Shops**

HOW WE GET THERE



Project Management

R. RITZ ARCHITECT INC.



HOW WE GET THERE: PROJECT MANAGEMENT

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Below is a summary of the Project Management (PM) strategy that could help frame how City Council can move this vision forward without selling the land or relying on a private developer.

1. Why a City-Led PM Strategy Makes Sense Right Now

The November open house and published materials outline a multi-phase, community-first adaptive reuse plan for the GTR Shops that avoids demolition and the large uncertainties around full soil remediation. This aligns with demonstrated community interest and the City's own Grand Trunk Renewal process.

Emails from the City confirm that the work I have completed is independent, and any next steps must come through a formal procurement process. This is the mechanism that enables the City to take ownership of the plan and move it forward responsibly.

There is a need for updated condition assessments, structural testing, and due diligence before any public endorsement.





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2. The Core Recommendation – PM to Support City Staff & The GTR Steering Committee

Hiring a Project Management Firm is the first order of business. A dedicated PM partner becomes the redevelopment quarterback:

- Overseeing refinement of the redevelopment concept,
- Validating capital expenditures,
- Vetting phased implementation of the redevelopment,
- Setting up staged approval “gates” so Council does not over commit on funding,
- Coordinating all technical disciplines,
- Maintaining fairness in public procurement, and
- Giving Council confidence that decisions are evidence based.

This demonstrates publicly that City Council can lead this project without selling the site, offloading control, or waiting for a private developer. The PM firm gives City staff the capacity and support they need to deliver a project of this scale.





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3. How the City of Stratford Would Procure the PM Firm

Recommend a two-stage, transparent municipal process:

Stage 1 — RFQ (Qualifications)

Shortlist firms with deep experience in:

- Heritage + industrial adaptive reuse
- Brownfield sites and environmental compliance
- Large municipal capital programs
- CCDC 14 or CCDC 5B delivery models
- Public-sector project governance

Stage 2 — RFP (Technical Approach + Fee)

Shortlisted firms provide:

- Their proposed delivery strategy
- Risk and contingency framework
- Comprehensive due-diligence plan
- PM team structure and roles
- Detailed fee proposal

This should satisfy public procurement practice and gives Council a defensible, transparent selection.





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4. What the PM Would Do First (First 90–180 Days)

A. Refresh all evidence

- Structural testing, selective probes, temporary shoring/diaphragm strategy
- Environmental due-diligence and Record of Site Condition pathway
- Code, fire/life-safety, envelope, and geotechnical reviews
- Heritage Impact Assessment (if required)
- Updated demolition-vs-rehabilitation cost comparisons
- Validate use cases and program design

B. Define clear phasing and cost plans

- Which elements get delivered first
- How to activate early revenue (e.g. parking, solar, concourse pieces)
- Class D/C cost estimates for each phase





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5. What the PM Would Do First (First 90–180 Days) - continued

C. Build the procurement roadmap

- Whether to use CCDC 14 (Design Build) or CCDC 5B (Construction Management) for early enablement
- When, if ever, to switch to CCDC 2 (Design-Bid-Build) once scopes are defined.
- Prepare competitive RFPQs for architects, engineers, and contractors under ACEC agreements

D. Funding and partnerships

- Align retrofit scopes with Green & Inclusive Community Buildings (GICB) funding criteria
- Coordinate input from Library, YMCA, SPS, SACC, U of W, and community stakeholders





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6. How the City can Deliver the Project Afeeter the PM Is Hired

Phase 1 — Make-Safe & Enablement Scopes

- Hazardous materials abatement
- Structural rehabilitation and strengthening
- Weather protection, building envelope works
- Essential safety/access upgrades

Phase 2 — Functional Activation

- Early revenue areas (parking, entries, concourses)
- Tenant-ready infrastructure





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7. How the City can Deliver the Project Afeeter the PM Is Hired - continued

Phase 3 — Full Build-Out

- E.g. YMCA/Police Services + Library + Housing components
- Final concourses and community spaces
- Public-realm improvements

Phase 4 — Commissioning & Operations

- Energy performance measurement
- Heritage interpretation
- Long-term cost transparency





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8. Why This Strategy Helps the Public Understand That a Private Developer Isn't Required

- The City retains ownership and control to leverage the property as a community focused space to the greatest extent possible.
- The PM firm provides support and expertise for the City staff and steering committee.
- Competitive procurement ensures fairness and cost discipline.
- Phased delivery reduces financial risk and allows early wins.
- Adaptive reuse avoids demolition costs and environmental uncertainty.

