

THIS MEETING WILL BE WEBCAST ON THE CITY'S PUBLIC YOUTUBE SITE (@CITYWATERLOO) AND MAY BE TELECAST ON PUBLIC TELEVISION



COMMITTEE OF THE WHOLE MEETING

Monday, March 4, 2019
3:00 P.M.

AGENDA

Councillor Vasic in the Chair

1. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

2. **APPROVAL OF MINUTES**

a) **February 4, 2019 - Committee of the Whole Meeting** Page 7

Recommendation:

That the minutes of the Committee of the Whole Meeting held on February 4, 2019 be approved as printed.

3. **DELEGATIONS**

None

4. **PRESENTATIONS**

None

5. CONSENT MOTION

a) Title: **Uptown Sidewalk Patios: 2019 Patio Season Pilot Extension** Page 10

Report No.: CAO2019-008

Prepared By: Christine Tettman

Recommendations:

1. That CAO2019-008 be approved.
2. That Council approve the extension of the Uptown Sidewalk Patio Pilot Program for the 2019 patio season.
3. 2. That Council direct staff to report back following the 2019 Uptown Sidewalk Patio season with any Uptown Sidewalk Patio Guideline amendments and application fee recommendations.

b) Title: **Owner Endorsement of the Drinking Water Quality Management System Operational Plan and Overall Responsible Operator Designation** Page 12

Report No.: IPPW2019-012

Prepared By: Paola Mendez

Recommendations:

1. That the Council approves IPPW2019-012.
2. That Council endorses the Drinking Water Quality Management System Operational Plan in accordance with the *Safe Drinking Water Act, 2002*.
3. As required by Ontario Regulations 128/04 and 129/04 it is recommended that:
 - a. Mr. Garbotz, Director of City Utilities continue as the alternate Overall Responsible Operator for the water distribution system and as the primary Overall Responsible Operator for the wastewater collection system, to be scheduled as available.
 - b. Mr. Gracan, Manager of Water Operations and Maintenance, continue as the primary Overall Responsible Operator for the water distribution system, to be scheduled as available.

c. Mr. Andrew Dunning, Supervisor of Water Operations and Maintenance, be designated as the alternate Overall Responsible Operator for the wastewater collection system, to be scheduled as available.

c) Title: **Demolition of Residential Buildings – 29, 31, 33 Erb Street East, Fethard Properties Limited** Page 20
Report No.: IPPW2019-020
Prepared By: Dominik Simpson

Recommendations:

1. That Council approve report IPPW2019-020.
2. That Council authorize the demolition of the existing single detached dwellings at 29, 31, 33 Erb Street East.

6. STAFF REPORTS

a) Title: **Unsanctioned Public Gatherings – Task Force Update** Page 23
Report No.: COM2019-005
Prepared By: Mark Dykstra

Presentation: Mark Dykstra, Commissioner, Community Services

Recommendations:

1. That COM2019-005 be received as information.

b) Title: **Uptown Public Realm Strategy: Final Report** Page 31
Report No.: IPPW2019-014
Prepared By: Janice Mitchell

Delegation: Brenda Webster-Tweel, Consultant, Stantec

Recommendations:

1. That IPPW2019-014 be approved.
2. That Attachment 1 to this report “City of Waterloo Uptown Public Realm Strategy” be approved and that it be used to guide public realm improvements in conjunction with capital works/projects and when processing development applications.

3. That Attachment 2 to this report “Implementation Considerations for Priority Initiatives” be received as information.
4. That Attachment 3 to this report “Guidelines for Privately Owned Publicly Accessible Spaces (POPS)” be approved and used to provide direction for POPS on a City-wide basis.
5. That IPPW2019-014 be forwarded to the Region of Waterloo as information.

c) Title: [**City of Waterloo Strategic Plan 2019-2022: Scan Summary Results**](#) **Page 209**

Report No.: CAO2019-001

Prepared By: Anna Marie Cipriani

Presentation: Margot Begin, Consultant, MBD Insight

Recommendations:

1. That CAO2019-001 be received as information.

d) Title: [**Award of RFP18-21: Sanitary and Storm Sewer Main Video Inspection Utilizing Zoom Lens Closed Circuit Television Camera \(ZLCCTV\)**](#) **Page 291**

Report No.: IPPW2019-005

Prepared By: Prasad Samarakoon

Recommendations:

1. That Council approve report IPPW2019-005.
2. That Council approves the award of contract RFP18-21 - Sanitary and Storm Sewer Main Video Inspection Utilizing Zoom Lens Closed Circuit Television Camera to Infratech Sewer and Water Services Inc. at the submitted price of \$670,997 (plus applicable taxes).
3. That the Mayor and Clerk be authorized to sign the contract agreement between the City of Waterloo and Infratech Sewer and Water Services Inc. and any other documents related to this project, subject to the satisfaction of the City’s Director of Legal Services.

e)	Title:	Award of Tender RFT18-24 – West Side Employment Lands Stage 1 – Area Grading And Erosion Control Works	Page 295
	Report No.:	IPPW2019-016	
	Prepared By:	Mike Lupsa	
Recommendations:			
<ol style="list-style-type: none"> 1. That IPPW2019-016 be approved. 2. That Council approves the award of tender RFT18-24 – West Side Employment Lands Stage 1 – Area Grading and Erosion Control Works to Kieswetter Excavating Inc. at the lowest submitted price of \$4,535,674, plus non-recoverable HST in the amount of \$79,828, for a total award value of \$4,615,502. 3. That the Mayor and Clerk be authorized to sign the Agreement between The Corporation of the City of Waterloo and Kieswetter Excavating Inc., and any other documents related to this project, subject to the satisfaction of the City Solicitor. 			
f)	Title:	Heritage Permit Application HP19-01 - 15 Albert Street	Page 301
	Report No.:	IPPW2019-015	
	Prepared By:	Chloe Richer (Michelle Lee)	
Recommendations:			
<ol style="list-style-type: none"> 1. That staff report IPPW2019-015 be approved. 2. That Heritage Permit Application HP19-01 be approved subject to the conditions outlined in Section 2.1 of this report. 			
g)	Title:	2019 Annual Sidewalk Report	Page 318
	Report No.:	IPPW2019-004	
	Prepared By:	Chris Hodgson	
Recommendations:			
<ol style="list-style-type: none"> 1. That IPPW2019-004 be received as information. 			

7. INFORMAL/FORMAL PUBLIC MEETINGS

Formal Public Meeting

None

Informal Public Meetings

None

8. CONSIDERATION OF NOTICE OF MOTION GIVEN AT PREVIOUS MEETING

None

9. NOTICE OF MOTION

None

10. COMMUNICATIONS AND CORRESPONDENCE

a) National Health & Fitness Day

Page 337

The Honourable Marty Deacon, Ontario Senator (Waterloo Region)

11. REGIONAL INFORMATION AND CORRESPONDENCE

None

12. UNFINISHED BUSINESS

13. NEW BUSINESS

- i. Delegations
- ii. Items removed from Consent Motion to be dealt with separately
- iii. Staff Reports
- iv. Other Business

14. QUESTIONS

15. ADJOURNMENT



A meeting of the Committee of the Whole of The Corporation of the City of Waterloo was held on February 4, 2019 at 2:00 p.m. in the Council Chambers, 100 Regina Street South, Waterloo, Ontario



COMMITTEE OF THE WHOLE MEETING

Monday, February 4, 2019

Minutes - DRAFT

Present: Mayor Dave Jaworsky, Councillor Sandra Hanmer, Councillor Royce Bodaly, Councillor Angela Vieth, Councillor Diane Freeman, Councillor Jen Vasic, Councillor Jeff Henry, Councillor Tenille Bonoguore

Councillor Freeman in the Chair

- 1. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**
- 2. APPROVAL OF MINUTES**

- a) January 14, 2019 - Committee of the Whole Meeting**

Moved by Councillor Vieth, seconded by Councillor Hanmer:

That the minutes of the Committee of the Whole Meeting held on January 14, 2019 be approved as printed.

Carried Unanimously

- 3. STAFF REPORTS**

- a) Title: 2018 Drinking Water Annual Report and Summary Reports**

Report No.: IPPW2019-011
Prepared By: Natasha Glauser

Moved by Councillor Vieth, seconded by Councillor Henry:

1. That the Council approves IPPW2019-011.
2. That Council receives the 2018 Annual and Summary Reports pursuant to Ontario Regulation 170/03 of the Safe Drinking Water Act, 2002.

Carried Unanimously

b) Title: Comments on Proposed Amendment to the Growth for the Greater Golden Horseshoe, 2017
Report No.: IPPW2019-017
Prepared By: Ric Martins

Moved by Councillor Henry, seconded by Councillor Bodaly:

1. That IPPW2019-017 be approved
2. That IPPW2019-017 be forwarded to the Province as the City of Waterloo's initial comments on the proposed Amendment 1 to the Growth Plan for the Greater Golden Horseshoe

Carried Unanimously

c) Title: Exemptions Pursuant to 34(10.0.0.2) and 45(1.4) of the Planning Act
Report No.: IPPW2019-018
Prepared By: Joel Cotter

Joel Cotter, City Planner, provided an overview of the report and responded to questions from Council.

Moved by Councillor Vasic, seconded by Councillor Bodaly:

1. That IPPW2019-018 be approved.
2. That Council declare by resolution that subsection 34 (10.0.0.1) of the Planning Act shall not apply to the classes of zoning by-law amendment applications specified in Appendix 'A' of IPPW2019-018 pursuant to subsection 34 (10.0.0.2) of the Planning Act.

3. That Council declare by resolution that subsection 45 (1.3) of the Planning Act shall not apply to the classes of minor variance applications specified in Appendix 'B' of IPPW2019-018 pursuant to subsection 45 (1.4) of the Planning Act.

Moved by Councillor Henry, seconded by Councillor Bonoguore:

That recommendation 2 be amended to add except Appendix 'A' items 1a), 1b) and 2 be moved as follows:

1. That IPPW2019-018 be approved.
2. That Council declare by resolution that subsection 34 (10.0.0.1) of the Planning Act shall not apply to the classes of zoning by-law amendment applications specified in Appendix 'A' of IPPW2019-018 as amended removing items 1a, 1b and 2 pursuant to subsection 34 (10.0.0.2) of the Planning Act.
3. That Council declare by resolution that subsection 45 (1.3) of the Planning Act shall not apply to the classes of minor variance applications specified in Appendix 'B' of IPPW2019-018 pursuant to subsection 45 (1.4) of the Planning Act.

Carried Unanimously

Councillor Vieth left the meeting

(Time: 2:31 p.m.)

4. ADJOURNMENT

Moved by Councillor Henry, seconded by Councillor Bonoguore:

That the meeting adjourn.

(Time: 2:31 p.m.)

Carried Unanimously
(Councillor Vieth absent for the vote)

READ AND APPROVED, March 4, 2019

Mayor

City Clerk



**STAFF REPORT
Economic Development**

Title: Uptown Sidewalk Patios: 2019 Patio Season Pilot Extension
Report Number: CAO2019-008
Author: Christine Tettman
Meeting Type: Council Meeting
Council/Committee Date: March 4, 2019
File: N/A
Attachments: N/A
Ward No.: Uptown Ward 7

Recommendation:

1. That Council approve the extension of the Uptown Sidewalk Patio Pilot Program for the 2019 patio season.
2. That Council direct staff to report back following the 2019 Uptown Sidewalk Patio season with any Uptown Sidewalk Patio Guideline amendments and application fee recommendations.

A. Executive Summary

In March of 2018, Waterloo City Council approved amended Uptown Sidewalk Patio Guidelines to be used as a pilot during the 2018 patio season through CAO2018-006 as an extension of the first Uptown Sidewalk Patio Guideline pilot approval (CAO2017-016). Through these reports, Council directed staff to use the amended guidelines as a pilot during the 2018 season and report back to Council in the spring of 2019 with updated recommendations.

During the 2018 pilot project season, the City received five sidewalk patio applications. These five applicants entered into encroachment agreements with the City at various points during the 2018 season.

The Uptown Sidewalk Patio Guidelines, as approved by Council through CAO2018-006, worked well for the 2018 pilot project season. However whether any further amendments are needed to the guidelines, and the success of the program, would be better determined by operating the program through a full patio season when the ION is in operation. For that reason, staff are recommending the pilot project be extended for the 2019 patio season and that staff be directed to report back at the completion of the 2019 patio season with

any further amendments and application fee recommendations. This timing also fits with the opening of the King Street North Streetscape project and will allow for an uninterrupted patio season.

B. Financial Implications

There are no significant financial implications as a result of extending this pilot program for the 2019 patio season. The associated costs will be staff time for application review and agreement preparation and review. These activities can be completed by existing staff resources.

C. Technology Implications

There are no technology implications with this report.

D. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

Economic Development – keep, grow, start and attract labour talent, entrepreneurs and business.

E. Previous Reports on this Topic

CAO2017-016 Uptown Sidewalk Patios: 2017 District Guidelines Pilot

CAO2018-006 Uptown Sidewalk Patios: 2018 Uptown Patio Pilot Project

F. Approvals

Name	Signature	Date
Author: Christine Tettman		
Director: Justin McFadden		
Commissioner: N/A		
Finance: Brad Witzel		

CAO



STAFF REPORT
Integrated Planning & Public Works

Title: Owner Endorsement of the Drinking Water Quality Management System Operational Plan and Overall Responsible Operator Designation
Report Number: IPPW2019-012
Author: Paola Mendez
Meeting Type: Council Meeting
Council/Committee Date: March 4, 2019
File: DWQMS
Attachments: None
Ward No.: City-Wide

Recommendation:

1. That the Council approves IPPW2019-012.
2. That Council endorses the Drinking Water Quality Management System Operational Plan in accordance with the *Safe Drinking Water Act, 2002*.
3. As required by Ontario Regulations 128/04 and 129/04 it is recommended that:
 - a. Mr. Garbotz, Director of City Utilities continue as the alternate Overall Responsible Operator for the water distribution system and as the primary Overall Responsible Operator for the wastewater collection system, to be scheduled as available.
 - b. Mr. Gracan, Manager of Water Operations and Maintenance, continue as the primary Overall Responsible Operator for the water distribution system, to be scheduled as available.
 - c. Mr. Andrew Dunning, Supervisor of Water Operations and Maintenance, be designated as the alternate Overall Responsible Operator for the wastewater collection system, to be scheduled as available.

A. Executive Summary

The Municipal Drinking Water Licensing Program, under the *Safe Drinking Water Act, 2002*, requires Ontario drinking water systems to be licensed. One component of the licence is for the drinking water system to have an operational plan that adheres to Ontario's Drinking Water Quality Management Standard (the Standard). The operational plan is a living document that documents the city's drinking water Quality

Management System (QMS) in accordance with the Standard. The Standard contains 21 elements that set out criteria for all municipalities to adhere to following the “Plan-Do-Check-Improve” cycle of management systems. As per to Element 3, the operational plan must be endorsed by the Owner of the drinking water system; the Mayor and Council of the City of Waterloo have been designated as the Owner.

Legislation requires that the City must designate an Overall Responsible Operator (ORO) of the system(s). The ORO must be an operator who holds a license that is applicable to that type of system and the license must be the same class as, or higher than, the class of the system.

It is recommended that Mr. Garbotz, Interim Director of City Utilities, continue as the alternate ORO for the water distribution system and as the primary ORO for the wastewater collection system, to be scheduled as available.

It is recommended that Mr. Gracan, Manager of Water Operations and Maintenance, continue as the primary ORO for the water distribution system, to be scheduled as available.

It is recommended that Mr. Dunning, Supervisor of Water Operations and Maintenance, designated as the alternate ORO for the wastewater collection system, to be scheduled as available.

B. Financial Implications

None

C. Technology Implications

None

D. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

Council endorsement of the operational plan and ORO appointment reinforces the City's commitment to provide service excellence and to continually improve the effectiveness of the DWQMS. It is linked to the Strategic Pillar:

- Corporate Excellence

E. Previous Reports on this Topic

The most recent reports on these topics are:

- PWS2008-12: O. Reg. 128/129 Appointment of Overall Responsible Operator(s).
- PWS2015-020: Owner Endorsement of the Drinking Water Quality Management System Operational Plan and Overall Responsible Operator.
- IPPW2016-107: Overall Responsible Operator(s).
- IPPW2018-049: Drinking Water Works Permit – Overall Responsible Operator Designation and Operator-in-Charge Appointment.

F. Approvals

Name	Signature	Date
Author: Paola Mendez		
Director: Roy Garbotz		
Commissioner: Cameron Rapp		
Finance: N/A		

CAO



**Owner Endorsement of the Drinking Water Quality Management System
Operational Plan and Overall Responsible Operator Designation
2019-012**

Section 1: Overview of the Municipal Drinking Water Licensing Program

The Municipal Drinking Water Licensing Program, under the *Safe Drinking Water Act, 2002* and *Ontario Regulation 188/07*, requires Ontario drinking water systems to be licensed. To achieve a licence, drinking water systems must obtain a drinking water works permit, develop an operational plan, be operated by an accredited operating authority, develop a financial plan and obtain a permit to take water (where applicable). The following table outlines when each component was initially obtained and when renewal is required:

Component	Initially Obtained / Approved	Renewal Requirement	Next Renewal Due
Municipal Drinking Water Licence	August 2011	Every 5 years; application due 6 months prior to expiry	July 2021
Drinking Water Works Permit	August 2011	N/A	N/A
Operational Plan Owner Endorsement	2009	Change in Council members	2019
Operating Authority Accreditation	November 2012	Every 3 years	November 2020
Financial Plan	January 2012	Every 5 years, coincides with Licence; application due 6 months prior to expiry	July 2021
Permit to Take Water	N/A	N/A	N/A

The drinking water works permit (DWWP) provides the municipality with the authority to establish or alter the drinking water system and contains conditions related to the physical works of the system. There is no expiry date.

The operational plan is a living document that documents the city's Drinking Water Quality Management System (DWQMS) in accordance with Ontario's Drinking Water Quality Management Standard Version 2.0 (the Standard). The Standard contains 21 elements that set out criteria for all municipalities to adhere to following the "Plan-Do-Check-Improve" cycle of management systems. According to Element 3, the operational plan must be endorsed by the Owner (Mayor/Council) of the drinking water system.

City Utilities is the operating authority of the City of Waterloo's drinking water distribution system. As such, accreditation by a third party accreditation body must be obtained. This is accomplished via an accreditation audit whereby the operational plan is audited against the Standard. An audit is completed annually, a re-accreditation audit is conducted every three years; re-accreditation was granted by SAI Global in November 2017 and will be required again in 2020.

As per Part Two of Justice O'Connor's Report of the Walkerton Inquiry, a financial plan is required by every municipality to ensure that "municipalities plan for the long-term financial sustainability of their drinking water systems to guarantee the safety of their drinking water into the future". Council approved the first financial plan in January 2012. An updated financial plan will need to be submitted as part of the licence renewal process; the application is due January 2021 (six months prior to its July 2021 expiry).

A permit to take water is not required by the City of Waterloo, as it is a distribution only system; all water distributed is treated and supplied by the Region of Waterloo.

Section 2: Drinking Water Quality Management System Operational Plan

The operational plan is a living document that documents the city's drinking water QMS in accordance with the Standard. The Standard was designed following the "Plan-Do-Check-Improve" methodology prescribed by international standards of management systems. There are 21 elements that outline criteria all municipalities are required to adhere to. They are as follows:

- Element 1 - Quality Management System
- Element 2 - Quality Management System Policy
- Element 3 - Commitment and Endorsement
- Element 4 - Quality Management System Representative
- Element 5 - Document and Records Control
- Element 6 - Drinking Water System
- Element 7 - Risk Assessment
- Element 8 - Risk Assessment Outcomes
- Element 9 - Organizational Structure, Roles, Responsibilities and Authorities
- Element 10 - Competencies
- Element 11 - Personnel Coverage
- Element 12 - Communications
- Element 13 - Essential Supplies and Services
- Element 14 - Review and Provision of Infrastructure
- Element 15 - Infrastructure Maintenance, Rehabilitation and Renewal
- Element 16 - Sampling, Testing and Monitoring
- Element 17 - Measurement and Recording Equipment Calibration and Maintenance
- Element 18 - Emergency Management
- Element 19 - Internal Audits
- Element 20 - Management Review
- Element 21 - Continual Improvement

The operational plan is written to address each element individually, outlining how City Utilities will meet the requirements of the Standard, as well as how City Utilities will meet its own internal requirements. In 2018 the [Operational Plan](#) was updated to the Standard Version 2.0; a copy is available in the councillor's office.

Section 3: Operational Plan Endorsement

As stated above, Element 3 of the Standard requires written endorsement of the operational plan by the Owner, as well as Top Management. As per the operational plan (DWQMS 9), Top Management is defined as Commissioner of Integrated Planning and Public Works; the Director of City Utilities; the Manager of Water Operations and Maintenance; and, the Manager of Wastewater and Construction. Top Management provides endorsement by signing the Top Management Endorsement page of the operational plan (DWQMS 3-01). Initial endorsement was obtained in 2009 and has been acquired several times in the past nine years. Re-endorsement was required in August 2018 as the operational plan had undergone several major changes during the Standard Version 2.0 update process.

The Owner of the city's drinking water system is designated as the City of Waterloo, specifically the Mayor and Council. Endorsement is obtained by approval of a Council report requesting endorsement and demonstrated by certified Council minutes. Initial endorsement was granted in 2009 and had been acquired again in 2012 and 2015. Re-endorsement of the current operational plan is required due to changes in Council personnel during the 2018 municipal elections.

Section 4: Safe Drinking Water Act Standard of Care

One key component of the Safe Drinking Water Act, 2002 (SDWA) includes the statutory Standard of Care for municipal owners. Section 19 of the SDWA defines the legal responsibility of the owner and operating authority of a municipal drinking water system. This section requires that the owners and operating authorities exercise the level of care, diligence and skill with regard to a municipal drinking water system that a reasonably prudent person would be expected to exercise in a similar situation. In addition, the owners and operating authorities are required to exercise this due diligence honestly, competently and with integrity.

City Utilities' staff supports the Standard of Care in the following manner:

- Through the development of the QMS, including producing a compliant and accurate operational plan for council to endorse;
- Adhering to the requirements of the Municipal Drinking Water Licence and Drinking Water Works Permit;
- Following all applicable regulatory requirements;
- Financially sustaining the city's drinking water system through the 10 year operating and capital programs via the rate model; and,
- Ensuring the drinking water system infrastructure and the quality of the water is maintained by competent staff.

Section 5: Overall Responsible Operator

The City must designate an Overall Responsible Operator (ORO) and an Operator-in-Charge of the City of Waterloo Distribution and Wastewater Collection Systems, as per the requirements of Ontario Regulations 128/04 and 129/04.

The purpose of the ORO position is to ensure a knowledgeable and experienced person is available at all times to direct other operators on the operations of the system, and to respond immediately and effectively to emergencies. The ORO must be an operator who holds a licence that is applicable to that type of system and the license must be the same class as, or higher than, the class of the system.

In 2018, through Council report IPPW2018-049 the primary and alternate ORO were appointed for the City of Waterloo distribution System. After re-evaluation of these roles for both City of Waterloo's water distribution and wastewater collection systems it is recommended that:

- Mr. Gracan, Manager of Water Operations and Maintenance, continues as the primary ORO for the City of Waterloo water distribution system.
- Mr. Dunning be designated as the alternate ORO for the City's wastewater collection system.
- Mr. Garbotz continues as the alternate ORO for the Distribution System and the primary ORO for the Wastewater Collection System.

Only one operator can be designated ORO at any given time; the acting ORO position will be continuously scheduled for each system between the appointed and available OROs.

In 2008, through Council approval of report PWS2008-12, Council granted the ORO the authority to appoint OICs for each system as needed. The duties of an OIC are to make the day to day operating decisions, and instructs other operators on system procedures. Supervisory staff and operators certified at a level that allows them to serve as an OIC and/or ORO of the City of Waterloo systems will be appointed, by the ORO, to provide coverage when Mr. Gracan, Mr. Dunning or Mr. Garbotz are unable to act in their roles.



**STAFF REPORT
Planning Services**

Title: Demolition of Residential Buildings – 29, 31, 33 Erb Street East, Fethard Properties Limited
Report Number: IPPW2019-020
Author: Dominik Simpson
Meeting Type: Council Meeting
Council/Committee Date: March 4, 2019
File: N/A
Attachments: Map 1: Subject Lands
Ward No.: Ward 7

Recommendations:

1. That Council approve report IPPW2019-020;
2. That Council authorize the demolition of the existing single detached dwellings at 29, 31, 33 Erb Street East.

A. Executive Summary

The Applicant (Fethard Properties Limited) is requesting authorization from Council to demolish the existing single detached dwellings at 29, 31 and 33 Erb Street East (the “Lands”) without constructing replacement dwellings or obtaining an approved site plan to redevelop the properties. The Lands are located on the south side of Erb Street East, east of Regina Street South. The Applicant advises that the existing houses are in poor condition and in need of significant repairs. The Applicant is concerned that if left vacant, the houses will be vandalized and attract undesired activities.

The Applicant acknowledges that the planned function of the Lands is ‘Commercial’, located within the Uptown Urban Growth Centre as set forth in the Official Plan. The Lands are currently zoned Commercial Eight-25 (C8-25) in Zoning By-law 1108 and Uptown Commercial Core-81 (U1-81) in Zoning By-law 2018-050.

Pursuant to the City’s Demolition Control By-law, the houses must be replaced within two years of demolition, or the lands redeveloped in accordance with an approved site plan within two years of demolition. The Applicant is requesting relief from this requirement, which Council must authorize.

B. Financial Implications

Staff is not aware of any municipal financial implications with respect to this request.

C. Technology Implications

None.

D. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

General alignment with the 'Strong Community' Priority Areas in the Strategic Plan.

E. Previous Reports on this Topic

None.

F. Approvals

Name	Signature	Date
Author: Dominik Simpson		
Director: Joel Cotter		
Commissioner: Cameron Rapp		
Finance: N/A		
		CAO



**Demolition of Residential Buildings – 29, 31, 33 Erb Street East, Fethard Properties Limited
IPPW2019-020**

Map 1: Subject Lands





**STAFF REPORT
Community Services**

Title: Unsanctioned Public Gatherings – Task force Update
Report Number: COM2019-005
Author: Mark Dykstra, Adam Lauder
Meeting Type: Committee of the Whole Meeting
Council/Committee Date: March 4, 2019
File: N/A
Attachments: Appendix A – Task Force Terms of Reference
Ward No.: All Wards - City Wide

Recommendation:

Information

A. Executive Summary

This report provides Council with an update on the work being undertaken to address the trajectory of unsanctioned public gatherings.

A Mayor's task force has been created, under the auspices of the Town & Gown Committee, to determine what strategic action is needed by all community agencies and partners to mitigate the risks and growth of unsanctioned public gatherings (UPGs). It was recognized that this task force effort to impact change would take several years.

Recognizing that the City of Waterloo, Waterloo Region Police Service (WRPS), Region of Waterloo Paramedic Services, Wilfrid Laurier University and other safety service providers have detailed strategies for 2019 events, the task force is primarily focussed on changes that could be made for 2020 and beyond, with a goal of significantly altering the trajectory of these events in the next 2-5 years.

A draft approach will be presented to Council in Fall 2019. A final proposed approach is anticipated to be presented to Council in early 2020, and will be implemented on a 2-5 year timeframe.

B. Financial Implications

The City has contributed \$10,000 to this task force, funded equally from CAO Special Projects Fund and Community Services Commissioner Special Projects Fund.

The University of Waterloo, Wilfrid Laurier University and Waterloo Regional Police Services have also contributed \$10,000 each toward the task force, for a total budget of \$40,000.

C. Technology Implications

There are no technology implications associated with this report.

D. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

This work supports the Strong Community pillar by facilitating post-secondary student integration with the broader community, and the Corporate Excellence pillar by building relationships with key stakeholders and community collaborators.

E Previous Reports on this Topic

N/A

F. Approvals

Name	Signature	Date
Author: Mark Dykstra		
Author: Adam Lauder		
Commissioner: N/A		
Finance: N/A		
		CAO



Unsanctioned Public Gatherings – Task force Update COM2019-005

Section 1 – Evolution and Trajectory of Unsanctioned Public Gatherings

Unsanctioned Public Gatherings in communities with post-secondary institutions are growing in Canada and abroad. Cities, police, paramedic and by-law departments are responding to events that are increasing in scope and scale. Neighbourhoods are increasingly experiencing the greatest impacts of these events, as these gatherings directly impact quality of life. The growth of these unsanctioned public gatherings has required municipal responses, and staff are aware of a number of other Ontario municipalities that are considering how to best manage these events.

Locally, St Patrick's Day and Wilfrid Laurier University's Homecoming are the largest unsanctioned public gatherings, both of which result in a street party on Ezra Avenue and surrounding area.

Waterloo Region Police Service has been tracking the St. Patrick's Day crowd size since 2015, and Homecoming crowd size since 2017:

Year	St. Patrick's Day Crowd Size	Homecoming Crowd Size
2015	5,000-7,000	Not tracked
2016	10,000	Not tracked
2017	14,500	9,000
2018	22,000	14,000

The trajectory of these events is leading to a number of key issues moving forward:

- The streets are physically unable to accommodate the growing crowds. This is placing risks on the attendees and service providers, should an unsafe action/event take place among the crowd.
- While the majority of attendees are local, the events are attracting attendees from other communities. For example, 2018 St. Patrick's Day event had attendees from 37 different post-secondary institutions, based on police/enforcement service-crowd interaction.
- Costs are increasing to unsustainable levels. For example, 2018 St. Patrick's Day and WLU Homecoming now generate approximately \$1 million in service provider costs (police, paramedic and city). With no current avenue to recover these costs, taxpayers throughout the region are paying for these events.
- Public Safety is being impacted, as service providers are diverting their resources to these events, and away from the rest of the community. Response

times for the remaining community could be impacted, should these events continue to grow.

- Local neighbourhoods are being impacted by the crowds. Property damage, noise, litter and other nuances are increasing during these events, which negatively impacting surrounding neighbourhoods.

Section 2 - Task Force Terms of Reference

A Mayor's task force has been created, under the auspices of the Town & Gown Committee, to determine what strategic action is required by all community agencies and partners to mitigate the risks associated with unsanctioned public gatherings (UPGs).

The task force is also having research conducted, including on the social/psychological incentives to attend such events, and how to shift attitudes regarding attendance. This work is being led by Richard Eibach, an associate professor from the University of Waterloo. Professor Eibach has also conducted a literature review on such events, and has determined that robust literature does not exist on this topic.

Recognizing that the City of Waterloo, Waterloo Region Police Service (WRPS), Region of Waterloo Paramedic Services and other safety service providers have detailed strategies for 2019 events, the task force is primarily focussed on changes that could be made for 2020 and beyond, with a goal of significantly altering the trajectory of these events in the next 2-5 years.

The task force has identified the following milestones to its work:

- Identification of Problem Statement, Key Decision Criteria (Complete)
- Environmental Scan / Best Practices Review (Ongoing)
- Ideation & Consultation (Ongoing)
- Option Identification & Draft Approach
- Consultation on Option Identification & Draft Approach
- Final Approach (Target: Early 2020)
- Implementation

The task force has a broad membership, being comprised of:

- Town & Gown Committee
- Waterloo Region Police Service
- Region of Waterloo Paramedic Services
- Wilfrid Laurier University
- Wilfrid Laurier University Students' Union
- Wilfrid Laurier Graduate Students' Association
- University of Waterloo
- Federation of Students, University of Waterloo
- University of Waterloo Graduate Student Union
- Conestoga College

- Conestoga College Students Inc.
- City of Waterloo
- Grand River Hospital
- MacGregor Albert Community Association

See Appendix A for the task force Terms of Reference.

Section 3 – Task Force Key Problems & Key Decision Criteria

The task force has identified “Key Problems” and “Key Decision Criteria”, found below, that will guide the task force’s recommendations.

Key Problems:

The task force believes the four key problems associated with unsanctioned public gatherings are:

1. Public Safety – the safety of attendees, first responders and the broader community is at risk during these events. Unsafe behaviour needs to be addressed, and these events should not compromise first responder service capabilities in other areas of the community.
2. Reputational Risk – Some of the behaviours at unsanctioned public gatherings do not reflect the values of our community or its institutions. These behaviours create reputational risk for all stakeholders.
3. Cost – Costs are escalating, and are not sustainable. Further, costs are currently borne by service responders, which is not an appropriate model.
4. Crowd Behaviour – While most attendees are respectful, there are issues with crowd behaviour that need to be addressed. The sheer size of the crowd, coupled with open consumption of alcohol, limits crowd control capabilities.

Key Decision Criteria:

The task force recognizes the following key decision criteria will guide the process of analyzing identified options:

1. The approach enhances community & personal safety.
2. The approach creates peer – driven culture change.
3. The approach is cost-effective, financially sustainable, and operationally feasible.
4. The approach yields positive outcomes for stakeholders collectively.

Section 4 - Task Force Consultation

The task force has identified that a multi-pronged consultation effort is required to generate ideas for how to address this issue. To these ends, the following are being planned for Spring, 2019:

- Utilization of the city's "Engage" platform to engage the general public. This topic will be live on our engage platform on March 4, 2019.
- Consulting with student stakeholders through a "World Café", on March 25, 2019. This session is intended to provide insight into the motivations that drive attendance and to generate ideas on how to address these type of events.
- Undertaking consultation with various professional associations. Examples include a focus group of the Ontario Chiefs of Police, The Council of Ontario Universities, College Administrators Network, and the Municipal Law Enforcement Officers' Association.
- Advocacy with the Provincial government on issues such as (1) legally authorizing municipal law enforcement officers to require identification for individuals contravening local by-laws, (2) authorizing defaulted fines for municipal by-law offences to be applied to the affected person's driver's license and (3) providing legislative authority to escalate municipal fines for specific issues/events that are associated with an elevated level of public risk/safety.

Additional consultation will take place when a draft approach is identified (Fall, 2019).

Section 5 – Next Steps

The task force will be continuing its environmental scan / best practice review and consultation phases into Spring, 2019. Research is also ongoing, with a particular focus on understanding and responding to the underlying motivations behind attendance at unsanctioned public gatherings.

Moving forward, options will be identified by the task force on how best to alter the trajectory of unsanctioned public gatherings, with a draft approach presented to Council in Fall, 2019. A final proposed approach is anticipated to be presented to Council in early 2020, and will be implemented in 2-5 years.

Appendix A
Terms of Reference -
Unsanctioned Public Gatherings Task Force

Mandate:

The Town & Gown Committee of the City of Waterloo has created an Unsanctioned Public Gatherings Task Force. The task force has been asked to assess the growth of unsanctioned public gatherings, understand the impact on the community and various community service providers, and to make recommendations and provide potential strategies to the task force agencies/groups on how such unsanctioned public gatherings can be appropriately managed.

Task Force Composition:

Representatives from the following agencies / groups will form the task force. The Task Force steering committee shall be co-chaired by Mark Dykstra (City of Waterloo) and Tom Berczi (Waterloo Regional Police Service).

- City of Waterloo (CoW)
- Waterloo Regional Police Service (WRPS)
- Region of Waterloo Paramedic Services
- Wilfrid Laurier University (WLU)
- Wilfrid Laurier University Student Union (WLUSU)
- Wilfrid Laurier University Graduate Student Association
- University of Waterloo (UW)
- University of Waterloo Federation of Student (FEDS)
- University of Waterloo Graduate Student Union (GSA)
- Conestoga College (CC)
- Conestoga College Student Union (CCSU)
- Town and Gown Committee (T&G)
- Waterloo Catholic District School Board
- Waterloo Region District School Board
- Grand River Hospital
- MacGregor Albert Community Association

Task Force Role:

- The task force will meet quarterly at a minimum, and will receive information and create recommendations on ways to reduce, refocus and prevent any negative impacts of unsanctioned public gatherings. It is anticipated this task force will be operational for approximately 2 years with an understanding that implementation of its recommended strategies may take an additional three years.
- The task force will outline the challenges and benefits that unsanctioned public gatherings have on the community.

- The task force's work will include research on crowd science and will gather information on the experiences and strategies of other jurisdictions pertaining to unsanctioned public gatherings.

Communications

- Task force members will report to their governing bodies with the understanding that deliberations of the task force will be confidential until there is agreement, within the task force, that information can be released to the public. As needed, the Co-chairs will speak on behalf of the task force.



STAFF REPORT
Integrated Planning & Public Works

Title: Uptown Public Realm Strategy: Final Report
Report Number: IPPW2019-014
Author: Janice Mitchell
Meeting Type: Committee of the Whole Meeting
Council/Committee Date: March 4, 2019
File: PF2016-018
Attachments: Attachments:1-3

Ward No.: 7 Uptown

Recommendation:

1. That IPPW2019-014 be approved.
2. That Attachment 1 to this report "City of Waterloo Uptown Public Realm Strategy" be approved and that it be used to guide public realm improvements in conjunction with capital works/projects and when processing development applications.
3. That Attachment 2 to this report "Implementation Considerations for Priority Initiatives" be received as information.
4. That Attachment 3 to this report "Guidelines for Privately Owned Publicly Accessible Spaces (POPS)" be approved and used to provide direction for POPS on a City-wide basis.
5. That IPPW2019-014 be forwarded to the Region of Waterloo as information.

A. Executive Summary

A Public Realm Strategy has been prepared for Uptown in consultation with stakeholders and the community, and is attached to this report for Council's consideration. Once approved, the Strategy will guide public and private investment in Uptown's public realm and will inform updates to City implementation documents and practices. To begin the discussion around implementation, this report includes an outline of implementation actions associated with three priority initiatives and highlights

considerations that could affect the timing and/or priority assigned to the actions. As an implementation 'quick win', this report also includes a Guideline for Privately Owned, Publicly Accessible Spaces (POPS) that will help to clarify the City's processes and priorities where such spaces are proposed.

Approval of the Uptown Public Realm Strategy and the POPS Guideline will inform and provide direction for public realm components of up-coming City-initiated capital projects and development proposals, where appropriate. Staff is not seeking approval of capital budget funding to implement specific public realm projects at this time, but will report back to Council when project details and associated budget impacts have been further defined.

B. Financial Implications

There are no financial implications associated with approval of this report as Council has previously approved the Capital funding for the Study (Staff Report IPPW2017-028) and the project is on budget. Initiatives or projects that are identified and recommended as a result of this study and have a budget impact will be subject to further Council approval, if pursued.

C. Technology Implications

None

D. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

Strong Community:

- Support community well-being through enhanced opportunities for active living and community engagement.
- Foster a strong sense of place and identity through the development of a high-quality compact built form with convenient access to amenities, a vibrant culture sector and conservation of heritage resources.

E. Previous Reports on this Topic

IPPW2017-028 Terms of Reference: Uptown Public Realm Strategy
IPPW2018-018 Uptown Public Realm Strategy Background Document
IPPW2018-060 Uptown Public Realm Strategy Draft for Consultation

F. Approvals

Name	Signature	Date
Author: Janice Mitchell		
Director: Joel Cotter		
Commissioner: Cameron Rapp		
Finance: n/a		
		CAO



Uptown Public Realm Strategy: Final Report

IPPW2019-014

1. INTRODUCTION

In 2017, the City of Waterloo retained Stantec's Urban Places group to undertake an Uptown Public Realm Strategy (UPRS) Study. Through the Study, the Consultant has examined Uptown's existing public spaces and identified opportunities to enhance existing spaces and to create new spaces in conjunction with growth and development. Once approved, the Strategy will guide public and private investment in Uptown's public realm and will inform updates to City implementation documents and practices. A draft version of the Strategy was circulated previously for consultation and the final Strategy is presented in this report for Council's consideration and approval. Attachments 2 and 3 to this report are included to support the implementation of the Strategy.

2. PROCESS

The UPRS Study has been undertaken in two phases:

Phase 1: Background Document (IPPW2018-018 approved by Council April 2018):

- Examined Uptown's existing assets as well as opportunities and developed a Vision for moving forward.
- Report compiled in conjunction with the community, stakeholders and a staff Study Team.
- Culminated in a well-attended stakeholder charrette and public forum to launch Phase 2 of the Study.

Phase 2a: Draft Strategy for Consultation (IPPW2018-060 approved by Council September 24, 2018):

- Builds on information provided in the Background Document and includes a preliminary strategy developed in consultation with the staff Study Team.
- Circulated to Stakeholders as well as other interested groups and individuals in order to facilitate consultation and solicit feedback.
- Consultation included an online survey to initiate discussion around implementation priorities.

Phase 2b: Final Strategy for Council Approval (Attachment 1 to this report) - Once approved, the Uptown Public Realm Strategy will:

- Provide the framework to guide public and private investment in Uptown's public realm; and,
- Provide a basis for updates to City implementation documents and practices.

To support the implementation of the Strategy, if approved, two additional attachments have been included with this report:

- (i) Attachment 2: Implementation Considerations for Priority Initiatives (Refer to Section 6.1 of this report):
 - Provides a basis for establishing how the priority initiatives described in the Strategy could be implemented over time and subject to future Council approval of funding.
 - Provided as information and not intended to bind Council's future decisions.
- (ii) Attachment 3: Guidelines for Privately Owned Publicly Accessible Spaces - POPS (Refer to Section 6.4 of this report):
 - Recognizes that POPS are a key component of the Uptown Public Realm Strategy and can be a 'quick win' in terms of implementation.
 - Addresses priorities and processes in relation to POPS and the City's desire to find collaborative and innovative ways of creating new publicly accessible spaces in Uptown in conjunction with development and enhancement works.
 - Prepared by staff and circulated for consultation with the draft Strategy.

3. UPTOWN PUBLIC REALM STRATEGY OVERVIEW

The Uptown Public Realm Strategy is visual, detailed and provides the framework for quick implementation actions and 'tactical urbanism' as well as initiatives that could occur over a longer period of time. It examines five systems that contribute to Uptown's public realm, including: (i) parks and open space; (ii) connectivity; (iii) urban form; (iv) heritage; and, (v) public art and culture. For each of these systems, an overview of the existing conditions is provided as well as goals and specific actions for moving forward. In general, the Strategy recognizes that Uptown has a diversity of spaces and opportunities within the public realm, but suggests improvements that will better meet the needs of the public, particularly as Uptown intensifies as a focal point for growth within Waterloo and the Region. Opportunities include redesigning, programming and enhancing existing spaces and streets as well as creating new spaces and connections.

The document culminates in a discussion of three 'priority initiatives' that are seen as focal points for implementation. Each of these priority initiatives includes actions that connect back to and integrate with the public realm components/systems that were identified at the beginning of the document. The three priority initiatives include:

- (i) Laurel Greenway Initiative – Connects the public square LRT station to a continuous urban greenway that in turn, connects people arriving by foot, bicycle or LRT to Waterloo Park, King Street, Regina Street and Laurel Creek. Framed

by a tree canopy and animated by public art, the greenway will function as both a park and green corridor.

- (ii) The Civic Common Initiative: A chain of outdoor 'rooms' from Brewmeister's Green and Heritage Green to the Regional pumping station lands to the east. The area offers a public space opportunity for those arriving at the Allen Street LRT station. The Civic Common also becomes the front lawn for City Hall, catalyzes the transformation of William Street along its edge and reimagines Regina Street as a promenade leading to the Civic Common.
- (iii) Willis Way as a Shared Street Initiative: Over time, Willis Way could transition to a shared street that ties in seamlessly to parks at either end as well as the Willis Way LRT stop. By creating a continuous public-space path from Barrel Warehouse Park to Cenotaph Park, it presents people arriving in Uptown a clear route to a park or a lively shopping street.

4. CONSULTATION OVERVIEW

4.1 Overview

In Fall 2018, the draft UPRS document was circulated to stakeholders and interested members of the community for consultation. While the Phase 1 consultation efforts were highly engaging and interactive (i.e. charrette, workshops and public forum), the Phase 2 efforts were intended to complement the Phase 1 approach and included more of a focus on review and targeted feedback. Efforts included:

- posting the document on the City's website (supported by social media notifications);
- direct e-mail to stakeholders and approximately 200 individuals who had previously been involved or were interested in the process;
- informal 'drop-in' in the City Hall atrium where individuals could review project materials, talk with staff/consultant and provide feedback;
- presentation/information to Committees of Council; and,
- online survey that focussed on setting priorities.

In general, feedback received from the community and Committees of Council has been overwhelmingly positive and supportive of the directions proposed in the strategy. Key comments received from agencies and the general public are summarized below. Some comments have resulted in revisions to the Strategy, but the general intent of the goals, action items and priority initiatives remains the same as presented in the draft Strategy.

4.2 Feedback from Key Agencies

Key agencies including the Region of Waterloo, Waterloo North Hydro and the Grand River Conservation Authority have been engaged throughout the process and each has submitted comments in response to the draft strategy. Revisions have been incorporated into the final document to address agency comments. For the most part, agency comments indicate support for the direction and opportunities presented in the Strategy, but have also touched on the need to manage expectations around deliverables. Agency comments are summarized in several themes below.

(i) Role of the Strategy

The Strategy is intended to provide general direction and priorities around improving Uptown's public realm. It is not intended to replace appropriate processes that will need to accompany future implementation (e.g. detailed design or technical studies).

Examples of this include:

- Rebalancing transportation infrastructure – Regional staff supports the Strategy's goals and actions that relate to a complete streets approach to better balance the needs of pedestrians, cyclists, transit users and motorists. Despite this broad support, Regional staff has requested that the Strategy include a clear recognition of the challenges and practical issues that would need to be addressed before the complete streets vision could be realized. City staff concur that the intent of the Strategy is to provide direction and not to replace the need for appropriate and comprehensive processes, including detailed design, studies and consultation. It is recognized that implementation will take place over time, that not all streets will be the same and that decisions regarding design will need to reflect on-the-ground realities and resource constraints. The Strategy has been revised accordingly to remain aspirational while also reflecting that future implementation will need to be mindful of considerations around timing, appropriate processes and managing resources.
- Cultural heritage resources – The Strategy includes goals and actions that encourage place-making and conservation/integration of heritage resources. Pursuing this opportunity does not supersede or negate the need to follow appropriate processes and undertake any necessary studies (e.g. Cultural Heritage Impact Assessments) in order to assess potential impacts on cultural heritage resources and how to best conserve such resources.

(ii) Planning Within the Flood Plain

The Grand River Conservation Authority has requested that the Strategy provide more clarity with regard to the location and implications of the Laurel Creek floodplain, given the extent of the floodplain within Uptown. All three priority initiatives are constrained to some extent by the Laurel Creek floodplain. The Strategy has been revised to better recognize this natural hazard and to indicate that future decisions and processes (e.g. preparation of design concepts) will need to consider constraints and risks related to the floodplain.

(iii) William Street Pumping Station Lands

The pumping station lands, included as part of the Civic Common initiative, are owned and operated by the Region of Waterloo. Regional staff has advised that although the nature and magnitude of the operation is changing (current treatment and storage functions will be moved to Kitchener), the wells and associated pipes and electrical systems will remain in some form. As such, it will be important to consider these constraints in relation to future public realm initiatives. Specifically, public access to some parts of the property will need to be restricted and the site will need to be

accessible for large equipment to facilitate day to day maintenance of the wells and related infrastructure.

(iv) Extent of the Civic Common

The Region of Waterloo (as well as one member of the public) has suggested that consideration be given to enlarging the proposed Civic Common to include the City-owned lands at the corner of William Street and Herbert Street. It is suggested that the inclusion of these lands could support a unified vision for the area and could provide for a connection to the Mary Allen neighbourhood park via Herbert Street. The Strategy has not been revised to accommodate this suggestion. In staff's opinion, the proposed Civic Common, including the pumping station lands as well as two existing City parks fronting onto King Street, is an adequate size, orientation and configuration to meet the objectives of the strategy. The William/Herbert lands are currently zoned and designated to permit mixed-use development and Council had not indicated a desire to move away from that vision for the lands. If a connection to Herbert Street (though these lands) was ultimately determined to be desirable, it could be considered through a future development process.

(v) Supporting Transit Initiatives

Although the Strategy supports and encourages active transportation and the use of public transit, Regional staff has suggested that it could be strengthened by further highlighting the important relationship between transit and urban spaces. For example, spaces with shade trees, shelter and places to sit or lean can support transit as a desirable mobility option. Many of these principles were already included in the strategy and it has been further revised to incorporate additional references to support transit mobility.

4.3 Public Comment (Online Survey and Written Submissions)

Public comments were submitted at the informal drop-in session as well as through an on-line survey, with the majority arriving via the latter. The on-line survey was intended to start the discussion around setting priorities for implementation and asked the following 3 questions:

- What is your favourite priority initiative?
- How can your everyday be improved by the initiative?
- How does the initiative and/or the strategy in general support your vision for Uptown?

There were about 50 respondents to the survey. Just over half of the respondents chose the Laurel Greenway as their favourite initiative with the balance of responses split between Willis Way and the Civic Common initiatives. Comments received are summarized below:

Laurel Greenway - In general, the Laurel Greenway initiative is supported as a means to improve Uptown by providing an improved east/west connection and has the following benefits:

- Safer, intentional, uninterrupted and connected cycling and pedestrian route that improves on the current 'disjointed' routes through Uptown;
- Green spaces to gather, enjoy the outdoors, improve health/mood/motivation and improve the environment;
- Cohesive environment meant for people and not cars that includes appropriate supports such as safe crossings and rest stops; and,
- Functional and visual improvements that make the area more attractive to pedestrians (e.g. through parking lot of Waterloo Town Square) so that people can walk everywhere without feeling like they are crossing at busy intersections and through busy parking lots.

Civic Common – Considerations raised in relation to Civic Common included:

- Centralized open space that can be programmed and activated (e.g. café, art displays, education) to be attractive as a 'go to' space;
- Opportunity to develop a complete vision to make better use of underused spaces (both active and tranquil spaces are desired);
- Preservation and celebration of heritage resources, including interpretive signage;
- Connectivity between City Centre and other areas in Uptown; and,
- Suggest that Council could consider expanding the boundary to include the City-owned William Street/Herbert Street lands (see discussion in Section 4.2 above).

Willis Way – In general, the Willis Way initiative is supported as a means to improve Uptown by providing:

- Improved non-automobile space with trees, benches, art, fountain;
- A walkable and pleasant Uptown where people want to spend time, walk and shop;
- Comfortable and safe walking/cycling/resting opportunity that supports fewer cars
- Safe crossings at intersections;
- Focus on place-making and cultural impact rather than a means to move cars (some comments support limiting vehicular access to the parking garage and lane only); and,
- Less construction than other initiatives.

Additional Comments

- Consider returning all one-way streets to two-way as a means of slowing traffic and improving safety for pedestrian and cyclists as well as convenience for motorists. This has not been addressed within the scope of this Study.
- Uptown experience would be significantly improved through the addition of shade.

5. RELATIONSHIP TO OTHER CITY-INITIATED STUDIES

Several City-initiated studies that relate to the Uptown public realm have been on-going or were initiated while the UPRS study was underway. The following provides an overview of the studies and their relationship to UPRS:

(i) Laurel Creek Floodplain Mapping - Laurel Creek runs through central Uptown, presenting both an opportunity in terms of a public realm asset as well as a constraint due to flood risks. The City has initiated a process to update the floodplain mapping for the Laurel/Clair Special Policy Area, in close consultation with the Province and Grand River Conservation Authority. It is anticipated that this process will define new limits for the floodplain, including the floodway, and will provide the basis for reviewing works and development within the Special Policy Area boundaries. This process will culminate in amendments to the OP and zoning provisions in the area of Laurel Creek, with the objective of managing risk to life and property while considering the potential for redevelopment in the surrounding area. Although the Floodplain Mapping Study is moving forward, progress has been delayed by on-going discussions with Provincial staff in relation to assumptions and parameters for the necessary modelling. Based on progress made to-date and remaining work to be done, staff anticipates that this project will not be completed before Spring 2020.

All three of the priority initiatives included in the Strategy are constrained by the floodplain to some extent, with portions of the Laurel Greenway and Willis Way being significantly impacted by the hydraulic floodway. Implementation timing and priorities will need to consider these constraints as it will be important to include consideration of the updated mapping in future design concepts. At this time, staff is of the opinion that detailed design of the Laurel Greenway, in particular, should not be completed until outcomes from the floodplain mapping exercise are known. If the floodplain mapping does not proceed in a timely manner (i.e. beyond mid-2020), this position may need to be revisited to ensure that the Laurel Greenway design is not delayed indefinitely.

- (ii) Transportation Master Plan Update – In 2019, the City will start to review and update the existing Transportation Master Plan (TMP), a document that provides direction for transportation planning and decision-making. Through that review process, consideration will be given to the appropriateness of reducing movement on Willis Way (King Street to Regina Street) from a two-way movement to one-way movement. This will be an important consideration for the future design and use of Willis Way as a shared street as recommended in the Strategy.
- (iii) Cultural Heritage Landscape Study – The City has initiated a Cultural Heritage Landscape (CHL) Study, with the objective of developing an inventory of significant CHLs that are important to the community. These CHLs will be the focus for future planning studies and initiatives. Since the work on the Public Realm Strategy has run concurrently with the Cultural Heritage Landscape Study, there has been

information sharing between the two studies and appropriate heritage considerations have been incorporated into the goals, actions and implementation priorities for Uptown's public realm.

(iv) City-Wide Parkland Strategy – The City's Parkland Strategy is underway and it is anticipated that a background study will be presented to Council in Spring 2019. The Study will consider the City's existing park inventory and service levels and will create a 10-year action plan for Waterloo's park system. Although the UPRS Study considered existing Uptown parks and future opportunities at a relatively high-level, the Parkland Strategy will consider and refine City-wide targets for parkland, including lands within Uptown. Going forward, this information may be helpful to understand Uptown's parkland system within the City-wide context, but is not necessary at this time in order to proceed with the implementation of the UPRS Strategy.

6. IMPLEMENTATION

The Strategy is rich and varied in its suggestions for improving Uptown's public realm. It is anticipated that collectively, the Strategy goals, actions and initiatives will inform decisions about parkland dedication and acquisition, park improvement, programming and design of renewed streets and budget allocation. The implementation of the UPRS will take place over the long term and will rely on collaborative relationships between the City, Region, development community, agencies and community members.

6.1 Implementation Considerations for Priority Initiatives

The three priority initiatives described in the Strategy (Laurel Greenway, Civic Common and Willis Way as a Shared Street) represent the Consultant's recommended areas to focus implementation efforts. As such, staff has used the three priority initiatives as a starting point to focus public realm improvements and scope potential timing for each of the actions associated with the initiatives (refer to Attachment 2). This is very much a starting point focused on the Laurel Greenway, Civic Common and Willis Way and it is not meant to preclude other opportunities (i.e. outside of the priority initiatives) that are consistent with the goals and actions included in the Strategy.

The UPRS document indicates that an important preliminary step when moving forward with the priority initiatives is to prepare more detailed concept/designs that will address how all or parts of the initiative can move forward. Staff generally agrees with this approach. However, we note that there are also constraints or considerations that may warrant deferring the preparation of detailed designs as an initial task, recognizing that:

- planned capital projects will continue to advance the initiative; and,
- tactical 'quick wins' can also be planned in the short term.

The following provides an overview of implementation considerations for each priority initiative:

- (i) Laurel Greenway - Appears to be the favourite initiative for most survey respondents, suggesting that it should be made a top priority. In staff's opinion, there is also high potential for missed opportunities if the development of more detailed concepts/designs is deferred beyond the short term (i.e. due to the higher incidence of privately owned lands within and along the Greenway). However, there are constraints that need to be considered for the Greenway implementation, including:
 - Detailed design will be highly dependent on the outcomes of the floodplain mapping exercise; and,
 - City parking lots in the area of Waterloo Town Square are subject to parking agreements.

Staff is of the opinion that a process to develop comprehensive concept/designs for the Laurel Greenway can be initiated in the short term (i.e. next two years) but finalization of the design should be deferred until the floodplain mapping exercise has been completed. In the interim, tactical initiatives and capital projects can help to create awareness of and advance the initiative, recognizing that some aspects of the implementation will occur over the long term.

- Willis Way has some community support but needs further review through the Transportation Master Plan and is somewhat dependent on the outcomes of the floodplain mapping. There is some risk of lost opportunities if design does not occur in a timely manner as some lands adjacent to Willis Way are privately owned. Ownership and design of the road is within the City and Region's control.

Staff is of the opinion that a process to develop a design for Willis Way as a shared street can be undertaken in the short term (i.e. next two years) but finalization should be deferred until the results of the Transportation Master Plan update and floodplain mapping exercise are known. In the interim, tactical initiatives and capital projects can help to create awareness of, and advance, the initiative.

- Civic Common has some community support and design of the site(s) will be somewhat dependent on the outcome of the floodplain mapping exercise (though less than is the case for Willis Way and the Laurel Greenway). Detailed design could begin anytime in consultation/collaboration with the Region of Waterloo and Waterloo North Hydro who occupy the site. In the interim, tactical initiatives and capital projects can help to create awareness of and advance the initiative.

6.2 Beyond the Priority Initiatives

The goals and actions outlined in Section 3 of the Uptown Public Realm Strategy identify additional opportunities to improve Uptown's public realm beyond the priority initiatives. This could occur in conjunction with processing development applications, undertaking City infrastructure projects and/or other opportunities that arise. Although

implementation will focus on the priority initiatives, at least at the outset, the Strategy recognizes that opportunities to improve the public realm may arise without notice. To assist in decisions around planning for and/or prioritizing such opportunities, the Strategy offers the following evaluation criteria:

- Proximity to LRT stations – Initiatives that include or are connected to LRT stations and could benefit from enhancements to the public realm.
- Proximity to population growth – Areas for parkland expansion and improvement and POPS where growth is occurring and need for parkland is intensifying.
- Eligibility for capital funding – The UPRS will support the decision-making framework for determining initiatives to be included in the capital budget.
- Emergent opportunity with City infrastructure and development projects – Strategy provides the framework to capitalize on public realm improvements with other infrastructure projects and/or developments.
- Partnerships with third parties – Investment and/or participation in projects can come from higher levels of government, agencies or others.

6.3 Capital Budget

The ten-year capital budget includes money to support the implementation of the Uptown Public Realm Strategy. More specifically, the budget includes money for:

- Hydro burial and associated streetscape improvements (\$1.8 million, mostly toward the end of the 10-year time frame)
- Parks planning, design and construction (\$1.5 million proposed in the initial years of the 10-year framework, beginning 2019)
- Street Infrastructure Rehabilitation and Upgrade (\$3 million, distributed between 2019 and 2024)
- Streetscape/Trail planning, design and construction (\$625,000 proposed in the initial stages of the 10-year framework, beginning 2019).

At this time, staff is not requesting approval of capital budget funding for specific projects. A follow-up report will be prepared, and it is anticipated that initial request(s) will relate to funding approval for tactical initiatives. These initiatives can be seen as ‘quick wins’ in terms of public realm improvements and are intended to help the community begin to identify with the three priority initiatives. Tactical initiatives could include, but not necessarily be limited to:

- Addressing beautification, comfort or wayfinding at LRT platforms and other gathering spaces (e.g. signage, planters, seating, shade);
- Art in the public realm;
- Supporting events that begin to help the community identify with the three priority initiatives;
- Utility box wrapping for graffiti management or to meet other public realm objectives.

6.4 Getting Started: A POPS Guideline

A key opportunity moving forward will involve ensuring that as development occurs, there is a clear understanding of the City's objectives and priorities in relation to POPS (Privately Owned Publicly Accessible Spaces). These are spaces that are privately owned and managed, but are accessible to the public, usually through agreements that are negotiated as part of the development application review process. Given the limited land supply in Uptown and the potential for significant intensification, there is tremendous opportunity and responsibility to ensure that as development occurs, a high quality public realm is created in conjunction with development.

To clarify the City's processes, objectives and priorities with regard to POPS, staff has prepared a POPS Guideline for Council consideration (Attachment 3 to this report). A draft Guideline was previously circulated with the draft UPRS document and has been refined based on feedback. The POPS Guideline addresses:

- (i) Defining POPS and their importance to the public realm;
- (ii) How POPS will be achieved;
- (iii) Locational criteria;
- (iv) Site design criteria; and
- (v) Operational criteria.

It is recommended that Council approve the Guideline and that it be used to provide direction for POPS proposed in conjunction with development applications or other initiatives.

7. RECOMMENDATION

1. That IPPW2019-014 be approved.
2. That Attachment 1 to this report "City of Waterloo Uptown Public Realm Strategy" be approved and that it be used to guide public realm improvements in conjunction with capital works/projects and when processing development applications.
3. That Attachment 2 to this report "Implementation Considerations for Priority Initiatives" be received as information.
4. That Attachment 3 to this report "Guidelines for Privately Owned Publicly Accessible Spaces (POPS)" be approved and used to provide direction on POPS on a City-wide basis.
5. That IPPW2019-014 be forwarded to the Region of Waterloo as information.

ATTACHMENT 1

Uptown Public Realm Strategy

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The City of Waterloo Uptown Public Realm Strategy, pages 17 through 171 of report IPPW2019-014 is not AODA compliant. For an accessible version, please contact Brenda Webster-Tweel from Stantec at Brenda.WebsterTweel@stantec.com.

CITY OF WATERLOO

UPTOWN PUBLIC REALM STRATEGY

February 25th, 2019



CITY OF WATERLOO

UPTOWN PUBLIC REALM STRATEGY

The City of Waterloo's Uptown Public Realm Strategy documents the study, engagement, visioning, and strategizing for the public realm of the civic, commercial and cultural heart of Waterloo. It is meant to be read in concert with the City of Waterloo Uptown Public Realm Strategy Background Document.

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EXECUTIVE SUMMARY

The planned intensification of Waterloo will bring denser and taller buildings to Uptown, changing its character significantly. This document serves as a conceptual framework and a practical manual for re-imagining the form and identity of Uptown's public realm—that is to say, the spaces between and around this new development.

With the planned growth and the arrival of three light rail stops in Uptown, the City of Waterloo initiated the Uptown Public Realm Study to develop a strategy that could guide both public and private investment over the next 20-30 years.

The Uptown Public Realm Forum launched the Public Realm Strategy. Previous events — including the Map My Uptown workshops and multiple Uptown Play charrettes — drew on the knowledge of residents and business owners and fed into the strategy. The Uptown Public Realm Strategy (UPRS) provides a clear set of Goals, Actions, and Priority Initiatives for the public realm.

The Uptown Public Realm Strategy guides the overall approach to the public realm. Improvements are organized into five systems, each of which contain their own set of public realm goals and corresponding actions to achieve that goal. Priority Initiatives are transformative projects that can include multiple goals and actions from all of the five systems.

Through the public consultation process, three key themes emerged to form the rationale for three Priority Initiatives:

- **The Laurel Greenway:** A linear park along the Laurel Trail and Laurel Creek;
- **The Civic Common:** An expansion of the original town square that includes a new Civic Common; and,
- **Willis Way:** A keystone street that integrates its bookend parks and the Public Square.

The Uptown Public Realm Strategy proposes a connected urban landscape that provides a range of great places for social interaction. It will ensure that growth and development take place within a high-quality, inviting, and vibrant public realm—the key to creating a thriving and active Uptown.

GLOSSARY

Active Recreation: Outdoor recreational activities, such as organized sports and playground activities.

Active Transportation: Human-powered transportation, such as walking and cycling.

Built Form: The look and massing of a building and its relation to the public realm, including height, setbacks, stepback, and architectural features such as entrances and windows.

Community Benefit: Capital facility or amenity (e.g., recreation centre, library, theatre, street-scape improvement) provided by a developer in exchange for added height and/or density beyond what is permitted in the zoning by-law.

Complementary Uses: Uses that support the livelihood of arts and culture alongside other uses in the public realm: promenades, squares, parks, restaurants, and similar open spaces.

Complete Street: Streets designed and operated to enable safe access for all users. Pedestrians, cyclists, transit riders and motorists of all ages and abilities can move safely along and across a complete street.

Courtyard: An outdoor space mostly or completely enclosed by buildings.

Creative Reuse: Reuse and integration of existing facilities, structures and resources, including extending the life of existing buildings.

Cultural Heritage Landscape: A set geographical area that may have been modified by human activity and is defined as having cultural heritage value for or interest to a community. The area may involve features such as structures, spaces, archaeological sites, or natural elements valued together for their interrelationship, meaning, or association.

Cultural Space: City-owned, operated, or public-private space that house facilities, operations, and programming for cultural purposes in these categories: Performance; exhibition and visual arts; screen-based; library; multipurpose, and heritage. These categories are consistent with the federal government's statistical frameworks for culture and used by cultural-infrastructure funding programs.

Floodway: The area of a floodplain required to pass the flows of greatest depth and velocity.

Flood-Fringe: The area between the floodway and the outer edge of the floodplain. Depths and velocities of flooding in the flood fringe are generally less severe than in the floodway.

Fine-grained: A smaller-scale pattern of buildings, blocks, streets and other elements in the city.

Frontage: The facade of a building facing the public realm.

Gateway: Features at a significant entry point which signal arrival in a place and create a unique sense of place.

Green Infrastructure: An approach to water management that protects, restores, or mimics the natural water cycle. Green infrastructure is effective, economical, and enhances community safety and quality of life. It involves planting trees and vegetation and restoring wetlands, rather than building costly engineered facilities for treatment.

Greenway: A corridor of undeveloped land used for recreation and natural preservation.

Intensification: The development of a property, site or area at a higher density than currently exists, through development, redevelopment, infill and expansion or conversion of existing buildings.

Laneway: A narrow road along the back of buildings typically used for service access.

Linear Park: A public park that is significantly longer than it is wide.

Local Street: Streets that facilitate local access to communities.

Microclimate: The climate of a small or restricted area, especially when this differs from the climate of the surrounding area.

Mid-block Connection: An alternative to the typical street network which provides pathways

through the middle of a block.

Movement Corridor: Main roads which provide safe, reliable and efficient movement between regions and strategic destinations.

Passive Recreation: Outdoor recreational activities that involve a lower level of activity such as walking, running, cycling, nature observation and picnicking.

Open Space: Land without buildings that is accessible to the public. Types of open space include parks, plazas, squares, and courtyards.

Outdoor Room: A public space framed by buildings with comfortable proportions of open space and building heights.

Park: A public greenspace used for recreation.

Placemaking: Community-focused planning, design, management, and programming of public spaces to create unique places based on local assets.

Places for People: Streets, or other connections in areas of high demand for activities on or adjacent to the street, that are designed for lower levels of vehicle movement in order to attract visitors. Should function as places people enjoy and communities value.

Play Street: A street closed to traffic to provide a space for recreational activity.

Plaza: A predominantly hard-surfaced public gathering place.

Privately Owned Public Space (POPS): A public space that is typically a product of negotiation with developers as part of the development application and review process. The public is welcome to enjoy a POPS as a public space, but the space remains privately owned.

Public-Private Partnership (PPP): Comprises a government service or private venture funded and operated through a partnership between public and private partners. A private stakeholder often provides a public service or project and assumes financial and operational risk, although risk is not always shared equally between partners.

Public Art: Art in the public realm, whether on public or private property.

Public Realm: Spaces that are open and accessible to the public. Most often used to refer to the spaces between buildings such as streets, parks, squares, and plazas.

Setback: The required distance from the property line within which no building can be located and typically established through zoning by-law and regulations.

Shared Street: A street which combines cycling, pedestrians, social activities, parking, and local

car traffic to create a shared public space.

Square: A square should feel like the core public social space in a neighbourhood. It should offer room and amenities for social gatherings, crowds, and events as well as public spaces to facilitate brief social encounters between neighbours and friends. A square should tell the story of the surrounding neighbourhood and feature unique civic services, art, and/or design.

Stepback: A design element in which a portion of a building mass above grade level is moved back from the wall directly below.

Streetscape: The combination of physical elements that give character to a street, including the roadway, street lights, street trees, street furnishings, sidewalks, and building façade treatments.

Streetwall: The front facade of buildings that creates a continuous edge.

Tactical Urbanism: Low-cost or temporary interventions to improve the public realm which can lead to permanent infrastructure.

Third Place Retail: Fixtures of community life, after the home (First Place) and the workplace (Second Place). Third Place retail locations or experiences provide opportunities for the public to relax and socialize.

Vibrant Street: Streets that accommodate high demand for movement as well as destinations and activity centres within the same road space.





1 OVERVIEW

1.1 INTRODUCTION

Call for a Vision

This pivotal moment in Waterloo's planned growth and commitment to mobility and livability calls for attention to life in Uptown's parks, open spaces and streets. Waterloo is experiencing sweeping change: urban growth; updating of planning and decision-making frameworks; and major investments in public transit and active transportation.

Advances such as introduction of an LRT network and development of several award-winning civic buildings, open spaces and parks have helped refine the city's character and contribute to a sense of ambition and optimism. It is time to transform the public realm and set the groundwork for design excellence, functionality, connectivity, vitality and a coherent identity. Uptown will act as the keystone of these changes for both the City of Waterloo and the wider Region of Waterloo.

What is 'Public Realm'?

A city's *public realm* comprises the continuous landscape of all spaces that are open and accessible to the public. These elements most commonly include parks, streets, sidewalks, trails, plazas, and squares. The public realm is an integral part of the community and is accessible to everyone at no charge.

How we shape the public realm influences how we live in our communities. The best public places are carefully planned and designed based on their context and in response to the needs of the

community. Public spaces provide opportunities for community life, social interaction, enjoyment of the environment, recreation, entertainment and contemplation. The quality of public spaces and how all elements of the public realm work together create a sense of place for Uptown. Public realm design can also help to position the new LRT line within the urban life of Uptown Waterloo. Creating high quality, accessible and comfortable public spaces at and around LRT platforms can be an effective strategy for increasing transit ridership, especially among infrequent or choice riders.

Strategy

The Strategy report provides background on the Region of Waterloo, the City of Waterloo and Uptown as it relates to the public realm. An analysis of existing conditions details the character of the existing public realm and lays out the planning team's initial findings. The Strategy's vision for the future of the public realm grew directly out of the Uptown Public Forum.

Proposed improvements are organized into goals and actions based on five public realm systems: Parks and Open space; Connectivity; Urban Form; Heritage; and Public Art and Culture. The public consultation process found reoccurring patterns, ideas and desire lines that have been developed into the three Priority Initiatives. These initiatives — the Laurel Greenway, the Civic Common, and Willis Way — will have maximum impact on the overall quality of Uptown's public realm and unite various goals across the five systems.



 Light Rail Transit

 5-minute Walking Radius

0 500m



Map 1: Uptown Study Area and LRT

Above is an aerial of the 218 acre site. The recently completed LRT has three stops in Uptown. From north to south they are: 1) Waterloo Public Square Station, 2) Willis Way Station, and 3) Allen Station. The LRT provides three new gateways into Uptown and influence patterns of development and public space.

1.2 PLANNING CONTEXT

Regional Context

The Region of Waterloo stands at the beginning of a transition. The new LRT will redefine how people move into and through Uptown and how the cities of Waterloo, Kitchener and Cambridge grow together. The Region of Waterloo Central Transit Corridor Community Building Strategy clearly outlines how to grow around the new transit infrastructure to create places that are transit supportive. Eight new LRT stations have been built in Waterloo, three of them in Uptown (Waterloo Public Square, Willis Way and Allen Street).

Uptown Profile

Creation of a public realm strategy represents a response to the fact that most future growth in Waterloo will have to take place in existing built-up areas. The city already houses 105,000 people within 6,400 hectares, and projections suggest it will accommodate 140,000 people and 89,000 jobs by 2031 (Region of Waterloo Official Plan). Much of this growth will take place in higher-intensity nodes and corridors. At the centre of the city, Uptown is designated as the Primary Node that will capture a significant share of projected growth.

New buildings, transportation infrastructure and public spaces are changing the way Uptown is experienced. With a concentration of employment, entertainment and cultural activities, Uptown is Waterloo's hub. The City of Waterloo Official

Plan defines the Uptown Waterloo Urban Growth Centre as an area of prioritized intensification intended, as noted, to accommodate much of the city's population and employment growth over the next 15 years. Uptown is also designated as an Urban Growth Centre in Places to Grow, the Provincial Growth Plan.

Planned Growth in Uptown

As a provincially designated Urban Growth Centre, Uptown needs to plan for 200 people and jobs per hectare by 2031. Today it constitutes an area of 88.2 hectares (218 acres) with approximately 10,850 people and jobs (2017). Planning for 200 people and jobs means that Uptown must aim to accommodate 17,600 people and jobs by 2031. Beyond raw numbers, planning must set Uptown on a path to grow as a community destination and a great place to live, work, play, learn and innovate.

To accommodate planned growth, new development will achieve greater density and height than most existing building stock. Uptown's existing built form consists mostly of low- and mid-rise buildings, with a few large towers scattered throughout the district. The Official Plan allows for much higher-intensity development. As Uptown grows and infill development and redevelopment intensifies the urban area, it will need an adequate supply of parks, a high-quality public realm, active public spaces and a built form that contributes to functionality in the public realm.



Map 2: Existing Building Heights

Low- and mid-rise buildings currently predominate in Uptown, with a scattering of towers.

- 6-16m
- 17-20m
- 21-40m
- 41-81m



Map 3: Official Plan Maximum Building Heights

Maximum building heights provide density that will change the character of Uptown. Recent and current development applications have sought bonusing—provisions of community benefit in exchange for additional height. Uptown will need high-quality public realm to balance and support future growth.

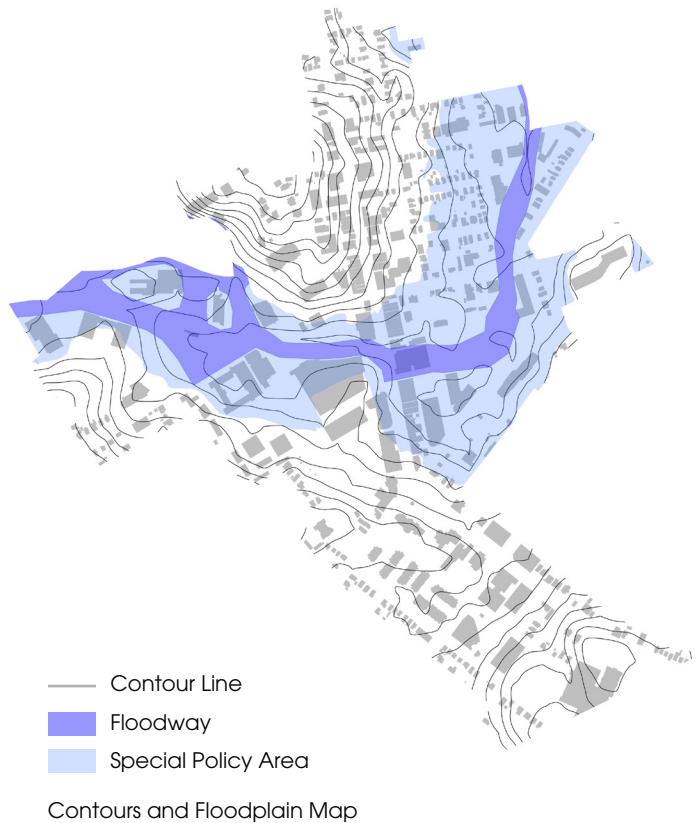
Note that through the approval of the Comprehensive Zoning By-law, the City has applied zoning that permits less than the maximum building height contemplated in the OP in some instances.

- Low Density, 10m
- Main Street, 6-16m
- Medium Density, 20m
- Medium High Density, 40m
- High Density, 81m

Planning around the Creek

Uptown Waterloo is relatively flat with small variations in elevation with the highest area along the southern edge and lowest area along the creek. There is a general slope from west to east. Slight changes in topography make Uptown a place that can be easily traversed by walking and cycling. A walkable street network, relatively short distances within Uptown and a well-connected transportation system allow for convenient active and multi modal transportation. Topography naturally matches the pattern of waterways leaving a floodplain along Laurel Creek directly through the middle of Uptown as seen in the Contours and Floodplain map.

The UPRS celebrates the creek as an existing and future public realm asset. It is important to note, however, that the floodplain associated with the creek will present constraints for future public realm projects and needs to be a key consideration for development infrastructure and the Uptown public realm in general. It is also important to note that the existing floodplain mapping is currently being updated. We are also mindful that growth coupled with climate change requires extra due diligence on public realm strategies for Uptown to ensure that we work with nature and the likely increase in unpredictable weather patterns.



Process

The Uptown Public Realm Strategy started with an analysis of the existing conditions in Uptown. Meetings with the Study Team and stakeholders used this analysis to present information and gather feedback on issues and opportunities for Uptown.

A momentous public engagement event held at the Centre for International Governance Innovation included presentations on the study and initial findings, a 50-participant urban design charrette, and a forum with 150 attendees. The Engagement Process (figure 1) has been guided by an iterative design process which includes learning, defining, brainstorming, designing, prototyping and back to learning, as visualized in this diagram.

Prepared as part of this study, the *Uptown Public Realm Strategy Background Report* summarizes existing conditions, initial findings, assets, and opportunities for public realm in Uptown.

This report, the *Uptown Public Realm Strategy*, builds on the *Background Report* to further refine opportunities for public realm improvements. This report provides a thorough strategy for public realm improvements and detailed actions for launching implementation.

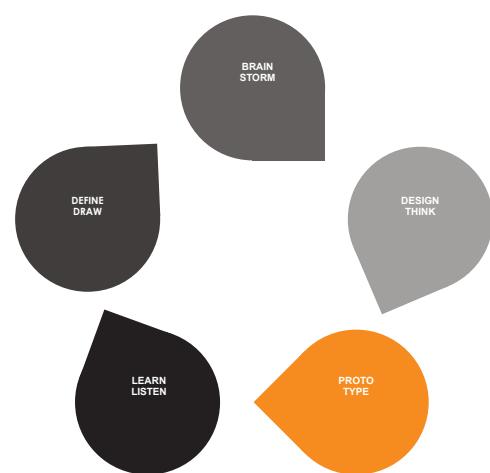


Figure 1: Engagement Process

1.3 ANALYSIS OF EXISTING CONDITIONS

Parks + Open Space

Parks and open space should be part of everyday life and within walking distance of all corners of Uptown. This plan proposes the creation of a parks network of connected spatial experiences to which the surrounding development can respond. It uses three key tools for measuring adequate parks coverage: amount of parkland per person, parks location, and degree of park accessibility.

As Uptown grows taller and denser, it will need attractive parks and public spaces that make it a desirable place. Many great parks, plazas, streets and trails contribute to Uptown's public realm today, yet many of these facilities don't function at full potential. Planned growth underscores the need—and presents an opportunity—to enhance and connect existing public spaces to meet the needs of a growing population.

Currently Uptown has 5.7 hectares of parks and open space. The Waterloo Official Plan calls for one hectare of parkland per 1,000 people (although it acknowledges that already-developed areas, including Uptown, may not be able to achieve this). With 10,850 people and jobs, Uptown has reached just a bit more than half of that goal, with 0.52 hectares of parkland per person. These calculations, however, do not take into account the adjacent 45-hectare Waterloo Park, which has been, and can continue to be used by Uptown residents, nor does the figure

include other local parks that are accessible to the core. Although Waterloo Park specifically is not included because it is subject to the Waterloo Park Master Plan, an aim of this study is to emphasize connection to the Park.

The parks and open space strategy for Uptown should focus on enhancing existing spaces while creating strategically located new public places as opportunities arise. While the current collection of parks and open spaces offers a variety of opportunities for active and passive uses, enhanced design can create a more active public realm. Some parks feel disconnected, hard to get to, or underused. Redesigning, programming and enhancing these parks can meet the needs of the public and create a more active public realm.

A review of existing parks shows that most open spaces are unprogrammed green spaces used mostly for passive recreation. Additional programming of spaces and adding new uses to existing parks will help to activate these spaces.

Enhancement of existing parks and provision of new ones should consider a variety of types to meet a broader range of uses. New types and parks uses to consider should include play spaces, dog parks, linear parks, gardens and plazas.



Connectivity

The heart of Waterloo can be thriving, vibrant, and liveable when streets become places for people. King Street and Willis Way stand as two transformations that signal the people-first direction Uptown has set for itself.

Aggregate street right-of-way totals 22 hectares, or 25% of Uptown's area. Given their proportion of total area, streets offer significant opportunities for improving the public realm (and they cover vastly more area than parks, at roughly 5.7 hectares). While most street surface is dedicated to moving traffic, public realm enhancements can create more of a balance between automobile movements and creating a place for people. Rethinking streetscapes as places of activity for events, recreation, dining, public art—while balancing the needs of motorists, bicyclists and pedestrians—will create active, engaging and beautiful streets. Trails, laneways and mid-block connections will add a more fine-grained pattern of pedestrian movement and places for an activated public realm.

Public realm strategies for streets include redesign of streetscapes for multi-modal mobility; improving connectivity and accessibility; and programming streets and laneways as places designed for people.

Urban Form

The built form shapes and frames the public realm through the architectural details, setbacks, building uses and the size and shape of buildings. A variety of characters exist, including historic, commercial, cultural and civic. The urban form will contribute to and enhance the public realm by defining spaces and creating active and attractive streets and open space.

Intensification of Uptown will bring increased opportunity for the development of a built form focused on pedestrians, by both framing the public realm and supporting comfortable micro-climates. Over time, Uptown's growth will create clearly delineated public spaces and contribute to a new urban framework.



- Movement Corridor
- Vibrant Street
- Places for People
- Local Street

Map 5: The existing connectivity network



- Buildings Framing the Public Realm
- Existing Parks
- Hard Scape Public Spaces

Map 6: The existing built form

Heritage

Uptown has a rich heritage value as the historic centre of Waterloo. From the pattern of development, streets, buildings, parks, and neighbourhoods, the history of Waterloo is present in the urban landscape.

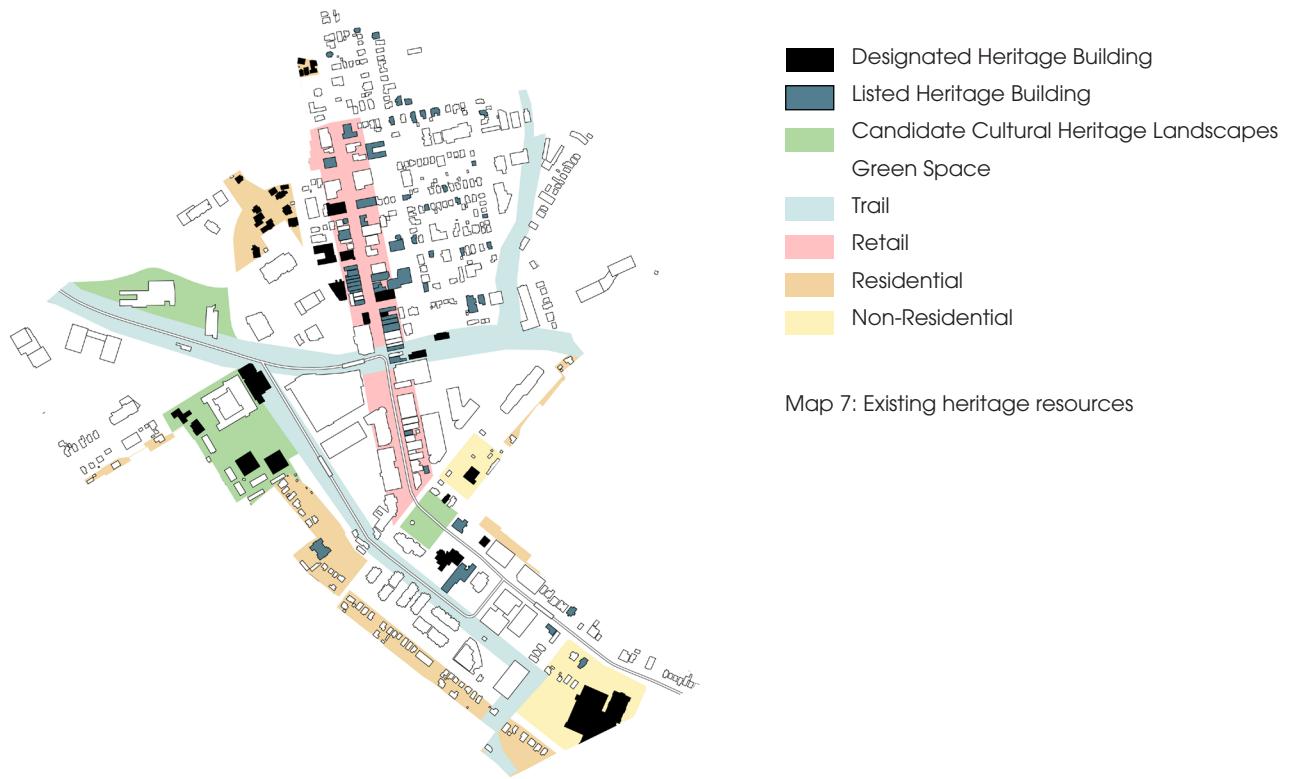
Heritage resources contribute to the character of Waterloo and public spaces. As Uptown grows and changes, the heritage value should be conserved and built upon to tell the story of Waterloo and define the sense of place.

New development, park improvements and streetscape projects all hold potential to build upon the heritage character.

Public Art + Culture

Uptown Waterloo is a diverse and integrated community with a wide offering of arts and cultural facilities, as well as restaurant and entertainment venues. These amenities contribute to an active and vibrant public realm, and are easily accessible via walking, cycling and public transportation.

The City of Waterloo's Culture Plan (2013) makes cultural development a priority by defining the community's vision for culture over the long term, strengthening and leveraging existing cultural assets, facilitating local talent attraction and retention, and promoting an environment where creativity can be unleashed. A strong cultural heritage offering enlivens streets, neighbourhoods, public and green spaces in Uptown, and enhances community involvement and engagement through a shared sense of belonging.







2 FRAMEWORK



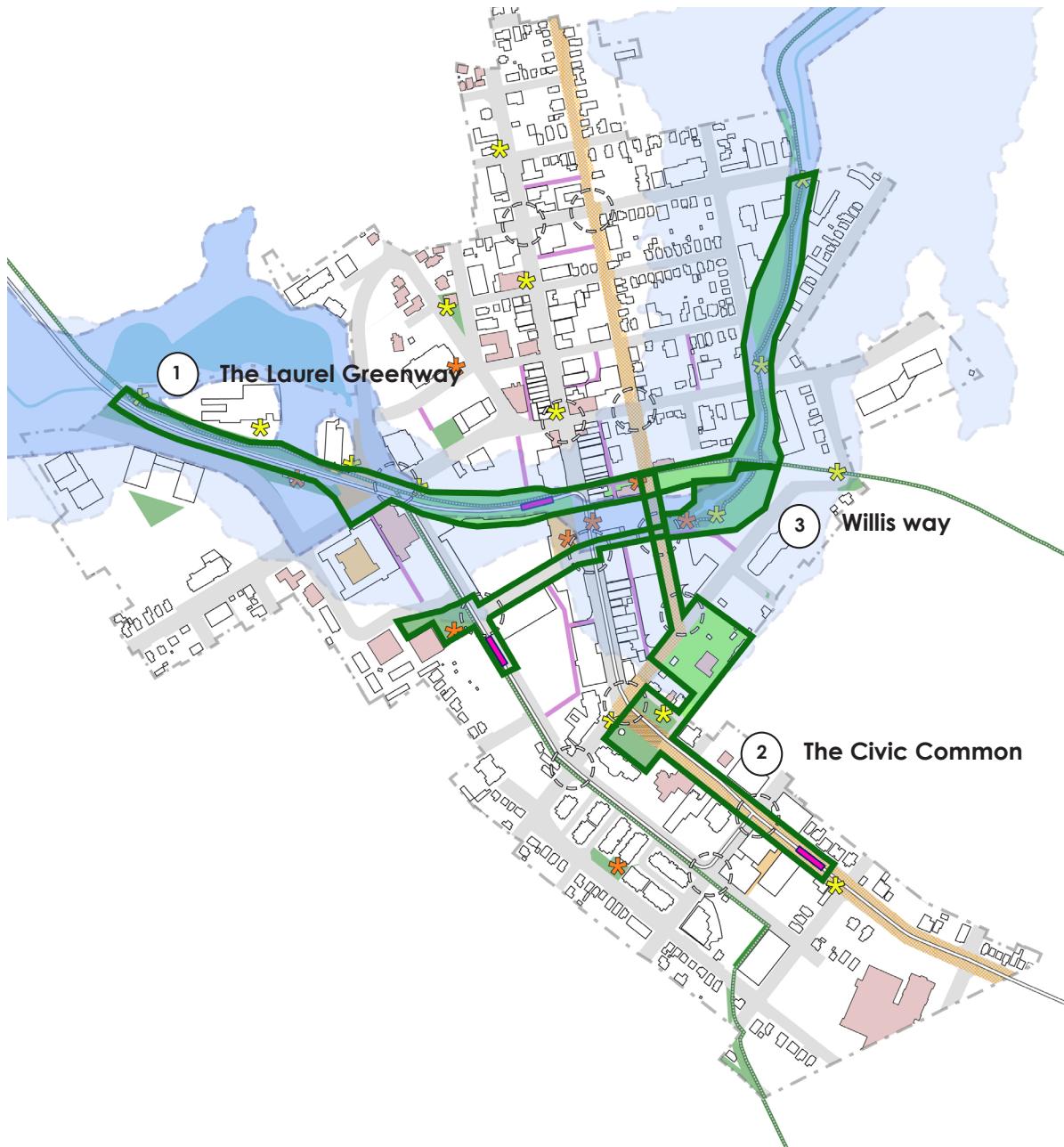
2.1 VISION

Our vision delivers a strategy for a truly accessible, walkable, bikeable and transit supportive community with a high quality public realm. We believe that welcoming, comfortable and flexible public spaces are essential for the health of Uptown. We connect inviting and engaging moments that create authentic experiences and celebrate Waterloo's cultural identity. In this strategy document, we work to seamlessly integrate a network of public and private parks and spaces to serve as nodes of dynamic public life.

This document sets out a strategy founded in the belief that public spaces matter. Today parks, a creek and plazas grace the heart of Uptown. Significant growth will bring more people to live, work and play here, making recreational spaces essential components of this urban heart. Longer working hours, reduced use of vacation time, and growing health concerns represent just some reasons why Uptown will need to focus emphatically on enhancing, creating, and connecting a strong and varied network of public spaces.

The public realm vision laid out here builds on a thorough analysis of Uptown's history, transformations already under way, and an

iterative engagement process. For our analysis, we combined the experience and knowledge of the local community with the city-building skills of the Study Team. The analysis that follows sets out four key public realm elements to consider in order for Uptown—and Waterloo—to breathe, move, frame, celebrate, and inspire our citizens. These elements are Parks, Streets, POPS and programming of the public realm.



Map 9: Systems and Priorities

The UPRS is built on five public realm systems that define Uptown and define the three Priority Initiatives.

0 100 200 300 400 500m



Building Footprint	Light Rail Transit	Floodway
Heritage Building	Trail	Flood Fringe
Existing Park	Laneway	Existing Public Art
Potential New Public Space	Potential Tree Canopy	Proposed Public Art
Hardscape Public Place	Waterways	Intersection Improvement
Enhanced Streetscape		
Priority Initiatives		



2.2 SYSTEMS

The five proposed systems work together to advance the vision of the public realm. Each system contains city-wide goals and actions for improving the public realm in Uptown.

The five Uptown systems—parks and open space, connectivity, urban form, heritage, and public art and culture—build on the current characteristics of the urban landscape.

Every Uptown system is an integrated part—implementable elements in a strategy that interact with one another to build the foundations of the UPRS. The next three pages provide more detail on each system and its role in expanding and improving the Uptown public realm.

Parks + Open Space

The integrated Uptown parks and open space represent a series of connected spatial experiences to which the surrounding development can respond. This strategy enhances existing spaces, adds new ones, and creates a connected network of diverse types of open spaces.

The Waterloo Official Plan calls for 1 hectare of parkland per 1,000 people. This target is aspirational and provides the framework for the City to continue to use available tools such as parkland dedication and bonussing to acquire high quality park spaces in appropriate locations in order to augment the existing network. The City-wide Parkland Strategy, currently underway, will consider this target as it relates to Uptown and other areas of the City and may suggest refinements to the target.



Connectivity

This strategy supports the incremental reorganization of streets as active and vibrant places that integrate all modes of transportation safely. Uptown is densifying and has become an active transit exchange for GRT buses and LRT vehicles. As such, it is important to incorporate transit-supportive design principles into the planning of public spaces. Transit shelters and passenger waiting, boarding and alighting areas should become essential components of the public realm strategy. In addition, neighbourhood streets will also need to move toward prioritizing the comfort and safety of pedestrians and cyclists.

- Vibrant Street
- Places for People
- Local Street

Map 11: The Proposed Move System



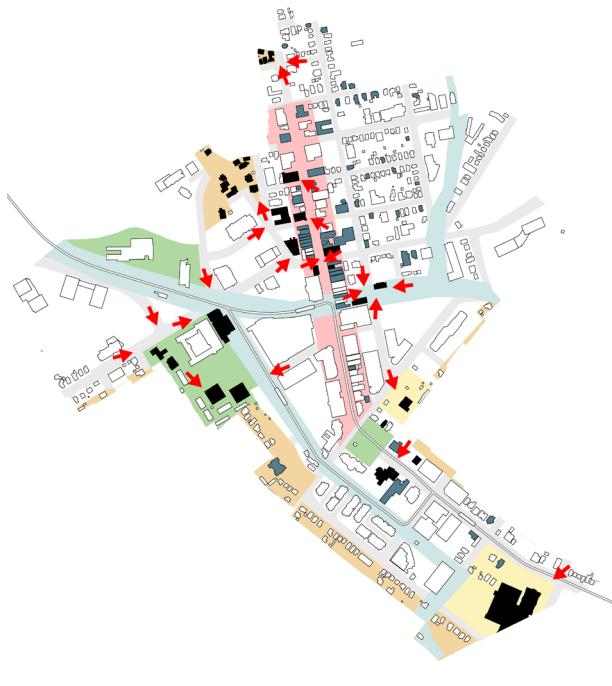
Urban Form

Built form frames and shapes the public realm, and its qualities shape the quality of the public realm. The built form strategy focuses on ensuring that all buildings contribute to a stronger public realm. It coordinates the interface of building with streets and open spaces in ways that create a deliberate and organized cityscape.

This strategy sets out to ensure that as Uptown develops, its evolving built form serves to create comfortable outdoor rooms, complete with consistent and authentic public realm materials and street furniture. Setbacks, ground floor animation and micro climate design combine to elevate the urban experience.

- Framing the public realm
- Opportunity to frame the public realm

Map 12: The Proposed Frame System



Heritage

The rich heritage of Uptown provides a unique and defining character. The strategy builds on the heritage character to enhance the sense of place. Heritage places are complemented by new development, public spaces and placemaking. Views to heritage buildings are preserved and enhanced to capture the heritage character in the public realm.

- Designated Heritage Building
- Listed Heritage Building
- Potential Views to Heritage
- Candidate Cultural Heritage Landscape
- Green Space
- Trail
- Retail
- Residential
- Non-Residential

Map 13: The Proposed Heritage System



Public Art + Culture

This strategy aims to determine the best types of programming for public spaces, to attract people to places and to complement the existing range of events hosted in Uptown. It proposes new public art that supports the three priority initiatives, to attract people, and to instill a pause-and-play culture in Uptown's most significant parks and public realm.

- ★ Existing Public Art
- ★ Proposed Public Art
- Event Locations
- Cultural Buildings

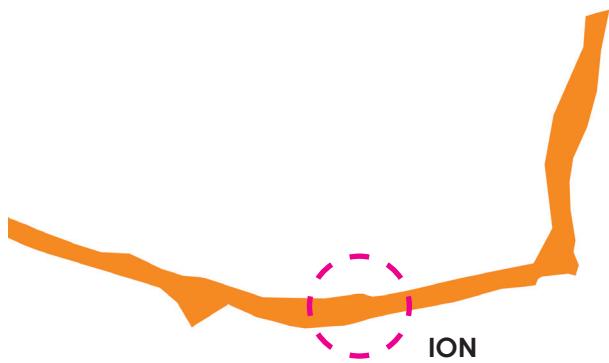
Map 14: The Proposed Inspire System



2.3 PRIORITY INITIATIVES

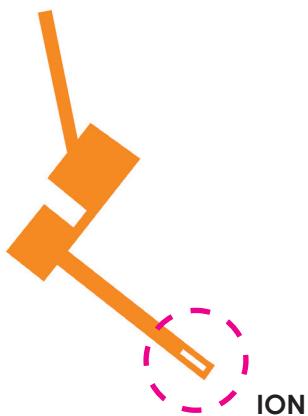
Three transformative projects—the priority initiatives will add new spaces to the public realm, enhance existing spaces, and create connections through Uptown. These initiatives launch Uptown’s public realm improvements. Map 15 locates the three Priority Initiatives and also recognizes the flood plain and fringe and their associated implications in terms of process. Each initiative draws on several goals and actions within each of the five systems, and each action and goal represents a step toward achieving the priority initiative.

Realization of the initiatives will occur over time and will be subject to further processes such as municipal budget approvals and securing public access to lands. More detailed mapping of each initiative will need to be developed and the final concepts should strive to achieve the opportunities described in this strategy, recognizing that there are constraints (e.g. flood plain) that will need to be considered.



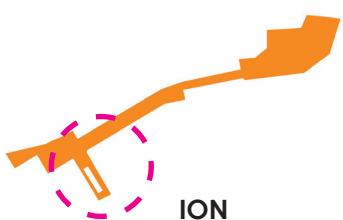
The Laurel Greenway

The Laurel Greenway transforms the Laurel Trail into a linear park. The greenway is characterized by open space, dense trees, attractive landscape, the Laurel Creek, and the multi-use Laurel Trail. With the new ION LRT station at its centre and the established Waterloo Park to the West, the greenway creates a connected linear park and a swath of greenspace through the middle of Uptown.



The Civic Common

This project pulls elements of civic importance into a unified district. Brewmeister's Green and Heritage Green mark the location of the original town square, and a new public space enhances the Regional Waterworks site; together they form the Civic Common. The wider Civic District contains City and Region administrative buildings. These elements create a district of civic importance and symbol of civic pride. Improved streetscapes connect the spaces and tie the district to Allen Street LRT station which acts as the entrance to the Civic District.



Willis Way

Willis Way is an active and attractive commercial street in Uptown. This street provides an east west connection in the middle of Uptown connecting to Barrel Warehouse Park to the west, Waterloo Cenotaph Park to the east, with the Public Square and the Public Square LRT Station in the middle.





3 SYSTEMS

3.1 BREATHE: PARKS + OPEN SPACE

1. Create a connected network of open spaces.
2. Ensure geographic distribution of open spaces.
3. Ensure diverse types of open spaces.
4. Design open spaces to be comfortable in the winter.
5. Facilitate the development of privately owned public spaces.
6. Foster park stewardship.

3.2 MOVE: CONNECTIVITY

1. Create a connected network of complete streets.
2. Improve the street tree canopy.
3. Activate streets as public places.
4. Enhance the trail network.
5. Create a fine-grained mobility network.
6. Establish a consistent street furniture and materials palette.
7. Enhance design for transit exchange and gateway locations.
8. Bury Hydro lines.

3.3 FRAME: URBAN FORM

1. Frame the edges of parks and streets.
2. Ensure pedestrian comfort through microclimate considerations.
3. Ensure pedestrian-scaled development.

3.4 CELEBRATE: HERITAGE

1. Ensure new development complements heritage.
2. Encourage placemaking to highlight heritage buildings.

3.5 INSPIRE: PUBLIC ART + CULTURE

1. Design the public realm to accommodate events.
2. Ensure a variety of types of public art.

BREATHE

3.1 PARKS + OPEN SPACE

1. Create a connected network of open spaces.
2. Ensure geographic distribution of open spaces.
3. Ensure diverse types of open spaces.
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5. Facilitate the development of privately owned public spaces.
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Map 16: System of Open Spaces in Uptown

This map shows existing open spaces and the new open spaces proposed in this plan in order to create a more equitable geographic distribution of open space throughout Uptown (Open Space Goal 2), though specific locations for all new spaces have not yet been determined. Some of these new spaces will be privately owned, but their locations will depend on where new development occurs so they don't appear on this map.

3.1.1 CREATE A CONNECTED NETWORK OF OPEN SPACES.

Parks in Uptown should tie together to form a connected network of public spaces.

ISSUE

Parks in Uptown are not well connected which limits the potential use of these spaces. For example, Memorial Park is not well connected to other spaces because of the barrier created by Erb Street.

OPPORTUNITY

Creating stronger connections to open space improves access and helps create the potential for more activity. Connections between parks allows people to enjoy various spaces in the public realm as they traverse Uptown.

APPROACH

Waterloo can do three things to better connect open spaces in Uptown:

- strengthen existing connections to parks
- remove barriers to park access
- create new connections to parks.

1. Strengthen existing connections to parks by creating:

- active transportation connections between parks and public spaces
- tree-lined streets that tie together parks and public places

People most commonly reach urban parks and public spaces on foot, so improving connections to parks will help activate open spaces. Tree-lined streets make the experience of walking more appealing but also—and importantly—create a visual green link to parks.

2. Barriers to parks can be physical or visual. Difficult intersections and busy streets act as physical barriers—they just make it harder to get to a park or open space. Visual barriers make a

park less visible and less apparent in the cityscape, which limits potential use. For example, Waterloo Cenotaph has a minimal presence on Regina Street; from Willis Way, a hill, utility box, and dense vegetation all block the view. Enhance and create sightlines to parks where possible.

3. Create **new connections** to parks wherever possible. Consider installing new crossings and mid-block connections where possible.

ACTIONS

1. **Implement pedestrian-focused intersection improvements in proximity to open spaces.**
2. **Implement bike infrastructure improvements (Streetscape + Development Guidelines in Appendix C).**
3. **Implement the Laurel Greenway priority initiative.**
4. **Implement Complete Streets improvements (Streets Goal 1).**
5. **Plant trees along streets (Streets Goal 2).**

OUTCOME

A connected network makes open spaces more accessible and increases their use to take full advantage of the existing public spaces. A connected network of open spaces also improves the streetscape and the pedestrian environment, making it more convenient and appealing to get around Uptown by walking, cycling and using transit.

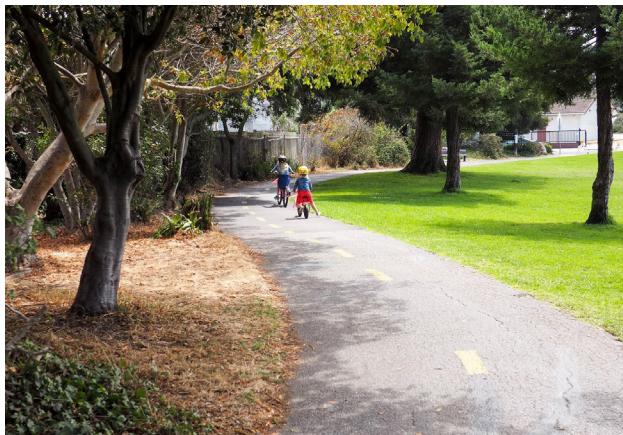


Image 5: Ohlone Greenway in Berkeley
The bicycle trail connecting through Cedar Rose Park.



Image 6: Grange Park in Toronto
The tree lined entrance leading to Grange Park.



Map 17: Priority Connections to Parks
Improving connections to open space will help to increase their use.

3.1.2 ENSURE GEOGRAPHIC DISTRIBUTION OF OPEN SPACES.

To guarantee equal access for all neighbourhoods, every part of Uptown should be within a 5-minute walk of open space.

ISSUE

The open-space-walkshed map shows that not all of Uptown falls within a 5-minute walk of a park.

OPPORTUNITY

Creating new open spaces would improve the distribution of open spaces and ensure that every part of Uptown has convenient access to open space. Work being done through the Parkland Strategy builds on this opportunity.

APPROACH

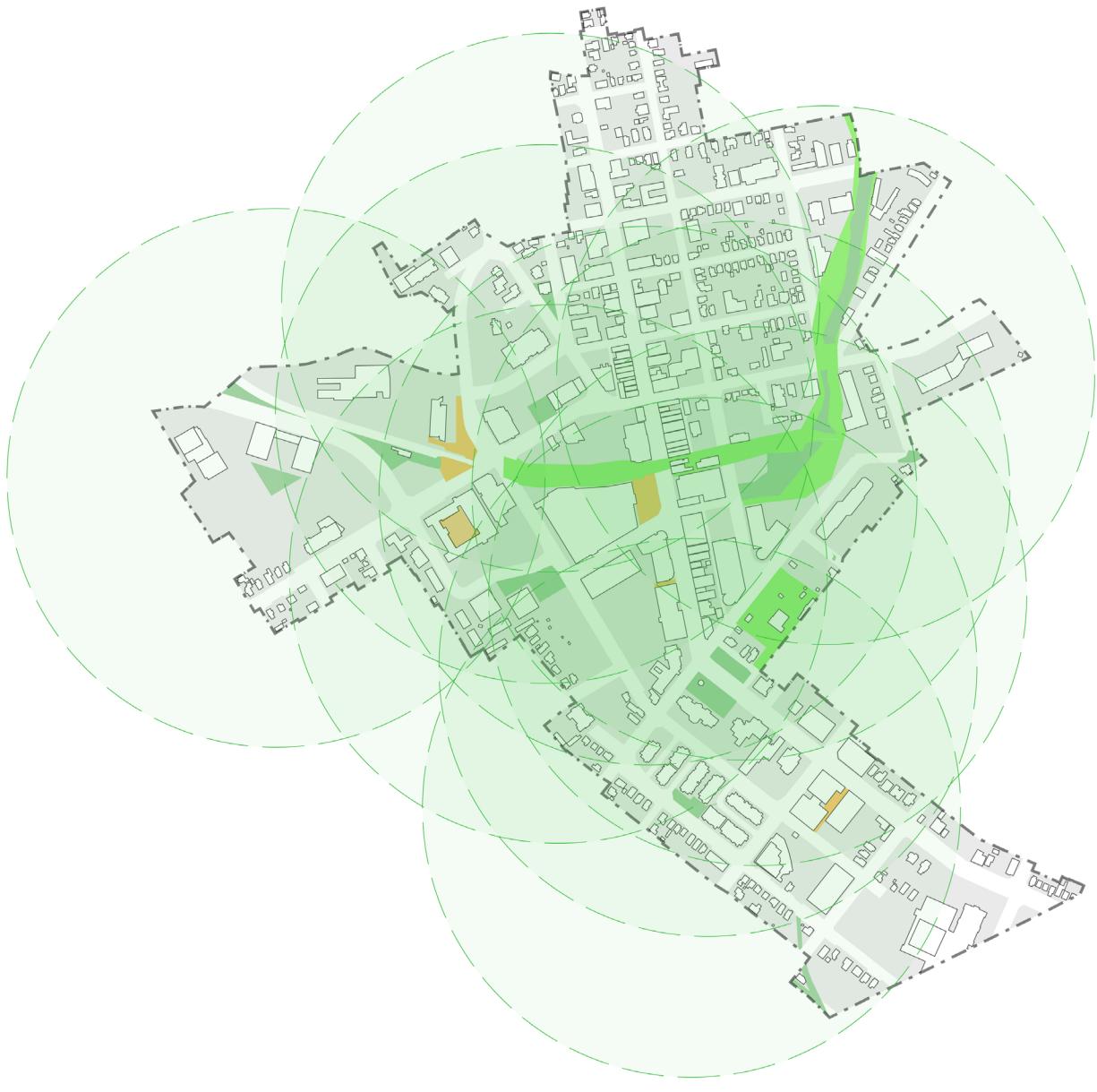
To make sure every neighbourhood has five-minute walking access to open space means creating new open space in the northern and southern reaches of Uptown, the only areas that lack easy access today. No sites have yet been chosen for these new open spaces. They should grow out of a community-led effort, coordinated with park uses and design that suit users' desires.

ACTIONS

- 1. Identify potential locations for new open space that will fill the gaps of the open space walk shed map and ensure all areas of Uptown are within a 5 minute walk of open space.**
- 2. Consider the outcomes of the City-wide Parkland Strategy (currently underway) as well as this Strategy to implement a park design process.**

OUTCOME

More careful distribution will ensure that every area in Uptown has easy access to open space and contributes to a more lively and appealing public realm.



Map 18: Uptown Open Space Walking Radius

The open space walking radii show the areas of Uptown that are within a 5-minute walking radius of existing open spaces. The map clearly shows that parks become less accessible as you move towards the perimeter of Uptown. We believe that, should the opportunity arise, adding parks to the northern and southern limits of Uptown would be advisable.

3.1.3 ENSURE DIVERSE TYPES OF OPEN SPACES.

A diverse population needs open spaces to fulfill a range of needs. Open-space design and function should reflect that fact.

ISSUE

Almost all open spaces in Uptown are parks used for passive recreation and have similar features (see the Inventory of Open Spaces in Appendix A). Uptown lacks places to play and plaza spaces.

OPPORTUNITY

Adding new types of open spaces will allow more and more kinds of activities to take place in the public realm.

APPROACH

Expanding the types of open-space resources in Uptown begins by developing a clear understanding of both what types and where the gaps are. Upgrading or redesigning existing open spaces over time can broaden the range of types and uses. New parks should be designed consciously to expand both categories.

Other than the Public Square, with ice skating in winter, and the trails, Uptown has few facilities for active recreation. Many sit just beyond Uptown in Waterloo Park and could become easier to reach by improving connections from Uptown to Waterloo Park.

Many active recreational park spaces don't make sense for Uptown because sport fields require large expanses of land; that's not the best or highest use of large parcels for an area as dense as Uptown will become. Smaller facilities for active recreation will make a better match for the area's land use patterns. Adding play spaces should be considered for some existing parks, and they would be suitable for the proposed Civic

Common (Priority Initiative 2). Uptown's open spaces need to serve people of all ages. Providing play spaces and playgrounds for children and families helps serve everyone.

Uptown also has a minimal supply of hardscape plazas, although one of its best public spaces is the Public Square. Locating smaller public plazas strategically can create more public gathering places with an urban quality, addressing the current predominance of green spaces. Private owners can create some of these hardscape public spaces as part of Uptown's connected open-space network (Open Space Goal 5).

ACTIONS

- 1. Determine potential park upgrades to provide new uses.**
- 2. Consider recreation spaces and playgrounds for existing or new open spaces.**
- 3. Consider new public spaces to be hardscaped public spaces including plazas, squares, urban parks etc.**
- 4. Develop a community engagement strategy to determine priority upgrades for existing parks.**

OUTCOME

Diverse types of open spaces and uses creates a more engaging and interesting public realm that will attract people to Uptown.



Image 7: Simcoe Wavedeck in Toronto
Creative landscape features such as the Wavedeck are visually interesting and result in a playful space.



Image 8: Sugar Beach in Toronto
Water features can create places to play.



Image 9: Montgomery Ward Park in Chicago
This urban park includes a place for a playground.

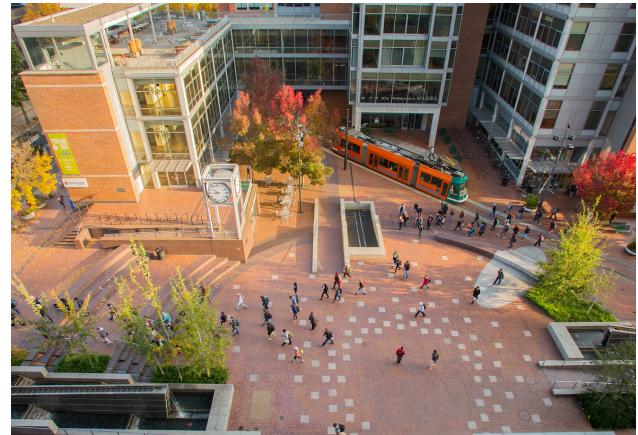


Image 10: Plaza at Portland State University
This plaza is integrated with transit and the university building.



Image 11: Fort Washington Park in New York City
Play spaces in the City are important for family life.



Image 12: Yorkville Park in Toronto
Yorkville Park provides different types of spaces and a range of uses which are unified and related to adjacent spaces and context.

3.1.4 DESIGN OPEN SPACES TO BE ACTIVE IN WINTER.

Adopt best-practice winter city design principles to create open spaces that remain active throughout the year.

ISSUE

Cold weather and snow make it difficult to get around, which leaves Uptown's public realm much less active in winter.

OPPORTUNITY

Winter city design principles can make open spaces more comfortable, attractive and active during the winter.

APPROACH

Waterloo experiences the full four seasons, which requires an approach to the public realm that addresses the full range of possible weather conditions. Open space and streets should be designed to:

- Maximize sun access
- Control strong winds
- Program for winter activities
- Create lively spaces
- Ensure convenient pedestrian access
- Easily accommodate winter maintenance

Maximize sun access

Maximizing sun access keeps places more comfortable and warmer in the winter. A southern orientation for open spaces is ideal to take advantage of the sun. Keep the profile of tall buildings narrow and orient them to avoid casting large shadows on public spaces. Landscaping can add comfort by planting deciduous trees on the southern side of buildings or public spaces to provide shade in the summer but allow sunlight through in winter when the leaves are gone.

Control strong wind

Creative use of planting and building form can help control strong wind. Planting dense evergreen vegetation to block prevailing winds can make spaces more comfortable in winter.

Tall buildings create down drafts that make the pedestrian realm feel windy and cold. Design podium bases or other horizontal architectural elements, such as canopies, to reduce wind speeds.

Program for winter activities

Program winter activities in public spaces to bring people outside. These can include winter sports and other activities that celebrate winter.

Create lively spaces

Winter days have fewer hours of daylight. Brightly coloured materials and architectural details help counteract the reduced light, enlivening spaces and giving them a more welcoming feeling. Pedestrian-scale lighting also boosts the feeling of liveliness and cheer, making spaces feel safe, attractive and active.

Ensure convenient pedestrian access

Getting around in the winter becomes hard for pedestrians when snow covers sidewalks, blocks paths and creates large puddles as it melts. Plan for coordinated maintenance to keep roadways, sidewalks and bikeways clear and accessible. Street design should include places to store snow.

ACTIONS

1. Prepare winter city design guidelines and incorporate them into the Urban Design Manual.
2. Enhance existing public spaces using winter city design principles.
3. Coordinate snow clearance efforts among relevant city departments and the Region.

OUTCOME

Designing for winter comfort will make open spaces more comfortable throughout the year. Improving the comfort will encourage more people to enjoy the public realm in the winter.



Image 13: The Freezeway in Edmonton
This creative approach to winter city design turns Victoria Park's walking/cycling trail into an ice skating trail.



Image 14: Public Square in Waterloo
Waterloo Square is active in the winter, setting a standard to replicate in other public spaces.



Image 15: Primatica in Montreal
Colours and lighting create an active public realm in winter.



Image 16: Building Design to Block Strong Winds from the Edmonton Winter City Design Guidelines
Canopies, colonnades, and a podium base protect pedestrians from strong winds.

3.1.5 FACILITATE DEVELOPMENT OF NEW PRIVATELY OWNED PUBLIC SPACES (POPS).

Facilitate development of new privately owned public spaces to contribute to the system of open space in Uptown.

ISSUE

Uptown lacks smaller public places, and City staff have limited resources to maintain even the open spaces that exist today.

OPPORTUNITY

The City can encourage privately owned public spaces as an element of new development to expand Uptown's open space system. Property owners maintain these spaces themselves.

APPROACH

Developers share privately owned public spaces through development agreements for new construction projects. Multiple ways to implement POPS exist, the most common being through a mandate, incentive zoning or other incentives.

POPS Mandate

Mandates require POPS as part of new development and may set them as default features in certain areas or when new construction reaches a threshold for scale, cost or uses in a building.

Incentive Zoning

Incentive zoning can allow for additional development space beyond underlying zoning in exchange for public space.

Other Incentives

Other incentives to encourage the development of POPS can include a reduction or waiver of the parkland dedication fee, a change in other fees or a reduction in taxes.

Development of POPS must ensure a level of design quality that yields a functional, attractive and well-used public space. Sun, shade, seating,

landscaping, high-quality materials and pedestrian amenities all contribute to functional public space.

A southern orientation is ideal to allow solar access and create pedestrian comfort. Trees and landscaping in public spaces provides natural beauty and opportunities for shade. Seating is essential for public spaces and can take the form of permanent seats, moveable tables and chairs or ledges which can function as seating. Other features such as high-quality paving materials, lighting, bicycle parking and public art further elevate the quality of the space. Signage for POPS should be required to inform people that the space is intended for public use. Rules for design features and amenities should be part of the zoning-by law and POPS design guidelines.

ACTIONS

- 1. Develop a detailed POPS implementation strategy.**
- 2. Prepare POPS design guidelines and incorporate them into the Urban Design Manual.**

OUTCOME

New privately owned public spaces will enhance the existing open space system and provide new public space in coordination with development and the intensification of Uptown.



Image 17: Paley Park NYC

Sun, shade, landscaping, a water feature and movable seating create an appealing public place on a small footprint.

3.1.6 FOSTER PARK STEWARDSHIP.

Foster stewardship of open spaces by community and neighbourhood groups.

ISSUE

Maintaining open space is a major task and there are benefits to developing partnerships.

OPPORTUNITY

Partnerships between the City and other organizations in Waterloo can ensure safe, active and well-maintained open spaces while building community.

APPROACH

Neighbourhood groups and community groups are well positioned to assist in stewardship of open spaces. They know best about the issues facing parks in their neighbourhood. The City currently has partnerships to enable stewardship of public spaces and this can be expanded to Uptown.

Existing or new organizations can lead stewardship of open space. Organizations such as the BIA and Horticultural Society can be engaged to take on a leadership role for Uptown open spaces. The BIA could assist in organizing a group that oversees all Uptown public spaces. Alternatively, neighbourhood groups and neighbourhood associations can oversee public spaces within their immediate area. The City should assist in organizing stewardship group for Uptown Parks.

Stewardship groups can assist in parks maintenance, promote projects, organize events and programs, and implement projects from the Uptown Public Realm Strategy and the Parks Master Plan. Stewardship should be citizen-led with participation and support from the City.

ACTIONS

- 1. Assess capacity of the community and stewardship groups.**
- 2. Assist in organizing stewardship of open spaces in Uptown.**
- 3. Support and assist stewardship groups.**

OUTCOME

Open space stewardship does double duty, building community and improving public spaces. Citizens can take ownership in their public spaces and address the needs for public space in their community.



Image 18: Friends of Waterloo Park Stewardship
Waterloo has a strong community who contribute to the city.



Image 19: The Garden at Memorial Park
The Waterloo Horticultural Society maintains the beautiful gardens at Memorial Park.

MOVE

3.2 CONNECTIVITY

1. Create a connected network of complete streets.
2. Improve the street tree canopy.
3. Activate streets as public places.
4. Enhance the trail network.
5. Create a fine-grained mobility network.
6. Establish a consistent street furniture and materials palette.
7. Enhance design for transit exchange and gateway locations.
8. Bury Hydro lines.



3.2.1 CREATE A CONNECTED NETWORK OF COMPLETE STREETS.

Provide a connected network of well-designed complete streets to improve opportunities for multi-modal transportation across Uptown.

ISSUE

Getting around in Waterloo and Uptown today primarily means driving, but great potential exists for enhanced multi-modal transportation.

OPPORTUNITY

A network of well-designed complete streets offers opportunities for people to get around by various modes of transportation.

APPROACH

Complete streets are designed and maintained to enable safety and convenience for all modes of transportation. Ideally all streets in Uptown should be complete streets, but streets that have, or will have, bikeways, bus service and LRT should take priority. Every street in Uptown must ensure safe and convenient pedestrian access.

Streetscape design for pedestrians should include features such as wide sidewalks, curb bump-outs, raised crosswalks, pedestrian priority crossings and traffic calming. Design for cyclists should include appropriate bikeway types, safe intersections and adequate parking. Design for transit should include comfortable transit stops, accessible facilities, and integration with other forms of mobility, such as future car or bike sharing pilot initiatives.

Complete Street design strategies focus on improving the public realm for all users. Nevertheless, implementing this approach will present both opportunities and challenges. Design decisions should reflect current traffic realities and should be implemented incrementally over time, subject to infrastructure funding and road reconstruction opportunities as they arise. A comprehensive approach will be needed to identify design requirements for any proposed

complete street and to explore how road standards can be rebalanced to better support pedestrians and cyclists while still maintaining vehicular functions. This recommendation also recognizes that some City and Regional roads have been recently reconstructed and will not be changing in the foreseeable future.

All new streetscape designs and road improvement projects should provide complete streets infrastructure. Elements of the streetscape should follow the Proposed Streetscape and Development Guidelines (Appendix C).

ACTIONS

- 1. Prepare complete streets design guidelines and incorporate them into the Urban Development Manual.**
- 2. Implement complete street principles for all streetscape and development projects.**
- 3. Clearly define shared street conditions on Regina, Allen and William streets with street markings and signage.**
- 4. Work with the Region of Waterloo to consider upgrades to cycling facilities on Bridgeport Road East from a bicycle lane to a separated bicycle facility.**
- 5. Collaborate with the Region of Waterloo to review extending the bicycle route on King Street North to King Street South.**
- 6. Focus on priority complete streets as shown on Map 19.**

OUTCOME

Designing streets for all users creates a more safe and comfortable public realm. A network of complete streets that prioritizes active transportation will connect people to all parts of the Uptown and adjacent areas.



Image 22: Broadway in Seattle
This streetscape carefully incorporates space for transit, cycling, pedestrians and cars.



Image 23: Complete Street in New York City
This street offers a bikeway, wide sidewalks, safe crossing areas, and streetscape amenities.



Map 20: Priority Complete Street Network

While all streets in Uptown should be complete streets, certain ones should receive priority for improvements. Priority streets include streets that already have, or are planned to have transit and bikeways.

3.2.2 IMPROVE THE STREET TREE CANOPY.

Improve the tree canopy in Uptown by planting street trees, wherever possible.

ISSUE

Uptown has few street trees, a limited canopy and limited space within Uptown right of ways.

OPPORTUNITY

Planting street trees will make streets more beautiful and comfortable and improve Uptown's ecological performance.

APPROACH

The City has recognized the importance of providing shade trees in the pedestrian environment. In urban settings, this requires prioritization and sufficient funds to ensure it is undertaken.

The aesthetic quality of trees helps make places beautiful. Trees can provide shade, block wind to create a more comfortable microclimate. The placement of trees can define and shape spaces in the public realm. On top of these advantages, trees provide important health and ecological benefits. Ideally, all streets should have street trees, but competing needs for space in urban areas often make it difficult to reach that goal. Streetscape improvements should ensure sufficient space for trees wherever possible. New development and street improvements should include tree planting and protection.

The City should update its urban forestry-management plan to include recommended tree types, a planting strategy and a maintenance strategy for expanding the tree canopy. Guidelines can ensure proper planting protocols for keeping trees and tree canopy healthy, and the City should issue standards covering preferred species, encouraging diversity of tree species, and guiding proper soil cell size and drainage.

Planting programs must coordinate with utilities to establish planting locations. New technology such as soil cells, although expensive, provide cities with the opportunity to add street trees in challenging reconstruction projects.

The proposed Streetscape + Development Guidelines in Appendix C provide information on the suitable type of planting on each street. For example, tree grates with soil cells are suitable on streets with limited space and heavy pedestrian traffic; planter boxes are suitable where there is limited space and underground utilities; and planting along the lot line is suitable on streets with LRT where the overhead lines would conflict with the canopy.

ACTIONS

1. **Update the City's urban forest-management plan to addresses tree planting, removal, maintenance, canopy cover and tree health.**
2. **Prepare street-tree planting guidelines and incorporate them into Urban Design Manual.**
3. **Update the Development and Engineering Manual to allow street trees within 5m of intersections. The current standard of 18m limits the potential tree canopy.**
4. **Planting of trees to be a priority consideration when undertaking road reconstruction in Uptown.**

OUTCOME

Improving the street tree canopy will create more beautiful streetscapes, improve pedestrian comfort and improve the ecological health of Uptown.



Image 24: Tree Lined Street in Brooklyn
Street trees add lush greenery to dense urban areas.



Image 25: Tree Lined Street in Montreal
Street trees shape the public realm and contributes to the pedestrian scale of the street.



3.2.3 ACTIVATE STREETS AS PUBLIC PLACES.

Streets should be active public spaces where people can gather.

ISSUE

Most streets in Uptown are designed primarily for motor vehicles and not as active places that are a vital part of the public realm.

OPPORTUNITY

Designing a welcoming streetscape will encourage people to use the streetscape as a public place.

APPROACH

The right-of-way occupies 25% of the area of Uptown and is an important component of the public realm. Streetscapes should be upgraded and redesigned to provide comfort and amenities for pedestrians in order to welcome people to use and stay in the public realm. Streets can be activated with design elements that allow people to gather and with programming which draws people to the street.

Streetscape Design

Streetscape design must provide comfortable pedestrian areas to ensure people will use the street as a public space. Streetscapes should have sufficient pedestrian spaces on the sidewalk with a minimum of 1.5 metres unobstructed walking areas which should be wider in other areas depending on the width of the street and the amount of pedestrian traffic. The amenity space on the street should be a minimum of 1 metre in order to allow sufficient space for street trees and other pedestrian amenities and to provide a buffer between the sidewalk and motor vehicle movements. Other amenities such as pedestrian scale lighting, seating, waste bins, and bicycle parking should be provided as is appropriate for each street. Quality in design and public art enhance a streetscape to becoming a great street.

Development must interface with the street and contribute to the public realm. The proposed Streetscape + Development Guidelines in Appendix C help to ensure quality in the public realm.

Patios

Outdoor seating, outside cafes, and patios bring activity into the public realm and add to the vibrancy of Uptown. The recently prepared Patio Design Guidelines encourage sidewalk patios to enhance the experience of Uptown.

Parklets

A parklet is an extension of the sidewalk that provides additional public space and amenities. Parklets are often within the roadway in the parking zone and take the place of a former parking space. Parklets are often associated with the retail across the sidewalk but are open to all.

Park(ing) Day

Park(ing) day is an annual event where parking spaces are taken over for the day to create small public spaces. Converting a parking spot to a small park shows how the public realm can be transformed.

Play Streets

Play streets are a way to temporarily activate a street for recreational activity. A street can be temporarily closed to traffic. Play streets offers a fun way for children and families to experience their community. Play streets are best suited to local streets with lower traffic volumes.

Street Festivals

Street festivals are a great way to activate the public realm, provide memorable experiences

and bolster economic vitality. The open street festival which can no longer take place on King Street because of the LRT should be relocated to Willis Way because it is an important commercial street in Uptown and connects to other public spaces including Barrel Warehouse Park, the Public Square and Waterloo Cenotaph.

ACTIONS

1. **Maintain a zoning framework that ensures a quality public realm on the streets, such as outcome-based zoning by-laws to ensure daylight in the public realm.**
2. **Develop a parklet program.**
3. **Facilitate Play Streets events.**
4. **Participate in Park(ing) Day.**
5. **Relocate the Open Street Festival to Willis Way.**

OUTCOME

The outcome of designing streets as places is that a street becomes a destination.



Image 26: Park(ing) Day in Washington DC
Temporary public spaces are built on park(ing) day to showcase the potential of public realm in the street.



Image 27: Play Street in Los Angeles
Temporarily closing the street to traffic allows people to play in the street.

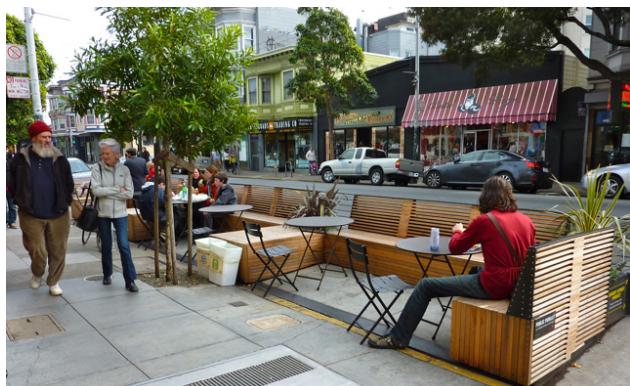


Image 28: Parklet in San Francisco
Additional space in the streetscape for seating activates the streetscape.



Image 29: Yoga on Johnson Street in Victoria
Programming streets with public events creates a memorable experience.

3.2.4 ENHANCE THE TRAIL NETWORK.

Trails should be well connected and enhanced as public places.

ISSUE

The trail network is disconnected in places with difficult intersections and limited public realm amenities.

OPPORTUNITY

Designing the trails to improve connectivity, safety and comfort will encourage more people to use this great resource and connect people to Uptown and the great places along the trail. Amenities along the trail will make the trails a unique place.

APPROACH

The existing trail network offers great opportunities for recreation, exercise and commuting. Creating a safer and more comfortable trail will encourage more people to use active transportation in Uptown. This can be achieved by improving crossings at intersections, providing trail amenities and clearly defining trail locations.

Safe crossing areas must be provided. Cycling and pedestrian crosswalks and signage should be provided at all intersections. Trail priority crossing should also be provided. Signage and wayfinding should also indicate the location of the trail, with the directions and distances given to key locations. The intersection of Erb and Caroline is particularly complicated because of high traffic volumes and the intersection of LRT and the Laurel Trail. This intersection deserves special attention. However, Erb and Caroline are Regional Roads and a coordinated approach to this intersection is desired between the City and the Region of Waterloo.

Laurel Trail currently has a gap in the trail where the trail is less clearly defined between Regina Street and Caroline Street. Defining this length of trail with trail markings, a wider trail way,

and landscaping helps to create a connection of the trail through Uptown (see Laurel Greenway Priority Initiative).

Public realm enhancements on the trail will make the trail a more memorable experience. Places to sit, rest and relax along the trail are needed for when people become tired from their bicycle ride or jog. Pedestrian scale lighting along the trail should be provided so they can be used at all times. Landscaping design should be enhanced in key locations and entryways. Trails should be integrated with open spaces and other destinations along the trail.

ACTIONS

- 1. City to work with the Region to prepare a transportation study for the intersection of Erb Street West and Caroline Street to address enhancement of pedestrian and cyclist infrastructure.**
- 2. Widen the trail and provide clear trail markings between Regina Street and Caroline Street. (Laurel Greenway Priority Initiative).**
- 3. Provide clearly marked trail crossing at Bridgeport Road East, Willow Street, John Street West and Park Street.**
- 4. Improve crossings at Regina Street, King Street South and the intersection of Erb Street and Caroline Street.**
- 5. Provide trail signage coordinated with street signs.**
- 6. Work with the Region on intersections at Regional Roads needing improvements.**

OUTCOME

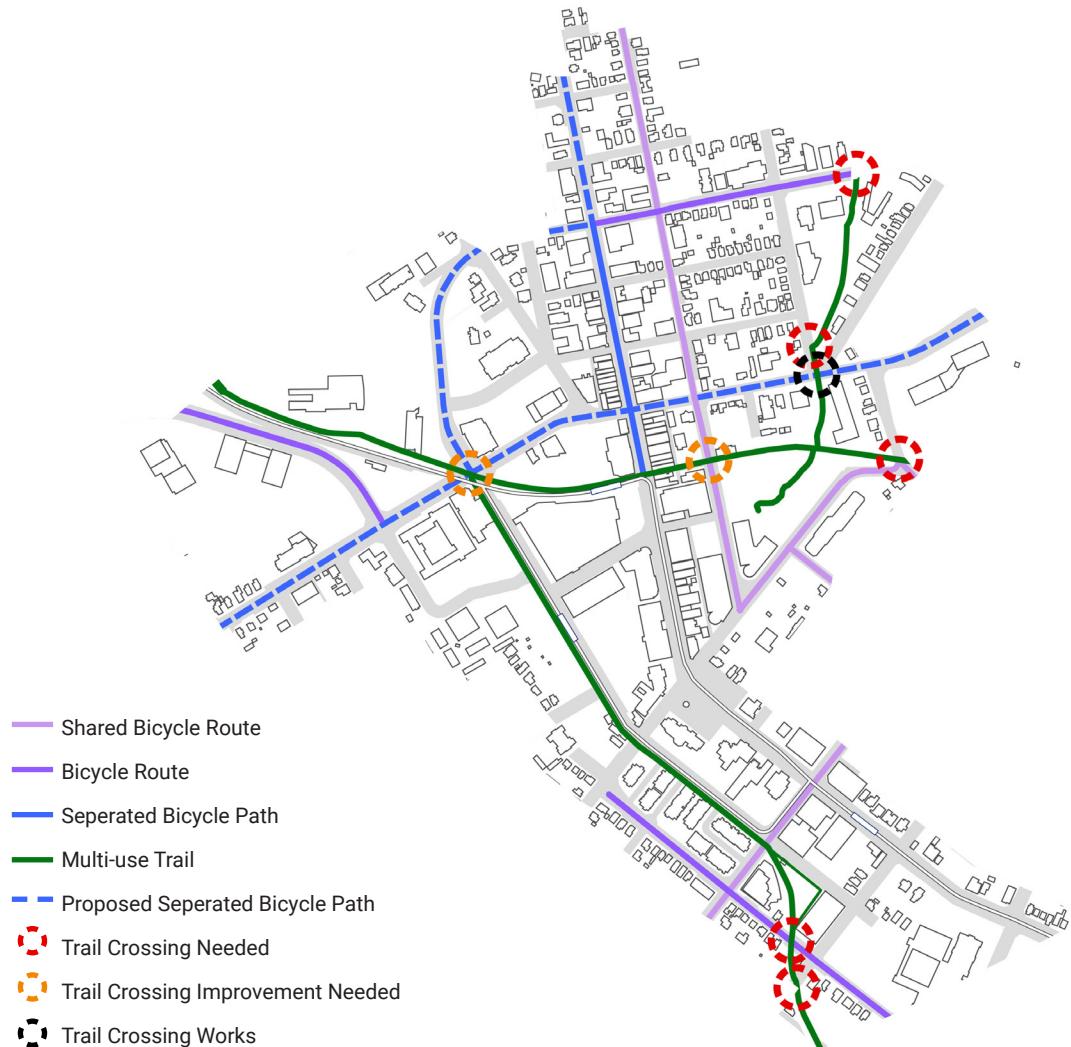
An enhanced trail network provides space for recreation and commuting, connects people to Uptown and creates a unique public space.



Image 30: Bicycle and Pedestrian crossing in Seattle
Clearly marked crossing areas create a safe and connected trail system.



Image 31: The BeltLine in Atlanta
The wide multi-use trail, landscaping and building frontage creates an enjoyable urban trail.



Map 22: Proposed Trail Intersection Improvements

Trail crossings should be improved on Regina Street, King Street South, and the intersection of Erb Street and Caroline Street and new crossing features should be provided on Bridgeport Road East, Peppler Street, William Street East, John Street West and Park Street.

3.2.5 CREATE A FINE-GRAINED MOBILITY NETWORK.

Create a more fine-grained network of connections with trails, mid-block connections and laneways.

ISSUE

Pedestrian connectivity is restricted by large blocks and a limited mobility network.

OPPORTUNITY

A fine-grained mobility network of trails, walkways and mid-block connections will improve pedestrian and cyclist connectivity throughout Uptown.

APPROACH

Walkways, mid-block connections and trails provide opportunities to create a more fine-grained and connected mobility network. A more fine-grained network creates more connections and reduces walking distances. The fine-grained mobility network makes walking around in Uptown more convenient as places become more accessible. An Uptown designed for walking encourages activated streets and public spaces. As people walk through Uptown, they can stop and enjoy public spaces as they make their way to their destinations. A fine-grained mobility network creates more connections, and shorter walking distances.

New development should be encouraged to include walkways and mid-block connections as appropriate.

As new development happens in Uptown, opportunities for new mid-block connections and walkways should be considered. Mid-block connections can be implemented as a privately owned public space (Open Space Goal 5). The mid-block connection that was built as part of the Bauer Lofts development provides a great example. This space is privately owned and maintained, creates a pedestrian connection

between King Street and Caroline Street South, includes a public courtyard, is activated with retail and is well designed. Public spaces and a fine-grained mobility network is particularly important in places next to transit as most people walk to and from transit.

New developments can also consider walkways as part of the development which can act as places for services and pedestrian connections. As a block is redeveloped, some of the larger blocks and larger buildings will require laneway access.

Trails should be treated as an important part of the mobility network. Trails should act as streets for active transportation. Where possible, trails should be framed by new development or a row of trees that act as a screen between parking lots (Frame Goal 1).

ACTIONS

- Coordinate potential laneways and mid-block connections with new development projects.**
- Enhance trails as part of the fine-grained mobility network (Move Goal 4).**

OUTCOME

A fine-grained mobility network creates a better connected Uptown and diverse public spaces including trails, laneways and mid-block connections.



Map 23: Potential Pattern of Streets, Trails, Laneways and Mid-block Connections
A more fine-grained mobility network improves connections throughout Uptown.

3.2.6 CREATE A CONSISTENT STREET FURNITURE AND MATERIAL PALETTE.

Create consistent street furniture and material palette for Uptown to distinguish a high quality and coordinated public realm for Uptown.

ISSUE

Inconsistent approach to street furniture can make the public realm feel random and disorganized.

OPPORTUNITY

A consistent palette of street furniture and materials creates a unifying sense of place.

APPROACH

Public realm improvement projects should build on recent King Street North streetscape improvements, and build upon that palette. King Street North has a palette for street signs, bicycle racks, waste receptacles, benches, planter boxes and pedestrian lighting.

Public realm projects should maintain the new aesthetic and quality standards. New public realm improvement projects should improve wayfinding, lighting, plantings, and trees.

While features should be consistent, there may be multiple options for street furniture that can be used based on the character of the area. Street benches should be consistent, but different types of bench may be used in parks and plazas to provide variety while maintaining the same level of aesthetic and quality.

An inventory of street furniture and materials should be prepared with information on where it is used. The street furniture and material palette should be followed with some degree of flexibility with a focus on creating a consistent, look, feel and quality. Streetscape improvement projects should reference the proposed Streetscape + Development Guidelines in Appendix C to assess which types of streetscape elements are suitable for which particular streets.

ACTIONS

1. **Develop an inventory of street furniture and materials for public realm improvements based on design excellence.**
2. **Add to the existing street furniture and material palette and maintain the consistent aesthetic and quality.**

OUTCOME

A consistent material palette creates a unified feel for the quality of the public realm in Uptown. Determined sets of materials help to make public realm projects easier to implement.

Existing Palette for King Street



Decorative Street Signs



Bicycle Parking



Pedestrian Lighting



Planter Box



Seating



Waste Receptacle

Additional Elements for the Streetscape



Wayfinding



Pavers



Stamped Concrete



Annuals, Perennials and Shrubs Planters



Standard Lighting



Feature Lighting



Bollards



Tree Grates

Image 32-45: Existing and Proposed Street Furniture and Materials

The selected palette of materials uses high quality and modern elements that contribute to a great public realm. The existing palette used for the King Street Improvements is built upon as new public realm projects add to the types of elements in the inventory.

3.2.7 ENHANCE GATEWAY LOCATIONS THROUGH TRANSIT-SUPPORTIVE DESIGN.

Encourage transit-supportive design and high quality place making at transit and gateway locations.

ISSUE

Uptown Transit platforms provide new gateways into Waterloo. Transit-supportive design principles are needed to better integrate these platforms into the public realm.

OPPORTUNITY

Placemaking at LRT platforms acknowledges arrival in Uptown and adds to a sense of place.

APPROACH

Arrival into Uptown can take place in three different ways: on the street; on the LRT; or on the trails. The three priority initiatives reposition gateways at the centre of Uptown.

The LRT provides a new way to enter Uptown. Arrival to Uptown by LRT should be indicated by high quality transit-supportive design of public spaces and iconic open space. A focus of public realm improvements should be made around the LRT stations to improve the sense of place and sense of arrival and to incorporate transit-supportive design. Arrival by LRT should be a bustle of activity with public open spaces, lively retail and higher density residential buildings.

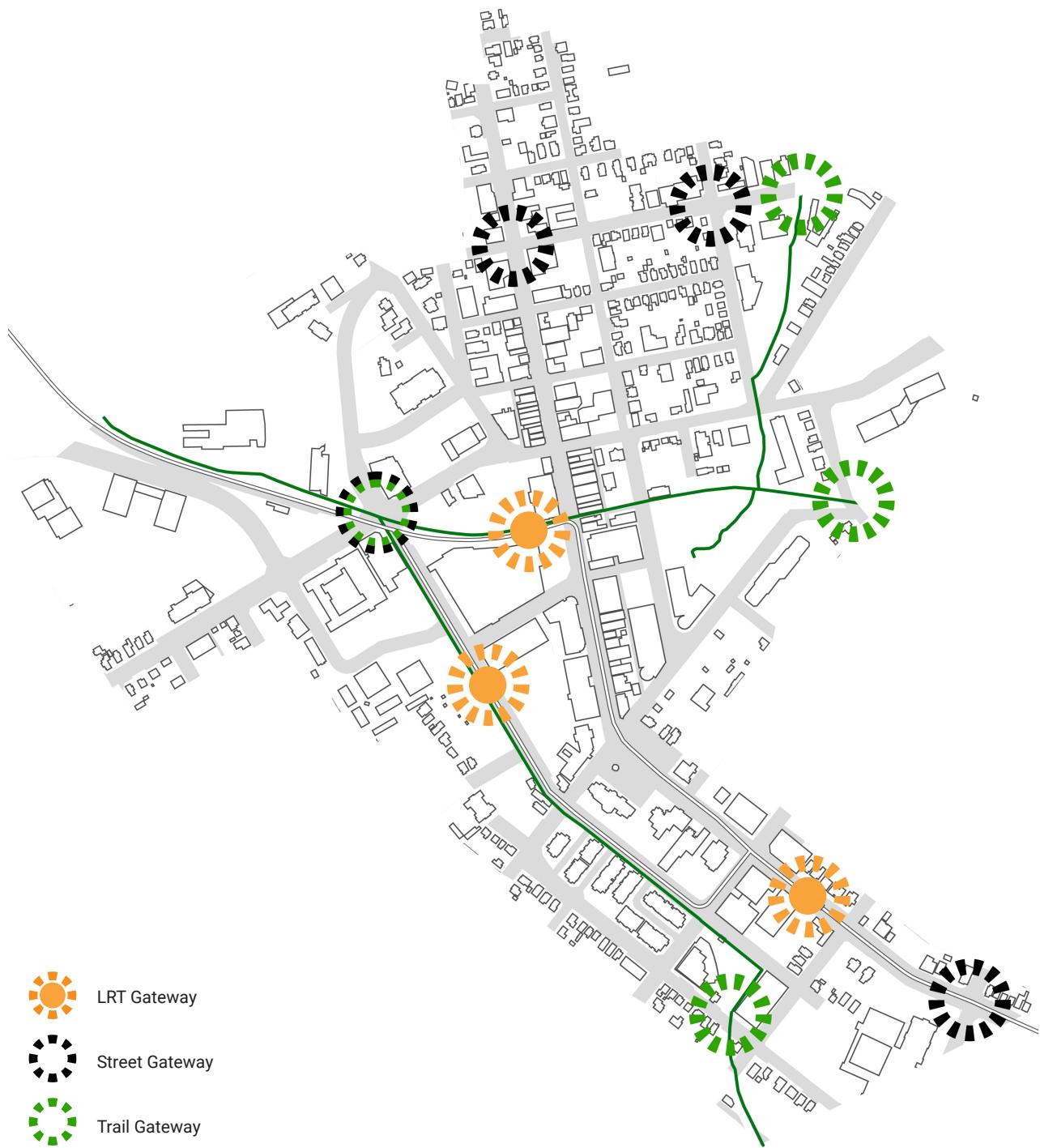
Subject to consideration of floodplain constraints, the intersection of Erb and Caroline holds great opportunity for placemaking as a gateway feature. Architecture and public spaces already define this intersection. The northwest corner offers a gateway opportunity, as does the undeveloped lot on the southeast corner, which offers great potential for iconic architecture and architectural features to signify a gateway. Ideally, a new building in this location would complement the innovative uses that exist around that intersection. A welcoming open space would complement the plaza across the intersection.

ACTIONS

- 1. Encourage enhanced architectural design at street and LRT gateway locations in the Urban Design Manual through site plan review.**
- 2. Encourage placemaking in parks, streets and development projects to create great places around LRT stations.**
- 3. Provide open space and landscaping at trail gateways.**

OUTCOME

Gateways at important entrances into Uptown will build a sense of place and identity at each gateway location and also for Uptown as a whole.



Map 24: Proposed Gateway Locations

Placemaking around gateways signals the entrance into Uptown and defines the character of the place. Three types of gateways correspond to the possible ways to enter Uptown: by LRT; via the street network; or on a trail. LRT Gateways are the focus of the UPRS.

3.2.8 BURY HYDRO LINES.

Bury hydro lines underground to improve the aesthetic and function of the streetscape.

ISSUE

Above ground hydro lines can clutter the streetscape and create an obstacle on sidewalks and limit redevelopment.

OPPORTUNITY

Streetscape improvement projects and new developments offer opportunities to bury hydro cables along with other projects.

APPROACH

Uptown is a priority area to bury hydro lines as the urban centre of Waterloo. Burying these lines is an expensive but worthwhile endeavor. Coordination with Waterloo North Hydro is necessary to understand the existing system, priority hydro burial areas and an approach to implementing this infrastructure improvement.

Burial of hydro lines should be based on municipal priorities and coordinated with planned street improvements and planned development when possible. Vaults should not be at street corners, or if so, they should be set back to avoid conflicts with pedestrian circulation.

Immediate areas for hydro burial includes places within the three priority initiatives. Other priority areas include Regina Street, Erb Street and Caroline Street South. Regina Street is positioned to become the next important street with the potential for development, proposed developments, connections to the proposed Civic Common, the Laurel Greenway, and Willis Way. Caroline Street South is also an important street and is the face of Uptown from the LRT. This street deserves special attention for streetscape design and placemaking.

ACTIONS

1. **Work closely with Waterloo North Hydro to implement hydro line burial.**
2. **Identify priority street location for hydro burial.**
3. **Coordinate hydro burial with streetscape projects and new development.**
4. **Revise Urban Design Manual to include and set expectations for vault locations in conjunction with hydro burial.**

OUTCOME

Burying hydro cables will make a more attractive street and allow more space for landscaping and pedestrian walking areas.

FRAME

3.3 URBAN FORM

1. Frame the edges of parks and streets.
2. Ensure pedestrian comfort through microclimate considerations.
3. Ensure pedestrian-scaled development.



Map 25: Existing Building Frontage and Opportunities to Frame the Edges of Public Spaces
 Active building frontages include retail and commercial ground floor uses with frequent entrances and glazed storefronts.
 Attractive building frontages include other commercial or residential buildings that are not active but contribute to the public realm. Continuous frontage along streets and open spaces helps to define and shape the public realm.

3.3.1 FRAME THE EDGES OF OPEN SPACE AND STREETS.

Frame the edges of open spaces and streets to define spaces.

ISSUE

Several spaces in Uptown lack a defined edge which limits the sense of a cohesive public realm.

OPPORTUNITY

Encourage infill development outside the floodway on undeveloped and underdeveloped lots to create a built form that frames the edges of streets and open space. Plant trees to define the edges of spaces.

APPROACH

Framing the edges of streets and open space creates defined edges and a sense of place. New development offers an opportunity to frame streets and open space.

A defined street wall contributes to a space that feels cohesive. An undeveloped lot along the street breaks up this pattern and detracts from the public realm.

Careful proportions of open space and building height can create a space that feels like an 'outdoor room.' New buildings that frame streets and open space contribute to the public realm. Architectural details at the street level provide attractive and welcoming building frontages. An active frontage is desired in some locations and should include retail and commercial ground floor uses with frequent entrances and glazed storefronts. All other frontages should be attractive frontages with architectural details and massing that contribute to the public realm.

Parking lots create a gap in the streetwall that detracts from the public realm. Parking lots offer an opportunity to create a new edge that frames streets and open spaces. New parking lots

fronting onto the street should be discouraged. Existing parking standards should be reconsidered and reduced. All existing parking lots should have a defined edge of street trees or other vegetation that improve the streetscape and screen parking areas.

ACTIONS

- 1. In the short term, plant trees to define spaces on the edge of streets and open space.**
- 2. Encourage development that creates active and attractive frontages onto streets and open space.**
- 3. Limit the size and frontage of surface parking.**
- 4. Update the Uptown Parking Strategy with a focus on reducing surface parking and strategies to best utilize parking as Uptown becomes more multi-modal.**
- 5. Any new above-grade parking facilities that face onto the public realm must be wrapped with animated street frontages.**

OUTCOME

Framing the edges of streets and open space will help to create a sense of place and ensure that built form and public space is coordinated to create an attractive public realm.



Image 50: Willis Way
The continuous streetwall, active frontage, canopies, seating and landscaping creates a comfortable interface of the built for and the public street.



Image 51: An Outdoor Room
The buildings framing the edge of this open space and comfortable proportions creates a sense of an outdoor room.



Image 52: Plaza de Dalí in Madrid
Buildings frame the edge of this open space and the building frontage contributes to the public realm.

3.3.2 ENSURE PEDESTRIAN COMFORT THROUGH MICROCLIMATE.

Design public spaces to ensure a comfortable microclimate.

ISSUE

Public spaces become uncomfortable and less used when there are strong winds, large shadows, and extreme temperatures.

OPPORTUNITY

Designing public spaces for a comfortable microclimate will create greater potential for year-round enjoyment.

APPROACH

Microclimate considerations address how buildings influence pedestrian level comfort in the public realm. The placement, size and architectural details of buildings influence pedestrian-level comfort. Landscape design features can also contribute to a more comfortable microclimate.

The placement and size of buildings must avoid large shadows especially on open space and important streets. Slab towers and bulky buildings create large shadows. Towers should be narrow in order to limit the size of shadows. Spacing of towers ensures that shadows do not overlap to create large shaded areas. Public spaces should provide opportunities for sun and shade to offer a choice that is comfortable for the individual. Public spaces should have access to sun but also provide trees or a shade structure.

Building design should prevent strong winds which can create a cold and uncomfortable condition at the street level. Tall buildings can create a downdraft where winds travel down the facade of a building to the street. Horizontal architectural elements help to prevent downdrafts. A podium base, canopies, overhangs and other horizontal elements should be used for new

tower buildings. Canopies and colonnades also help to block strong winds while providing covered space that is protected from precipitation.

A sunlight requirement can ensure that important public spaces and streets have a specified amount of sun per day.

Priority locations for sunlight requirements should include King Street, Willis Way, Regina Street and Caroline Street. These streets should have a requirement for 5-hours daylighting at March 21st. This standard requires a building envelope that allows for 5-hours of total daylight access on the opposite sidewalk. Important public spaces and parks should have a minimum of 7-hours of daylight access per day. Daylight access requirements will influence the building envelope, particularly in locations to the south of the street or public space.

ACTIONS

- 1. Update the Urban Design Manual to create daylight standards for public spaces.**
- 2. Update Urban Design Manual to address wind conditions resulting from tall buildings.**
- 3. Maintain a zoning framework that places an emphasis on public realm and urban design.**

OUTCOME

The outcome of designing for microclimate is that public spaces are more comfortable in varying weather conditions. Pedestrian comfort allows people to use the public realm for a longer amount of time. The public realm becomes more active and attractive when we ensure a comfortable microclimate.

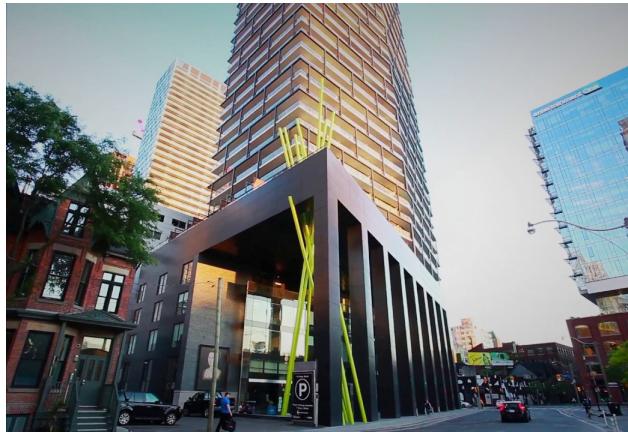


Image 53: 125 Peter Street in Toronto

The podium base prevents strong winds at street level and provides a colonnade to create a cover space that is comfortable even in the rain.



Image 54: Main Plaza in San Antonio

Creative and attractive shading structure creates a more comfortable microclimate in public spaces.



Image 55: Mirrored Pavilion in Marseille

This pavilion located at Marseille Vieux Port provides shade in a sunny plaza and creates a sense of place.

3.3.3 ENSURE PEDESTRIAN SCALED DEVELOPMENT.

Encourage pedestrian scale development to create a comfortable interface between buildings and the public realm.

ISSUE

High density development left unchecked can cause discomfort at street level both in terms of scale and microclimate.

OPPORTUNITY

Careful deployment of density can contribute to the animation of life on the street. Focus on the opportunity to animate the ground floor of all building that meet the sidewalks, plazas and privately owned public spaces in Uptown.

APPROACH

A pedestrian scale can be achieved through architectural details and streetscape features that create a comfortable public realm and a transition from the streetscape to high density development.

Architectural Massing

The massing of buildings can contribute to the pedestrian scale with appropriate setbacks, stepbacks and articulation of the facade.

Building setbacks for large buildings provide extra space on the streetscape for walking areas, streetscape elements, landscaping and street trees. Setbacks in the proposed Streetscape + Development Guidelines in Appendix C is based on the allowed buildings heights and right-of-way width. Areas with a wider right-of-way and higher allowed heights should generally have a larger setback.

Building stepbacks on tall buildings create a podium base of the building that relates better to the streetscape, while the tower portion of a building is stepped back further from the street-wall. The proposed Streetscape + Development

Guidelines in Appendix C provides details on the height at which stepbacks should be implemented. Generally stepbacks should occur after the 4th floor of a building. Streets with a wider right-of-way can have stepbacks at the 6th floor. Stepbacks should be a minimum of 3m from the building below.

Architectural Design

Providing visual interest in the facade creates a welcoming interface of buildings and the public realm at street level. Details of the facade such as prominent entrances, horizontal and vertical facade articulation, fenestration of doors and windows, projections, rooflines, and change of materials provide visual interest at street level.

Streetscape

Streetscape elements such as trees and pedestrian scaled lighting contribute to the integration of the building façade and the sidewalk, contributing to the formation of outdoor rooms.

Actions

- 1. Maintain a zoning framework that reflects the goal of pedestrian scaled comfort.**

OUTCOME

Pedestrian scaled development brings the city to life and ensures a public realm that is welcoming, authentic and thriving.



Image 56: 144 Park Street, Waterloo

Frequent ground floor residential entrances, front steps, landscaping and the podium base provide a pedestrian scale for high density development.

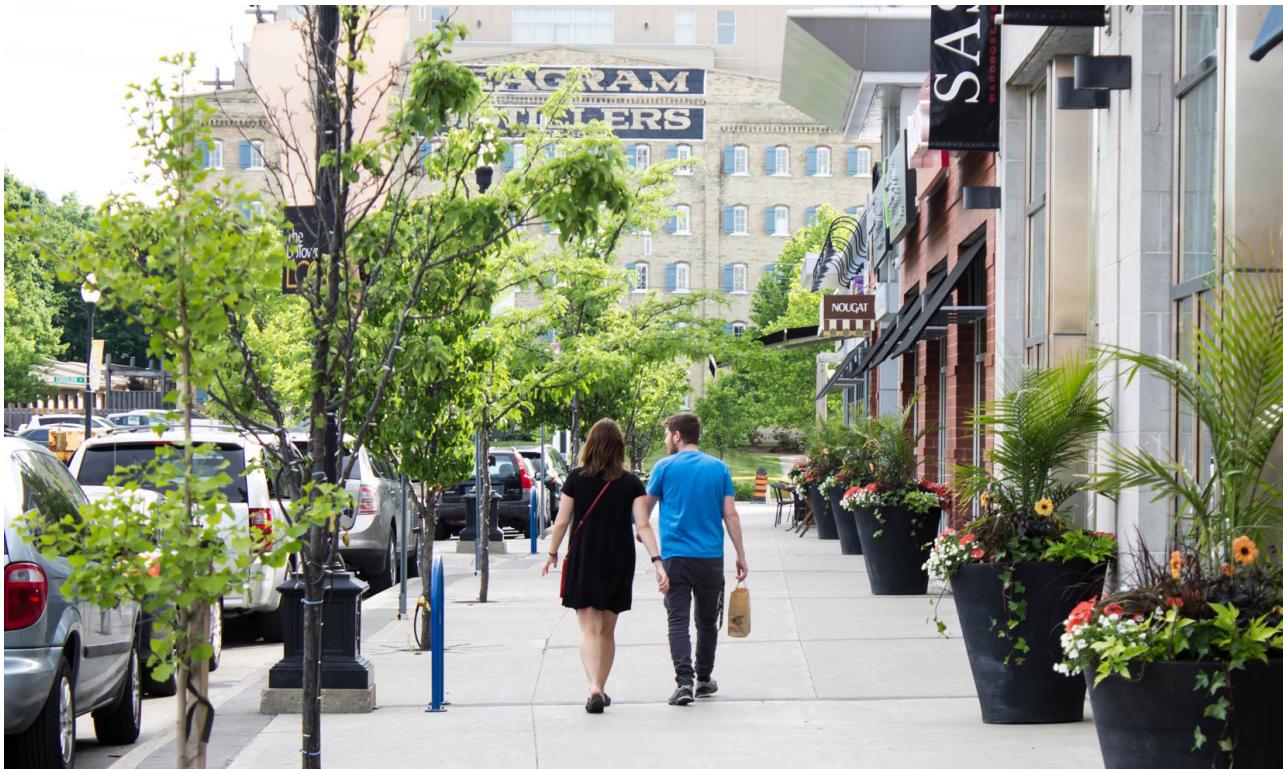


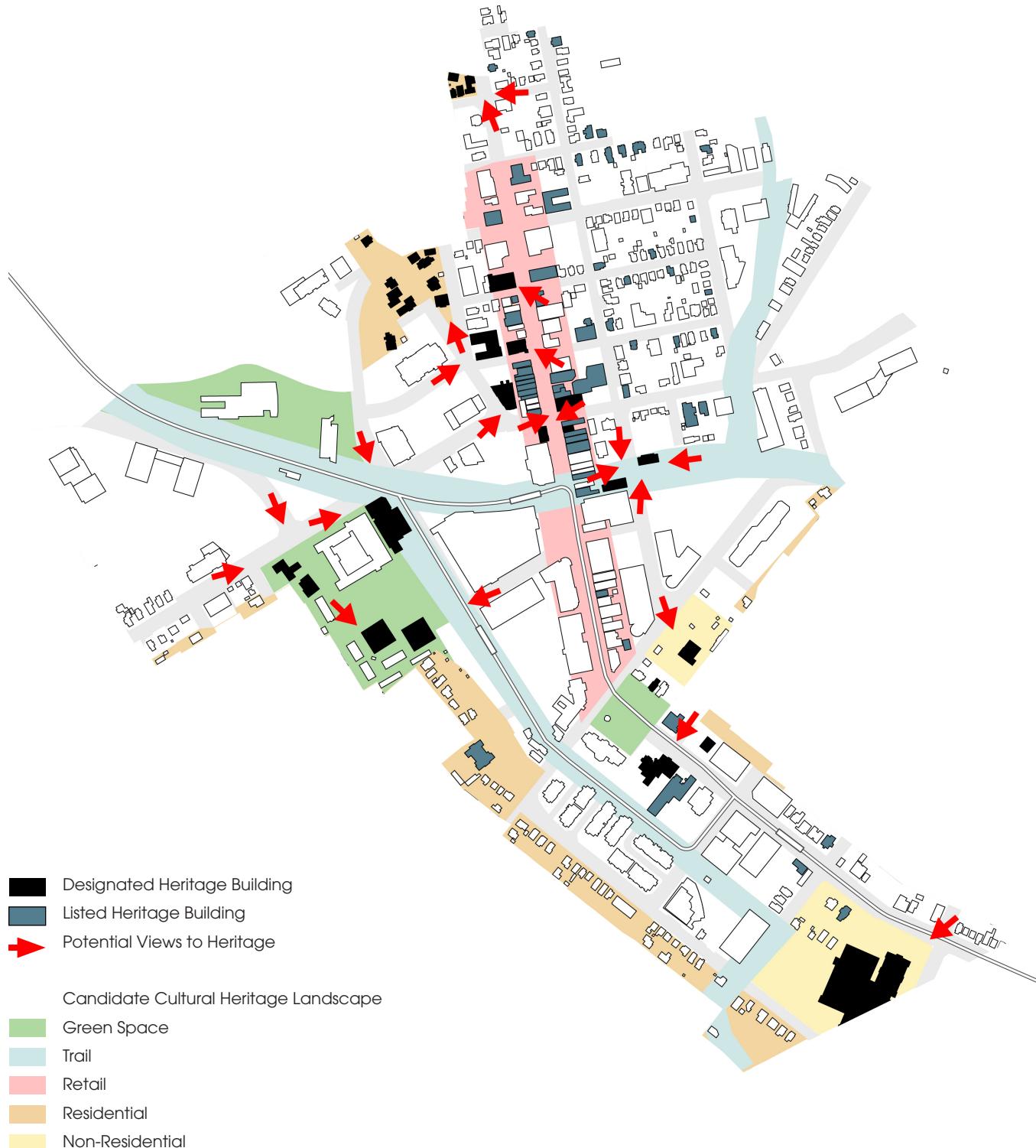
Image 57: Willis Way in Waterloo

Street trees, active building frontage, and details on the building facade create a pedestrian scale.

CELEBRATE

3.4 HERITAGE

1. Ensure new development complements heritage.
2. Encourage placemaking to highlight heritage buildings.



3.4.1 ENSURE NEW DEVELOPMENT COMPLEMENTS HERITAGE.

New development should complement existing heritage features to ensure heritage features contribute to the public realm.

ISSUE

Heritage buildings are a valuable resource for the community and the public realm. New development should complement these existing features.

OPPORTUNITY

New development can accent the existing heritage features in Uptown through careful design.

APPROACH

New development can complement existing heritage features through careful architectural design that respects heritage value.

Uptown Waterloo is rich with industrial heritage architecture. This flexible building typology brings historic depth and sense of place to the contemporary public realm. The design of new developments in Uptown should therefore engage in purposeful dialogue with existing heritage contexts. New developments should respond to the form and character of heritage properties and neighbourhoods in order to uphold and highlight their value within Uptown's Cultural Heritage landscape. Scale, setbacks, stepbacks and materiality are design strategies that should be strategically deployed to ensure the respectful integration of old and new.

ACTIONS

1. **Complete the Cultural Heritage Landscapes Study to identify areas of heritage significance in Uptown**
2. **Initiate Cultural Heritage technical studies and plans for sites and landscapes of heritage significance in Uptown to provide a framework for protecting, conserving and managing heritage features.**
3. **Update the Urban Design Manual and zoning by-law to ensure additions and new development conserves and complements existing heritage resources.**

OUTCOME

The Cultural Heritage Landscape is enriched when new developments integrate, respect, highlight and breathe new life into the existing heritage architecture.



Image 60: 7 St. Thomas Street, Toronto

The adaptive reuse of these heritage buildings uses a contrasting architecture to highlight the heritage character and distinguish the new from the old. The stepback of the new portions of the building preserves the historic scale.



Image 61: Rotman School of Management, U of T

The new building at the University of Toronto preserves the existing heritage resource with contrasting architecture that highlights the heritage, and an appropriate scale of development that respects the height and setback of the existing building.

3.4.2 ENCOURAGE PLACEMAKING TO HIGHLIGHT HERITAGE.

Placemaking opportunities should highlight heritage features to enhance the sense of place.

ISSUE

Heritage Architecture contributes to the character of Uptown, yet there is often a lack of placemaking around them.

OPPORTUNITY

Placemaking makes public spaces more active and exciting around heritage features to highlight their heritage value.

APPROACH

Placemaking opportunities such as new public spaces, sightlines to heritage buildings, public art, and events at places of heritage value can highlight the heritage value of places and enhance the public realm.

Where possible, enhanced public spaces should be provided adjacent to heritage buildings. Public spaces can generate activity that takes advantage of the heritage character. Parks also provide an open space that helps to preserve a view to the heritage building. Streetscapes can also be enhanced near heritage buildings or landscapes to provide places for people to gather.

Views to heritage buildings should be considered for new development projects. Parks and open space adjacent to places of heritage value can keep views open and provide public space to complement the heritage character.

Public art is important to create a sense of place. Creative ways to enhance the public realm at heritage places generates activity and excitement about the place building on the existing heritage features. Site specific art with a focus on the heritage character helps to further tell the story of the history of that place. Events at places

of heritage importance also capitalize on the existing heritage character. Markets and festivals are appropriate at historic places.

The Civic Common provides a great opportunity for placemaking to highlight the heritage value of the pumping station on the Regional Waterworks site. The Civic Common priority initiative proposes a public park and adaptive reuse of the pumping station building to be used for community purposes. Regina Street looking south provides a privileged view to the pumping station building and draws you into the wider Civic Common Park.

Where possible, heritage buildings should have a community oriented or public use so that everyone can enjoy their heritage value. Public parks and open spaces help to make even privately owned heritage places part of the public realm.

Lastly, public realm improvements that have the potential to impact designated or listed, non-designated properties (including properties identified as containing Regionally Significant Cultural Heritage Resources) could be subject to a Heritage Impact Assessment. The assessment would identify options for mitigating any negative impacts on the properties' cultural heritage values.

ACTIONS

1. Prioritize funding for public art projects that complement and enhance heritage character.
2. Require preservation of views to features of heritage value in site plan review.
3. Design public realm improvements such as new parks, plazas, trails, and streetscapes to build on the existing heritage character.
4. Consider locations of events to take place locations of heritage importance such as Barrel Warehouse Park or the proposed Civic Common.
5. Establish a heritage plaque and interpretive signage program, along with supporting design standards, to celebrate and share information about places of heritage value.

OUTCOME

Placemaking at areas of historic importance builds upon the heritage character to create great places and a sense of community.



Image 62: Sightline to Seagrams Lofts
Willis Way preserves the sightline and visibility of Seagrams Lofts while providing a great public space to complement the heritage character.



Image 63: Barrel Warehouse Park Complements the Heritage Character
Public space and public art highlighting the historic use of the building enhances the heritage character in the public realm.



Image 64: Streetscape Design at CIGI Creating View to Seagrams Barrel Warehouse. The quality of the public realm creates a comfortable place where people can rest, relax and gather with the backdrop of the Seagrams Barrel Warehouse.

INSPIRE

3.5 PUBLIC ART + CULTURE

1. Design the public realm to accommodate events.
2. Ensure a variety of types of public art.



Map 27: Locations of Public Art and Culture Places in Uptown
 Public art, events and cultural facilities are dotted across Uptown. New public art can be located along the Laurel Trail and at important intersections and public spaces.

3.5.1 DESIGN THE PUBLIC REALM TO ACCOMMODATE EVENTS.

Public spaces should be adaptable for multiple uses and able to accommodate events.

ISSUE

Not many places in Uptown are suited for large events. As a hub of activity in Uptown, public spaces should be designed to accommodate large amounts of people for events.

OPPORTUNITY

When creating new public spaces, or retrofitting existing public places, design and infrastructure that can accommodate events will improve the potential for programmed events to activate the public realm.

APPROACH

Public spaces can be designed to accommodate events with features and infrastructure that supports programmed activities. The design of a public space should match its intended use. Currently the Public Square is used for large events and it is a suitable location and design. The parking lot at City Hall is used for Jazz Fest and Buskerfest but the parking lot is not designed for that purpose. Places should also be designed for a range of types of events from shows to markets.

The design of public spaces should consider locations for permanent or temporary stages as a focus for events. Natural slopes, seating or grand steps should take advantage of the elevation to create amphitheater style seating. Event infrastructure elements such as power and water are key to supporting public programming.

Potential locations for events include the Civic Common and Willis Way. Since that space is currently being used for events, a redesign for the space as a park should consider the option to accommodate events. The new park proposed at the Civic Common is ideal for civic events. Willis

Way could also be retrofitted to accommodate events as is recommended in the Willis Way Priority Initiative. Willis Way is an ideal location for the street festival which previously took place on King Street. Even the smaller public spaces should consider a design that allows for smaller events.

ACTION

- 1. Ensure that consideration is given to the provision of event infrastructure when retrofitting, redesigning and/or creating new large gathering spaces within Uptown.**

OUTCOME

Spaces designed to support small, medium and/or large scale events will encourage outdoor living and contribute to the vibrant public life of Uptown.



Image 67-68: Pioneer Square, Portland OR

Pioneer Square was designed to be programmed with activities. The large open space allows space for events such as a market. The grand steps create a place for sitting with a view to the performance. Even when the square is not programmed for events, it is an active and inviting place.

3.5.2 ENSURE A VARIETY OF TYPES OF PUBLIC ART.

Various types of public art contribute to an inspiring public realm.

ISSUE

Public Art in Uptown is sparse and often disconnected from the active public realm.

OPPORTUNITY

Public art in Uptown offers an opportunity for various types of public art.

APPROACH

A Public Art Strategy should be implemented alongside other projects such as parks improvements, gateway enhancements and streetscape improvements as the opportunity arises. Public art can also be integrated with private development to offer more opportunities for art.

A variety of types of public art will create a more interesting and varied public realm. Public art often includes murals and sculptures but can also include decorative crosswalks, street furniture, and mixed media art. Interactive art further engages people in the public realm. Temporary public art serves to display art which is unique and new, while permanent art creates a legacy of art. Public art should relate to the character of the area and in some cases the theme of the art can be specific to the site. Public art should be located in highly visible locations.

ACTIONS

- 1. Provide incentives for art in private development.**
- 2. Coordinate new installations with other public realm projects.**
- 3. Graffiti art can be strategically channeled by commissioning artists to create murals or establishing graffiti walls where artists are welcome to make their mark.**
- 4. Develop a utility box art program by hiring professional artists to decorate utility boxes with original paintings.**

OUTCOME

The Priority Initiatives offer a variety of opportunities for the addition of permanent and temporary Public Art.



Image 69: Art Bench, Mexico City

Public art can be functional with creative design elements of the public realm such as benches and bicycle parking.



Image 70: 21 Balançoires, Montreal

Temporary and interactive public art creates an engaging and interesting public realm.



Image 71: Saint-Catherine St, Montreal

Public art in the streetscape can transform a public space.



Image 72: Digital Orca, Vancouver

Permanent sculpture art helps to create a legacy of public art.



Image 73: Berzcy Park, Toronto

Fountains are a great feature for the public realm and in this case it is enhanced with public art.



Image 74: Urbanité Verdoyante, Montreal

This mural enlivens the community garden on an otherwise uninteresting wall.



A large, multi-story brick apartment building with many windows. A modern, light-colored addition is attached to the right side. The sky is overcast.

4 PRIORITY INITIATIVES

Uptown Waterloo reveals within its fabric three clear desire lines for action: the Laurel Greenway, the Civic Common and Willis Way.

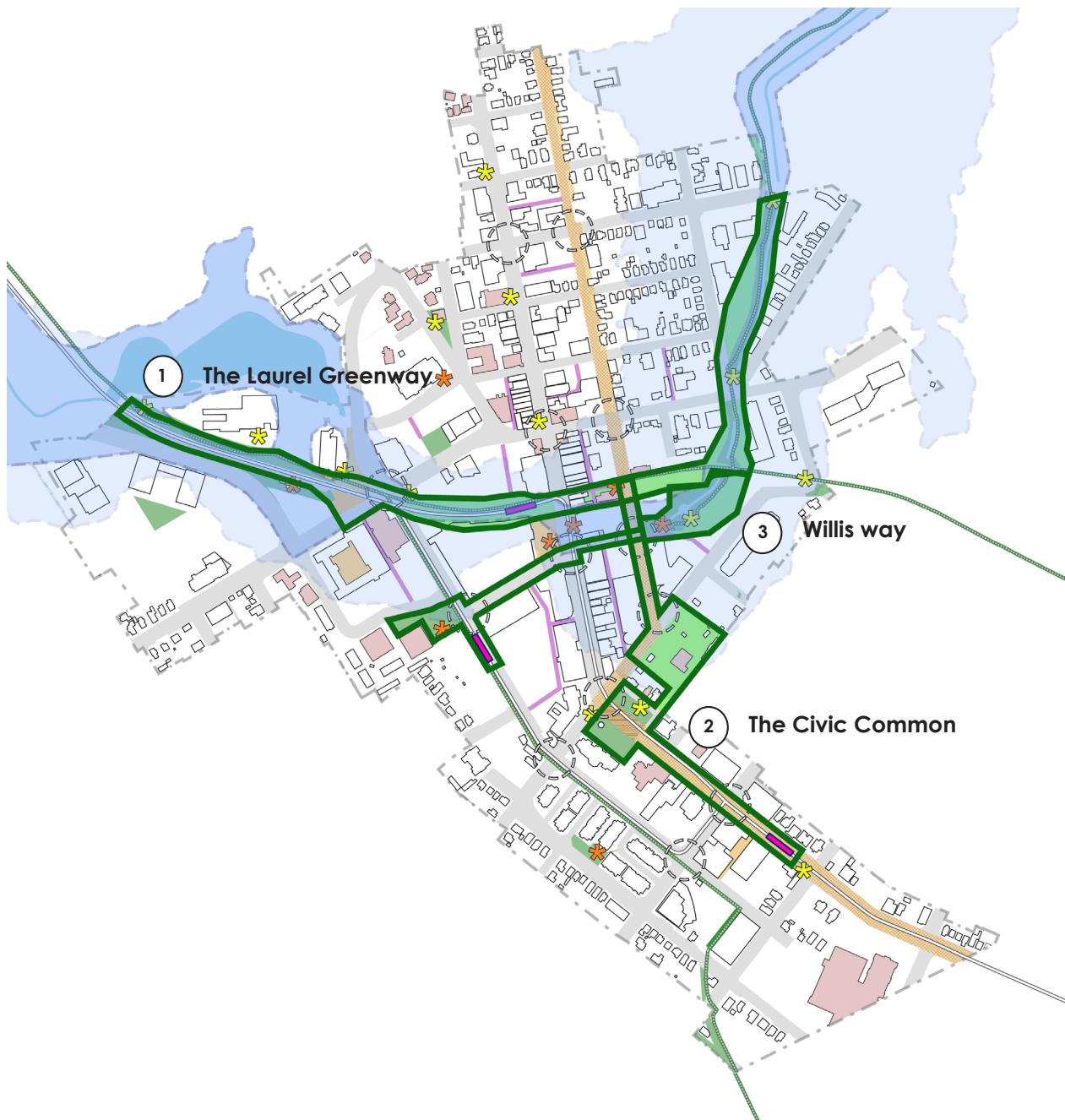
All three ideas gained strength over the course of the background studies and the charrettes as they responded to an ever-widening circle of citizens engaged in the process. Each move integrates a series of public realm systems - building on what is authentic to Uptown while integrating the new LRT stations into a connected series of inviting places.

It should be noted that all three initiatives are concepts at this stage. As these initiatives move into implementation, care should be taken to uphold their vision of concept whilst designing fully engineered solutions.

The Laurel Greenway connects the Public Square LRT station to a continuous urban greenway that in turn connects people arriving by foot, bicycle or LRT to Waterloo Park, King Street, Regina Street and Laurel Creek. Framed by a tree canopy and animated by public art, it functions as both a park and a green corridor.

The Civic Common comprises a chain of outdoor “rooms” from the two parks Brewmeister and Heritage Green that define the edge of Waterloo’s original town square to the Regional Waterworks site to the east. This sequence offers a beacon to those arriving at the Allen Street LRT. The Civic Common also becomes the front lawn for City Hall; catalyzes the transformation of William Street along its edge; and reimagines Regina Street as a promenade leading to the Civic Common.

Willis Way as a Shared Street will, over time, tie in seamlessly both to its bookend parks and to the Willis Way LRT. By creating a continuous public-space path from Barrel Warehouse Park to Cenotaph Park, it presents people arriving in Uptown a clear route to a contemplative park or a lively shopping street.



Map 9: Systems

The UPRS is built on five public realm systems that define Uptown.

0 100 200 300 400 500m



Building Footprint	Light Rail Transit	Floodway
Heritage Building	Trail	Flood Fringe
Existing Park	Laneway	Existing Public Art
Potential New Public Space	Potential Tree Canopy	Proposed Public Art
Hardscape Public Place	Waterways	Intersection Improvement
Enhanced Streetscape		



Image 74a: Existing View from the intersection of Regina Street south and William Street south.



Image 74b: Proposed View from the intersection of Regina Street south and William Street south.

4.1 THE LAUREL GREENWAY

The Laurel Trail As Linear Park

This priority project integrates all five systems. It is a singular initiative that activates everyday life as well as cultural and arts events. The mixed-use developments that line the park—populated at ground level by courtyards, cafes, public art and civic attractions—underscore the role open space can play in delivering added economic value. Layering environmental function and a strong placemaking program onto this existing trail will bring economic advantage.

An active integrated linear park forms the core of this move, which connects contiguous spaces along the Laurel Trail as it passes through Uptown. The Laurel Greenway connects Uptown at both the micro and macro scales. The City of Waterloo boasts abundant 21st-century super-trails, heritage buildings, parks and waterways. Uptown has the opportunity to capitalize on these assets by enhancing and strengthening the trail, welcoming all ages, and integrating the trail and its attendant urban landscape.

BREATHE: PARKS AND OPEN SPACE

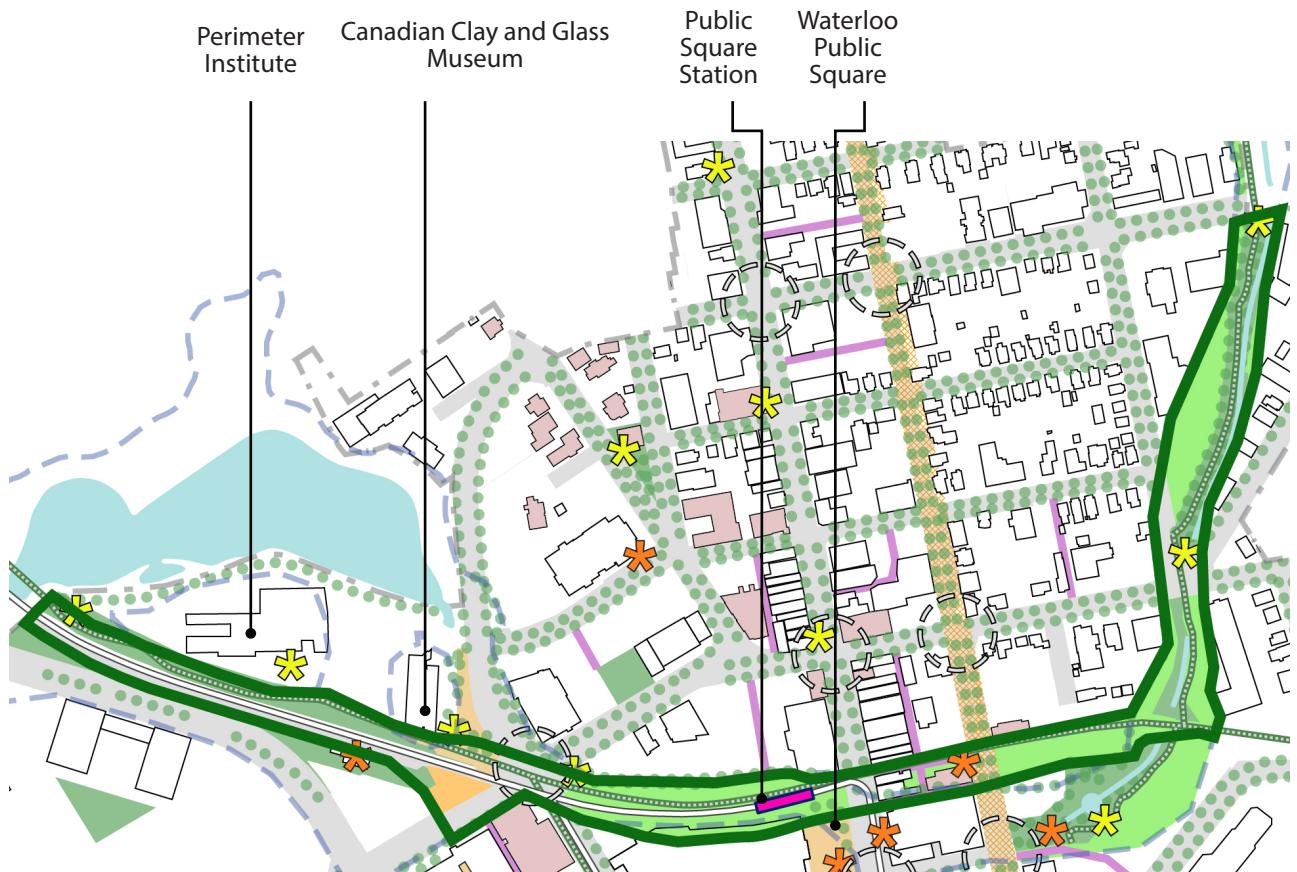
We envision the Laurel Greenway as a continuous expansion and contraction of the thin green line that runs east and west through Uptown's varied scales and contexts. The Laurel Greenway delivers a fully connected park system that creates a deep-green connected ecosystem extending past the limits of our Uptown to integrate with the regional system of parks, trails and open spaces. We see this move as the first priority in improving the quality of and access to parks and open space.

Actions

1. Develop a concept plan for the Greenway to lead City implementation and provide guidance in development review.
2. Secure a 30-metre-wide stretch of land whose centre line is the current Laurel Trail.
3. Design this park as a network of intensely beautiful trails, creating a balance between the surrounding civic spaces and the naturalistic landscape of the Laurel Greenway.
4. Locate playgrounds, plazas and lawns along the edge to provide a connection between the City and the floodplain.
5. Work closely with the GRCA to implement floodplain policies, while transforming the floodplain into a breathtaking park by restoring ecological function and reducing the vulnerability of pathways.

Tactical Urbanism

The public can explore the ins and outs of the Laurel Greenway concept by testing it out. Simply roll out sod on a closed-off portion of the Laurel Greenway. Ensure that the temporary greenway straddles the centre of the trail; extends at least 30 metres, the greenway's proposed width; and measure up to 120 metres in length. Work with the local BIA to find one or several businesses to donate the sod (preferably real but possibly artificial) for this pop-up park experience. (See image 75.)



Map 28: Connected Places and Destinations Along the Laurel Greenway
 Laurel Greenway runs through the middle of Uptown to create a continuous green public space.



Image 75: Greening the Laurel Greenway as a Tactical Project, (St. John, NB, Acre Architects)
 A temporary installation of sod can help people envision the opportunity on the Laurel Greenway before design or construction begins.

MOVE: CONNECTIVITY

The Laurel Greenway offers a safe cycling and walking route and much-needed east-west connection through Uptown. This one project connects all ages to Uptown's long list of assets, from Waterloo Park, to the Visitor and Heritage Information Centre, to the Public Square, to King Street, to the Button Factory, to Regina Street, to the old train station, and finally to daylighted Laurel Creek. The Greenway provides room for both commuter and recreational cyclists and offers a safe and natural connection to the Waterloo Region trails.

Actions

1. Design and build the Laurel Greenway as a continuous linear park that supports multiple forms of active transportation that move at a variety of speeds, from cycling to strolling.
2. This connected greenway should include a consistent wayfinding system, drinking fountains, receptacles, seating, and clearly marked and protected cross walks to keep greenway visitors safe as they cross major roads along the way.

Tactical Urbanism

Provide support and funding for the planning of a Wheel Day event. Close off the Greenway to traffic for a wheels parade. People of all ages and abilities decorate their 'feet-powered' ride—strollers, tricycles, wheelchairs, bicycles, scooters—all decorated and paraded along Laurel Greenway with spectators and judges along the way.

FRAME: URBAN FORM

A widening of the Laurel Trail signals arrival in Uptown. At this border, the trail expands into a cohesive and continuous park that links visitors to the Visitor and Heritage Information Centre, the Public Square LRT at the foot of historic King Street, and Laurel Creek. The Greenway should require a minimum setback of 15 metres from the centre line of the Laurel Trail to assure a full 30-metre width.

A 30-metre width is a long term vision to preserve open space where no new buildings should be built while maintaining important buildings within this area. A continuous tree canopy, planted over time, frames and shades the park. This reserved space creates a soft, park-like green setting that follows an east/west path through Uptown as a counterpoint to the dramatic north-south line of red-brick, heritage buildings along King Street. We recommend creation of a Laurel Greenway Conservancy to ensure proper long-term maintenance of the trail and its framing tree canopy. Successful conservancy models include the High Line and Bentway conservancies.

Actions

1. Establish a 30-metre zone straddling the centre line of the Laurel Trail (15 metres on either side) reserved for development of the Laurel Greenway.
2. Plant a continuous row of trees on either side of the Greenway to ensure a shade-tree canopy edge to the park. Source trees locally and early.



Image 76: Enhancing the Greenway Between Regina Street and Caroline Street
Improvements in and expansion of the Laurel Trail create a greenway that connects through Uptown.

3. Require all ground floors along the Greenway to reach a minimum height of 4.5 metres and to provide 'third place' retail. Ground floor uses are subject to constraints of the floodplain and will follow policies on the Official Plan.
4. Create a Laurel Greenway Conservancy to maintain the ecological and recreational value of the Laurel Greenway.

Tactical Urbanism

City of Waterloo Council to support the event planning for a one day event called: Imagine Our Laurel Greenway, a framing of the area and blocking it to traffic and having an Uptown Street Party within the limits of the proposed trail as and where practical.

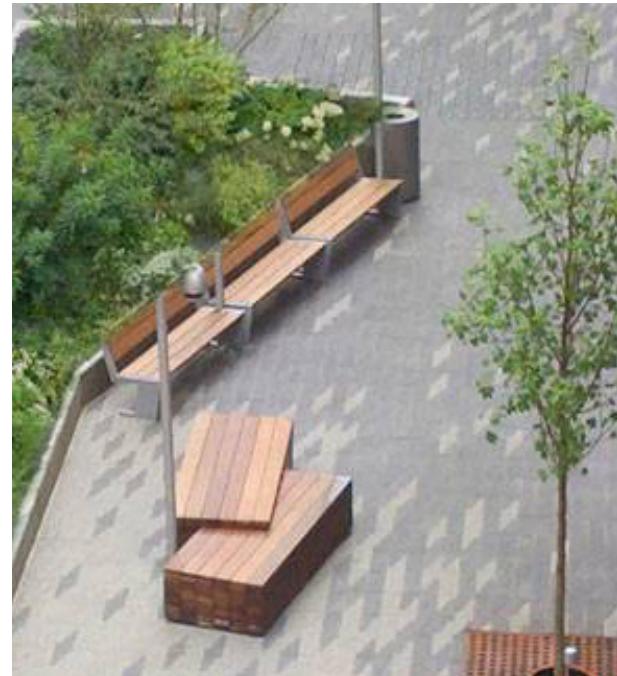


Image 77: Beekman Plaza, New York City
Park space greening and consistency of furnishing along the Laurel Greenway.

CELEBRATE: HERITAGE

The Laurel Greenway provides a wonderful vantage point and a protected view corridor for both the Seagram Lofts and the Uptown Train Station. By connecting these landmarks to the Laurel Greenway we offer cyclists and pedestrians equal footing with drivers for visiting and celebrating our Uptown heritage. A deeper heritage is Laurel Creek itself. While now buried, the Laurel Greenway will provide the ability to walk along the course of the creek. The Greenway celebrates and reveals Laurel Creek east of Regina Street at Cenotaph Park.

Actions

1. Determine a view-corridor-protection strategy, beginning with Laurel Greenway. Maintain the view corridor from the Greenway to the Seagram Lofts and the train station.
2. The very act of protecting a 30-metre zone along Laurel Creek celebrates the water's heritage, creating a park from the land that holds the memory of the creek and maps its course.

INSPIRE: PUBLIC ART AND CULTURE

The Laurel Greenway provides a wonderful opportunity to create and host linear events such as a Summer Art Trail, or a Winter Warming Station event. It also sets the stage for seasonal events such as a 'wheels day', mentioned earlier, and a post-Halloween pumpkin parade.

Actions

1. Review the event calendar to identify events that can relocate to the path of the Greenway over time (and as expertise in hosting events in this zone grows). Holding events there will help build popular support for the Greenway.
2. Fund an art strategy that invites artists to produce temporary interactive art installations and or events within the Greenway zone.

Tactical Urbanism

Invite the public to events that mark the perimeter of the Laurel Greenway zone with 'street chalk dots' to help the public envision the future shape and scope of the Greenway.

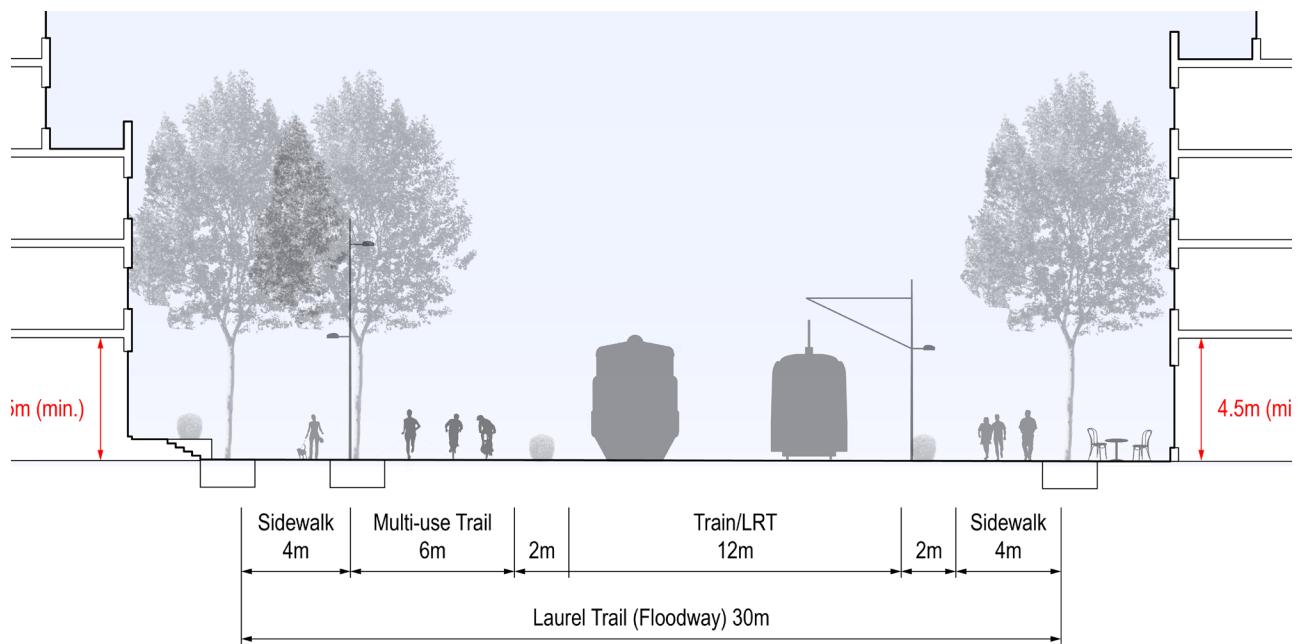


Image 78: Proposed Cross-section of the Laurel Greenway Between King Street South and Caroline Street
 The greenway includes continuous rows of trees, a path for the trail, a separate walking area, and the LRT and train tracks.
 New development along the Greenway should frame the space with attractive building frontages.

4.2 THE CIVIC COMMON

The Heart of the Civic District

Transforming Uptown's shared civic assets to foster civic engagement and environmental sustainability lies at the heart of the creation of a Civic Common. Waterloo's original town square marks a shift in the urban fabric announcing our arrival at the city's Civic Common.

Brewmeister Green and Heritage Green combined with the Regional Waterworks site create one urban landscape and provide an extended civic front lawn for Uptown. The revitalization will be sensitive to the nature of this heritage active water supply site. Integrating these three spaces creates a new jewel in Uptown—an active, vibrant and inviting park that serves not just the local community but also residents from throughout Waterloo and visitors.

Subtle shifts in design and activation can unite these three spaces, both physically and visually. The transformational idea is to inspire everyone who visits the Civic Common to engage with nature and with each other.

BREATHE: PARKS AND OPEN SPACE

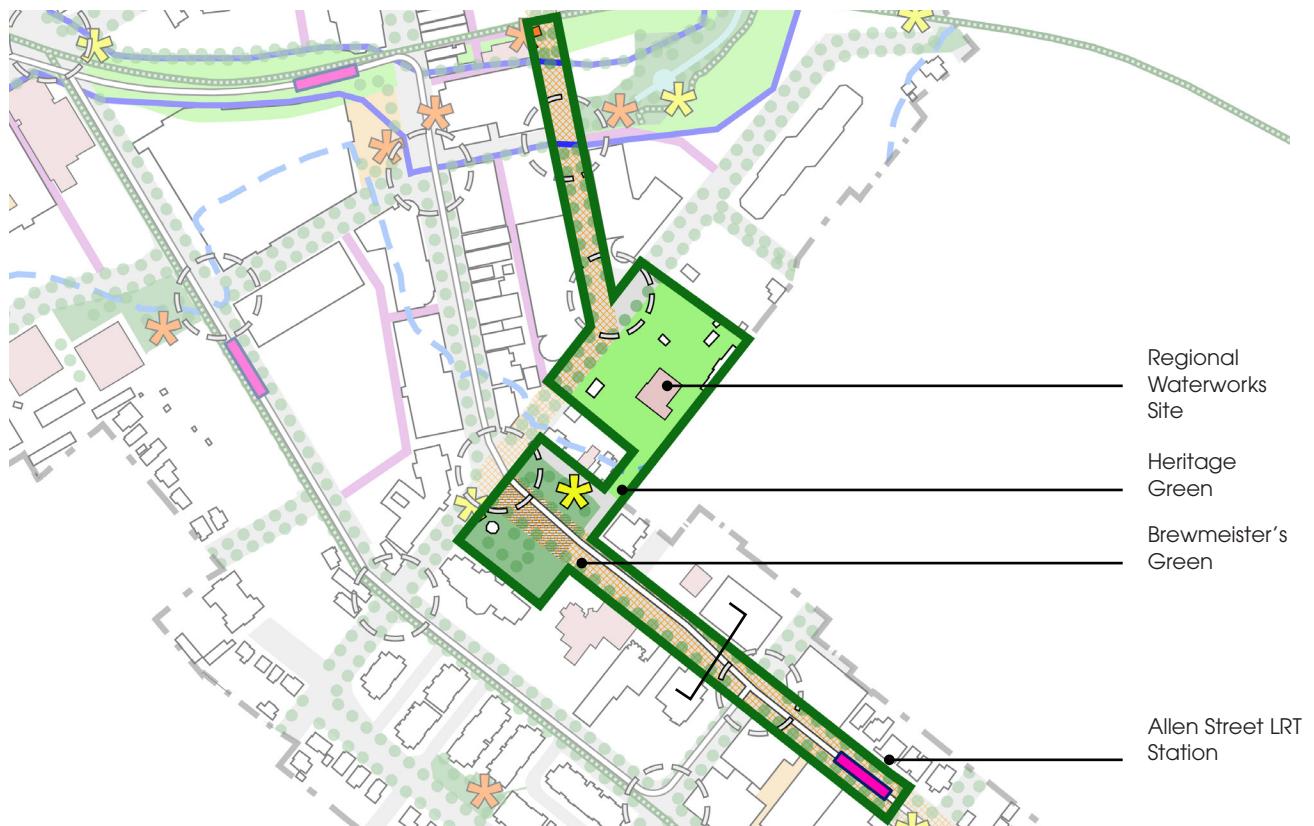
Transforming Civic Common into one large park connects visitors and residents alike.

Actions

1. Explore options to provide for public access to the Regional waterworks site. It is noted that the current and future use of the property for water supply will mean that public access to some portions of the property will need to be restricted.
2. Develop a concept plan for the Civic Common as a resilient and inviting 21st-century destination for all ages. Develop the plan with strong community engagement to ensure a successful, well-used park or civic space.
3. Integrate play into the park in ways that are surprising, natural and adaptable to other uses. Consider collaborating with a natural playground specialist to ensure success.
4. The heritage Pumping Station building should be activated with a third place use and the surrounding park should have a playful character that is welcoming to all ages.

Tactical Urbanism

Hold a one-day interactive "civic scavenger hunt" to begin introducing to residents the concept of integrating the three spaces into one Civic Common.



Map 29: The Civic Common Connects Public Spaces in the Civic District

The new public space proposed at the Regional Waterworks site connects to Heritage Green, Brewmeister's Park and the Allen Street LRT station to create a unified district. Note that the Civic Common is currently mapped as being within the floodplain (Special Policy Area Fringe) and relevant OP policies will need to be considered in any design.

MOVE: CONNECTIVITY

The key connectivity action for the Civic Common entails connecting pedestrians along King from Allen Station, between Brewmeister and Heritage Green, south on Regina and across William Street.

The Civic Common integrates three existing parks through ease of movement so that the same parkland offers greater space and an enhanced public realm for the Civic District, Uptown and the Waterloo Region.

Actions

1. Ensure that the City of Waterloo Parkland Strategy includes as a goal the vision for the integration of three underused parks at the heart of Waterloo into the Civic Common.

Tactical Urbanism

Design of the Civic Common will stress natural qualities and resilience. Holding Earth Day ceremonies and programs in the new park would highlight that notion.

FRAME: URBAN FORM

As development rises along Regina Street, the Civic Common will become increasingly animated—an important destination park. Framed on the north by City Hall, the park will act as a natural magnet for civic events throughout the year. Any renovation of the Pumping House and the landscape of the Civic Common and associated district will require the highest level of design excellence, given this prominent location.

Actions

1. Integrate the Civic Common into the planning and implementation climate-comfort framework. This will ensure, among other outcomes, meeting the Bosselman criteria of assuring five hours of continuous daylight on the street between the Spring and Autumn equinoxes (March 21st - September 21st).
2. Explore opportunities to establish a publicly accessible connection between Heritage Green and the Regional pumping station site as an important step toward integrating the two spaces into one Civic Common.

Tactical Urbanism

Set up food and art trucks simultaneously along the parking west of Brewmeister and east of Heritage Green to animate both parks at the same time and create movement back and forth across King. This will represent another step in the framing and re-unification of the Civic Common.

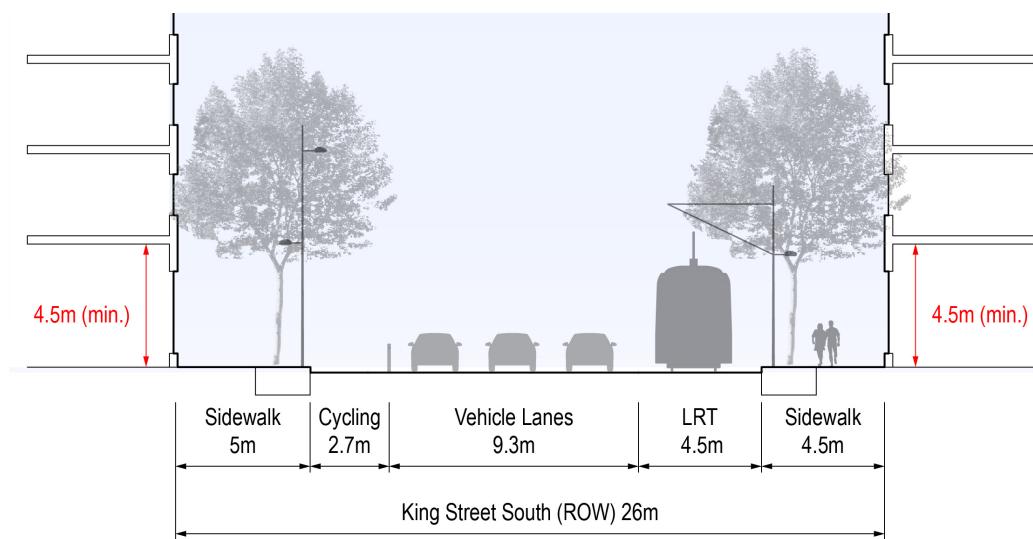


Image 79: Proposed Cross-section for King Street South between the Laurel Trail and Allen Street
 The cross-section illustrates an option for extending the bicycle route from King Street North to King Street South. The street would include a two-way cycle track, traffic lanes for movement and turning, the LRT track, and wide sidewalks.

CELEBRATE: HERITAGE

Waterloo's original Town Square hides here in plain sight. By re-integrating the two parks, the two halves of the town square begins to grow together to form the Civic Common.

Actions

1. Set view corridor protection of the Civic Common as seen today from both Regina and King streets.
2. Set up a collaborative effort between public and private partners to design, build, establish and maintain the Civic Common Park.
3. Ensure that heritage conservation is considered in relation to any future design, renovation or restoration on the William Street Pumping Station property.

Tactical Urbanism

Work with artists and historians to mark the boundaries of the original town square by painting or chalking King Street between Brewmeister and Heritage to re-unify the two and mark a gateway into Uptown.

INSPIRE: PUBLIC ART AND EVENT

PROGRAMMING

With its connection to the original Town Square and the Pumping House Station, the Civic Common touches on some of Waterloo's most significant history. Origins lend themselves easily to expression through art, particularly works that explore themes of origins and of water.

Actions

The Civic Common is the ideal location for an Art in the Open weekend.

Tactical Urbanism

Hold a World Water Day Festival across the Civic Common, and include a "water market": Booths along the perimeter of the park offering everything from drinking water, to pop-up splash pads and water slides, to try-your-hand watercolour painting booths.



Image 80: The Civic Common Sits Adjacent to the Region of Waterloo Office and Waterloo City Hall
 The Civic Common can become of place for civic activities. Views down Regina Street lead into the Civic Common and the heritage pump building on the Regional Waterworks site.

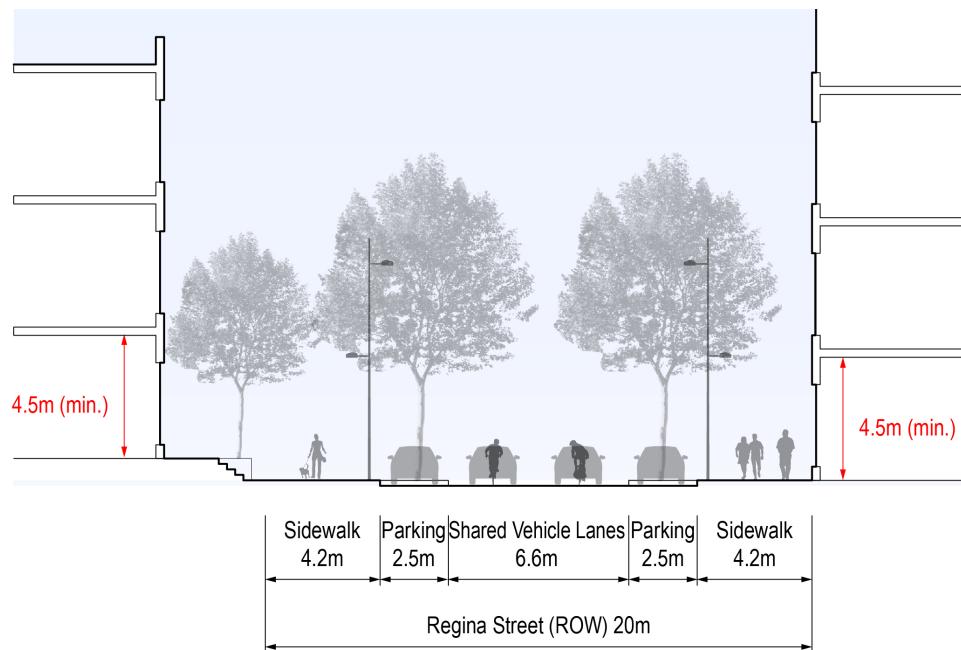


Image 81: Proposed Cross-section for Regina Street South Between Erb Street and William Street
 The cross-section includes more space for street trees to improve the tree canopy, wider sidewalks, and markings for a bicycle boulevard. The view south down Regina Street leads to the proposed new public space at the Civic Common and faces the pumping station, a heritage building.

4.3 WILLIS WAY

As shared street

One of the youngest streets in Uptown, Willis Way makes a prime candidate for transformation into a vibrant, comfortable and green public space that opens on the north to the Public Square and on the west and east to two signature parks: Barrel Warehouse Park and Waterloo Cenotaph. This initiative makes Willis Way as much a multi-functional open space as it is a street.

The intersection of Willis Way with King Street extends the reach of the Waterloo Public Square as an urban keystone in Uptown. Willis Way is the ideal Uptown street for a people-first approach, with strong connections to its bookend parks and to LRT stations. Hardscaped Willis Way acts as a gateway to and bridge between Barrel Warehouse Park and Cenotaph Park, as well as Waterloo Public Square Station and Willis Way Station. Transforming Willis Way into a shared street amplifies its activation and sets the stage for art and activation that engages drivers, cyclists, and pedestrians.

BREATHE: PARKS AND OPEN SPACE

Transforming Willis Way into a shared street creates a “people first” street design that brings new attention (and more people) to two well-designed yet underused parks. Drawing more pedestrians to Willis Way will encourage visitors and residents alike to take advantage of these award-winning parks as part of their restaurant and retail experience on Willis Way. Connecting Willis Way into the parks and landscaping it intensively as an extension of the parks opens an opportunity to build Willis Way’s identity as an open space within a park. In effect Willis Way becomes a room bounded north and south by architecture and east and west by landscape.

Actions

1. Frame Caroline from the Willis Way LRT station to Willis Way with a continuous green edge of trees and landscaping to create an avenue that leads to Barrel Warehouse Park and Willis Way. This move sets up the station as a gateway to Willis Way and an extension of the street’s people-first design that reinforces the parks as destinations.
2. Create a strong visual and pedestrian connection between Willis Way and Cenotaph Park including enhancements at Regina, King and Caroline Streets. Develop an urban landscape design that invites pedestrians on Willis Way to explore Cenotaph Park by revealing the approach to Laurel Creek as it emerges from beneath the ground east of Regina Street.
3. Prepare a concept plan to expand Waterloo Cenotaph Park, address Laurel Creek as a natural amenity and frame the creek with appropriate development.

Tactical Urbanism

Drop in a row of planters on either side of Caroline from the LRT station to Willis Way and Barrel Warehouse Park to help the public envision the boulevard experience. Tie this tactic to an event such as summer solstice or Earth Day to underscore the value that parks and open space add to Uptown.

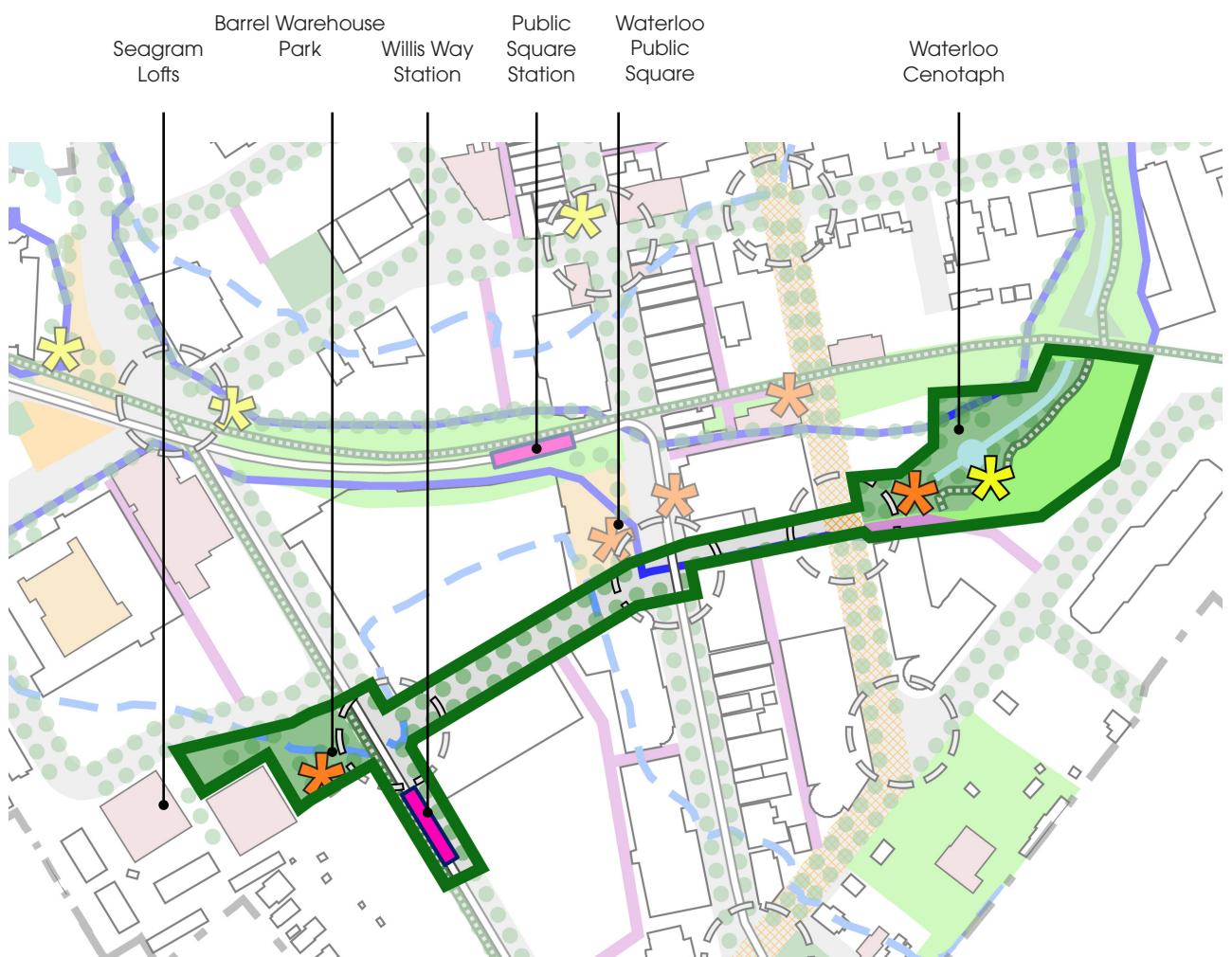


Image 30: Willis Way as an East West Connection through Uptown
 Willis Way connects Barrel Warehouse Park, the Public Square and Waterloo Cenotaph. The active public realm on Willis Way complements active public spaces.

MOVE: CONNECTIVITY

Transforming Willis Way into a shared street between King and Regina connects the civic district to the public square. Transforming Willis Way into a shared street has practical implications for infrastructure and flood modelling, however this move amplifies the importance of Willis Way and establishes a new mobility strategy for drivers, cyclists and pedestrians alike.

This move offers relief from the pressure that the Willis Way intersection at King puts on both the LRT and the north/south road traffic.

Actions

1. Include consideration of Willis Way between King Street and Regina Street as a potential candidate for one way movement in the up-coming Transportation Master Plan Update.

Tactical Urbanism

Close off Willis Way between King and Regina in spring for a bike tune-up day and tie it to a Cycle Laurel Trail event.

FRAME: URBAN FORM

Willis Way Walk acts as an outdoor living room for both visitors to and residents of Uptown while still allowing automobile, bus, bicycle and emergency vehicle access. Over time a subtle topographic shift can raise the roadway to the sidewalk level to create a cohesive and continuous surface. The urban landscape—including the street edge of new development between King and Regina Streets, integrated street furniture and cohesive material palettes—are woven into a shared space. Paving, planting and seating form a unifying comfortable and social space bracketed by two unique and celebrated Uptown parks.

Actions

1. Require a shared-street approach between King Street and Regina Street.
2. Work closely with GRCA to ensure that any future road designs include consideration of flooding impacts.

Tactical Urbanism

Close off Willis Way annually in June between King and Regina for the Wedding Willis Way: Where the King (AKA Rex) and Regina (AKA Queen) meet. Host a whimsical outdoor wedding-planning event. Businesses covering everything from invitations to venues, from planning to portraits, set up and share their offerings for the big day on the closed-off section of Willis Way. Cenotaph Park offers a scenic backdrop for this event.

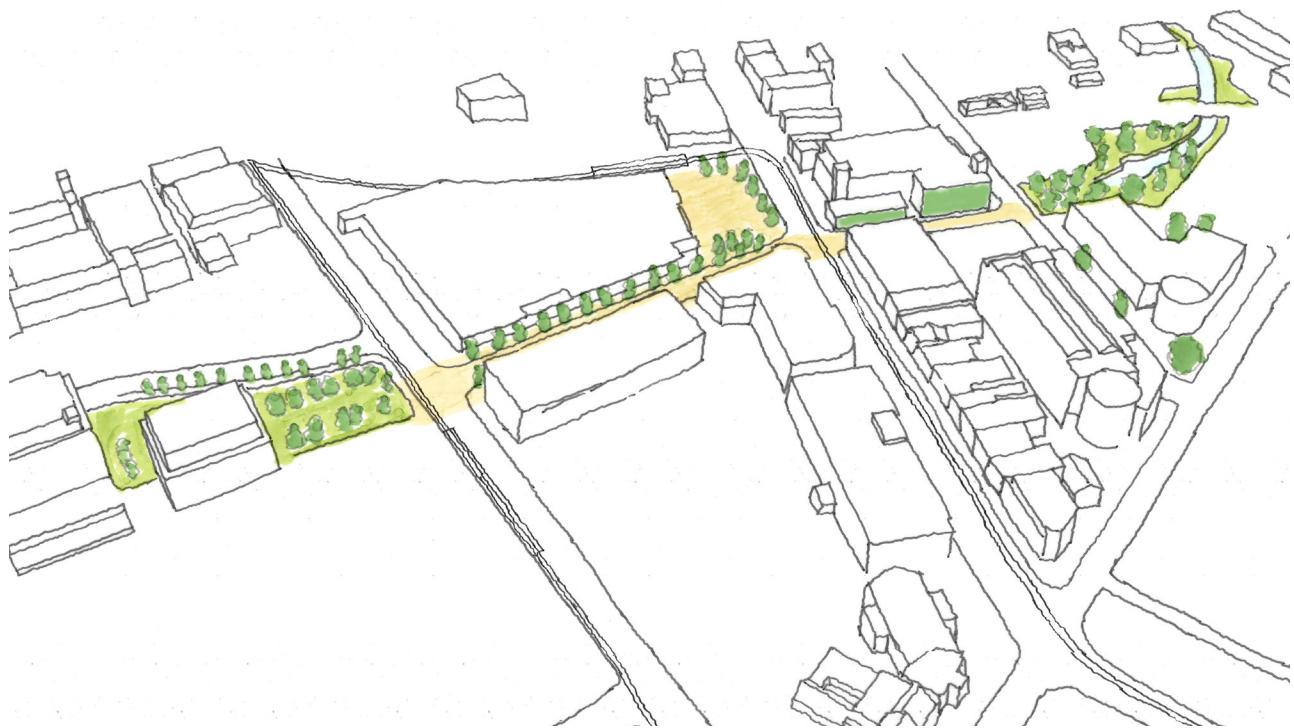


Image 82: Willis Way as an East/West Connection through Uptown
Willis Way connects important public spaces and buildings with the new LRT stations.

CELEBRATE: HERITAGE

Willis Way Street Uptown is one of the youngest streets in Uptown and a prime candidate for transformation into a vibrant, comfortable public space. The space opens to parks that celebrate Waterloo's Heritage: Barrel Warehouse Park on the west and Cenotaph Park on the east. Willis Way can evolve into a plaza that operates as a multi-functional open space as much as it is a street.

Actions

Put view-corridor protections in place from Willis Way to Waterloo Cenotaph, as has been done for Barrel Warehouse Park. Both parks celebrate the social, economic and cultural history of Waterloo.

Establish Friends of Willis Way with a mission to manage, maintain and program Willis Way as an activated public space.

Tactical Urbanism

Willis Way Heritage Studio. Close off Willis Way for one day and invite artist of all ages to draw and paint the heritage they see when they look toward Barrel Warehouse and Waterloo Cenotaph Parks. This event will inspire the community at large and the art community in particular to create the future by envisioning connections between Willis Way and the heritage embedded in its bookend parks.

INSPIRE: PUBLIC ART AND EVENT

PROGRAMMING

Willis Way provides a wonderful opportunity for events such as an open air art fair or a festive winter market. The sloped section of Willis Way can be closed off for a Sunday for a Sod It! Picnic Event.

Actions

1. Review the Event Calendar to determine which events can spill into Willis Way to begin to build popular support for Willis Way as a shared street.
2. Fund an art strategy that invites artists to produce temporary interactive art installations and or events within the Willis Way Art Zone between King and Regina streets.

Tactical Urbanism

Art

Invite the public to events that mark the Willis Way Zone with paint, chalk, street art, and lighting to help the public envision the future of Willis Way as the creative, interactive hub of temporary public art for Waterloo.

Event

Over Victoria Day weekend, close Willis Way to cars and install temporary sod for a family picnic event. Local BIA to work with City and Region to create a family picnic theme. This event highlights the connection to the two parks, as the picnics can extend from Barrel Warehouse along Willis Way to Cenotaph Park, engaging the public in the notion of a continuous green and social space.

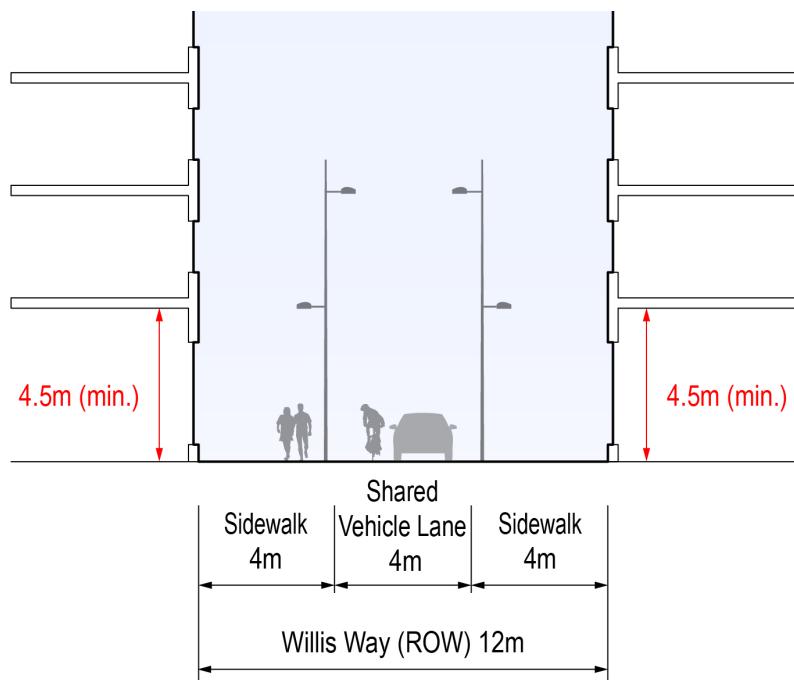


Image 83: Proposed Cross-section for Willis Way Between King Street South and Regina Street
 The shared-street concept for this section of Willis Way represents a long-term vision for creating a pedestrian-oriented street. The absence of a curb shows that this is a shared surface open to all users. Over time, future upgrades should add active uses that contribute to the public realm. Additional maintenance should be provided to ensure snow removal allows cleared areas for movement. It should be noted, however, that this section of Willis Way (King-Regina) is floodway and no new development, with the exception of parking facilities, will be permitted on the north side of Willis Way within the floodway.





5 IMPLEMENTATION

5.1 STRATEGIES + ACTIONS

Chapter Outline

- An outline of the categories of projects presented in the UPRS.
- Preliminary approaches for prioritizing public realm initiatives.
- An outline of legislative tools to deploy in acquiring and improving the public realm.
- Engagement of institutions, businesses, and communities to shape the vision.

The UPRS

The UPRS lays out an integrated plan for parks, streets and other open spaces. It provides a vision for what we can achieve, a goal for future parks and public spaces, and a way of addressing and enhancing public spaces.

The Public Realm Strategy contains three priority initiatives: Creation of the Laurel Greenway, consolidation of the Civic Common, and establishment of Willis Way as a destination street. These are supported by the public realm systems: Breathe, Move, Frame, Celebrate, and Inspire.

- **Laurel Greenway:** Laurel Trail reimagined as a fully integrated linear park.
- **Civic Common:** Brewmeister Green, Heritage Green and Pumping House integrated into one park.
- **Willis Way shared street:** Reimagined as the community keystone of Uptown connecting two parks and two LRT stations.

The timing and delivery of any project will vary based on its scale, available funding, potential partners, and its priority ranking.

The ideas presented in the UPRS range from ambitious and highly complex, to straight-forward and small-scale. The three priority initiatives may take considerable time to reach full implementation, but many of the smaller initiatives could be implemented within five years.

The three priority initiatives can move forward as a series of smaller projects, making a long-term strategy to sustain momentum a critical requirement for fully realizing the vision.

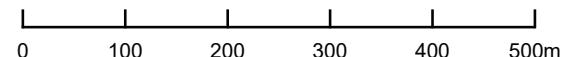
The UPRS describes a range of improvements in existing parks; a redesign and rethinking of street function; and strategies for acquiring new land for parks. Laurel Greenway involves an Uptown-wide perspective focused on a network of trails, streets, parks and open space. This project can be supported by small, local improvements that can collectively deliver a big impact.

All ideas, whether short or long-term, have short-term actions that will mark a path to completion. Those actions can be measured against priorities. While re-imagining Laurel Trail as a linear park may be considered a long-term goal, planning for it needs to begin immediately.



Map 9: Systems

The UPRS is built on five public realm systems that define Uptown.



- Building Footprint
- Heritage Building
- Existing Park
- Potential New Public Space
- Hardscape Public Place
- Enhanced Streetscape

- Light Rail Transit
- Trail
- Laneway
- Potential Tree Canopy
- Waterways

- Floodway
- Flood Fringe
- Existing Public Art
- Proposed Public Art
- Intersection Improvement

5.2 ASSIGNING PRIORITY TO THE INITIATIVES

The Priority Initiatives offer a blueprint for Uptown's parks and public realm that builds on the significant existing assets to establish a clear vision and approach for Uptown's future. These three moves and five systems will inform decisions about parkland dedication and acquisition, park improvement, programming and design of renewed streets, and budget allocation. The magnitude of the number of projects that will be generated by these five initiatives require an implementation strategy to develop a set of criteria to prioritize projects.

The five criteria for assigning priority are:

1. **Proximity to LRT stations**
2. **Proximity to population growth**
3. **Eligibility for City of Waterloo capital funding**
4. **Emergent opportunity with City infrastructure and development projects**
5. **Partnerships with third parties**

1. Proximity to LRT stations

Uptown has three new LRT stations that could benefit from enhancements to the public realm. Waterloo Public Square Station and Willis Way Station are integrated into two of the three priority initiatives, and Allen Station offers connections to the third priority initiative, the Civic Common.

2. Proximity to population growth

City to prioritize areas for parkland expansion and improvement based on geography. Consider opportunity sites for park acquisition and expansion. In areas where growth is occurring and the parkland need is intensifying, the City of Waterloo should use the appropriate planning tools to secure parkland and public realm improvements through the development approvals process.

3. Eligibility for City of Waterloo capital funding

The City of Waterloo's capital program covers all physical assets. Identifying new capital projects is a complex process. We believe these projects all qualify for capital funding, either as investments in new infrastructure, particularly green infrastructure, or maintenance of existing assets such as streets and parkland. Where the report identifies a need for new park or public realm infrastructure, but no capital plan alignments exist, recommendations can be made for initiatives to be included in the 10-year capital plan

4. Emergent opportunity with City infrastructure and development projects

Effective implementation of the Uptown Public Realm Strategy (UPRS) will ensure that people and agencies leading infrastructure projects engage with their counterparts planning parks, public realm and mobility projects. Where the UPRS aligns with planned below-grade work, the City of Waterloo should make every attempt to include the public realm improvements as part of their scope of work.

5. Partnerships with third parties

Infrastructure investment can come from other levels of government or government agencies, boards and commissions. The City of Waterloo can work in partnership with these organizations to increase investment and participation in priority projects. The City should give priority to any element of this Plan that aligns with third-party initiatives already under way in order to seize the opportunity to integrate expansion of the parks and public realm system within existing projects.

5.3 IMPLEMENTATION TOOLS

The City of Waterloo can improve the degree to which Uptown's parks system keeps pace with residential and employment growth by adjusting and making better use of tools already at its disposal. Open space on development sites can be secured both through the planning approval process and during detailed site design. The authority of the Planning Act creates a primary tool for acquisition of parkland and improvements in existing parks. The City can also take advantage of existing real estate assets to support the vision.

Some implementation will be incremental, through individual development applications; other implementation efforts, particularly larger exercises, may well require further study.

Four tools to consider are:

- 1. Parkland dedication**
- 2. Development charges**
- 3. Section 37**

1. Parkland dedication as a condition of development approval

Land dedications (or cash-in-lieu of parkland) as a condition of development or redevelopment represents a primary planning instrument for acquiring new parkland. New developments will be expected to contribute parkland commensurate with growth. Where sites are large enough to accommodate new park space, on-site land dedications should receive priority over cash-in-lieu payments: land is a finite asset. Privately owned public spaces (POPS) can be used for part

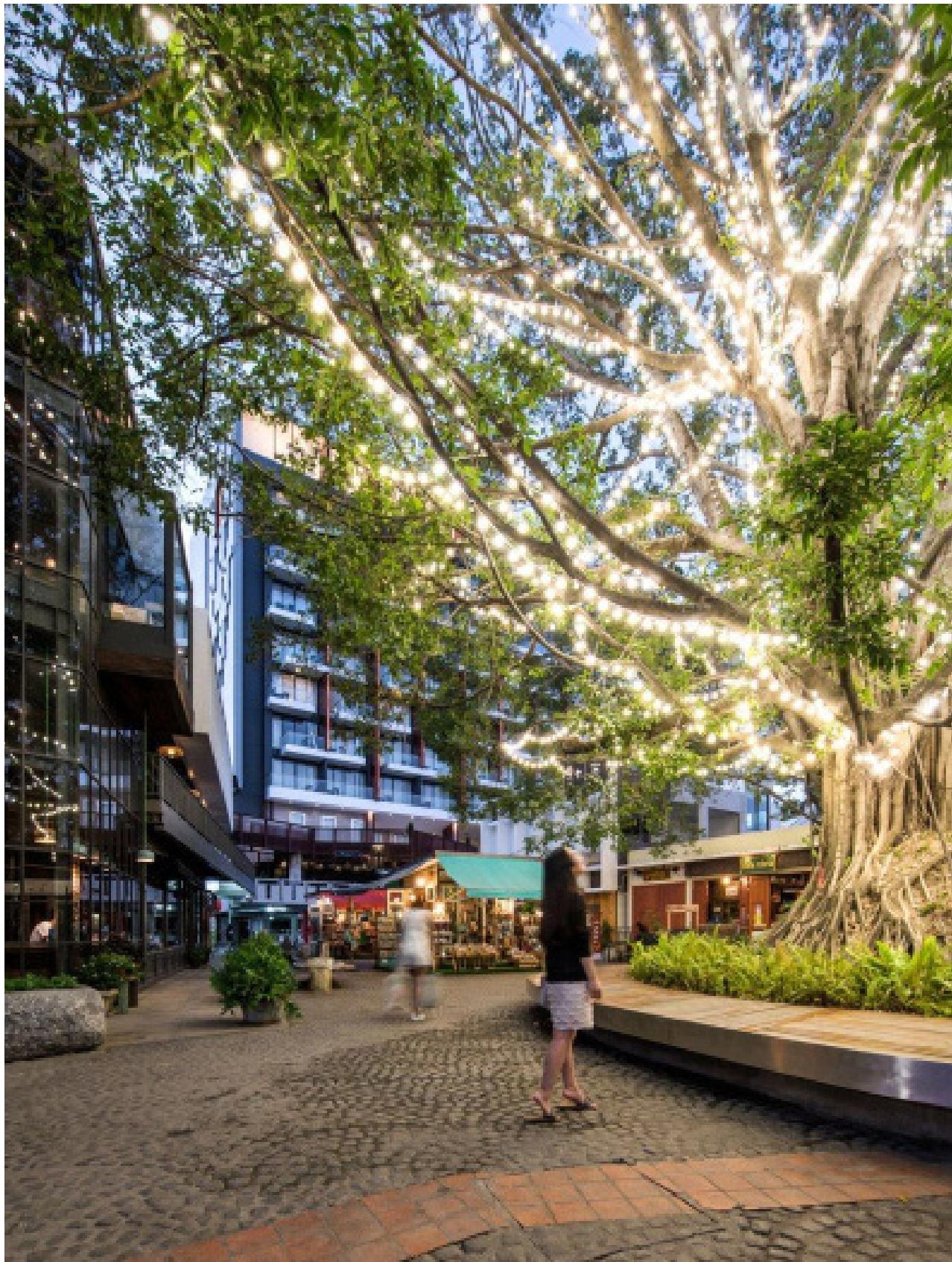
of the parkland dedication or in replacement of the dedication.

2. Development charges

The City of Waterloo can collect development charges from developers when issuing a building permit to help fund essential growth-related infrastructure.

3. Section 37

The City of Waterloo should work to secure community benefits in exchange for increased height and density of development not otherwise permitted by a zoning by-law, where appropriate. This tool will continue to play a central role in advancing both the three priority initiatives and the actions within the five public realm systems. Section 37 gives the City a vital tool for implementing public realm elements from the UPRS that will be located on private property, such as POPS, generous setbacks and public art, to name a few.





APPENDICES

APPENDIX A

INVENTORY OF OPEN SPACES

City Owned Parks + Open Space

	TYPOLOGY	DESCRIPTION	SIZE (SQ M)	USE	ACCESS
Public Square	plaza	hardscape plaza, benches, planters, lighting, steps, terraces, fixed tables and seating, umbrellas, planting area	2,311	events, social gathering, dining, ice skating	King Street S, Willis Way, Laurel Trail
The Gathering Place	plaza	hardscape brick pavers, decorative lighting, bosque, trellis	1,964	social gatherings	Caroline Street N, Laurel Trail
Barrel Warehouse Park	urban park	green lawn, decorative planting, industrial art, bosque, rolling lawn, enhanced streetscape	2,762	urban respite, contemplation, relaxation	Father David Bauer Drive, Caroline Street S
Waterloo Cenotaph	urban park	channeled creek, terraced green, paved walkways, green lawn, laurel trail, public art, cenotaph, seating	4,429	urban respite, contemplation, lunch	Laurel Trail, City Hall Parking Lot
Visitor and Heritage Information Centre	open space	green lawn, paved walkway, picnic table, bicycle parking, Visitor and Heritage Information Centre building (former train station)	2,586	rest, relaxation, gathering, tourism	Father David Bauer Drive, Erb Street W, Laurel Trail
Memorial Park	garden	lawn, flower garden, brick paved walkway, planters, seating	1,084	lunch, mid-block pathway	Erb Street West, Rear Parking Lot
Brewmeister's Green	urban park	garden, fountain, paved walkway, gazebo, lawn, bench seating, large mature trees	2,428	rest, relaxation, social gatherings, underused	King Street S, William Street W
Heritage Green	urban park	green lawn, concrete walkway, bench seating, large mature trees	1,373	rest, relaxation, social gatherings	King Street S, William Street E
Carnegie Green	urban park	green lawn, garden, paved brick walkway, bench seating, picnic table	850	leisure, picnic, reading,	Albert Street, Dorset Street
Labatts Parkette	neighbourhood park	green lawn, paved walkway, decorative planting, seating	1,031	recreation, relaxation	Park Street, Freemont Street
Waterloo Park	city park	large city-scale park with a portion in Uptown including a green lawn, walkways and the edge of Silver Lake	24,595	recreation, walking, bicycling	Laurel Trail, Caroline Street North
Laurel Trail	greenway	greenway, paved trail along Laurel Creek	6,295	recreation, exercise, commuting	Bridgeport Road E, Peppler Street, Erb Street E, Regina Street, Caroline Street
Iron Horse Trail	greenway	greenway, paved trail,	2080	recreation, exercise, commuting	John Street, Park Street, Caroline Street
William Green	parkette	traffic control greenspace, creates a dead end on Willow Street, decorative trees, green lawn, bench seating	420	rest, relaxation	William Street, Willow Street

Privately Owned Public Space (POPS)

	TYPOLOGY	DESCRIPTION	SIZE (SQ M)	USE	ACCESS
CIGI Courtyard	courtyard	hard surface and landscape courtyard with seating	1,800	lunch, small gatherings, events	CIGI Entrance (limited times)
Barrel Yards Park	urban park	triangular open space on top of a parking structure, landscape, trees, walkways, light, public art, underground parking access	1,665	rest, relaxation, parking access	Barrel Yards Boulevard
Bauer Lofts	mid-block connection and courtyard	walkway, mid-block connection, patio, hardscape plaza, planters	730	mid-block connection, dining, retail entrances	King Street S, Caroline Street S
King Street Walkway	pedestrian walkway	cafe seating, decorative pavers, planting, pedestrian lighting	200	patio seating, mid-block connection	King Street South

APPENDIX B

INVENTORY OF STREETS

Movement Corridor

	Segment	Classification	Direction	ROW Typical	Cycling Type
Bridgeport Road	-	Regional Arterial	One-Way	16 m	II
Erb Street	Caroline Street to Willow Street	Regional Arterial	One-Way	16 m	-
Erb Street	Menno Street to Caroline Street	Regional Arterial	Two-Way	21 m	-
Caroline Street North	-	Regional Arterial	One-Way	20 m	-

Vibrant Streets

	Segment	Classification	Direction	ROW Typical	Cycling Type
Caroline Street South	Erb Street West to Allen Street West	Regional Arterial	Two-Way	21 m	-
King Street South	Laurel Trail to Allen Street West	Regional Arterial	Two-Way	25 m	-
Allen Street West	Caroline Street South to King Street South	Regional Arterial	Two-Way	20 m	-
King Street South	Allen Street West to Union Street West	Regional Arterial	Two-Way	26 m	-
Regina Street	-	Minor Collector	Two-Way	12 m	III

Places for People

	Segment	Classification	Direction	ROW Typical	Cycling Type
King Street North	Elgin Street to Laurel Trail	Regional Arterial	Two-Way	22 m	I
Willis Way	Caroline Street South to King Street South	Minor Collector	Two-Way	22 m	-
Willis Way	King Street South to Regina Street South	Minor Collector	Two-Way	12 m	-
Wells Lane	-	Local Street	Two-Way	3.6 m	-
Hughes Lane	-	Local Street	Two-Way	4.8 m	-
Dominion Lane	-	Local Street	One-Way	4.8 m	-
Kuntz Lane	-	Local Street	One-Way	-	-

Local Streets					
	Segment	Classification	Direction	ROW Typical	Cycling Type
Elgin Street	-	Local Street	Two-Way	18 m	-
Spring Street	-	Local Street	Two-Way	12 m	-
Young Street	-	Local Street	Two-Way	12 m	-
Princess Street	-	Local Street	Two-Way	12 m	-
Dupont Street	Albert Street to Peppler Street	Local Street	Two-Way	12 m	-
Dupont Street	Caroline Street North to Albert Street	Local Street	Two-Way	20 m	-
Alexandra Ave	-	Local Street	Two-Way	20 m	-
George Street	-	Local Street	varies	15 m	-
Allen Street	Park Street to Caroline Street South	Minor Collector	Two-Way	20 m	III
Allen Street	Mary Street to King Street South	Minor Collector	Two-Way	20 m	III
John Street	-	Local Street	Two-Way	18 m	-
Union Street	-	Major Collector	Two-Way	20 m	-
Menno Street	-	Local Street	Two-Way	18 m	-
Euclid Ave	-	Local Street	Two-Way	18 m	-
Father David Bauer Drive	Erb Street West to Caroline Street South	Local Street	Two-Way	18 m	-
Father David Bauer Drive	Erb Street West to Westmount Road West	Minor Collector	Two-Way	26 m	II
Park Street	-	Major Collector	Two-Way	16 m	II
Albert Street	-	Major Collector	One-Way	18 m	-
Dorset Street	Dupont Street West to Princess Street West	Local Street	One-Way	18 m	-
Dorset Street	Princess Street West to Bridgeport Road West	Local Street	Two-Way	18 m	-
Peppler Street	-	Local Street	Two-Way	16 m	-
Laurel Street	-	Local Street	Two-Way	18.5 m	-
Herbert Street	-	Local Street	varies	15 m	III
Willow Street	-	Local Street	varies	15 m	-
Caroline Street	Allen Street West to John Street West	Local Street	Two-Way	18 m	-
William Street	-	Local Street, Minor Collector	Two-Way	18 m	-
Fullerton Street	-	Local Street	Two-Way	8.5	-
Norman Street	-	Local Street	Two-Way	8.5	-
Freemont Street	-	Local Street	Two-Way	8.5	-
Barrel yards Boulevard	-	Private Street	Two Way	-	-
Merchant Avenue	-	Private Street	Two-Way	-	-
CanBar Avenue	-	Private Street	Two-Way	-	-

APPENDIX C

STREETSCAPE + DEVELOPMENT GUIDELINES

The following are suggested guidelines for usage by the City of Waterloo and the Region of Waterloo. These are general guidelines only and are not mandatory recommendations. They are intended to inform future City and Regional infrastructure review processes, and in the case of Regional roads, implementation will be subject to maintenance and cost-sharing agreements between the City and the Region.

READING THE PROPOSED STREETSCAPE + DEVELOPMENT GUIDELINES

The terms on this page are used to understand the street typologies within this chapter.

Segment: Street segment refers to the portion of the street where the Streetscape + Development Guidelines apply from one intersection to the next. Streets often have varying characteristics and dimensions that call for varying standards along different segments of the street. When a segment is not specified but is marked with a dash (-), the information in that row refers to the entire length of that street in Uptown.

Sidewalk: The sidewalk dimension includes the minimum width to be provided for walking. The dimension refers to unobstructed walking areas. Street trees and above ground utilities are not to be placed in this area and can be placed in the amenity zone.

Street Trees Planting Typology

Open Planter (OP): Open planters can accommodate one or multiple trees and are suitable to areas where widths are more generous. Open planters typically have a low curb but may have no curb or a high curb.

Landscape Strip (LS): Street tree planting in the landscape strip ideal for streets which have higher traffic volumes and speed to provide a greater buffer between sidewalks and motor vehicles.

Tree Grate (TG): A tree grate is ideally used in locations with limited available space and high pedestrian traffic.

Planter Box (PB): Planter boxes can be used in locations with limited space for trees and where underground utilities prevent planting into the ground. A planter box has limited soil capacity and is suitable for smaller trees.

Planter Bulb-Out (BO): Street tree planting in a bulb-out is suitable for locations with on-street

parking and limited sidewalk space. A bulb-out of the sidewalk into the parking area provides the spaces for street trees.

Lot Line (LL): Street tree planting adjacent to the lot line is ideal for locations where buildings have a suitable setback distance and where trees cannot be planted near the curb. Lot line planting is suitable to streets along the LRT where there are overhead wires.

Amenity Space

The amenity space in an area of the streetscape that can include street trees, seating, bicycle parking, signs, parking meters, utilities etc.

On-Street Parking: On-Street Parking is the area adjacent to movement lanes for parking motor vehicles. On Street parking is ideal for short term parking. The Streetscape + Development Guidelines determine whether there is on-street parking or not and if it is located on one side of the street or both sides of the street.

Amenities: Streetscape amenities refers to streetscape elements that contribute to a comfortable pedestrian environment. Streetscape amenities include a gradation on the level of amenities provided and accrue. The Streetscape + Development Guidelines table provides the following codes for streetscape amenities.

1. Street Lighting
2. Street Lighting and Pedestrian Scale Lighting
3. Street Lighting, Pedestrian Scale Lighting and Waste Bins
4. Street Lighting, Pedestrian Scale Lighting, Waste Bins, Seating
5. Street Lighting, Pedestrian Scale Lighting, Waste Bins, Seating, Bicycle Parking

Cycling: Cycling refers to the types of bicycle facilities to be provided on a street. Bicycle typologies are typically classified as Classes I-IV as shown below.

Bike Route Typologies:

Class I: Bike Path

Class II: Bike Lane, Buffered Bike Lane

Class III: Bike Route, Bicycle Boulevard

Class IV: Separate Bikeway/Cycle Track

Class I:

Class I bikeways are rights-of-way completely separated from traffic.

Bike Paths are separated from streets and are often located along waterfronts, creeks and railroad rights-of-way. Bike paths are typically multi-use and are shared with pedestrians, joggers, roller-bladers and other non-motorized traffic.

Class II:

Class II bikeways are on-street areas designated for cyclists using striping and signage. Class II bikeways are ideal for arterial and collector streets where there is higher traffic volume and speeds than local streets.

Bicycle Lanes are on-street bicycle routes. Bicycle lanes are striped to indicate the area for cyclists.

Buffered Bicycle Lanes are on-street bicycle routes that are striped to indicate an area for cyclists with a wider diagonal marking to further separate motor vehicles.

Class III: Class III bikeways are shared spaces with motor vehicles are ideal for streets with low traffic volume and low speeds and no truck traffic. Class III bikeways are indicated by a shared road marking, “sharrow” and signage.

Bike Route

Bicycle Routes are on-street routes that share the roadway with motor vehicles. Bicycle routes are marked with signs and a sharrow symbol on the roadway.

Bicycle Boulevards prioritize bicycle traffic and uses traffic calming to discourage motor vehicle through traffic.

Class IV: Class IV bikeways are separated from motor vehicle travel lanes with bollards, curbs, planter boxes

or parked cars. Class IV bikeways are known as protected bike lanes, separated bike lanes and cycle tracks.

Ground Floor Height: The ground floor height is the height of the first level of a building. The ground floor is typically taller than the other floors to provide a more animated street frontage.

Ground Floor Use: Ground floor uses are determined as either retail/commercial or mixed. Retail and commercial frontage activate the streetscape and are ideally located on street typologies of vibrant streets and places for people. Mixed frontage is determined as retail, commercial and residential building frontages.

Setback: The setback is the minimum distance of the building wall to the lot line. The development guidelines refer to the front setback of how the building relates to the streetscape. Setbacks are generally larger for wider streets, busier streets and places where additional width is needed for street trees or buffer space. Setbacks are typically larger where there may be ground floor residential frontages. Highly active retail and commercial corridors and streets with excess right-of-way width typically have a small setback.

Stepback: The stepback is the distance of the building wall on upper levels that is recessed from the building wall on lower levels. Tall buildings should typically have a podium base and a stepback of upper levels to create a human scaled streetscape. The stepback in the Streets Guidelines table refers to the building height where a stepback should be placed. Streets with a wider right-of-way can be permitted a higher podium base.

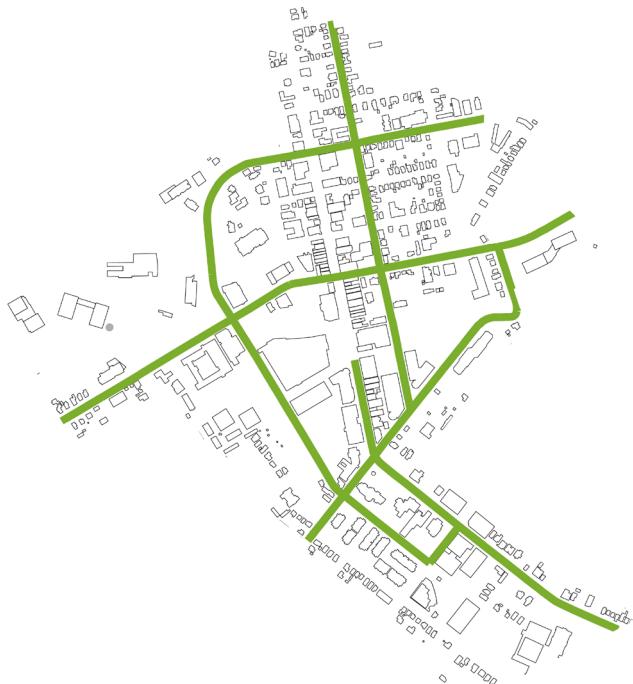
Street Typology: Places for People



Places for People: High demand for activities on or adjacent to the street and no vehicle movement (excluding emergency access). This creates places that people enjoy, attract visitors and generate community value.

Street Typology: Places for People											
		Streetscape Guidelines							Development Guidelines		
	Segment	Sidewalk (min.)	Street Trees	Amenity Space	On-Street Parking	Amenities	Cycling	Ground Floor Height	Ground Floor Use	Stepback above #th floor	
King Street North	Elgin Street to Laurel Trail	3 m	TG	1 m	one-side	5	IV	4.5 m	ret/com	4th	
Willis Way	Caroline Street South to King Street South	4 m	TG	1 m	both sides	5	-	4.5 m	ret/com	6th	
Willis Way	King Street South to Regina Street South	2 m	TG	1 m	none	5	-	4.5 m	ret/com	6th	
Wells Lane	-	-	-	-	-	-	-	-	-	-	
Hughes Lane	-	-	-	-	-	-	-	-	-	-	
Dominion Lane	-	-	-	-	-	-	-	-	-	-	

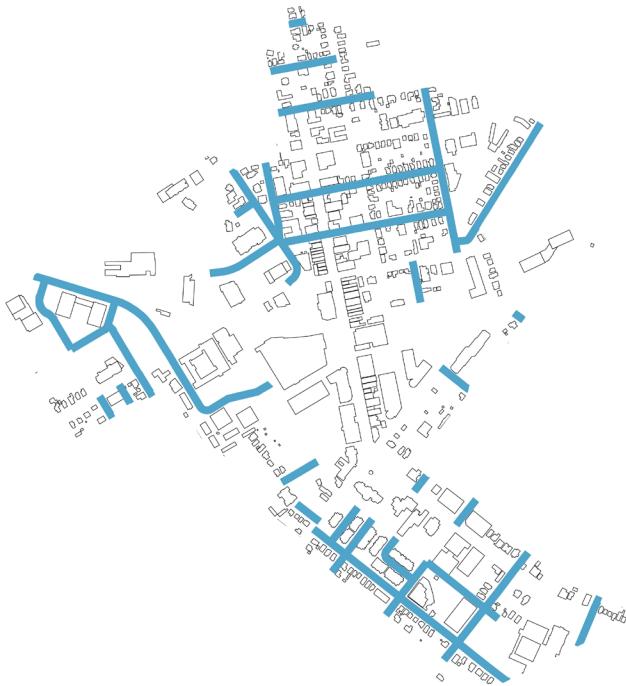
Street Typology: Vibrant Streets



Vibrant Streets: High demand for movement as well as destinations and activity centres within the same road space.

Street Typology: Vibrant Streets											
		Streetscape Guidelines							Development Guidelines		
	Segment	Sidewalk (min.)	Street Trees	Amenity Space	On-Street Parking	Amenities	Cycling	Ground Floor Height	Ground Floor Use	Stepback above #th floor	
Bridgeport Road	-	2 m	OP, LS	1 m	none	5	IV	4.5 m	ret/com	6th	
Erb Street	Caroline Street to Willow Street	2 m	OP, LS	1 m	none	5	IV	4.5 m	ret/com	6th	
Erb Street	Menno Street to Caroline Street	2 m	OP, LS	1 m	none	5	IV	4.5 m	ret/com	6th	
Caroline Street North	-	2 m	LS	1 m	none	5	IV	4.5 m	ret/com	4th	
Caroline Street South	Erb Street West to Allen Street West	2 m	TG, PB, LL	1 m	none	5	I	4.5 m	ret/com	6th	
King Street South	Laurel Trail to Allen Street West	2.5 m	TG, PB	1 m	one-side	5	IV	4.5 m	ret/com	4th	
Allen Street West	Caroline Street South to King Street South	2.5 m	LS, LL	1 m	none	5	III	4.5 m	ret/com	4th	
King Street South	Allen Street West to Union Street West	2.5 m	TG, PB	1 m	none	5	IV	4.5 m	ret/com	4th	
Regina Street	Elgin Street to Erb Street	2 m	TG	1 m	varies	5	-	4.5 m	ret/com	4th	
Regina Street	Erb Street to William Street	3 m	TG, BO	1 m	varies	5	-	4.5 m	ret/com	4th	

Street Typology: Local Streets



Local Streets: The streets that facilitate local access to communities.

Street Typology: Local Streets		Streetscape Guidelines						Development Guidelines		
	Segment	Sidewalk (min.)	Street Trees	Amenity Space	On-Street Parking	Amenities	Cycling	Ground Floor Height	Ground Floor Use	Stepback above 4th floor
Elgin Street	-	2 m	LS	1 m	one-side	1		4.5 m	mix	4th
Spring Street	-	2 m	LS	1 m	one-side	1		4.5 m	mix	4th
Young Street	-	2 m	LS	1 m	one-side	1		4.5 m	mix	4th
Princess Street	-	2 m	LS	1 m	one-side	2		4.5 m	mix	4th
Dupont Street	Albert Street to Peppler Street	2 m	LS	1 m	varies	2		4.5 m	mix	4th
Dupont Street	Caroline Street North to Albert Street	2 m	LS, PB	1 m	none	2		4.5 m	mix	4th
Alexandra Ave	-	2 m	LS	1 m	one-side	2		4.5 m	mix	4th
George Street	-	2 m	LS	1 m	one-side	2		4.5 m	mix	4th
Allen Street	Park Street to Caroline Street South	2 m	LS, OP	1 m	both-sides	2		4.5 m	mix	4th
Allen Street	Mary Street to King Street South	3 m	LS, OP	1 m	one-side	2		4.5 m	mix	4th
John Street	-	2 m	LS, OP	1 m	one-side	2		4.5 m	mix	4th
Union Street	-	2 m	LS	1 m	none	2		4.5 m	mix	4th
Menno Street	-	2 m	LS	1 m	one-side	1		4.5 m	mix	4th
Euclid Ave	-	2 m	LS	1 m	one-side	1		4.5 m	mix	4th

Father David Bauer Dr	Erb Street West to Caroline Street South	2 m	LS, TG	1 m	both sides	4		4.5 m	mix	4th
Father David Bauer Dr	Erb Street West to Westmount Road West	2 m	LS, MS	1 m	varies	4		4.5 m	mix	4th
Park Street	-	2 m	LS, OP	1 m	none	5		4.5 m	mix	4th
Albert Street	-	2 m	LS	1 m	one-side	5		4.5 m	mix	4th
Dorset Street	Dupont Street West to Princess Street West	2 m	OP, TG	1 m	one-side	2		4.5 m	mix	4th
Dorset Street	Princess Street West to Bridgeport Road West	2 m	OP, TG	1 m	one side	2		4.5 m	mix	4th
Peppler Street	-	2 m	LS	1 m	one-side	2		4.5 m	mix	4th
Laurel Street	-	2 m	LS	1 m	one-side	2		4.5 m	mix	4th
Herbert Street	-	2 m	LS	1 m	none	2		4.5 m	mix	4th
Willow Street	-	2 m	LS	1 m	none	2		4.5 m	mix	4th
Caroline Street	Allen Street West to John Street West	2 m	LS, OP	1 m	one-side	5		4.5 m	mix	4th
William Street	-	2 m	LS, OP	1 m	varies	5		4.5 m	mix	4th
Fullerton Street	-	2 m	-	1 m	one-side	2		4.5 m	mix	4th
Norman Street	-	2 m	-	1 m	one-side	2		4.5 m	mix	4th
Freemont Street	-	2 m	-	1 m	one-side	2		4.5 m	mix	4th
Barrel yards Blvd	-	2 m		-	none	2		4.5 m	-	4th
Merchant Avenue	-	2 m		-	none	2		4.5 m	-	4th
CanBar Avenue	-	2 m		-	none	2		4.5 m	-	4th

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Image 60: 7 St. Thomas Street, Toronto
<http://www.ristrutturareonweb.com/it/hariri-pontarini-architects>

Image 61: Rotman School of Management, U of T
<http://www.eraarch.ca/project/rotman-school-of-management/>

Image 62: Sightline to Seagrams Lofts
<http://waterlootownsquare.com/>

Image 63: Image removed.

Image 64: Image removed.

Image 65: Image removed.

Image 66: Image removed.

Image 67-68: Pioneer Square, Portland OR
<https://allevents.in/portland/2018-festival-of-flowers/158515674870349>

Image 69: Art Bench, Mexico City
https://www.pressherald.com/2011/02/01/art-benches-would-show-portlands-commitment-to-public-art_2011-02-01/

Image 70: 21 Balançoirs, Montreal
<https://www.narcity.com/ca/qc/montreal/things-to-do-in-mtl/13-activites-vraiment-cool-a-faire-a-montreal-avec-ta-blonde-cet-ete>

Image 71: Saint-Catherine St, Montreal
<https://canadianart.ca/news/news-in-brief-culture-outpaces-sports-in-economic-impact-and-more/>

Image 72: Digital Orca, Vancouver
<http://vancouverscape.com/douglas-coupland-vancouver-codes/>

Image 73: Berczy Park, Toronto
<http://urbantoronto.ca/news/2017/06/berczy-park-officially-reopens-party-june-28>

Image 74: Urbanité Verdoyante, Montreal
<https://artpublicmontreal.ca/en/collection/mosaic/>

Image 74a: Existing View from the intersection of Regina Street south and William Street south.

Image 74b: Proposed View from the intersection of Regina Street south and William Street south.

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<https://theacre.ca/2015/08/21/shifting-peoples-perspective-of-urban-spaces/>

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Image 77: Beekman Plaza, New York City
<https://landarchs.com/usas-got-talent-10-awesome-projects-from-the-usa/>

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Image 79: Proposed Cross-section for King Street South between the Laurel Trail and Allen Street

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Image 82: Willis Way as an East/West Connection through Uptown

Image 83: Proposed Cross-section for Willis Way Between King Street South and Regina Street
Think Park Chiang Mai, page 97
<https://wisont.wordpress.com/2016/02/05/think-park-chiang-mai-landscape-design-by-shma/>
American Heritage Park, page 101

ATTACHMENT 2**IMPLEMENTATION CONSIDERATIONS FOR PRIORITY INITIATIVES****1. LAUREL GREENWAY**

UPRS Proposed Action	Timing	Accountability
Parks and Open Space – General Develop a concept plan for the Greenway to lead City implementation and provide guidance in development review	Short term	IPPW – GM and PA, ENG CS – Env and Parks
Connectivity – General <ul style="list-style-type: none"> • Design and build the greenway to support multiple forms of mobility • Include supporting amenities (wayfinding, drinking fountains, seating, crossings) 	Medium to Long	IPPW – GM, PA, ENG CS – Env and Parks
Urban form – General <ul style="list-style-type: none"> • Through development process and the Zoning By-law, establish a 30-metre zone for the Greenway • Tree planting on either side of the greenway • Require ground floors of buildings along the Greenway to have a minimum ceiling height of 4.5 metres and provide for 'third place' retail • Create Laurel Greenway Conservancy 	Medium to Long	IPPW – GM, PA, Eng CS – Env and Parks
Heritage <ul style="list-style-type: none"> • Determine a view corridor protection strategy, beginning with the Laurel Greenway • Creating the Greenway celebrates the water as heritage, creating a park and mapping its path 	Short Term	IPPW-GM, Heritage
Public Art and Culture <ul style="list-style-type: none"> • Identify events that relocate to the path of the Greenway over time • Fund an art strategy that invites artists to produce temporary interactive art installations and/or events within the Greenway zone 	Short term and on-going	Ec Dev – Culture

Short Term – 0-3 years

Medium – 3-10 years

Long – 10+ years

LAUREL GREENWAY – IMPLEMENTATION CONSIDERATIONS

Completion of a detailed comprehensive design for the Greenway will support improvements within the Greenway and will inform revisions to implementation documents such as the Zoning By-law and Urban Design Manual.

Comprehensive detailed design is highly dependent on completion of revised floodplain mapping and at this time, staff is of the opinion that it should not be completed until outcomes from the floodplain mapping exercise are known. If the floodplain mapping exercise does not proceed in a timely manner, this matter may need to be revisited to ensure that the Laurel Greenway design is not delayed indefinitely. Development of the Greenway is constrained through Waterloo Town Square by parking agreements that affect City-owned lands.

Some risk of lost opportunities if the Greenway design does not occur in a timely manner due to private land ownership within and around the Greenway.

Planned and on-going capital project and events can support this priority initiative in advance of a comprehensive design exercise. These include but are not limited to:

- Installation of a pedestrian signal at the Laurel Trail crossing at Bridgeport (install date 2019)
- Crossing improvements of Spurline Trail at Regina (install date 2019 or 2020)
- Region's separated cycling pilot (includes Erb from Caroline to the Laurel Trail at Peppler); two way cycle track (2019)
- Laurel Creek Rehabilitation - Regina to Weber (EA Process 2019 and construction 2020 onward).

Tactical initiatives in the short term can provide short term quick wins and can help support community awareness and buy-in:

- **Parks and Open Space** – Sod a closed-off section of the Greenway to help the public to envision and ‘test out’ the Greenway
- **Connectivity** – Wheel day: celebration of foot-powered rides
- **Urban Form** – Host a street party within the Greenway ‘Imagine our Laurel Greenway’
- **Public Art and Culture** – Invite the public to events that mark the perimeter of the Greenway zone with ‘street chalk dots’ to help the public envision the future shape and scope of the Greenway

2. CIVIC COMMON

UPRS PROPOSED ACTION	TIMING	ACCOUNTABILITY
Parks and Open Space – General <ul style="list-style-type: none"> Negotiate for public access to the Regional waterworks site Develop a concept plan for Civic Common <ul style="list-style-type: none"> Resilient and inviting destination for all ages Strong engagement to ensure a successful and well-used park Integrate play Activate heritage pumping station building with third place uses 	Short Term Short Term	IPPW/GM Ec Dev CS – Env and Parks
Connectivity – General <ul style="list-style-type: none"> Ensure that Parkland Strategy includes the goal of integrating three underused spaces into the Civic Common 	Short Term	IPPW – Eng
Urban form – General <ul style="list-style-type: none"> Integrate Civic Common into the planning and implementation climate comfort framework (meeting Bosselman criteria) Explore opportunities to establish a publicly accessible connection between Heritage Green and the Regional pumping station site as an important step to integrating the two spaces 	As development is considered	IPPW – PA/GM
Heritage <ul style="list-style-type: none"> Set view corridor protection of the Civic Common as seen from Regina Street and King Street Set up a collaborative effort between public and private partners to design, build, establish and maintain the Civic Common Park 	View: Short Term Build: Med/Long term	IPPW – GM (Heritage) IPPW, Env and Parks, Ec Dev (Culture)
Public Art and Event Programming <ul style="list-style-type: none"> Civic Common an ideal location for Art in the Open Weekend 	Short and on-going	Ec Dev – Culture

Short Term – 0-3 years

Medium – 3-10 years

Long – 10+ years

CIVIC COMMON – IMPLEMENTATION CONSIDERATIONS

Completion of a detailed comprehensive design for the Civic Common will tie together and support improvements within two existing park spaces and the Regional pumping station lands.

Design and provisions for public access to the pumping station lands will need to be done in collaboration with the Region and Waterloo North Hydro.

Comprehensive detailed design will need to consider flood plain mapping; site is within the floodplain, but not affected by hydraulic floodway and therefore is less constrained than Laurel Greenway and Willis Way.

Limited risk of lost opportunities if the Civic Common design does not occur in a timely manner as lands are publicly owned (City and Region).

Planned and on-going capital project and events can support this priority initiative in advance of a comprehensive design exercise. Examples include but are not limited to:

- Lumen Festival (September 2019) - Plan to expand the boundaries of the festival to animate the Civic Common area.

New tactical initiatives in the short term can provide short term quick wins and can help support community awareness and buy-in. Suggestions include:

- **Parks and Open Space** –Hold a one-day civic scavenger hunt to begin to introduce residents to the concept of integrating three spaces into one civic common
- **Connectivity** –Design to feature natural qualities and resilience; hold Earth Day ceremonies and programs in the new park to highlight that theme
- **Urban Form** –Set up food and art trucks simultaneously along the parking west of Brewmeister and east of Heritage Green to animate both parks at the same time and create movement back and forth across King Street; contributes to framing and reunification of the Civic Common
- **Heritage** –Work with artists and historians to mark the boundaries of the original town square by painting or chalking between to reunify the two and mark a gateway into Uptown
- **Public Art and Culture** –Hold a World Water Day Festival across the civic common (drinking water, pop-up splash pads and water colour painting booths

3. WILLIS WAY AS A SHARED STREET

UPRS Proposed Action	Timing	Accountability
Parks and Open Space <ul style="list-style-type: none"> Frame Caroline Street from the Willis Way LRT station to Willis Way with a continuous green edge of trees and landscaping to create an avenue that leads to Barrel Warehouse Park and Willis Way (sets up the station as a gateway to Willis Way and an extension of the street's people-first design that reinforces parks as destinations) Create a strong visual and pedestrian connection between Willis Way and Cenotaph Park, including enhancements at Regina, King and Caroline Streets Prepare a concept plan to expand Waterloo Cenotaph Park, address Laurel Creek as a natural amenity and frame the creek with appropriate development 	Short term Short-Medium Term Short-Medium Term	IPPW Eng CS- Env and Parks
Connectivity <ul style="list-style-type: none"> Include the concept of Willis Way between King and Regina as a one-way street (east to west) as a permanent condition in the up-coming Transportation Master Plan update 	Short term	IPPW Eng
Urban Form <ul style="list-style-type: none"> Require a shared street approach between King Street and Regina Street Work with GRCA to ensure that future road designs include consideration of flooding impacts 	Short and on-going	IPPW-Eng, PA Ec Dev - Culture
Heritage <ul style="list-style-type: none"> Put view corridor protections in place from Willis Way to Waterloo Cenotaph Park Establish Friends of Willis Way with a mission to manage, maintain and program Willis Way as an activated public space 	Short-Med term	IPPW – GM, Heritage
Public Art and Programming <ul style="list-style-type: none"> Review the event calendar to determine which events can spill into Willis Way to begin to build popular support for Willis Way as a shared street Fund an art strategy that invites artists to produce temporary interactive art installations and or events within the Willis Way Art Zone between King and Regina Streets 	Short term	Ec Dev - Culture

Short Term – 0-3 years

Medium – 3-10 years

Long – 10+ years

WILLIS WAY AS A SHARED STREET – Implementation Considerations

Implementation actions for Willis Way can be divided into two sections:

- Willis Way west of King Street (King to Caroline) is a relatively new street in Uptown, but would benefit from a refresh e.g. tree replacement and sidewalk repair) and can become an event space that complements the Public Square;
- Willis Way east of King Street (King to Regina) will be included in the City's Transportation Master Plan as a candidate for one way movement, will the goal of improving the space as a shared street that better balances the needs of all users. Design of this segment will need to consider existing and future revised flood plain mapping as it is located within the hydraulic floodway.

Some risk of lost opportunities if the design does not occur in a timely manner as some lands adjacent to Willis Way are privately owned.

Planned and on-going capital project and events can support this priority initiative in advance of a comprehensive design exercise. Examples in include but are not limited to:

- Move 'Open Streets' to Willis Way/Public Square in Summer 2019 (June 22nd and August 17th)
- Exploring opportunities for temporary public art along Willis Way

Tactical initiatives in the short term can provide short term quick wins and can help support community awareness and buy-in. Suggestions include:

- **Parks and Open Space** –Drop in a row of planters on either side of Caroline Street from the LRT station to Willis Way and Barrel Warehouse Park to help the public envision the boulevard experience
- **Connectivity** –Close of Willis Way between King and Regina in spring for a bike tune-up day and tie it to a Cycle Laurel trail event.
- **Urban Form** – Close off Willis Way annually in June between King and Regina for the Willis Way Wedding. Host a whimsical outdoor wedding planning event (wedding –oriented businesses) with Cenotaph Park as a scenic backdrop for photos.
- **Heritage** – Willis Way Heritage Studio – Invite artists of all ages to draw and paint the heritage they see when they look toward Barrel Warehouse Park and Cenotaph Park.
- **Public Art and Culture** –Invite the public to events that mark the Willis Way zone with paint, chalk, street art and lighting to help the public envision the future of Willis Way as the creative, interactive hub of temporary public art for Waterloo

ATTACHMENT 3

**Guideline for
Privately Owned Publicly Accessible Spaces
(POPS)**



Guidelines for Privately Owned Publicly Accessible Spaces (POPS)



Integrated Planning & Public Works,
City of Waterloo

FEBRUARY 2019



What are POPS?

POPS are spaces which are accessible to the public while being privately owned and managed. They are typically negotiated with developers as part of the development application review process and are meant to complement, extend or integrate with public parks and plazas not replace them. POPS can take many forms, including forecourts and front yards, courtyards, enhanced walkways, plazas and gardens.

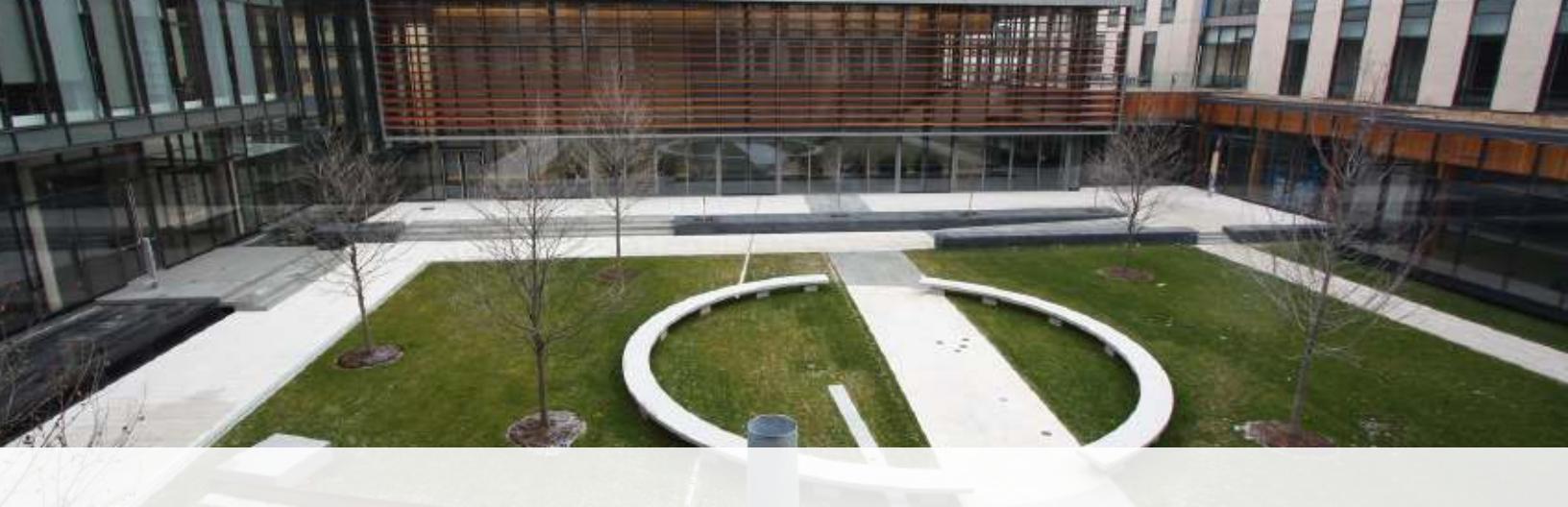
The purpose of this document is to provide guidelines for POPS when the City may want to consider them as a community benefit associated with a Section 37 Bonusing application, in lieu of some portion of a parkland dedication component or when processing Site Plan applications. These guidelines are meant as a starting point for discussion and to provide direction without limiting the opportunity to consider creative and innovative approaches to providing publicly accessible spaces. In all cases, the City will seek POPS that address the following principals:

- 1** integrated with the overall development;
- 2** accessible, visually and physically to all users;
- 3** well-connected to surrounding public parks, plazas, streets;
- 4** comfortable to use throughout the day, evening / after hours and in a variety of seasons and weather conditions;
- 5** designed and developed to be beautiful, safe, clean and clearly welcoming to the public and with seating and other amenities to invite use; and,
- 6** designed for ease of operations and maintenance, to ensure minimum disruption to year-round use.

Why are POPS important?

Every great city has great public spaces and those places create value. In addition to driving economic development, high-quality public spaces improve social well-being. POPS provide a critical public realm bridge between publicly-owned spaces and privately-owned buildings and spaces.

POPS can play a role in place-making and in supporting residents, employees and visitors of a place. The consideration and facilitation of POPS is supported by the City's Official Plan which speaks to the City and others collaborating on delivering facilities such as parks and open space and planning for development that provides for the creation of usable spaces on public and private lands to support the enjoyment of arts, culture, heritage, recreation and leisure opportunities.



How will POPS be achieved?

The City will encourage developers to provide publicly accessible open spaces on larger developments through a variety of means, including the review of development applications (including Site Plan Review), through the consideration of Section 37 Bonusing applications, and through consideration of parkland dedication opportunities.

As a general rule, on larger development/redevelopment sites, the City's primary goal is to acquire parkland, consistent with the provisions of the Planning Act. However, POPS may form part of a parkland dedication contribution where the City is satisfied that the full amount of required parkland dedication on-site is not necessary, desirable or appropriate and subject to the following considerations:

i) The City may accept all or part of a POPS on a site as a portion of the required parkland dedication for a site or as a Community Benefit under a Section 37 Agreement. Where this is the case:

- The POPS must be designed to the City's standard for parkland, or a higher standard
- The City must be provided a satisfactory easement granting unimpeded public access to and through the POPS
- The POPS must be signed to clearly identify the lands as publicly accessible, to the City's satisfaction
- A satisfactory agreement must be registered on title of the lands providing for the on-going private maintenance of the site for the life of the development.

ii) The City will not accept POPS in lieu of a parkland dedication contribution or as a Section 37 Community Benefit:

- Where the City is of the opinion a public park is necessary or desirable
- Where the lands, or a portion thereof, are required on-site to meet zoning by-law requirements for Outdoor Common Area, Amenity Area or Landscaped Open Space
- Where the lands are hazard lands
- Where the lands contain commercial uses



General Locational Criteria: Where should POPS be located?

Unless otherwise agreed to by the City:

- POPS must be at grade and have clear access and visibility to/ from adjacent public streets, parks or other public spaces (inviting, easily seen and read as open and welcoming to the public)
- POPS must be provided in locations that complement/expand existing or planned public spaces or POPS on adjacent lands, highlight important sites/areas (e.g., heritage structures/ views) and encourage public accessibility
- POPS should enhance prominent building entrances
- POPS must not be located adjacent to grade-related residential units on the same property
- POPS should face mostly south and/or mostly west

General Site Design Criteria: How should POPS sites be designed?

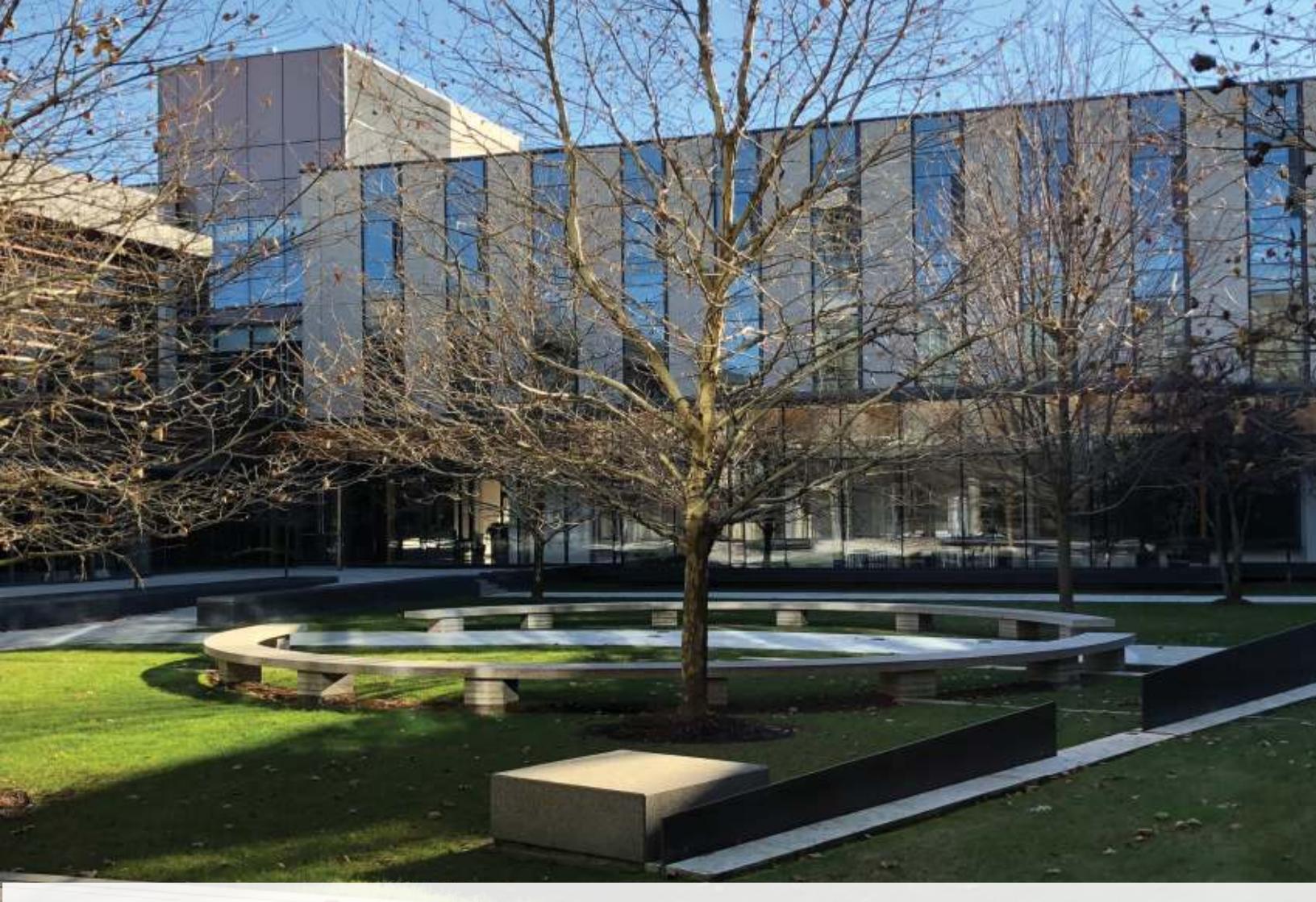
POPS must be designed consistent with the City's Urban Design Manual guidelines for Amenity Areas. Unless otherwise agreed to by the City, the following shall apply:

- POPS must be designed to seamlessly transition from public to private space without significant changes in material, grade, or visual barriers that may imply that the space is private
- POPS must be sized commensurate with the size and level of activity on a site, and must be a meaningful space for users
- POPS must be well designed, and constructed with high quality materials
- POPS may be located adjacent to retail spill-out spaces or patios associated with commercial units, but those spill out spaces shall not count as contributing toward parkland dedication or community benefit requirements
- POPS must be regular in shape and generally have minimum dimensions of at least 6 m in width and length
- User access, safety, comfort and experience must be considered in the site design, including the application of AODA requirements, CPTED principles and microclimatic and four-season considerations; POPS must meet wind conditions, comfortable for sitting out at least 80% of the time during spring, summer and fall months, unless otherwise agreed to by the City
- All POPS must have accessible seating and adequate bicycle parking; additional amenities should be considered such as trees, art, water features, drinking fountains, Wi-Fi connection



- POPS must be located and designed to maximize sky views and sunlight; patios or other outdoor gathering spaces should be located in areas of sunlight
- Sites may be designed with changes in grade both from the public street and within open spaces, in order to provide visual interest, provided they remain accessible to all
- POPS must not be adjacent to service/delivery areas or parking areas with the exception of lands adjacent to public lanes that are undergoing or planned to undergo revitalization
- Must not contain large grates, vents or other at-grade/ above-grade infrastructure
- POPS must be protected from major external noise sources; consider using water features and landscape elements to mask unwanted noise
- POPS must complement existing on-site or adjacent heritage features and, where possible, provide and highlight views to heritage resources/ landmarks
- Adjacent buildings should be designed with ample windows/ entrances onto the POPS
- Where POPS are adjacent to other public spaces, apply similar landscape treatments on the private/ public lands to seamlessly integrate the urban landscapes and their public uses
- POPS should incorporate Low Impact Development features, wherever possible and appropriate
- POPS must be designed for sustainability and should incorporate vegetation; where tree plantings are required/ proposed, the site needs to provide high grade soils mixes, as well as adequate planting areas, drainage and depths





General Operations Criteria: **How should POPS be operated?**

Unless otherwise agreed to by the City, POPS must:

- Be managed and maintained by the property owner/ manager; the City will require the owner to enter into an agreement with the City to secure park design standards and specifications, and public access and park maintenance arrangements, all to the satisfaction of the City
- Be open to the public consistent with the City's parks policies with respect to days/ hours of operation
- Remain as a common element in the event of a Plan of Condominium being approved
- Include signage and / or wayfinding design elements, to the satisfaction of the City, indicating the site as being open to the public and providing owner/ maintenance contact information



**STAFF REPORT
Chief Administrative Officer**

Title: City of Waterloo Strategic Plan 2019-2022: Scan Summary Report
Report Number: CAO2019-001
Author: Anna Marie Cipriani
Meeting Type: Committee of the Whole Meeting
Council/Committee Date: March 4, 2019
File: 38T
Attachments: *Starting From Here: A Foundational Understanding of Our City Today*
Ward No.: all

Recommendation:

That Council receive this report as information.

A. Executive Summary

The City of Waterloo is developing a new strategic plan for 2019-2022. The attached report *Starting From Here: A Foundational Understanding of Our City Today* is a culmination and synthesis of input from 10 876 individuals in our community. The attached report is intended to inform the development of a new strategic plan which will be presented to Council on June 24, 2019.

B. Financial Implications

There are no financial implications at this time.

C. Technology Implications

There are no technology implications at this time.

D. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

This report supports the development of a new City of Waterloo Strategic Plan for 2019-2022.

E. Previous Reports on this Topic

This is the first Council report that contributes to the development of a new City of Waterloo Strategic Plan for 2019-2022.

F. Approvals

Name	Signature	Date
Author: Anna Marie Cipriani		
Director:		
Commissioner: Tim Anderson		
Finance:		

CAO



City of Waterloo Strategic Plan 2019-2022: Scan Summary Report CAO2019-001

The City of Waterloo strategic planning process is underway. The process is iterative, benefitting from past experience and emerging new demands and opportunities. There are different approaches to strategic planning. The City of Waterloo follows a hybrid model; our plan is both a corporate and community plan. This means that management as well as staff provide input into building the plan as does the community and Council. The strategic plan process is designed to support building a plan that reflects and best serves our community and organization for the next 4 years.

The plan will ultimately be:

- A guiding document for the organization,
- A public relations tool,
- and receive stakeholder (internal and external) input and buy in

The intention of the strategic plan process is to enable:

- strategic thinking across the organization
- embedding the strategy into business plans, budgets and performance measurement
- staff to visualize how their role relates to the strategic direction of the organization
- stakeholder understanding of municipal service delivery (existing and emerging)
- Council, staff and stakeholder contribution towards the plan's success
- reporting and monitoring the plan's success throughout the plan's life-cycle

Purpose

There are 4 key reasons why the City of Waterloo is developing a strategic plan.

- a. To affirm and rally around a collective vision
- b. To plan for the future
- c. To maximize resources
- d. To identify and communicate priorities

Project Phases

The project follows 4 phases:

- **Initiate:** June – September 2018
- **Scan:** September 2018 – January 2019
- **Develop Plan:** January 2019 – April 2019
- **Validate and Mobilize:** May 2019 – June 2019

Project support

Staff Working Group

The staff lead on the project is Anna Marie Cipriani, Executive Officer to the Chief Administrative Officer. An internal working group has been established. Members made application for this learning and growth opportunity and were selected from the pool of applicants including:

Amy Ross, Neighbourhood Development Coordinator
Christine Tettman, Parking Program Manager
Jaclyn Varga, Backflow Prevention Assistant
Poly Modak, Program Coordinator
Sandy Little, Senior Economic Development Officer
Shelly Reed, Communications Consultant
Sonya Poweska, Culture Program Specialist

The working group is an integral part of the strategic plan development process. The intention in forming this working group was to add capacity to consult with stakeholders more deeply and broadly and to augment the outreach the consultant will undertake, to explore opportunities for innovation in corporate strategies, monitoring and reporting and to more fully engage staff in the strategic plan process. There are two subcommittees: "Engagement" and "Corporate monitoring and reporting". The working group meets monthly and its sunset date is July 1, 2019 to align with the release of the new strategic plan.

Consulting Team

MDB Insight was the successful consulting firm. Trudy Parsons, Executive Vice-President and Margot Begin, Senior Consultant comprise the consulting team working with staff to develop the City of Waterloo Strategic Plan 2019-2022. Staff and consultants meet weekly.

Scan report input

The attached report *Starting from Here: a Foundational Understanding of Our City Today* is the culmination and synthesis of significant outreach across our community with the intention of best informing the development of a new strategic plan. Inputs include:

- 2018 WellbeingWR survey results
- 2018 Citizen satisfaction survey results
- 2018 Travelwise corporate and community segmented commuting travel data
- City of Waterloo staff, Council Advisory committee, public online (<https://www.engagewr.ca/Moving-forward>) and face to face consultations
- City of Waterloo leadership and Council interviews

This scan reflects the combined input from 10 876 individuals in our community and organization. The attached report is intended to inform the development of a new strategic plan.

Next steps

As we employ a hybrid model of strategic planning, our next steps combine both top-down and bottom-up approaches to building the plan. In March and April 2019 our working group members will conduct staff, Council Advisory Committee and community outreach sessions to “build the plan”. MDB Insight consultants will lead workshops with managers, directors and commissioners from each department and the CAO’s office as well as interview cross sector community leaders in advance of Council’s workshop on April 10, 2019. On April 29, 2019 a draft Strategic Plan report will be presented to Council. Consultation to affirm the plan will be conducted in May 2019. On June 24, 2019 the Final Strategic Plan report will be presented to Council. City of Waterloo Business Plans and 3 year (2020-2022) budget development will follow.



City of Waterloo

Starting from Here:

A Foundational Understanding of Our City Today

Feb 15 2019



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Note to the Reader

A wide variety of inputs from nearly 11,000 individuals within Waterloo and across Waterloo Region have helped shape this summary report. Conclusions drawn from these activities are a reflection of the responses given by those that participated and should not be taken as generalizations or interpreted to be the views of non-participants as methodologies differed among the input streams which included surveys, group consultations, individual interviews, and the city's online engagement platform.

This report is intended to synthesize perceptions of Waterloo today and to provide a foundational understanding of the current state that will inform discussions as we move forward to build a new strategic plan.

1. Introduction

Drawing from the extensive consultative initiatives that have been initiated by the City of Waterloo, this report offers a synopsis of the emerging themes and priorities that have evolved through a comprehensive analysis of all inputs. It is these themes and priorities that reflect what is top of mind among those that participated. The identification of these emerging themes and priorities is intended to inform the city's strategic planning process that will chart the course for the City of Waterloo over the next four years.

1.1 Methodology

Research undertaken in support of this report considered the following broad domains:

1. Current and emerging trends relevant to the City of Waterloo and its residents.
2. An internal assessment and overview of the city's organization as we prepare to face the challenges and opportunities we anticipate to meet in the future.
3. An overview of Waterloo's competitive frame of reference or value proposition.

As the strategic planning process continues, we will examine a fourth domain that will support the ability to measure, evaluate and report on the impact of the strategic plan once it is implemented. Relevant approaches to measurement will influence and inform how to define and communicate expectations around performance and the success of specific priority initiatives. The fourth domain will consider emerging trends and best practices related to metrics and performance measurement in the municipal sector.

The following grid highlights the types of questions that are typically used to uncover information within these domains. These lines of inquiry supported the development of the approach for the direct interviews, workshops and online engagement that was conducted.



DOMAIN	SAMPLE INQUIRY
Current and emerging trends relevant to our municipality and its resident.	What opportunities or challenges are emerging for the city? In the future, if Waterloo is the place to be, what does it look like?
An internal assessment and overview of our organization as we prepare to face the challenges and opportunities we anticipate to meet in the future.	What's working well? What needs attention?
An overview of our competitive frame of reference or value proposition.	What are Waterloo's strengths? What makes it unique?
Relevant emerging trends and best practices related to metrics and performance measurement in the municipal sector.	What does success look like? What should be measured as an indicator of success? What frameworks exist to measure and evaluate impact?

In all, feedback was captured from 10,876 individuals through surveys, interviews and public engagement opportunities that included the following:

- Citizen satisfaction survey
- TravelWise survey of commuting patterns
- Wellbeing Waterloo Region survey
- Direct interviews with senior city staff and members of council
- Council meeting “Council check-in – hot off the campaign trail”
- Staff discussions
- Workshops with members of advisory committees of council
- [Engage Waterloo Region](#) Waterloo's online public engagement platform

All scan inputs are summarized and included as appendices to this document.

Once assembled, the inputs were evaluated using a SOARR™ Analysis framework. The SOARR™ framework distils widely diverse inputs relating to emerging themes as strengths, opportunities, aspirations, risks and results. It provides a useful lens from which to assess diverse data across differing survey methodologies in order to arrive at an understanding of what is important to



Waterloo residents, what factors will influence the city's future growth, and what internal capacity might be required within the corporation to support the city's evolving needs.

Statistics Canada data, supplemented by City of Waterloo data, was used in the creation of a community profile (Appendix A) that provides important context when planning for the future.

2. Scan Summary

Waterloo is a growing city with an increasingly diverse population. It is also a city that is growing at a faster rate than many of its provincial counterparts. Waterloo's population increased by just under 8% over the decade between 2006 and 2016, which surpassed the provincial growth rate of 5% over the same period. By comparison, Waterloo Region grew at a rate of 12% over that period.

The face of Waterloo is changing. As a result of immigration patterns, Waterloo's diversity is increasing at a faster rate than neighbouring jurisdictions (3.7% of Waterloo residents arrived in the last 5 years, vs. 2.7% regionally). With these changes come new opportunities and challenges that impact all aspects of the city's development and progress from programming to service delivery to urban design.

Residents love living in Waterloo. Satisfaction with Waterloo as a place to live is very high and the vast majority of residents agree that there is a high quality of life. Waterloo is considered to be an affluent, educated city with strong economic opportunity compared to neighbouring jurisdictions, but it is also home to a slightly larger proportion of residents living below the after-tax Low Income Measure (LIM), than found elsewhere in the region. The proportion of disposable income spent on rent is also higher in Waterloo than elsewhere in the region. This dichotomy presents challenges from a planning perspective and underscores the need to consider access, affordability, and inclusivity in a community that is becoming increasingly culturally and economically diverse.

A growing population in a city committed to mitigating urban sprawl means increasing intensification. This trends toward intensification impacts not only infrastructure and service delivery, but it also impacts the way that neighbourhoods are shaped and the way that residents interact with each other.

When asked about Waterloo's strengths, respondents across diverse stakeholder groups routinely cited education, technology, innovation, diversity, collaboration, environmental leadership and a sense of community as the defining attributes of the city. These strengths are consistently reflected in the future vision for the community as a global leader in innovation, sustainability and quality of life.

Waterloo is demonstrating strong leadership in environmental stewardship and sustainability and there is both opportunity and appetite for continued efforts in this area.

Waterloo is a city that clearly values and champions diversity, yet residents still struggle with



discrimination on the basis of race or ethnicity. These contrasts are an important reminder that an effective strategic plan must consider a comprehensive and holistic view of service delivery, resident values and priorities, and financial realities.

2.1 Over-arching Themes

Before delving into specific strategic priority areas, however, it is valuable to consider these overarching themes and their impact on the strategy as a whole. These overarching themes or concepts are described below:

An effective strategy will support the interconnectivity of its priority themes.

Staff and residents alike cited the importance of ensuring that broad themes like sustainability, inclusion, and corporate excellence permeate all elements of the plan. Actions undertaken in support of traffic calming, for example, should reflect sustainable and inclusive practices in the same way that commercial development would.

It is important to ensure alignment and consistency among strategic priorities.

Inefficiencies result when there is a lack of alignment of strategic goals. Consider competing efforts to drive revenue generation from parking and efforts to reduce vehicular traffic, as an example.

Collaboration is key.

Waterloo's collaborative approach to addressing challenges and opportunities is seen as an important strength. Respondents recognize that effective collaboration among stakeholders and other regional partners has and will continue to be a significant contributor to Waterloo's ability to 'fight above its weight' in terms of innovation and economic growth.

A concerted effort on education and awareness-building will support the successful implementation of the eventual strategy.

The feedback across all stakeholder groups highlighted an opportunity to improve the public's understanding of how municipalities are funded, the role that economic development plays in the growth and sustainability of the city and how strategic priorities support the overall future vision for the community.



2.2 Emerging Strategic Themes and Potential Priorities

Emerging from the analysis are themes that will inform the identification of strategic priorities for the City of Waterloo's 2019-2022 Strategic Plan.

Emerging Strategic Themes	Potential Strategic Priorities
Sustainability and the environment	<ul style="list-style-type: none">▪ Define measurable goals for energy and greenhouse gas reductions in all city-owned and city-operated facilities.▪ Demonstrate leadership in sustainable, low impact development.▪ Support communication and education initiatives to influence resident behaviours related to sustainability, recycling, single-use plastics.▪ Apply a sustainability lens on all services and projects.
Safe, sustainable transportation	<ul style="list-style-type: none">▪ Strive for safe, well-planned and well-integrated transportation networks that serve all modes of transportation and enhance connectivity and mobility throughout the city.▪ Impact speed reduction through education and awareness.▪ Support enhanced transportation links to the region and the GTA.▪ Support efforts to increase the number of residents using public transit and active transportation.



Emerging Strategic Themes

Potential Strategic Priorities

Inclusion	<ul style="list-style-type: none">▪ Adapt or expand existing communication efforts to address diverse language and cultural needs and differing levels of access to technology.▪ Create opportunities for engagement with and among diverse groups within the community.▪ Proactively address the needs of an aging population through responsive development, programming and communication strategies.▪ More effectively engage newcomers in programming and municipal governance.▪ More effectively engage students in programming and use of city amenities.▪ Facilitate opportunities for youth to participate in the economy and in community life.▪ Develop strategies to engage marginalized populations and embed the recommendations of the Truth and Reconciliation Tribunal in service delivery.
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Emerging Strategic Themes

Potential Strategic Priorities

Emerging Strategic Themes	Potential Strategic Priorities
Strong community & resilient neighbourhoods	<ul style="list-style-type: none">▪ Build the capacity of neighbourhoods to be solution-focused when addressing their local challenges and opportunities.▪ Expand opportunities for family-friendly recreation and activities.▪ Engage students and educational institutions as neighbours and contributors to the community.▪ Continue to focus on ensuring public spaces are vibrant and fostering opportunities for engagement while promoting diverse usage among community members.▪ Continue to support programs aimed at creating opportunities for dialogue and reducing social isolation.
Quality of place	<ul style="list-style-type: none">▪ Ensure that residents have access to recreation and vibrant green spaces.▪ Foster dynamic and engaging public spaces.▪ More effectively engage the arts & culture community in enhancing Waterloo's quality of place.▪ Ensure placemaking is considered in future developments.
Affordability	<ul style="list-style-type: none">▪ Prioritize the development of diverse housing options that are designed to serve all residents.▪ Support the connectivity of transit options that allow residents to more actively participate in the economy.



Emerging Strategic Themes

Potential Strategic Priorities

Emerging Strategic Themes	Potential Strategic Priorities
Infrastructure renewal	<ul style="list-style-type: none">▪ Ensure that sufficient resources are assigned to the maintenance of existing infrastructure.▪ Assess usage and capacity of existing facilities to ensure optimal usage and efficiency.▪ Invest in new infrastructure projects that utilize smart technology, are sustainable, have a focus on the environment and are aligned with the city's Asset Management Plan.
Engagement and communication	<ul style="list-style-type: none">▪ Develop engagement strategies that effectively communicate and balance community priorities with operational and financial realities.▪ Develop and implement performance metrics that are transparent and easily understood.
Growth & development	<ul style="list-style-type: none">▪ Actively attract and nurture innovation across the city.▪ Align economic development initiatives with community development objectives by considering factors such as accessibility, heritage, streetscape development, and active living.▪ Expand and strengthen the connection between the universities and college to leverage the potential for research and innovation while supporting growth and development of the knowledge economy.



Emerging Strategic Themes

Potential Strategic Priorities

Corporate excellence

- Assess the City of Waterloo's lean approach to ensure that it continues to meet strategic goals and commitments. Focus on succession planning and staff integration across departments to enhance resiliency.
- Enhance resident satisfaction with 'the way the city is run' as per the citizen satisfaction survey by prioritizing road maintenance and repair, bylaw enforcement, and snow clearance.
- Embed best practices that support inclusion in all city business, operations, and service delivery.



3. Appendices – Scan Inputs



Appendix A - Community Snapshot

Population Demographics

As shown in Figure 1 below, Waterloo's population increased by 7,511 (7.7%) people between 2006 and 2016. The majority of that growth occurred over the 2011-2016 period, when the population increased by 6,206 (6.3%) people. Waterloo's population growth surpassed the provincial growth rate (5%) during the 2011-2016 period.

Statistics Canada's 2016 Census identifies a Waterloo population of 104,986. This census counts people that live in regular households and in collectives (e.g. nursing homes), however, it does not count post-secondary students who are living temporarily in the region while they study (as these students are generally counted in their parents' home). Consequently, the region releases an annual year-end population and households estimates report that is used by many regional and area municipal departments, agencies, boards and community groups and is recommended for purposes of estimating the number of people utilizing services in the region, such as water, wastewater, police and ambulance. The most recent report is the 2018 year-end population and households estimates report which identified that Waterloo had a population of 137,420.

This is an important consideration as it reflects the utilization of local services, and informs planning for the future.

Figure 1 Waterloo Population Change 2006-2016

Community	Pop. 2006	Pop. 2011	Pop. 2016	2011-2016		2006-2016	
				Absolute Change	2011-2016 % Change	Absolute Change	2006-2016 % Change
Waterloo	97,475	98,780	104,986	6,206	6.3%	7,511	7.7%

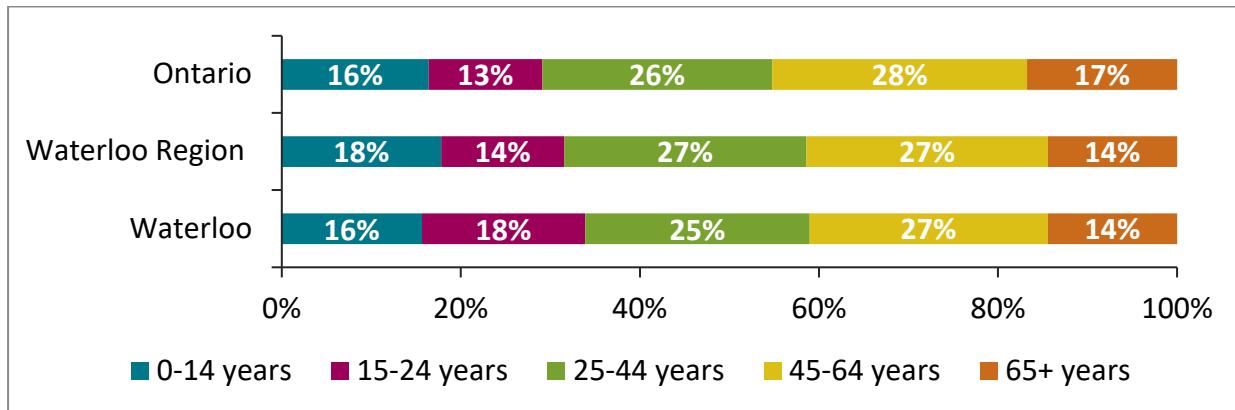
Source: Statistics Canada, 2016 Census of Population, Statistics Canada 2011 National Household Survey

Figure 2 and Figure 3 below illustrate Waterloo as a relatively young city. Waterloo's distribution of persons aged 15-24 is significantly higher at 18% than Ontario's distribution of the same age group at 13%. This is likely due to Waterloo's concentration of post-secondary institutions. Since 2011, it saw a 1% increase in that age bracket.

The City of Waterloo's distribution of other age groups is similar to the province.

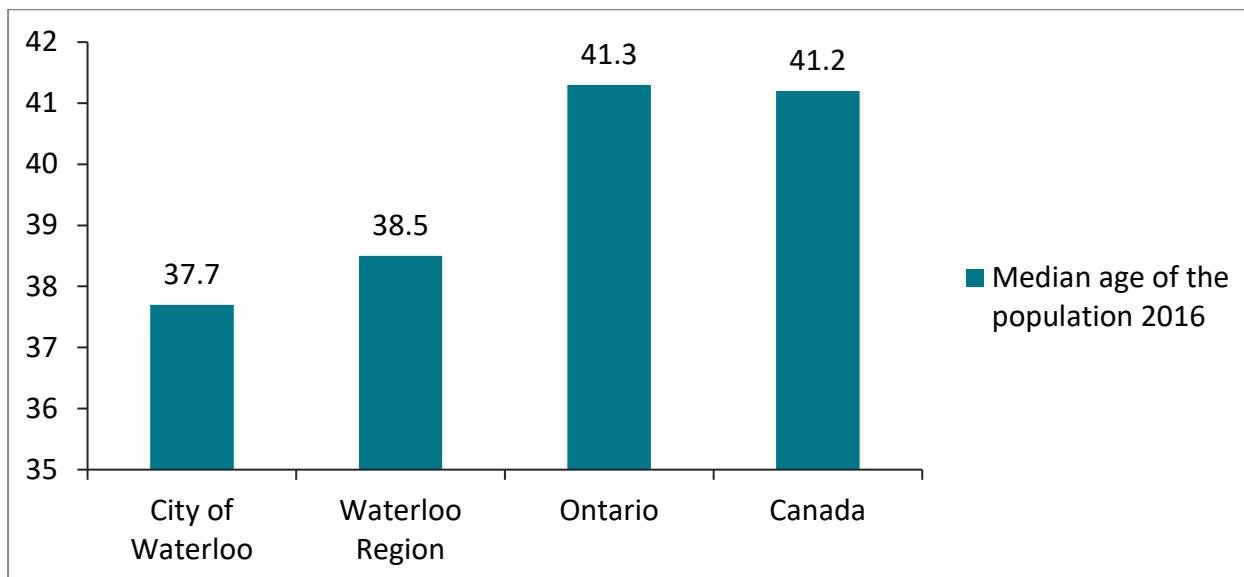


Figure 2 Waterloo Age Distribution



Source: Statistics Canada, 2016 Census of Population, Statistics Canada 2011 National Household Survey

Figure 3 Median Age, 2016

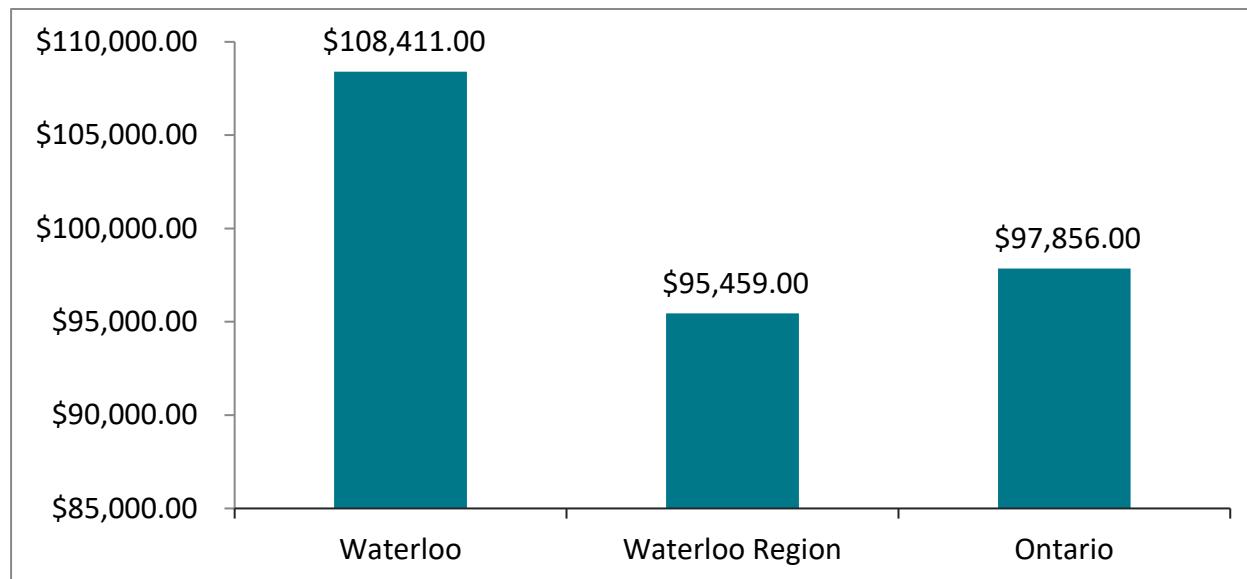


Source: Statistics Canada, 2016 Census of Population

As shown in Figure 4 below, Waterloo's average total income, which sits at \$108,411, is \$12,952 higher than Waterloo Region's average total income of \$95,459. It is also higher than the province's average total income of \$97,856.



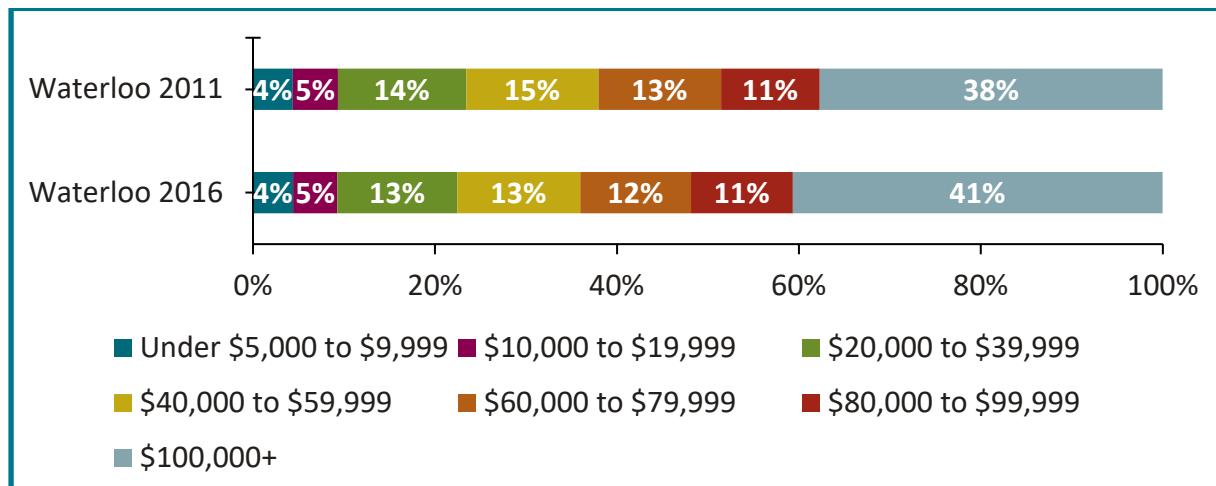
Figure 4 Average Total Income of Households, 2015



Source: Statistics Canada, 2016 Census of Population

Figure 5 below indicates that Waterloo's distribution of persons earning \$100,000 and over increased by 3% between 2011 and 2016.

Figure 5 Waterloo Individual Income Distribution



Source: Statistics Canada, 2016 Census of Population, Statistics Canada 2011 National Household Survey

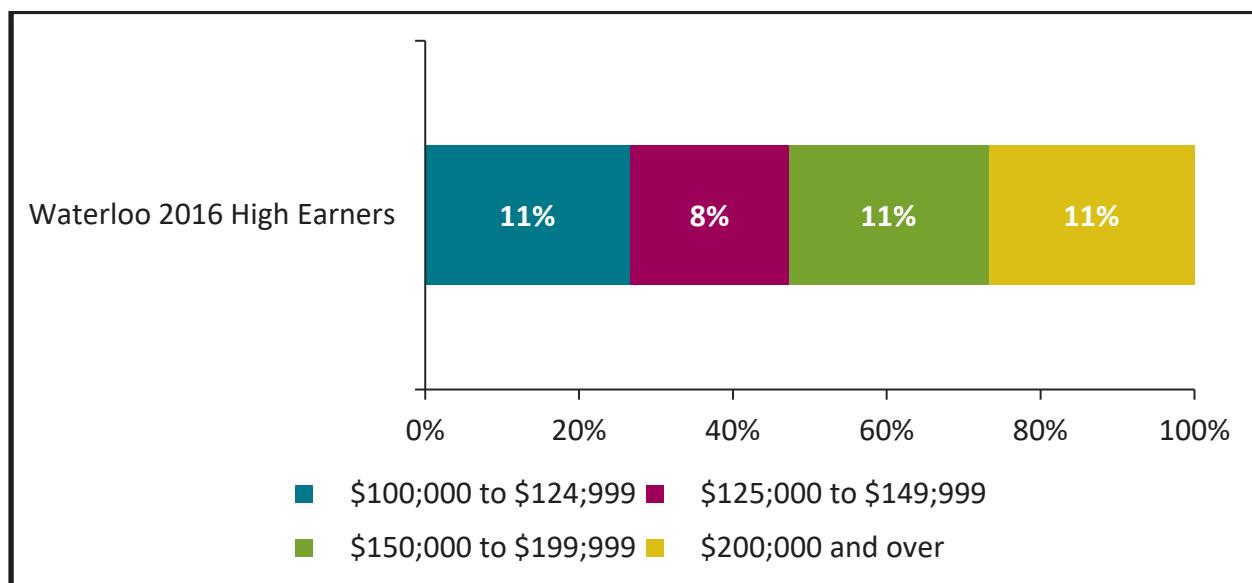
While it is important to note the distribution of low earners versus higher earners in a



community, in a city like Waterloo with such a high proportion of high earners (those making \$100,000+), it is pertinent to break down the proportion of those high earners to gain a more nuanced picture of those income brackets.

Figure 6 shows the distribution of those earning over \$100,000 a year in 2016, as a percentage of total households. We see that 11% of households made \$100,000-\$124,999, \$150,000-\$199,999, and \$200,000 and over. 8% of households made \$125,000-\$149,999.

Figure 6 Distribution of High Earners (Individual Income) in Waterloo, 2016

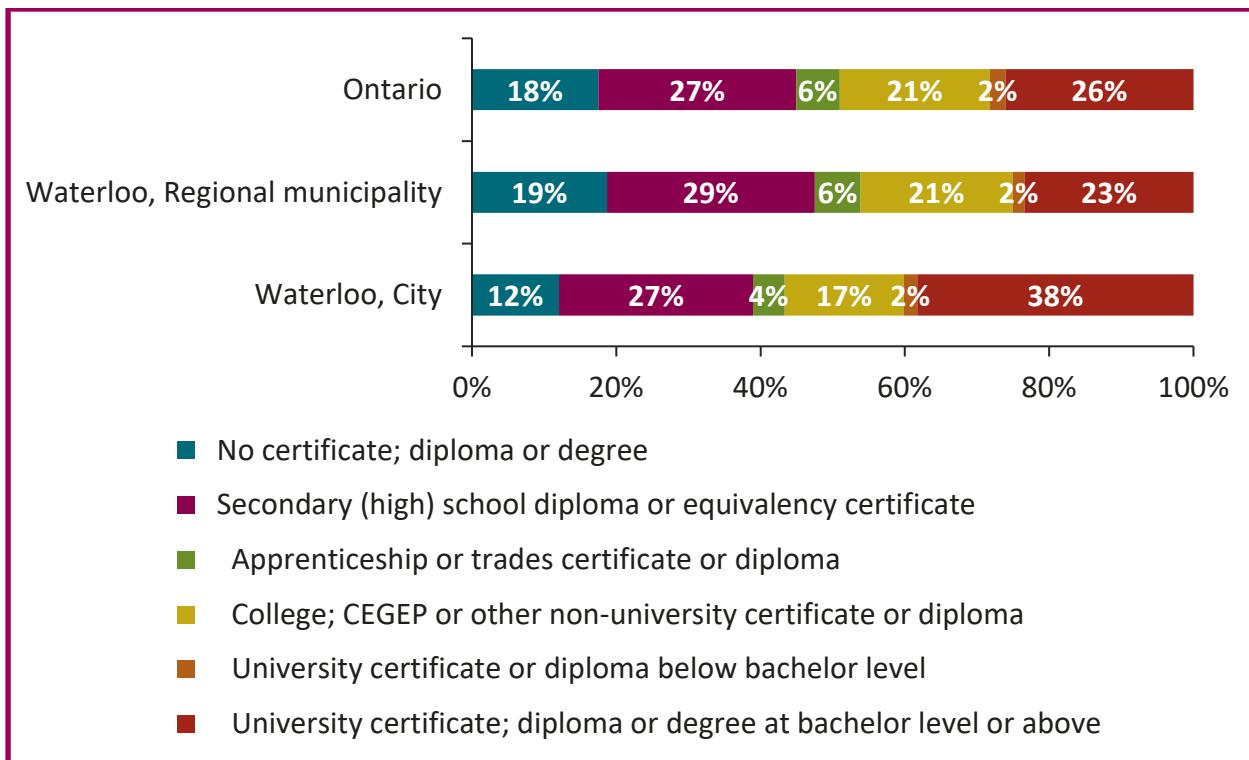


Source: Statistics Canada, 2016 Census of Population.

In Figure 7 below, we see that Waterloo is significantly educated when compared with Waterloo Region and the Province of Ontario. With 38% of Waterloo's population aged 15 years and over having obtained a university certificate, diploma or degree at bachelor level or above, Waterloo surpasses the provincial proportion of that education level by 12%, and Waterloo Region by 15%. It also has the lowest proportion of individuals with no certificate, diploma or degree.



Figure 7 Highest Certificate, Diploma or Degree for the Population Aged 15 Years and Over



Source: Statistics Canada, 2016 Census of Population



Labour Force Profile

At the time of the 2016 census, Waterloo had a relatively low unemployment rate of 6.9%, and a relatively high participation rate of 65.8%.

Figure 8: Population Aged 15 Years and Over by Labour Force Status

Labour force status	City of Waterloo 2011	City of Waterloo 2016	Waterloo Region 2011	Waterloo Region 2016	Ontario 2011	Ontario 2016
Participation rate	68.6	65.8	69.7	68.6	65.5	64.7
Unemployment rate	7.2	6.9	7	6.3	8.3	7.4

Source: Statistics Canada, 2016 Census of Population

Figure 9 Participation, Employment and Unemployment Rates, 2016

	City of Waterloo	Waterloo Region	Ontario
Participation rate	65.8	68.6	64.7
Employment rate	61.3	64.3	59.9
Unemployment rate	6.9	6.3	7.4

Source: Statistics Canada, 2016 Census of Population

In Figure 10 below, we see that educational services were the largest employment sectors in Waterloo as of the 2016 census.

Figure 10 Total Labour Force by Industry (NAICS), Waterloo

Total Labour Force by Industry (NAICS)	Total	% of Total
All industry categories	56,030	
Educational services	8,260	14.70%
Professional; scientific and technical services	5,985	10.70%
Manufacturing	5,930	10.60%
Retail trade	5,635	10.10%
Health care and social assistance	4,920	8.80%
Finance and insurance	4,840	8.60%
Accommodation and food services	3,965	7.10%
Construction	2,510	4.50%
Information and cultural industries	2,330	4.20%



Other services (except public administration)	1,965	3.50%
Wholesale trade	1,935	3.50%
Administrative and support; waste management and remediation services	1,935	3.50%
Public administration	1,875	3.30%
Transportation and warehousing	1,290	2.30%
Real estate and rental and leasing	1,005	1.80%
Arts; entertainment and recreation	1,005	1.80%
Agriculture; forestry; fishing and hunting	260	0.50%
Utilities	230	0.40%
Management of companies and enterprises	85	0.20%
Mining; quarrying; and oil and gas extraction	60	0.10%

Source: Statistics Canada, 2016 Census of Population

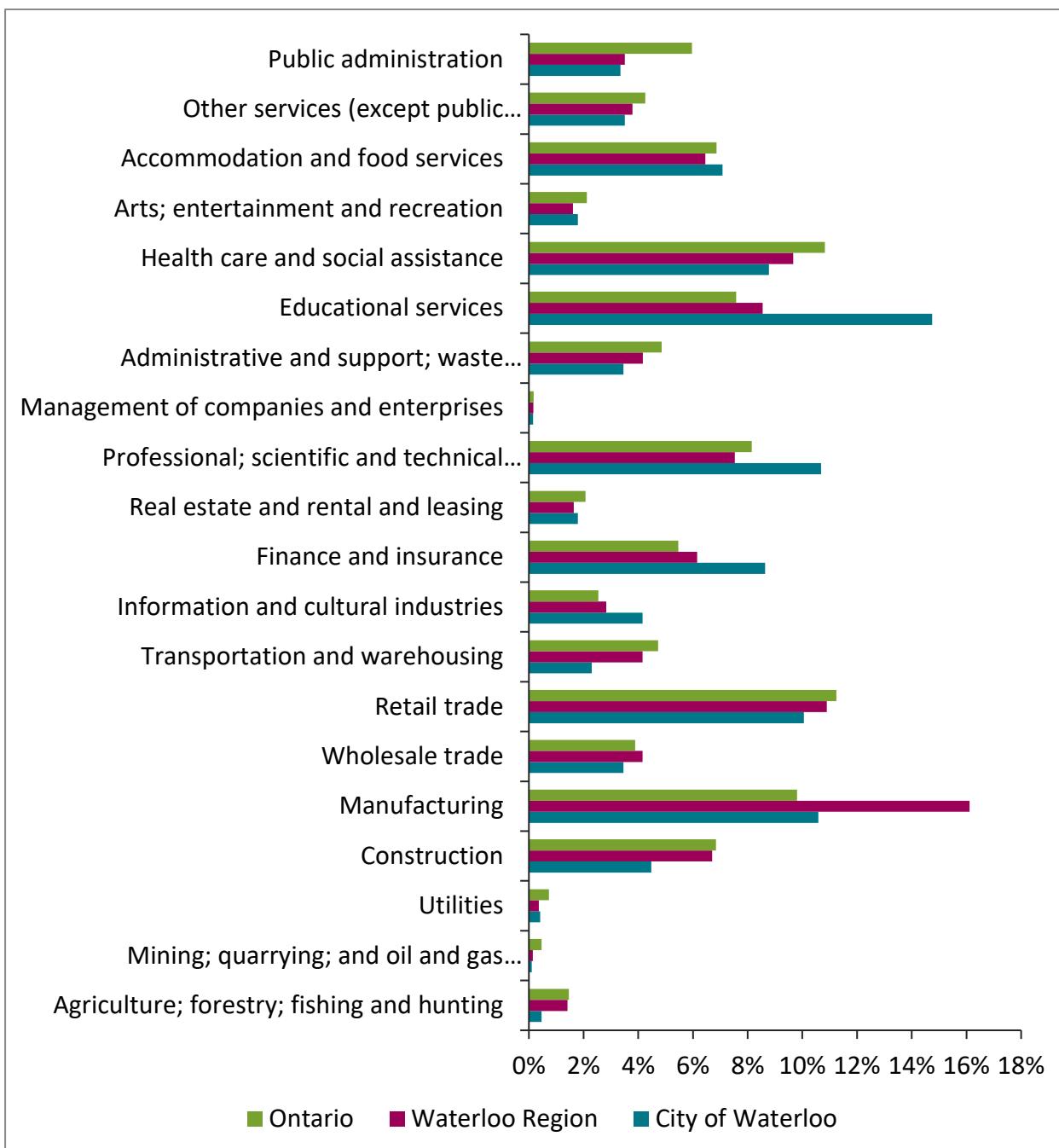
In Figure 11 below, sales and service occupations accounted for the majority of occupations in Waterloo as of the 2016 census.

In Figure 12 below, we see that business; finance and administration occupations were top occupations in Waterloo.

As Figure 13 below shows, occupations in education; law and social; community and government services surpass both the region and the province in terms of proportion of the City of Waterloo's total labour force.



Figure 11 Labour Force Distribution by Industry, 2016



Source: Statistics Canada, 2016 Census of Population



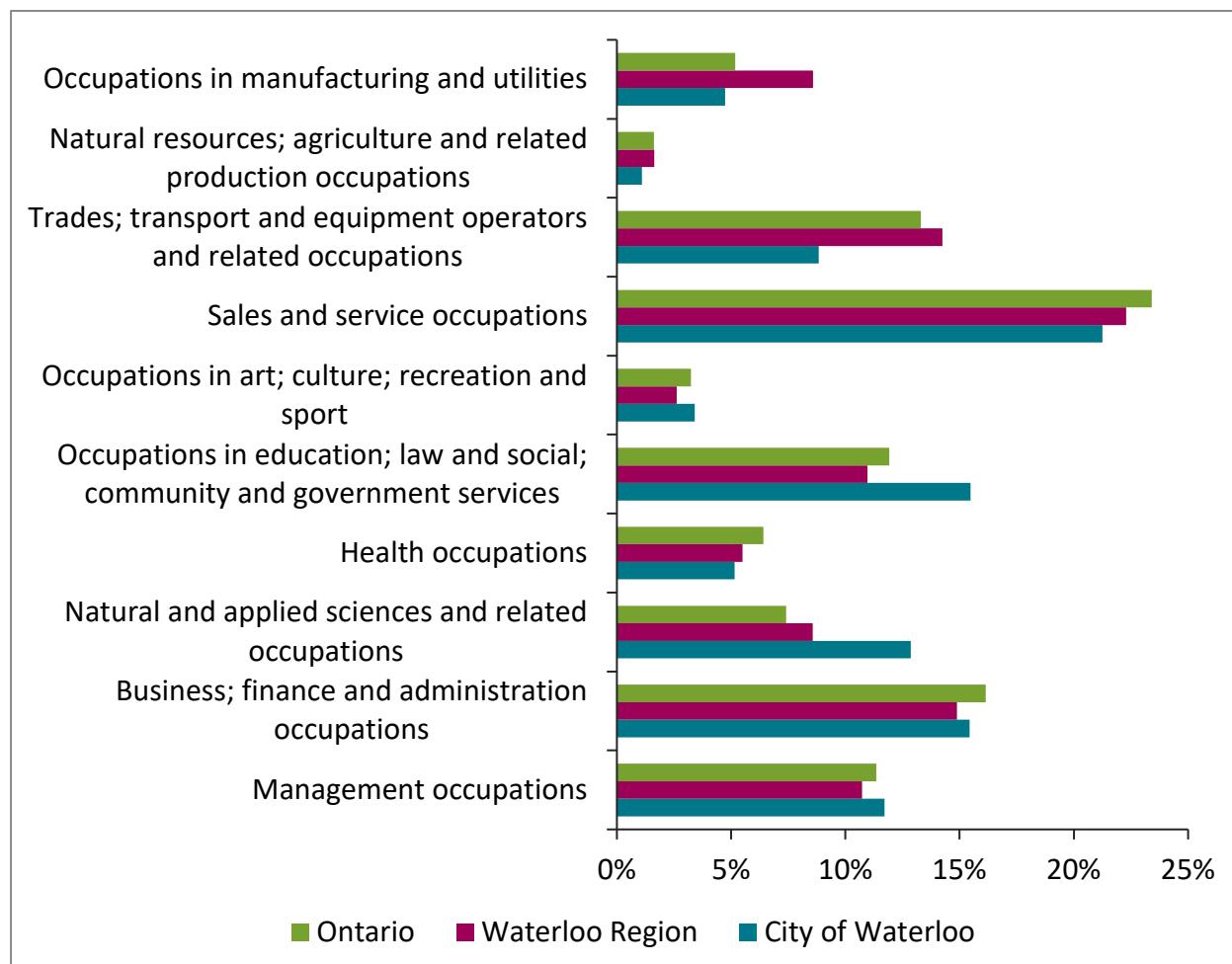
Figure 12 Total Labour Force by Occupation (NOC), Waterloo

Total labour force population by occupation (NOC)	Total	% of Total
All occupations	56,030	
Sales and service occupations	11,910	21.30%
Occupations in education; law and social; community and government services	8,675	15.50%
Business; finance and administration occupations	8,645	15.40%
Natural and applied sciences and related occupations	7,210	12.90%
Management occupations	6,565	11.70%
Trades; transport and equipment operators and related occupations	4,950	8.80%
Health occupations	2,890	5.20%
Occupations in manufacturing and utilities	2,655	4.70%
Occupations in art; culture; recreation and sport	1,910	3.40%
Natural resources; agriculture and related production occupations	615	1.10%

Source: Statistics Canada, 2016 Census of Population



Figure 13 Occupation Distribution, 2016



Source: Statistics Canada, 2016 Census of Population

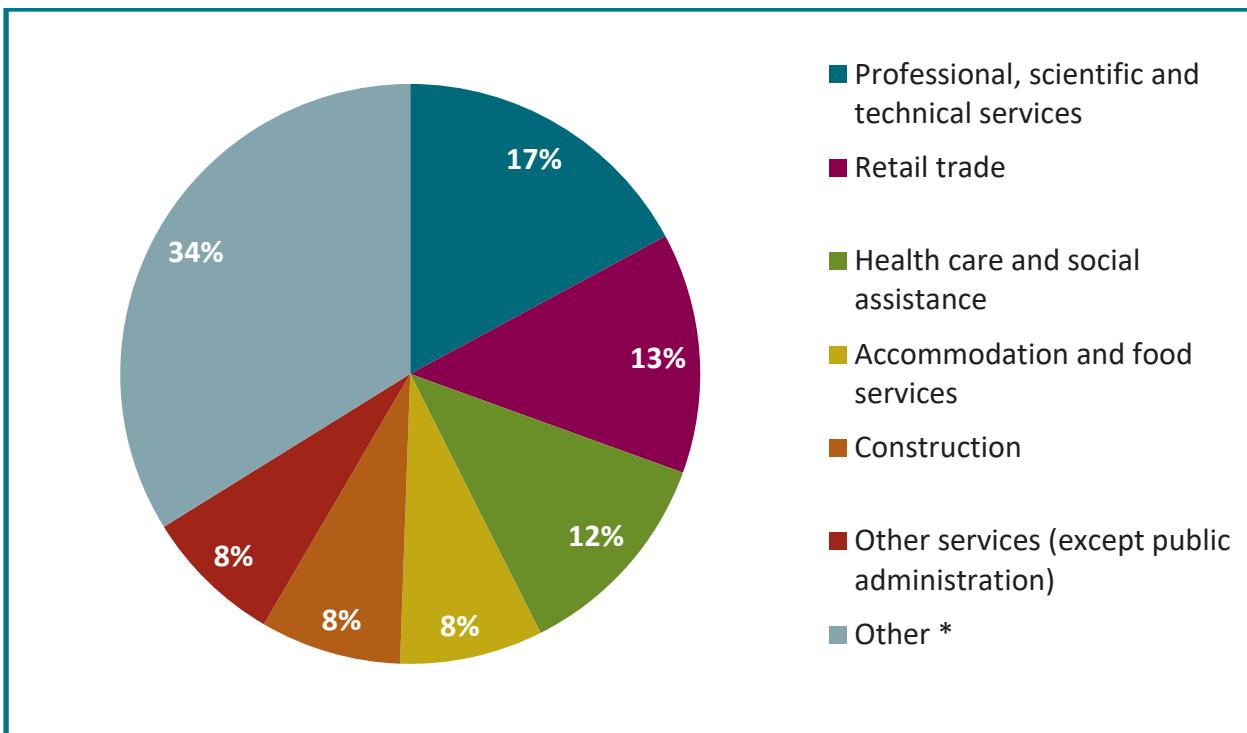
Business Profile

In Figure 14 below, we see there were 10,184 businesses classified by type in Waterloo in 2017. Of those, 3,319 had employees. The top businesses with employees were professional, scientific and technical services (571 industries), retail trade (447 industries), health care and social assistance (402 industries), and accommodation and food services (266 industries).

The top businesses without employees included real estate and rental leasing (2,154 industries); professional, scientific and technical services (1,141 industries), and finance and insurance (746 industries).



Figure 14 Businesses by Industry, Waterloo 2017



Statistics Canada. Location Counts by CD/CSD: 3530016-Waterloo, NAICS-6 and Employment Size Ranges¹

Figure 15 below offers a detailed business counts for Waterloo in 2017.

¹ Other includes: Finance & Insurance (6%), Manufacturing (6%), Real estate and rental and leasing (5%), Wholesale trade (5%), Administrative and support, waste management and remediation services (4%), Information and cultural industries (2%), Transportation and warehousing (2%), Educational services (2%), Arts, entertainment and recreation (1%), Management of companies (1%).



Figure 15 Waterloo Business Counts by Type of Business

	Total	Without Employees	With Employees	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+
Sub-total, classified	10,184	6,865	3,319	1,632	655	511	313	116	50	27	15
Agriculture, forestry, fishing and hunting	18	16	2	1	1	-	-	-	-	-	-
Mining and oil and gas extraction	3	2	1	-	1	-	-	-	-	-	-
Utilities	20	16	4	-	1	-	2	1	-	-	-
Construction	701	439	262	148	44	34	28	5	2	1	-
Manufacturing	310	113	197	61	43	38	22	16	13	3	1
Wholesale trade	296	142	154	68	36	25	19	4	-	2	-
Retail trade	716	269	447	148	132	98	37	19	10	3	-
Transportation and warehousing	294	216	78	61	8	5	3	1	-	-	-
Information and cultural industries	173	94	79	25	19	12	8	7	5	1	2
Finance and insurance	951	746	205	99	30	40	17	6	4	8	1



	Total	Without Employees	With Employees	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500+
Real estate and rental and leasing	2,312	2,154	158	113	22	13	7	3	-	-	-
Professional, scientific and technical services	1,712	1,141	571	386	63	61	33	20	4	3	1
Management of companies and enterprises	133	113	20	3	4	2	2	2	1	2	4
Administrative and support, waste management and remediation services	322	196	126	58	27	18	13	5	3	1	1
Educational services	159	106	53	20	7	11	8	1	3	1	2
Health care and social assistance	953	551	402	236	91	47	18	4	3	2	1
Arts, entertainment and recreation	130	98	32	13	5	6	7	-	1	-	-
Accommodation and food services	368	102	266	44	59	68	74	20	1	-	-
Other services (except public administration)	607	349	258	148	62	31	15	2	-	-	-
Public administration	3	-	3	-	-	1	-	-	-	-	2

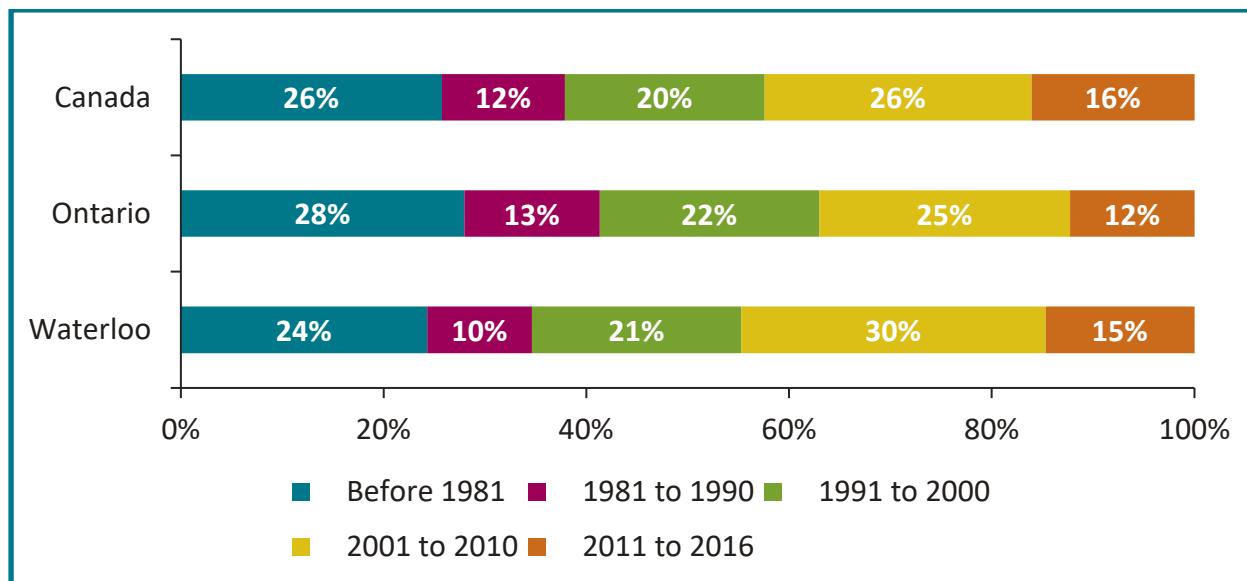
Statistics Canada. Location Counts by CD/CSD: 3530016-Waterloo, NAICS-6 and Employment Size Ranges



Ethnicity & Immigration

As shown in Figure 16, 30% of all immigrants to Waterloo migrated between 2001 and 2010, 5% more than immigration to all of Ontario during that period. Also, the proportion of all immigrants to Waterloo that landed between 2011 and 2016 sits at 15%, 3% more than the province.

Figure 16 Immigrant Status & Period of Immigration for Waterloo, Ontario, and Canada, 2016



Source: Statistics Canada, 2016 Census of Population

The majority of immigrants to Waterloo are between 25 and 44 years of age at the time of immigration. This is similar to the provincial proportion.

Figure 17 Age at Immigration (# of People & %), 2016

Age Category	Waterloo # of People	Waterloo % of Total Immigrants	Ontario # of People	Ontario % of Total Immigrants
Under 5 years	2,840	11%	369,955	10%
5 to 14 years	5,395	21%	685,085	18%
15 to 24 years	4,845	19%	855,475	22%
25 to 44 years	11,080	42%	1,579,500	41%
45 years and over	1,995	8%	362,130	9%

Source: Statistics Canada, 2016 Census of Population

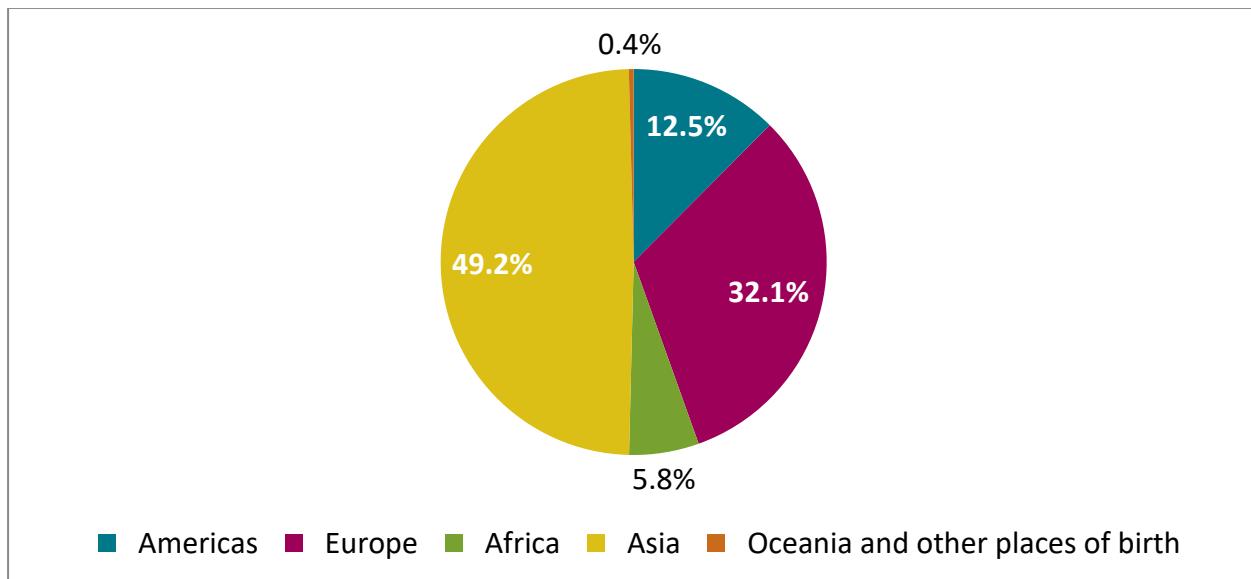


Figure 18 Waterloo Immigrants by Place of Birth, 2016

Geography	Number of Immigrants	% of Immigrants
Asia	12875	49.2%
Europe	8390	32.1%
Americas	3260	12.5%
Africa	1530	5.8%
Oceania and other places of birth	105	0.4%

Source: Statistics Canada, 2016 Census of Population

Figure 19 Place of Birth for Total Immigrant Population Waterloo, 2016



Source: Statistics Canada, 2016 Census of Population



Appendix B - SOARR Analysis Framework

Through various surveys and direct interviews, a total of 10,876 individual respondents provided input on a variety of themes that included:

- Overall satisfaction with city services and amenities;
- Health and wellbeing;
- Commuting and active transportation;
- Community strengths, opportunities, and challenges;
- Waterloo's existing strategic pillars; and
- A future vision for Waterloo.

Each of the discrete inputs was analyzed within the SOARR framework to identify common themes. These themes were reviewed in the context of the broad strengths, opportunities, aspirations and risks that could serve to inform the strategic planning process through the identification of key strategic priorities.

The SOARR framework allowed researchers to apply a common lens to the survey inputs to identify key strengths, opportunities, aspirations and risks that should be considered in identifying emerging strategic priorities for the City of Waterloo.

It is most useful to consider the results of the SOARR Analysis in the context of 'ideas to consider' as the City of Waterloo embarks on the process of identifying strategic priorities for the next four years.



SOARR Analysis Framework





City of Waterloo

SOARR Analysis



Strengths

- Residents love Waterloo and are very proud.
- Waterloo's size is an advantage that supports collaboration and a nimble response to change.
- The City of Waterloo runs lean.
- City staff members are loyal and committed.
- Waterloo's citizens are highly engaged.





Opportunities

Environment

- Become a leader in environmental sustainability.
- Set SMART (specific, measurable, attainable, realistic, timely) goals for energy and greenhouse gas reductions in all city-owned and city operated facilities.

Transportation

- Support enhanced transportation links to the region and the GTA.
- Create unified and consistent projects that enhance connectivity and mobility throughout the city.
- Focus on multi-modal transportation by improving public transit opportunities, better connections with LRT, improving cycling infrastructure, and making all streets safe and comfortable for users.
- Increase the number of residents using public transit and active transportation.



Community

- Develop innovative housing solutions that serve diverse needs across economic strata.
- Become more inclusive of the city's aging population and changing cultural demographic.

Infrastructure

- Invest in infrastructure projects that utilize smart technology, are sustainable, and have a focus on the environment.

Corporation

- Consider investments in training and technology upgrades to support evolving demand.
- Undertake effective succession planning.

Economic Development

- Connect economic development initiatives to community development considering factors such as accessibility, heritage, streetscape development, and active living.
- Expand and strengthen the connection between the universities and college to leverage the knowledge economy.



Aspirations

- There is consistency in the way that strategic priority themes are interwoven and applied across all strategic actions.
- Waterloo is a global leader in new technology and an incubator for thought and innovation.
- Waterloo is inclusive.
- Development is environmentally sustainable and supports a holistic vision for strong communities.
- Residents enjoy ample green space and opportunities for recreation.
- Waterloo supports the development of strong neighbourhoods.
- Waterloo residents are able to enjoy a balanced lifestyle.
- Waterloo is a culturally vibrant community that embodies diversity and inclusion.
- Everyone who lives here sees themselves as part of this community; not just as commuter or student resident.
- Inclusion, environment and a creative approach to urban community development are at the heart of this strategic plan.
- Economic development supports people and community.



Risks

Internal

- Aging infrastructure.
- Housing costs.
- Waterloo runs lean. Running a lean operation carries the risk of failure to meet strategic goals and commitments in the absence of adequate resources.

External

- Climate change.
- Changing Provincial legislation, funding, and municipal structures (i.e. regional review).
- Global trade agreements
- New Federal legislation (i.e. cannabis, immigration).

Social / Community

- Access to adequate healthcare.
- Social Health issues (i.e. Opioid crisis).
- Social Isolation.
- Exclusion from participation in the economy.
- Failure to consider existing built and cultural heritage in planning and development.





Appendix C – 2018 City of Waterloo Citizen Satisfaction Survey

Purpose

The broad purpose of the survey is to measure the level of satisfaction and degree of importance for a variety of services provided by the City of Waterloo.

Methodology

The research was conducted via live agent Computer-Assisted-Telephone-Interviewing (CATI) from November 10 to 24, 2018.

In total, 527 surveys were completed with adult residents (18+) with approximately 75 per ward. Margin of error is +/- 4.3% (n=527).

Data were weighted by age, gender and ward to reflect the population geo-demographically.



DENOTES STATISTICALLY SIGNIFICANTLY HIGHER



DENOTES STATISTICALLY SIGNIFICANTLY LOWER

Summary of Findings

As the graphic below indicates, Waterloo scored very well as a place to live and for its quality of life. A strong majority of residents indicated that they feel they receive very good or good value for the taxes they pay and are able to participate and engage with the city. Satisfaction with the way the city is run, however, is moderate at 68%.

Key priorities influencing the level of satisfaction with the way the city is run were identified as follows:

- Road maintenance & repair
- Bylaw enforcement
- Snow clearance

Focusing on these priorities is likely to have the most significant impact on the level of satisfaction with the way the city is run.

It is more challenging to influence KPI's such as "a good place to live" and "the quality of life" as these are typically impacted by things like schools, hospitals, police services, and other programs that are the responsibility of regional, provincial, or federal governments and are not directly under the city's control. They remain important indicators, however, for the purpose of attracting future residents and investment. Equally important to consider from a strategic planning perspective is that a poor ranking of these indicators could suggest the need for a



focus on advocacy efforts that might influence decisions at the regional, provincial or federal level.



CITY OF WATERLOO

Citizen Satisfaction Survey



94%

of residents are satisfied with Waterloo as a place to live



99%

of residents agree that the quality of life is very high



88%

of residents say they receive very good or good value for the taxes they pay



82%

of residents say they can participate and engage with the City



Digital channels are the preferred media for communication



68%

of residents are satisfied with the way that services are delivered by the city



Recommended priorities to improve satisfaction

- Road maintenance & repair
- Bylaw Enforcement
- Snow clearance

Data sources:
Citizen Satisfaction Survey. MDB Insight

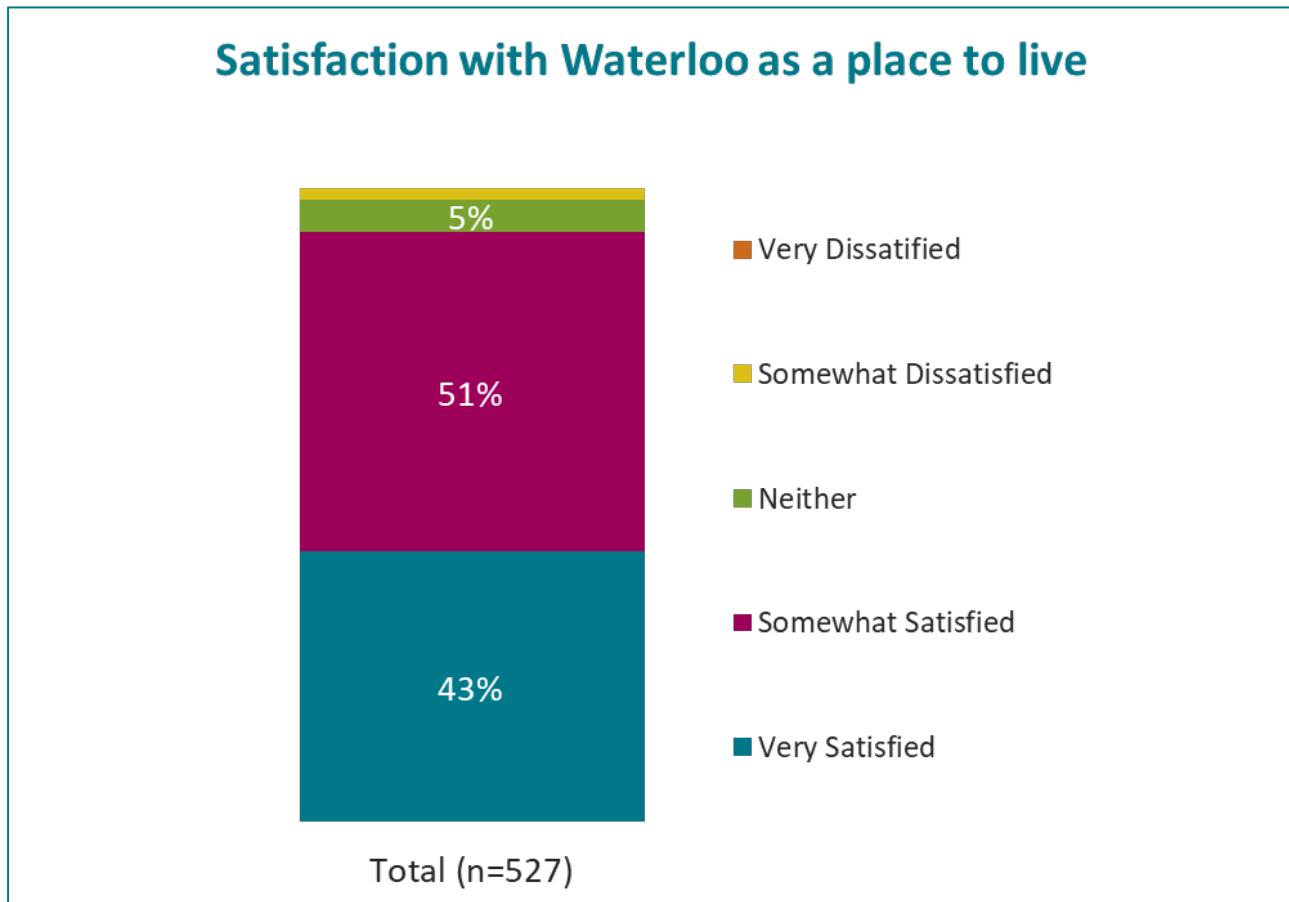
 **MDB**
INSIGHT

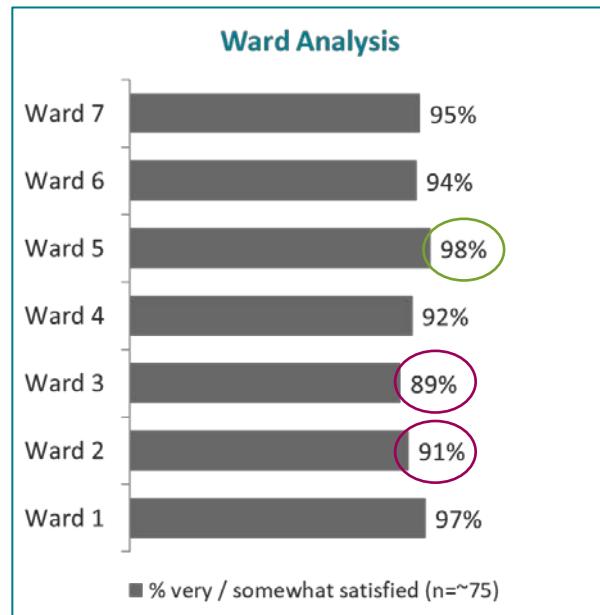


The detailed survey findings broken down by ward are provided on the pages that follow.

Question 1: How do you generally feel about the City of Waterloo as a place to live?

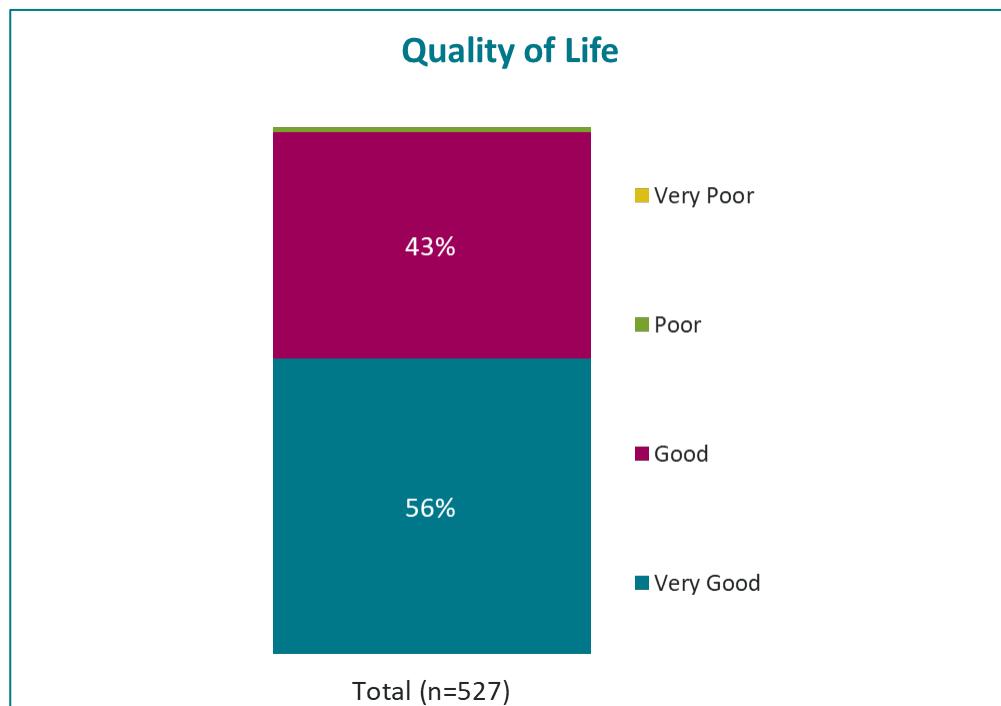
Satisfaction with the “City of Waterloo as a place to live” is very high with 94% of residents being very / somewhat satisfied, highest in Ward 5 but lowest in Wards 2 & 3.

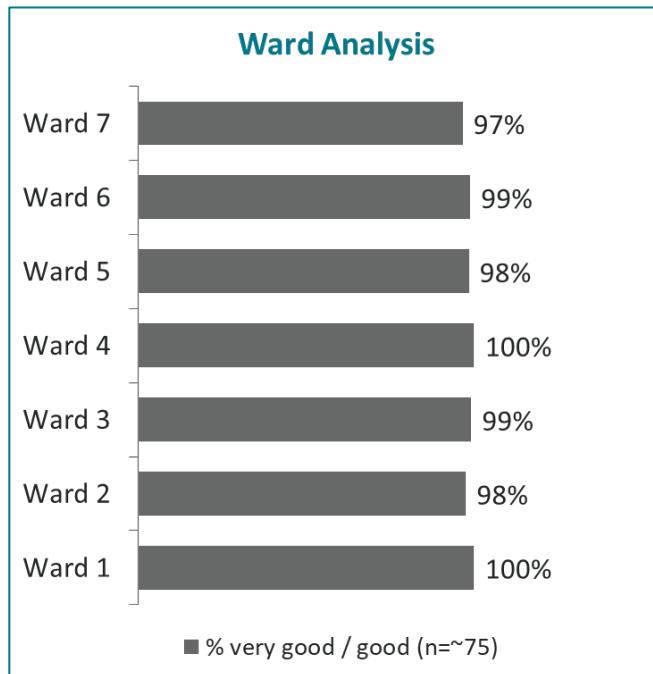




Question 2: How would you rate the quality of life in the City of Waterloo?

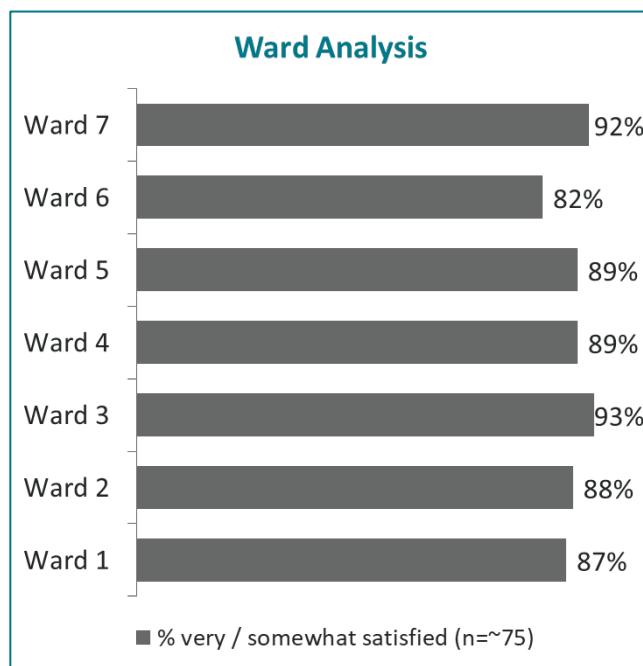
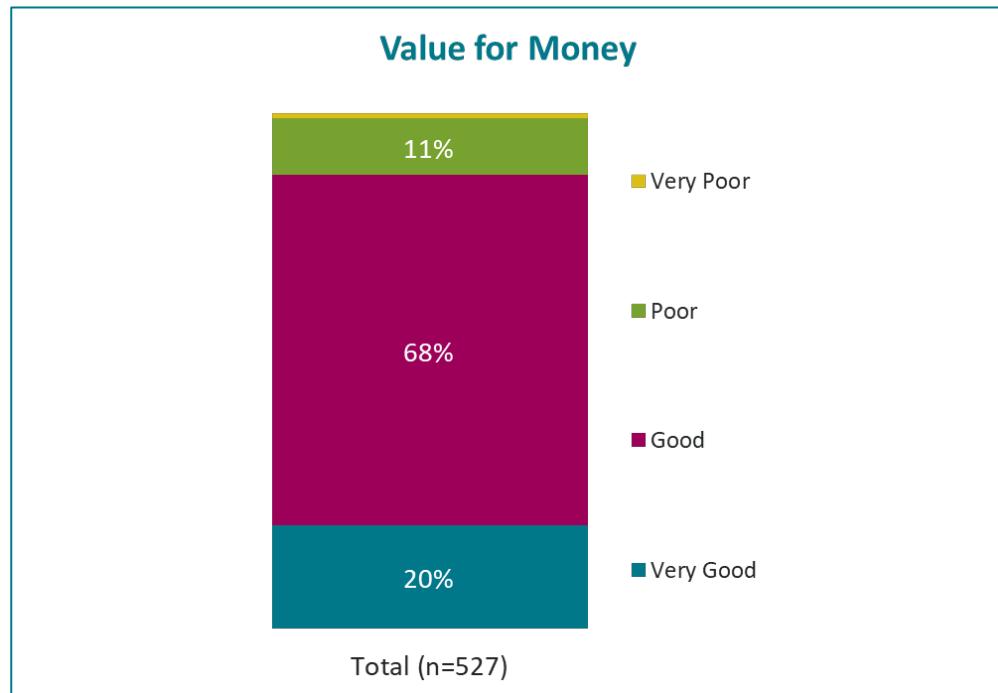
Quality of life is very high with 99% of residents saying very good / good, consistent across all wards.





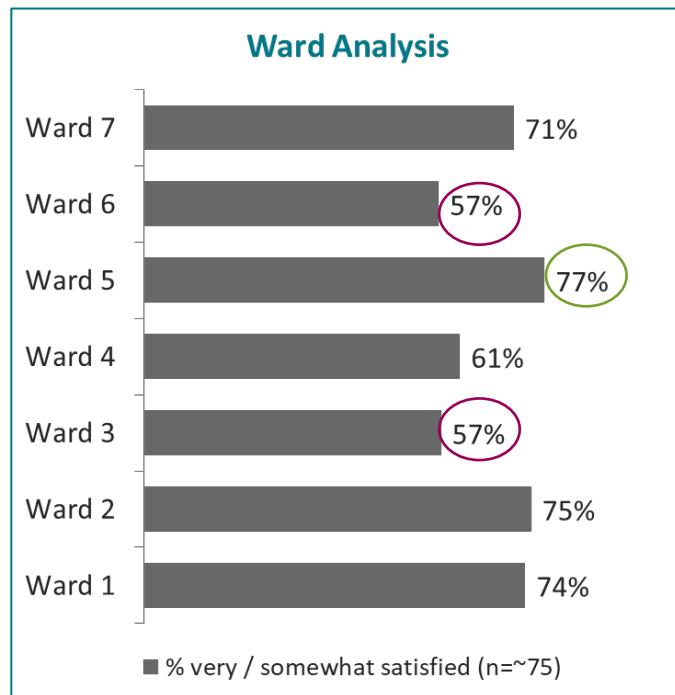
Question 3: Thinking about all the programs and services you receive from the municipality, please indicate the degree to which you believe you receive good or poor value from the city.

Value for money is very high with 88% of residents saying they receive very good / good value, consistent across all wards.



Question 4: How satisfied are you with the way the City of Waterloo is run?

Satisfaction with the management of the city is moderate with 68% of residents being very / somewhat satisfied, highest in Ward 5 but lowest in Wards 3 & 6.



Question 5: Please rate your level of satisfaction with each of these services.

Satisfaction is highest for fire services, library, arts & culture, and parks & recreation.



Question 6: Identify priorities to help improve satisfaction with the way the city is run.

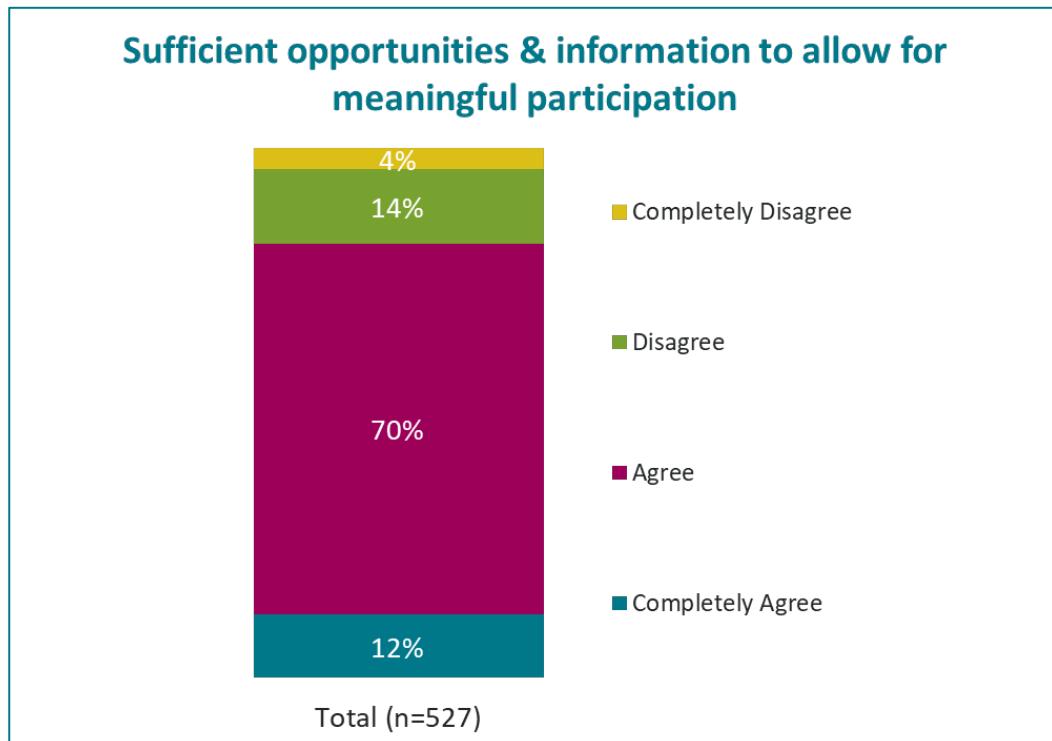
Priorities include road maintenance, bylaw enforcement and snow clearance.

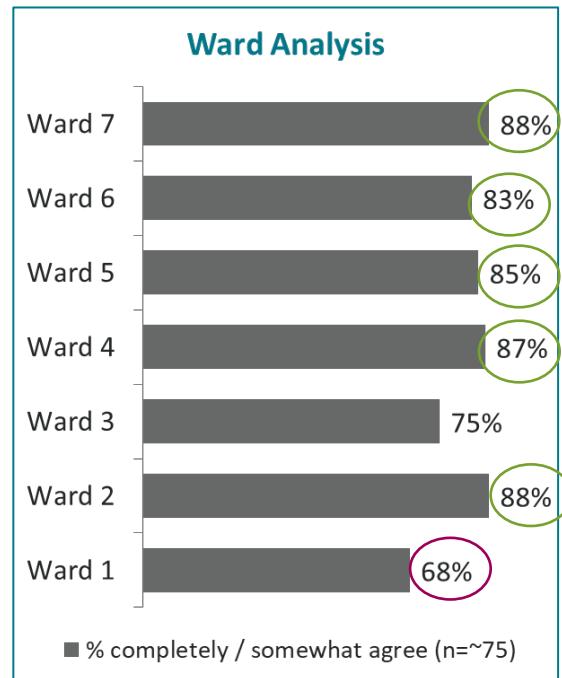
Services / Programs	Importance	Performance	Priority
Road maintenance & repair	2.75	59%	1
Bylaw enforcement	2.61	83%	2
Snow clearance	1.40	75%	3
Museum	2.25	90%	4
Parks & recreation programs & facilities	2.46	92%	5
Arts & culture programs	1.64	92%	6
Library	1.08	98%	7
Fire service	0.00	98%	8



Question 7: Do you agree or disagree that the municipality provides sufficient opportunities and information to allow you to meaningfully participate and engage with the city?

82% agree that they have sufficient opportunity and information to participate and engage with the city, consistently high across all wards except Ward 1.

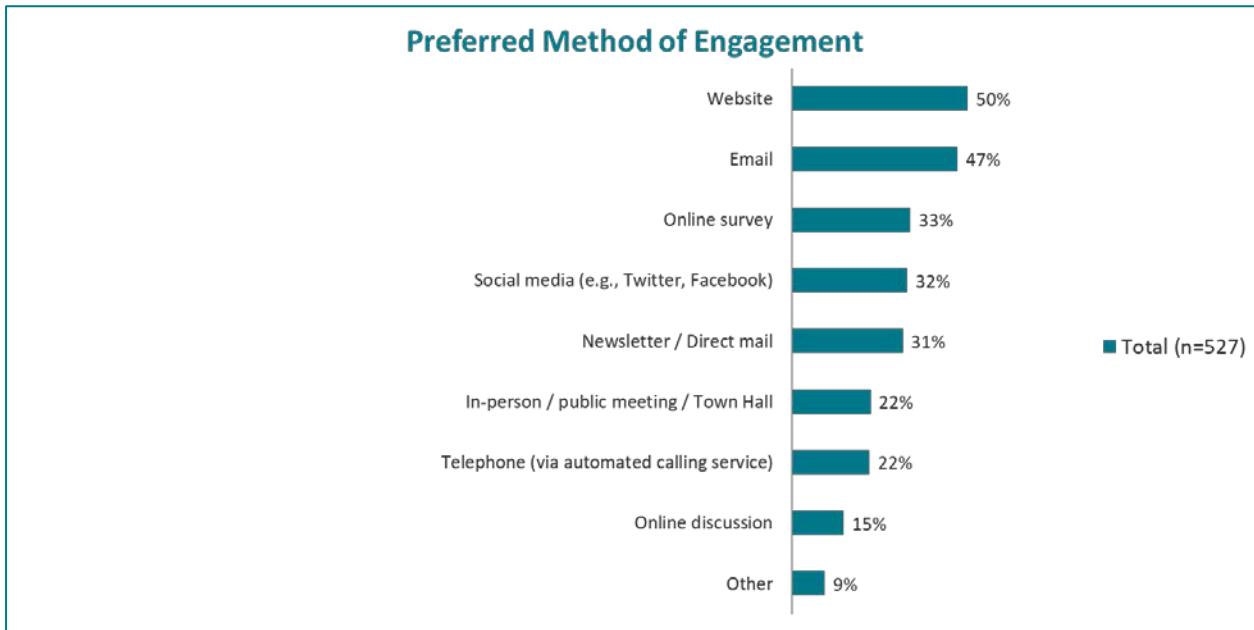






Question 8: What is your preferred method(s) of communicating and engaging with the city of Waterloo?

Digital communication methods are preferred.





Appendix D – 2018 Wellbeing Waterloo Region Survey

Purpose

The purpose of the survey is to provide detailed information on the quality of life of residents in Waterloo Region. The survey followed the Canadian Index of Wellbeing (CIW) framework and generated data designed to gather perceptions of residents concerning a variety of aspects linked to each of the CIW's eight domains of overall wellbeing: community vitality, healthy populations, democratic engagement, the environment, leisure and culture, education, living standards, and time use. The survey also provided opportunities for assessing the degree to which various subgroups in the population compare on their wellbeing.

Survey results are presented by municipality; allowing for comparison of perceptions of wellbeing among residents of Waterloo relative to their neighbours in Kitchener, Cambridge and surrounding townships.

Methodology

The Waterloo Region Community Wellbeing Survey was launched in the spring of 2018 through a number of different strategies to encourage residents of the region to participate. The three principal approaches for soliciting residents to respond were:

1. An open access, online survey that was advertised through a variety of traditional and social media inviting residents 16 years of age or older to participate;
2. A personalised letter to 40,000 randomly selected households across the region inviting a household member 16 years of age or older to participate in the online survey; and
3. Targeted outreach to specific populations who might not typically have the same opportunity to complete a questionnaire using traditional survey approaches (i.e., lower income residents; immigrants/refugees; people living with physical or mental health challenges; members of the Mennonite community; older adults).

The random selection of households included an oversampling of the townships within the Region to ensure adequate representation of residents living in smaller communities and rural areas. To help ensure a broader age range of respondents, the household member 16 years of age or older with a birthday closest to June 1st was asked to complete the survey.

Slightly over 7,000 surveys were initially included among the respondents, of which a total of 5,029 usable questionnaires comprised the final sample. Most of the unusable surveys were begun online, but never completed. Some were deemed unusable due to low response on critical sections of the questionnaire and/or questionable integrity. Most surveys were



completed online (86.2%; n = 4,336) with the remaining surveys (13.8%; n = 693) completed using a paper version that was either requested by residents or used with targeted groups. Given the different strategies used to generate a sample, determining an accurate, final response rate is not possible, but based on the nature of the responses, the reach across the Region, and previous experience with general population surveys, a response rate of between 10% and 12% is quite reasonable.

Given the size of the sample, the margin of error when reporting the overall results for Waterloo Region is estimated to be within $\pm 1.4\%$, 19 times out of 20. This margin of error is somewhat higher for individual municipalities, especially for the smaller townships where response rates were correspondingly lower. For example, with final samples of under 100 residents, the margin of error for North Dumfries and Wellesley is between 9% and 10% whereas for the City of Waterloo, it is 2.6%.

This report is comprised mainly of summary, descriptive statistics. It provides frequency distributions and measures of central tendency for all questions across the eight domains comprising the Canadian Index of Wellbeing (CIW) conceptual framework: *Community Vitality, Democratic Engagement, Education, Environment, Healthy Populations, Leisure and Culture, Living Standards, and Time Use*. A demographic profile of residents is presented first and measures of overall wellbeing are reported to conclude the main body of the report.

In order to ensure the results from the survey are representative of the residents of Waterloo Region, the data provided by the 5,029 respondents were weighted by sex, age grouping, and municipality to match the 2016 Census profile (N = 439,750) for those residents 16 years of age and older. Weighting the data allows the overall results presented in this report to more accurately reflect the responses of residents without under- or over-representing any groups based on age, sex, or where they live in Waterloo Region.

The following tables provide a description of survey participants. Each table first presents the unweighted results for age, sex, and municipality, and then presents the results for these three characteristics once survey weights were applied. Survey weights were based on the results taken from 2016 Census of Canada thereby adjusting the distributions of representative respondents to the survey to match the distributions of all residents in the region.

To weight the data, participants were assigned to one of the following seven municipalities based on information provided in the survey:

Cities	Townships
Cambridge	North Dumfries
Kitchener	Wellesley
Waterloo	Wilmot



Cities	Townships
	Woolwich

Survey results based on both unweighted and weighted data are presented in the following tables: sex (see Table 1), age group (see Table 2), and municipality (see Table 3).

More specifically, Tables 1 and 2 compare the sample results to the actual distribution for the total population separately for sex and age. The final weighting of the sample incorporated age, sex, and municipality concurrently to generate the weighted sample, which reflects the overall population distribution in each of the seven municipalities of Waterloo Region (see Table 3).

Table 1 Distribution of Residents by Sex

Sex	Unweighted	Unweighted	Weighted	Weighted
	n.	Pct.	n.	Pct.
Female	3,107	67.1	224,275	51.0
Male	1,567	32.9	215,475	49.0
Total	4,764	100.00	439,750	100.0

*265 residents did not provide information about their sex.

Women routinely respond to surveys more frequently than men. Two-thirds of the respondents to the survey were women, so following weighting, the numbers adjusted to better reflect the actual distribution of men and women in the Region.

Table 2 Distribution of Residents by Age Group

Age Group	Unweighted	Unweighted	Weighted	Weighted
	n	Pct.	n	Pct.
16 to 34 years	807	17.3	144,771	32.9
35 to 44 years	839	18.0	73,509	16.7
45 to 54 years	958	20.5	77,555	17.6
55 to 64 years	1,029	22.0	66,740	15.2
65 to 74 years	694	14.9	43,650	9.9
75 years and older	343	7.3	33,525	7.6
Total	4,670	100.0	439,750	100.0

*359 residents did not provide information about their age. Within the age group 16 to 34 years are 50 teenaged residents (16 to 19 years) and 158 residents aged 20 to 24 years.

People in their middle and later years are more likely to respond to surveys than other age groups, and this was reflected in the Waterloo Region results. Many more people aged 45 to 64 years and many fewer individuals under 34 years of age responded to the survey. Given the



distribution of ages of the respondents, these six categories did, however, provide the overall number of responses necessary to allow for the weighting of responses and thereby better reflect the age distribution of the Region.

Table 3 Distribution of Residents by Municipality

Municipality	Unweighted		Weighted	
	n	Pct.	n	Pct.
Cambridge	1,024	21.7	106,090	24.1
Kitchener	1,581	33.5	192,345	43.7
Waterloo	1,452	30.8	88,530	20.1
North Dumfries	96	2.0	8,315	1.9
Wellesley	82	1.7	8,265	1.9
Wilmot	189	4.0	16,470	3.7
Woolwich	294	6.2	19,735	4.5
Total	4,718	100.0	439,750	100.0

*Municipality was unavailable for 311 residents.

A higher percentage of responses were received from Waterloo and a lower percentage from Kitchener than might be expected given their overall populations. The percentage of responses from other municipalities in the Region approximated their populations so weighting slightly adjusted the distributions accordingly, again to ensure that the results more accurately reflect the voices of the residents of Waterloo Region regardless of where they live.

Summary of Findings

Significant Regional Trends

Residents of the Waterloo Region are engaged. With respect to social inclusion, the report highlights some promising trends. People are becoming more engaged with political issues and institutions over time, and more people in the region are volunteering than they were 5 years ago. Residents of Waterloo Region have high levels of trust in the people they know from work and school, the people that live in their neighbourhoods, and the major institutions in the community.

There is an increasing risk of social isolation. Almost 25% of survey respondents reported that they lack companionship, and nearly as many reported feelings of isolation.

With increased intensification, come increased challenges around inclusion. A high percentage of people report they have frequent experience of discrimination for a wide range of reasons. Discrimination due to ethnicity, culture, race or skin colour appears to be increasing over time.



Access to mental health supports is important. Almost 40% of the residents of Waterloo Region report that the mental health issues of someone in their family have had a negative impact on their lives this year, and nearly 20% are struggling with issues related to substance use in their social networks.

Challenges related to access to affordable housing are increasing. With respect to affordable housing, the report underscores what we already know about the negative trends in the region. Since 2013, more people in the region are struggling to pay their mortgage, their rent, and other bills on time.

Work, life balance may need attention – especially as it impacts child and youth development. Almost 20% of survey respondents reported that they felt they had insufficient time to spend with their children, spouse and family, which raises concerns regarding how well those families are able to support the development of healthy children and youth. In addition, many people in the region are concerned about the availability of child care spaces, echoing a trend that has been reported elsewhere.



Significant trends for the City of Waterloo – *pending further data review*

Sampling of Survey Questions Asked

Section A: Community Vitality

A2. In the past 12 months, were you a member of or a participant in

Yes No

- a union or professional association?
- a political party or group?
- a sports or recreational organization (e.g., hockey league, health club, golf club)?
- a cultural, educational or hobby organization (e.g., theatre group, book club, bridge club)?
- a faith-based group (e.g., church youth group, choir)?
- a school group, neighbourhood, civic or community association (e.g., PTA, alumni, block parents, neighbourhood watch)?
- a service club or fraternal organization (e.g., Kiwanis, Knights of Columbus, the Legion)?
- a public interest group (e.g., focused on the environment, animal welfare, food security, homelessness)?
- some other organized group or activity not mentioned above?



Section B: Healthy Populations

B1. In general, would you say your physical health is:

Poor Fair Good Very good Excellent

Section C: Democratic Engagement

C2. In which of the following activities have you participated in the past 12 months? Yes No

Not sure

- I attended a municipal/regional council meeting
- I attended a neighbourhood meeting
- I attended a local planning meeting or open house
- I participated in a public demonstration or protest
- I wrote a letter or e-mail to or spoke with a municipal official about a local issue
- I wrote a letter to the editor of the newspaper about a local issue
- I joined a Facebook page on a local issue
- I participated in a local event in support of a charitable organization (e.g., Terry Fox Run, Jeans and Scrubs)
- I participated in a local event in support of my community (e.g., Cambridge Riverfest, Elmira Maple Syrup Festival, Oktoberfest)

Section D: Environment

D2. In the past 12 months, how often did you engage in the following activities?

Never Sometimes Regularly Quite often All of the time

- Reuse materials (e.g., plastic bottles, plastic bags, tins cans, etc.)
- Recycle materials (e.g., plastics, tin cans, cardboard, etc.)
- Try to reduce household waste
- Separate waste (e.g., sort biodegradable and non-biodegradable waste and dispose of it in special containers)
- Conserve energy (e.g., buy energy efficient bulbs and appliances, turn off lights, etc.)
- Conserve water (e.g., not leaving the water tap running, take shorter showers, etc.)
- Walk or bike more often (rather than use a car)
- Take public transit rather than use a car
- Carpool or use car share



- Purchase foods produced locally

Section E: Leisure and Culture

For each of the activities listed below, please indicate the total number of times you participated in each activity in a typical month. If you do not participate in the activity, please report "0" (zero) or leave the space blank.

Total number of times in a typical month:

- Socializing with friends (e.g., getting together at someone's home, dining out)
- Going out to movies
- Going out to clubs, bars, taverns
- Going to sports events as a spectator

Section F: Education

F1. Have you taken any formal education courses to improve your skills or to prepare you for a job in the past year (e.g., course for credit towards a certificate, diploma, or degree)? Yes No

Formal education course(s) taken in the past year

- to help you get started in your current or a new job?
- to improve your skills in your current job?
- to prepare you for a job you might do in the future?
- to lead directly to a qualification related to your current job?

Section G: Living Standards

G2. How many different jobs for pay do you have (both full and part-time)?

Section H: Time Use

H1. Do you provide unpaid care to any children? Yes No

If yes, how many hours in a typical week of unpaid care do you usually provide:

- to children in your family?
- to children who are not members of your family?

Section I: Overall Health and Wellbeing

I1. We would like you to indicate your overall level of satisfaction with a variety of areas that affect wellbeing. For each of the following statements, please indicate how satisfied you are by



checking the circle that best describes how you feel ranging from extremely dissatisfied to extremely satisfied:

- My mental wellbeing
- My physical wellbeing
- My leisure time
- My sense of belonging to this community
- My personal relationships
- My access to educational opportunities in the community
- The balance of activities in my daily life
- The way I spend my time
- My access to arts and cultural opportunities in the community
- My access to parks and recreational opportunities in the community
- My neighbourhood as a place to live
- The environmental quality of my neighbourhood
- The way my local government responds to community needs
- How well democracy is working in our community
- My financial situation
- My work situation

Section J: Personal Characteristics

J6. Which one of the following categories would you say best describes your main activity?

- Employed full-time
- Retired, by choice
- Employed part-time
- Retired, not by choice Self-employed
- Going to school
- Unemployed, looking for work
- Household work/caring for children
- Unemployed, not looking for work
- On leave from work due to long-term disability
- Non-standard employment (e.g., contract, temporary, seasonal, multiple jobs)
- Temporary leave from work (e.g., illness, parental leave)



Appendix E - 2018 TravelWise Waterloo Community-Segmented Commuting Report

Purpose

The purpose of this survey was to understand commuting patterns and modes of travel within the Region of Waterloo. The segmented data allows for comparison between participant municipalities respective to the use of transit and / or active transportation versus drive-alone commuting. The extent to which municipalities are successful in reducing the rate of drive-alone commuting directly impacts the ability to support strategic priorities related to sustainability, traffic reduction and health and well-being. Findings regarding the extent to which Waterloo residents utilize transit options and / or embrace active transportation modes can offer a useful starting point for discussion of priorities and potential actions.

Methodology

The surveys were conducted over four weeks in fall 2018, and a prize draw was used as an incentive for employees of participating member organizations to complete the survey. The questions were designed with several objectives:

- Measure methods of travel getting to and from work (employee mode split)
- Understand demographic and geographic patterns influencing these commuting patterns
- Identify employee interest and satisfaction in commuting options
- Identify opportunity areas for each member organization

The travel survey received 4977 responses which is an estimated 23% employee response rate for all participating organizations. Assuming a normal distribution, it is estimated that the survey results have a 1.2% margin of error. In other words, there is a 98.8% level of confidence that the data accurately represents employees from participating TravelWise organizations as a whole

Summary of Findings

The drive-alone rate for participating TravelWise organizations in 2018 was 70% across the region which is 2% lower than the 2015 average of 72%.

Waterloo is performing well relative to its neighbours in the region. The drive alone rate is lowest for organizations based in Kitchener (67%) quickly followed by Waterloo (69%), and lastly, Cambridge (86%) and the Townships (86%).

Employees who work in Kitchener and Waterloo tend to live closer to their workplace than employees in Cambridge and the townships so this may influence the choice of transport mode for employees who live at a distance from their place of employment.



The four most important factors influencing a shift away from drive-alone commuting were considered by respondents to be:

- An option or support to work from home
- Better regional transit routes
- More carpooling options
- Better cycling routes

Sampling of Survey Questions Asked

1. What method of travel do you use most often for your commute?
2. Please record your trips over the past work week.
3. What is the distance from your residence to place of work?
4. What programming would encourage you to use sustainable transportation? (transit, active transportation, carpooling, etc.)



Appendix F - 2018 TravelWise Commuting Report – Corporation of the City of Waterloo

Purpose

The purpose of this survey was to understand City of Waterloo staff commuting patterns and modes of travel. It is useful to consider staff travel habits in the context of overall strategic values for the city. Findings regarding the extent to which staff utilize transit options and / or embrace active transportation modes can offer a useful starting point for discussion of priorities and potential actions.

Methodology

The survey was conducted over two weeks in fall of 2018, and a prize draw was used as an incentive for completing the survey. The questions were designed with several objectives:

- Measure methods of travel getting to and from work (employee mode split)
- Understand demographic and geographic patterns influencing these commuting patterns
- Identify employee interest and satisfaction in commuting options
- Identify opportunity areas for City of Waterloo

The travel survey received 282 responses which is a 34% staff response rate. Assuming a normal distribution, it is estimated that the survey results have a 4.9% margin of error. In other words, there is a 95.1% level of confidence that the data accurately represents the City of Waterloo staff as a whole.

Summary of Findings

The drive-alone rate for City of Waterloo staff is 81% which represents a 4% increase over 2017. Cycling trips and walking trips have both decreased by 3% for the same period. What is notable about the results of the survey from the perspective of strategy development is that it highlights the opportunity for the corporation to take a leadership role in ensuring that practices within the corporation align with strategic priorities around active transportation and environmental sustainability.

Two key themes emerged from the findings that may have wider application to strategy development:

- Identify and support options for telework
- Promote and / or incentivize carpooling to help drive a positive shift in commuting patterns



See Appendix E for sampling of survey questions asked



Appendix G Engage Waterloo Region – online public engagement

Purpose

The purpose of this online outreach was to support the broadest possible citizen engagement in the strategic planning process. It was designed to build on the findings of the City of Waterloo's citizen satisfaction survey by soliciting qualitative inputs about perceived strengths, opportunities, challenges and potential strategic priorities that council may wish to consider in its planning process.

Methodology

The strategic plan engagement team utilized Engage Waterloo Region as the public engagement platform to support public consultation on the plan. The strategic plan project page hosted a public survey from November 27 to December 21, 2018. The project page also included: Waterloo community yearbooks, previous strategic plans, five videos of citizens responding to the survey questions, project timelines, and the survey itself. Out of all the projects listed on engagewr.ca/waterloo, the strategic plan project page was the most popular.

Communication efforts to support resident engagement with the survey tool included a media release, social media posts, videos, Waterloo Chronicle ad, Snapd KW ad, digital screen ads in facilities, and e-newsletters. Joint social media promotion efforts were undertaken with Wilfrid Laurier Student's Union and UW Federation of Students Engagement efforts also included direct email to a broad cross-section of community, sport and recreation groups including:

- Rainbow Community Council
- Immigration Partnership
- WLU Students' Union
- UW Waterloo Federation of Students
- UpTown Waterloo BIA members
- Neighbourhood associations
- Third Age Learning
- KW Greater Chamber of Commerce
- Waterloo Tourism
- Sexual Assault Centre
- Volunteer Action Centre
- Anishnaabe Centre
- Other Indigenous Centres
- St. Paul's Indigenous Centre



- CycleWR
- Tritag
- Kitchener-Waterloo Track & Field Association
- Kitchener-Waterloo Youth Basketball Assoc.
- Kitchener-Waterloo Minor Boys Softball Association
- Kitchener-Waterloo Water Polo Club
- Region of Waterloo Swim Club
- Special Olympics Ontario Kitchener-Waterloo
- Tsuruoka Kai Karate Do Kitchener-Waterloo
- Twin Cities Spinners Wheelchair Basketball Club
- Twin Cities Minor Tackle Football Association
- Waterloo County Rugby Club
- Waterloo Cycling Club
- Waterloo Minor Baseball Association
- Waterloo Minor Girls Hockey Association
- Waterloo Minor Girls Softball Association
- Waterloo Minor Hockey Association
- Waterloo Minor Soccer
- Waterloo Ringette Association
- Waterloo Minor Soccer
- Waterloo Region Nordic Sports Club
- Waterloo Region Track3 Ski School
- Waterloo Sunrise Cricket Club

148 citizens completed the online questionnaire.

Summary of Findings

While the findings are neither quantitative, nor statistically significant, they do provide a useful snapshot of existing perceptions. It is recognized that not all suggested actions are necessarily viable. Not all of the opinions captured directly support the development of strategic priorities. They offer value, however, in highlighting the importance of effective communication that will increase citizen engagement and understanding of the city's strategic priorities going forward.

Residents love Waterloo and are very proud.

“Thanks very much for everything you do to make this a great community in which to live, work, and play! :)

“Much of the reason I chose to stay in school here and continue my career here once I graduated



was because I love living in this community. I'm proud to live and work in the Waterloo Region and I'm very happy and comfortable living here."

What they like about Waterloo has to do with the fact that it is a small and connected community so this leads to some concerns around growth and development.

"Due to being tired and frustrated of the increased traffic congestion, noise, residential development (skyscrapers looking into our backyard) as it was not like this 30 years ago, my husband and I moved to the quiet town of Stratford, ON. We remain working in the city but now looking forward to retirement in Stratford."

"Stop the building of apartments /student condos.... Traffic congestion horrible, too high density for safety."

Residents see the value in sustainable development and maintenance of green spaces.

"Enhance care of green spaces, trails, parks for easy access to walking from person's homes."

Transportation, traffic, and infrastructure are issues of concern for many respondents.

"More frequent and more accessible bus routes."

"We need to improve the transportation links to Toronto starting with all day rail service and moving to high-speed rail."

"Better bicycle infrastructure."

Access to healthcare is a priority.

"We need more doctors and better funding of our hospitals."

"More mental health services."

"More and more long-term care services will be needed, in facilities and at home."

Collaboration and efficiency within municipal government matters.

"I'd like to see the various city councils work more cooperatively vs competing with each other. Reality is that we are one large urban area so planning should focus on creating holistic live-work communities throughout the region as a whole."



Respondents value equity and inclusion in neighbourhoods.

“More supports to reduce social isolation.”

“Make sure that work is done to prevent discrimination in all its forms!”

Respondents value leisure, culture and strong neighbourhoods.

“More neighbourhood-based activities for families and for all neighbours to gather. We need more community spaces activated, where everyone feels welcome. We have too many children and youth in our neighbourhood with nothing to do.”

“More community events.”

“More free events for parents with kids to meet other parents with kids, in a very kid-friendly environment and on kid-friendly time.”

Affordable housing is a growing need. (*affordable in terms of low and middle income)

“Better and more affordable downsizing options for empty nesters. Decent-sized condos and apartments not geared towards students, or located in the downtown core.”

“Need affordable housing for homeless and seniors. More supportive housing for mental health and addictions. More shared type housing situations for companionship.”

Sampling of Survey Questions Asked

1. In your opinion, what are Waterloo’s strengths? Please record 3 words to describe these strengths.
2. In your opinion, what are Waterloo’s challenges? Please record 3 words to describe these challenges.
3. Reflecting on the current strategic plan, where has the city seen its most significant progress over the past four years?
4. In 5-10 years, if Waterloo is the place to be, what is it known for? Please record 3 words that best describe Waterloo in 5-10 years.
5. Please provide any other feedback or comments you may have.



Appendix H – City of Waterloo Corporate Scan

Senior Management Consultation

Purpose

The purpose of this consultation was to capture and reflect perceived strengths, opportunities, aspirations and risks as identified by senior members of staff. This input was gathered in order to support council in identifying strategic priorities for the 2019-2022 Strategic Plan.

Methodology

Members of OLT and CMT were invited to participate in 30-minute interviews that focused on responding to a series of questions listed below. Responses were recorded and evaluated for the emergence of common themes that would inform or support the strategic planning process.

17 members of OLT and CMT participated in direct interviews with the consultants.

Summary of Findings

Findings with respect to perceived strengths, opportunities, aspirations and risks have been reflected in the SOARR analysis. Key themes that emerged from the discussions are reflected below:

Waterloo is a world leading technology hub.

The city is seen as a key player in global advancements. This strength features prominently in the future vision for the City of Waterloo.

Diversity is seen as an important strength.

This was reflected by most respondents who cited both demographic diversity and economic diversity as important strengths of the city.

Waterloo's size is an advantage that supports collaboration and a nimble response to change.

“Waterloo is a big enough community that you have enough critical mass to compete, but not so big that people don’t know where to go. There is a spirit of collaboration.”

“Waterloo’s flexibility is its strength, it has gone through various transformations, industrial to tech, we’ve been able to roll with the flow, BlackBerry prominences, Seagram’s, the ability to pick themselves up and move on to the next thing, successful and vibrant”

Waterloo runs lean.

The city has a very lean corporate structure. This is seen as both strength (in terms of efficiency relative to other jurisdictions) and as a weakness in terms of capacity to respond to new challenges and opportunities. Salary levels can make it challenging to attract and retain talent. Pressures on staff associated with workload are seen to pose a risk; i.e. in terms of burnout.



“We are trying to match the City of Toronto in terms of service delivery with far fewer resources.”

“We are competing with other larger municipalities for talent.”

City staff are loyal and committed.

The city boasts many long-serving employees who are committed to responsiveness and quality of service.

Waterloo’s citizens are highly engaged and the city is highly consultative.

The city is perceived to have a much more extensive approach to engagement than comparator communities. The level of community engagement is highly valued among senior staff. It creates some challenges with respect to the expectations that it creates around input or influence into program and policy decisions.

“It’s not ‘No’ right away. We try to work with people.”

Aging infrastructure presents a significant challenge.

Most respondents identified funding for infrastructure as a key gap, with many suggesting if it is not solved it will create massive challenges for the community.

Managing growth will continue to be a challenge.

Respondents highlighted the challenges and opportunities associated with increasing intensification and responding to community needs within the context of land scarcity.

“The amount of available land is limited – so we can’t build more soccer fields. How do we manage those expectations?”

Strong neighbourhoods are important.

Building strong neighbourhoods is seen as an important contributor to building capacity for residents to ‘solve their own problems’ and mitigate the challenges of social isolation.

The city’s strategic plan directly informs business planning and operations.

Respondents indicated the strategic plan sets the tone for their business planning processes. There was a real desire for the strategic plan to set the direction with an understanding of the budgeting constraints and alignment with the priorities of council.

There was also a desire to have flexibility built into the plan which would allow the departments to take advantage of opportunities and react to change.

More investment into training and technology upgrades are needed to meet evolving demands.

Respondents perceived that investment in training and technology has lagged – especially in



non-client facing departments. There were specific references to IT resources, but the capacity to respond to changing needs of an increasingly diverse population was also cited.

“We still use physical time cards with some of our CUPE workers.”

Effective succession planning should be a priority.

Impending staff turnover within the corporation as employees retire is seen as a significant risk that will require careful planning.

“We should be focusing now on investing in training and development of top performers.”

Changes to provincial government policy are likely to have a significant impact.

Uncertainty with respect to emerging provincial government policy and legislation was identified as a challenge. The province's focus on debt reduction is widely perceived to have potential implications for downloading and reduced funding.

“Understanding the new provincial direction, clarifying the labour negotiation process. Bracing for the unknown, funding and capital dollars, operating dollars, are the cuts going to be downloaded.”

Sampling of Survey Questions Asked

1. Reflect on what you consider to be Waterloo's strengths. Please record 3 words to describe these strengths.
2. Thinking ahead 10 years, if Waterloo is the place to be, what is it known for – record three words?
3. What are the most pressing concerns impacting service delivery and operations?
 - a. Are the drivers internal (resource related), external (growth related), or both?
4. Once the strategic plan is shared, how does it inform your business planning process?
5. Have you seen examples of promising practices/programs offered or developed in other communities that would be worth exploring here?
6. What critical issues are top of mind for you when you think about the City of Waterloo?
7. Considering the three levels of government, what initiatives do you feel influence priority identification for the City of Waterloo?
 - a. Regionally: What is having the most impact? What should have the most impact?
 - b. Provincially: What is having the most impact? What should have the most impact?
 - c. Federally: What is having the most impact? What should have the most impact?



Appendix I – City of Waterloo Staff Consultation

Purpose

The purpose of this consultation was to gather feedback; thoughts, and impressions on 2015-2018 Strategic Plan and begin to shift towards creating a new plan.

Methodology

The strategic plan engagement team reached out to all managers across the organization, including all labour groups, and met with 35 staff sections, including managers, during existing scheduled team meetings. These meetings took place between November 12 and December 17, 2018. The engagement team facilitated discussion around a plan2plan questionnaire. To make questionnaire completion as easy and inclusive as possible, staff had the option of completing a paper copy or an online version of the questionnaire. In addition to these in-person meetings, the questionnaire was promoted through Jostle, the city's corporate intranet.

112 City of Waterloo staff completed the questionnaire.

Summary of Findings

Feedback is presented here in the context of an internal assessment and overview of the organization as staff prepares to face future challenges and opportunities.

Broad themes have emerged as important considerations in the identification of strategic priorities and the development of a strategic plan.

Staff input revealed a clear focus on accessibility, inclusion, and community-building. Comments relating to service delivery constraints and opportunities are grouped under the heading 'Operational Effectiveness of the Corporation.'

Suggested priority areas of focus include: (*in no order of preference*)

Accessibility and Inclusion

"Accessibility and Inclusiveness - these are pressing social issues; the city is way behind in addressing them - physical and cultural barriers are HUGE in a lot of areas"

"Need to pay more attention to the poverty gap and the economic imbalance between the rich and the poor within the city."

"There must be more we can do to engage multi-cultural residents; however, we never seem to have the budget. How can we be inclusive if we don't reach out to those not on social media or who don't speak English?"

Online services to accommodate working residents who cannot get to City Hall

"With 3 post-secondary schools, Waterloo needs to concentrate on building relationships with our post-secondary students who call Waterloo home for four + years. Many are unaware of the



multi modal transportation opportunities (through trail networks, bus services, etc.) that exist within the City and the Region of Waterloo."

"If we want to be inclusive, and provide similar services for seniors as we do for children and adults, then we need to fund this area of community services like we do recreation services, by-law, planning and approvals and so on. Make it a legit area of service delivery and start hiring staff on a full-time basis. The current model absolutely must change."

Strong Neighbourhoods and Community Associations

"The more a neighbourhood is educated, supported and engaged, the better the city is for sustainability and support from its citizens."

"Wider range of events in public spaces (e.g. music, food festivals, more options for different cultures to showcase themselves)."

Operational Effectiveness of the Corporation

"Operations are not being considered with the rest of the growth that is occurring. It is leading to efficiencies and a poor level of service."

"Need a greater commitment to delivering and investing in strategic/master plan recommendations."

"Many areas of recreation are understaffed and there are no proactive approaches to maintenance of our own facilities."

"Succession Planning: Instead of certain divisions training their staff to eventually be promoted and take on new roles, former employees are brought back from retirement on contract or "consulting" basis far too often because when those contracts end, there is still the same need for someone to fill the void."

Need for a review of snow removal and leaf pick-up programs and associated resources

"I believe we need a customer service strategy. How do we put the community first, when we don't have a strategy in place to do so?"

"Customer service is good because our staff is good and works hard. Front line staff need more recognition and reward for job well done - overlooked in the systemic job evaluation process - quality work with and for people is undervalued in the process"

"Establishing appropriate resources for the delivery of baseline services, first and foremost, and then focus on growth and new initiative opportunities."

"To continue offering the services and programs that we do, we need to maintain our assets. Recommend we review assets and determine if perhaps some assets should be decommissioned or sold."



As part of the Plan to Plan survey, members of staff were asked to reflect on the six existing strategic priorities from the current strategic plan:

- **Multi-modal transportation**
- **Infrastructure renewal**
- **Strong community**
- **Environmental leadership**
- **Corporate excellence**
- **Economic development**

Respondents were asked to consider whether efforts in support of the existing strategic priorities should stop, continue or be modified and to provide rationale for their recommendation. The majority of respondents felt that the existing strategic priorities were still valid, but in many cases should be either modified or expanded. Feedback relating to the existing strategic priorities is captured below:

Multi-modal Transportation

- Create walkable and bike friendly communities.
- Creating streets that are pedestrian and bike friendly will encourage people to be less reliant on the automobile and will result in a more active, healthier population.

Infrastructure Renewal

- Need to ensure that all our infrastructure (and services/programs) are adequately supported
- Shift the focus to infrastructure renewal and asset management; recognizing the demands of aging infrastructure
- Review service levels to align with fiscal realities (i.e. leaf collection)

Strong Community

- Expand outreach to vulnerable sector or isolated individuals.
- Affordable programs for young adults.
- Create a diversity/inclusion strategy that incorporates funding opportunities for social inclusion

Environmental Leadership

- Needs to be incorporated into all divisions and all levels of decision making.
- Sustainability should not be an afterthought.



Corporate Excellence

- Consider implementing process improvement methodology, tools and techniques to enhance current operational processes
- Support more effective communication between the departments"

Sampling of Survey Questions Asked

1. What are people saying about how things are going in our community?
2. Reflect on what you consider to be Waterloo's strengths. Please record three words to describe these strengths.
3. Reflect on what you consider to be Waterloo's challenges. Please record three words to describe these challenges.
4. Reflect on the following question: "In 5-10 years, if Waterloo is the place to be, what is it known for?" Please record three words that best describe Waterloo at that time.
5. What programs and services do we deliver best?
6. Are there any areas we should pay more attention to?
7. Reflect on the 6 themes found in our current strategic plan. Which themes do you suggest we stop, modify or continue, as we develop the 2019-2022 strategic plan? Please explain your rationale.
8. Are there any new themes we should consider in the 2019-2022 strategic plan?
9. Reflect on the 5 guiding principles found in our current strategic plan. Please record three words you feel best describes what each principle looks like in action.
10. Reflect on the 5 guiding principles found in our current strategic plan. Which principles do you suggest we stop, modify or continue, as we develop the 2019-2022 strategic plan?
11. Please provide any other feedback or comments.



Appendix J - Council Scan

Purpose

The purpose of this consultation was to capture and reflect perceived strengths, opportunities, aspirations and risks as identified by members of council. Council members were asked to reflect on input and feedback from constituents as well as their own understanding of the city's strategic priorities. The 30-minute phone interviews also served as an opportunity to review and discuss the proposed methodology for the identification of strategic priorities and the development of the ultimate strategy.

Methodology

Members of council participated in 30-minute telephone interviews. A list of the questions can be found below. The findings of these interviews were further supplemented by discussion entitled 'Council Check-in: Hot off the Campaign Trail' that was held during a meeting of council on Jan 21, 2019. During the meeting members of council were asked to reflect on the issues and themes that emerged most prominently during their pre-election discussions with constituents. A video recording of the discussion can be found at:

<https://www.youtube.com/watch?v=YNwvmN6Ejuc>

Summary of Findings

The views expressed during the individual interviews were consistent with those expressed during the 'Council Check-In' discussion. They are presented here in the context of broad themes that have emerged as important considerations in the identification of strategic priorities and the development of a strategic plan.

Suggested priority areas of focus include: *(in no order of preference)*

Smart growth that considers connectivity, options for active transportation, access, affordability and the development of strong neighbourhoods

Planning for intensification while considering neighbourhoods and parking capacity

Seamless integration of transit and active transportation systems

An innovative and community-focused approach to intensification

"Plan for all modes of transport, not just cars."

"Be a leading light in terms of urbanization – coming up with a new model for North American urbanization."

"The revitalization of uptown needs to continue. We need to draw world class people to come, with lots of things to do; bringing suburban areas into the urban core with a purpose."

"We want economic development to support people and LIVES."



Traffic safety for all modes of transport

Focus on traffic calming in school zones and areas of heavy pedestrian traffic

“How do we ensure it’s easy and safe to get around regardless of mode?”

Affordable Housing

Inclusionary zoning

Diverse built forms to serve a range of needs

Enhanced collaboration with the Region of Waterloo

Leadership in environmental sustainability

“Be bold!”

Embed environmental sustainability across all strategic priorities.

Diversity and inclusion

Codify the city’s approach to embracing diversity and inclusion within the corporation

Develop a plan for incorporating / embedding the calls to action of the Truth and Reconciliation Tribunal; working alongside First Nations and indigenous persons

“Need to look at our most vulnerable and make sure they’re included in all the growth.”

Youth engagement and retention

Enhanced opportunities for youth to recreate

Bring youth into the civic process

“How do you bridge intergenerational gaps?”

Opportunities for recreation that meet diverse community needs

Active and passive recreation

Trail connectivity

Addressing the infrastructure funding gap

“Plan for the City’s needs 20 years out.”

Public spaces as a tool for community engagement and neighbourhood-building

“How are we being with each other in public spaces?”

Responsive, solution-oriented service delivery by City staff

Focus on ‘people-oriented’ decision-making

“The community needs continued investment, but it needs to be managed so that it is within the financial realities of the city budget.”



Investment in leadership and staff training at all levels

Address bylaw effectiveness re: property maintenance, sidewalk clearing, perceived lack of response

Leverage volunteerism and philanthropy to engage citizens and mitigate the impact of fiscal challenges

“People with negative comments miss link between their taxes and what the city spends money on.”

The arts as a catalyst for community-building and economic development

Explore opportunities to be strategic in finding bottom-up / artist-led solutions

Investment in leadership in arts community

Enhanced communication with residents supporting a better understanding of the city’s activities and objectives

Address challenges associated with access to accurate information

Effective communication and transparency around service levels; managing expectations

Sampling of Survey Questions Asked

1. Reflect on what you consider to be Waterloo’s strengths. Please record 3 words to describe these strengths.
2. What critical issues and objectives are top of mind for you when you think about the City of Waterloo?
3. What are the key services needed to achieve these objectives?
4. Thinking ahead 10 years, what three words would you use to describe what Waterloo looks like to you?
5. Considering the three levels of government, what initiatives do you feel influence priority identification for the City of Waterloo?
 - a. Regionally: What is having the most impact? What should have the most impact?
 - b. Provincially: What is having the most impact? What should have the most impact?
 - c. Federally: What is having the most impact? What should have the most impact?
6. What are the city’s most significant opportunities?



7. As a member of council, how do you want to inform and guide the strategic plan?



Appendix K - Advisory Committees of Council Scan

Purpose

Council advisory committees advise council and their committee work is framed by the strategic plan. In light of this alignment, the strategic plan engagement team made reaching out to all advisory committees a priority.

Methodology

The strategic plan engagement team met with all 14 council advisory committees during their regularly scheduled meetings between November and December 2018. The engagement team facilitated discussion around the plan to plan survey. Members were provided the opportunity to complete the survey on line or on paper.

42 council advisory committee members participated in the survey.

Summary of Findings

Feedback is presented here in the context of broad themes that have emerged through the plan to plan survey process that may serve to support the identification of strategic priorities and the development of a strategic plan.

Suggested priority areas of focus include: *(in no order of preference)*

Environmental leadership

Environmental leadership should be reflected within each theme; infused into everything.

Strategic themes must align with core values.

Waterloo's values should be reflected in each strategic priority and effort made to link actions back to those values.

A long-term vision is required to determine how we will manage growth.

"We need to start pushing toward the future we really envision, and horizon we are looking at should be 30 years, not 4."

Build on existing strengths and momentum.

"The new Strategic Plan should build upon the current plan, capitalizing on the resources that have already been invested and the knowledge that has been developed on the exiting initiatives."

Inclusion

"The Age Friendly lens is helpful for building a safe, vibrant community for all ages, all cultures."

As part of the Plan to Plan survey, members of the advisory committees to Council were asked



to reflect on the six existing strategic priorities from the current strategic plan:

- **Multi-modal transportation**
- **Infrastructure renewal**
- **Strong community**
- **Environmental leadership**
- **Corporate excellence**
- **Economic development**

Respondents were asked to consider whether efforts in support of the existing strategic priorities should stop, continue or be modified and to provide rationale for their recommendation. The majority of respondents felt that the existing strategic priorities were still valid, but in many cases should be either modified or expanded. Feedback relating to the existing strategic priorities is captured below:

Multi-modal Transportation

- Need to continue and provide adequate transport options and green alternatives
- Enhance efforts regarding communication and awareness-building
- Broader community engagement with respect to accessibility, aesthetics, and implementation
- Create unified and consistent projects that enhance and connect movement and transportation throughout the city.
- While innovation is important, there needs to be focus on improving public transit opportunities, better connections with LRT, improving cycling infrastructure, and making all streets safe and comfortable for pedestrians.
- Enhanced transportation links to the region and the GTA.
- Stronger focus on safety.

Infrastructure Renewal

- Invest in smart infrastructure projects that are sustainable and with a focus on the environment.
- Planning for infrastructure development must stay ahead of the city's growth.
- In planning for future development, it is critical to recognize, inventory and document the elements of the built and cultural heritage that make Waterloo unique.

Strong Community



- More targeted focus on inclusivity (ex. affordable housing, age-friendly communities) and culture/integration (ex. active living, volunteers, library, education)
- More focus on accessible public spaces
- Strive for a balance of recreational/leisure opportunities provided across the City that includes sports as well as arts and culture programming.
- The city is aging and becoming more culturally diverse and we need to become more inclusive to recognize that this is a strength.
- A greater focus on building strong neighbourhoods.

Environmental Leadership

- Be a leader in environmental sustainability.
- Go further to ensure that this theme is woven through all strategic priorities.
- Dramatically increase effort to build internal capacity to support environmental objectives.
- Be bold.
- Set SMART (specific, measurable, attainable, realistic, and timely) goals for energy and GHG reductions in all city-owned and city operated facilities.

Corporate Excellence

- Should be imbedded in all practices; not considered a strategic focus
- Expand the focus to consider the creation of an environment that will attract high-quality employees who will bring skills and innovation.
- Fiscal responsibility is seen as a key tenet of corporate excellence.

Economic Development

- Connect economic development initiatives to community development considering factors such as accessibility, heritage, streetscape development, and active living.
- Explore options to incent the type of development that fits with the city's overall goals.
- Expand and strengthen the connection between the universities and college to leverage the knowledge economy.

Sampling of Survey Questions Asked

1. Reflect on what you consider to be Waterloo's strengths. Please record three words to describe these strengths.
2. Reflect on what you consider to be Waterloo's challenges. Please record three words to describe these challenges.



3. Reflect on the following question: "In 5-10 years, if Waterloo is the place to be, what is it known for?" Please record three words that best describe Waterloo at that time.
4. Reflect on the six themes found in our current strategic plan. Which themes do you suggest we stop, modify or continue, as we develop the 2019-2022 strategic plan? Please explain your rationale.
5. Are there any new themes we should consider in the 2019-2022 strategic plan?
6. Please provide any other feedback or comments.



**STAFF REPORT
Engineering Services**

Title: Award of RFP18-21: Sanitary and Storm Sewer Main Video Inspection Utilizing Zoom Lens Closed Circuit Television Camera (ZLCCTV)
Report Number: IPPW2019-005
Author: Prasad Samarakoon
Meeting Type: Committee of the Whole Meeting
Council/Committee Date: March 4, 2019
File: [File]
Attachments: N/A
Ward No.: All

Recommendation:

1. That Council approve report IPPW2019-005.
2. That Council approves the award of contract RFP18-21 - Sanitary and Storm Sewer Main Video Inspection Utilizing Zoom Lens Closed Circuit Television Camera to Infratech Sewer and Water Services Inc. at the submitted price of \$670,997 (plus applicable taxes).
3. That the Mayor and Clerk be authorized to sign the contract agreement between the City of Waterloo and Infratech Sewer and Water Services Inc. and any other documents related to this project, subject to the satisfaction of the City's Director of Legal Services.

A. Executive Summary

Proposals were solicited via RFP18-21 “Sanitary & Storm Sewer Main Video Inspection Utilizing Zoom Lens Closed Circuit Television Camera” (Zoom Lens CCTV) for a four-year contract in accordance with the City of Waterloo’s Purchasing Bylaw. After reviewing the bids it is recommended that RFP18-21 be awarded to, Infratech Services Inc., at the tendered price of \$670,997 (plus applicable taxes). Infratech Services has provided zoom camera inspection service to the City in the past and through this recent bid have demonstrated the necessary qualifications.

B. Financial Implications

Funding for the 2019-2022 Zoom Lens CCTV contract is available via the approved 2019 City Utilities operating budget and 2020-2022 forecast. The 2020-2022 base operating budget forecast is still subject to Council approval, and as such the contract provides a provision to cancel the contract or adjust the quantities should the budget not be approved as proposed. The recommended four year tender price of \$670,997 is broken down by year, as follows:

- Year 1 (2019) - \$162,800
- Year 2 (2020) - \$166,056
- Year 3 (2021) - \$169,377
- Year 4 (2022) - \$172,764

C. Technology Implications

None

D. Link to Strategic Plan/Economic Vitality

- Infrastructure Renewal
- Environmental Leadership

E. Previous Reports on this Topic

The most recent staff reports on this topic were: 1) PWS13-003 Contract Award RFQ2012-41; and, 2) PWS15-083 Contract Award RFP2015-24. Both of these staff reports were to authorize similar sanitary and storm sewer video inspections.

F. Approvals

Name	Signature	Date
Author: Prasad Samarakoon		
Director: Ron Ormson		
Commissioner: Cameron Rapp		
Finance: Filipa Reynolds		

CAO



**Award of RFP18-21: Sanitary and Storm Sewer Main Video Inspection Utilizing
Zoom Lens Closed Circuit Television Camera (ZLCCTV)
IPPW2019-005**

ANALYSIS AND COMMENTS

Section 1 - Background

The City of Waterloo operates and maintains both sanitary and storm sewer collection systems. The sanitary sewer network consists of approximately 400 km of sewer mains, with pipe diameters ranging from 200 mm to 1200 mm. The storm sewer collection system includes approximately 350 km of storm mains, with pipe diameters ranging from 200 mm – 2500 mm. To optimize operations and maintenance, these underground services require monitoring. A leading method to conduct such monitoring is through the use of zoom cameras. Zoom cameras are deployed in maintenance chambers and are remotely-controlled to send high resolution digital images to technicians at the ground surface. Pipe defects, debris, grit build-up and blockages can be observed using this zoom angle approach.. Zoom camera work allows the subsurface identification of pipes that are in need of cleaning, immediate repair or further mainline CCTV inspections using robotics. In many cases it can also alleviate unnecessary sewer flushing and premature pipe replacement. To that end, it also represents a cost-saving approach for the inspection and management of underground sewer works.

Over past 15 years, the City of Waterloo has successfully used zoom camera inspections for sewer mains and manholes. Staff have found that the use of this technology to pre-screen sewers prior to flushing significantly reduces the length of sewers that actually require cleaning by up to 60%. The proposed zoom camera inspection services would be contracted on a four year basis to obtain favorable pricing and to eliminate repetitive administration effort. If approved, the work under this contract would commence in spring of 2019.

Section 2 - Procurement Process

On October 11, 2018, RFP18-21 was advertised on Biddingo, requesting submissions from qualified proponents for ZLCCTV inspection services.. The proposal submission deadline was November 13, 2018 and two (2) compliant submissions were received. The proposal evaluation process was facilitated by Michelle Guy and the technical evaluation undertaken by an evaluation committee, comprised of:

- Adrian Decsei
- Jeff Little
- Prasad Samarakoon

Table 1: Evaluation Summary

Company Name	Proposal Price	Non-recoverable HST (1.76%)	Total Including HST
Infratech Services Inc.	\$670,997.78	\$11,809.56	\$682,807.34
Municipal Sewer Services Inc.	\$1,527,632.79	\$26,886.34	\$1,554,519.13

Section 3 - Financial Implications

The funding for the 2019-2022 ZLCCTV contract is available via the approved 2019 City Utilities operating budget and 2020-2022 forecast. Funding is to be split between the sanitary sewer and storm water accounts. The 2019 approved budget for Sanitary Sewer Program #22113 (Zoom Camera) is \$190,462 and for Storm water program #22113 (Zoom Camera) is \$77,311.

The 2020, 2021, and 2022, base operating budgets would be the 2019 amount adjusted slightly for cost increases, and is still subject to Council approval. As such the contract provides a provision to cancel the contract or modify the quantities should the budget not be approved as proposed. The recommended four year tender price of \$670,997 is broken down by year as follows:

- Year 1 (2019) - \$162,800
- Year 2 (2020) - \$166,056
- Year 3 (2021) - \$169,377
- Year 4 (2022) - \$172,764

The approved 2019 operating budget and 2020-2022 forecast provides sufficient funding to award this tender as per the prices noted above.



STAFF REPORT
Integrated Planning & Public Works

Title: Award of Tender RFT18-24 - West Side Employment Lands
Stage 1 - Area Grading and Erosion Control Works
Report Number: IPPW2019-016
Author: Mike Lupsa
Meeting Type: Committee of the Whole Meeting
Council/Committee Date: March 4, 2019
File: 120107
Attachments: Appendix A – West Side Employment Lands - Area Map
Ward No.: 2 - Northwest

Recommendation:

1. That IPPW2019-016 be approved.
2. That Council approves the award of tender RFT18-24 – West Side Employment Lands Stage 1 – Area Grading and Erosion Control Works to Kieswetter Excavating Inc. at the lowest submitted price of \$4,535,674, plus non-recoverable HST in the amount of \$79,828, for a total award value of \$4,615,502.
3. That the Mayor and Clerk be authorized to sign the Agreement between The Corporation of the City of Waterloo and Kieswetter Excavating Inc., and any other documents related to this project, subject to the satisfaction of the City Solicitor.

A. Executive Summary

In accordance with the City's Purchasing By-Law 2015-071, tenders were solicited via RFT18-24 for the West Side Employment Lands Stage 1 – Area Grading and Erosion Controls Works Project. Tender bids were received from six qualified contractors. After reviewing the bids, it is recommended that the low bidder, Kieswetter Excavating Inc., be awarded the project. Considering the importance of developing the west side business employment park and constructing the extension of Platinum Drive, the City intends to proceed with the area grading of the lands in 2019. Municipal servicing and road works, including the extension of Platinum Drive, will follow in 2020 (i.e. through a future RFT award request).

B. Financial Implications

The approved 2016-2018 capital budget included \$7,598,000 in funding for the Development of the West Side Employment Lands, funded from the Industrial Land Reserve Fund - West Side Lands #40433. This funding was previously approved and released by Council via report CAO2017-004. These funds are being used to complete the planning and engineering studies, approvals, permits, demolition, area grading, and erosion control works.

The 2019 proposed capital budget and 2020-2028 capital forecast also include an additional \$22,147,000 in funding (ref #123) for the remainder of the West Side Employment Lands servicing project costs, including (but not limited to) underground infrastructure, roads/roundabouts, hydro servicing, and stormwater management.

The award of RFT18-24 to Kieswetter Excavating Inc. for \$4,535,674 (plus applicable taxes) is within the approved capital budget.

C. Technology Implications

There are no technological implications with respect to this report.

D. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

Economic Development – Keep, grow, start and attract labour talent, entrepreneurs and businesses

Economic Development - Develop west wide and east side employment lands

Infrastructure renewal - Plan, build and upgrade infrastructure to support growth and urban intensification

E. Previous Reports on this Topic

- CAO2017-004 Development of West Side Employment Lands Funding Release

F. Approvals

Name	Signature	Date
Author: Mike Lupsa		
Director: Ron Ormson		
Commissioner: Cameron Rapp		
Finance: Filipa Reynolds		
	CAO	



**Award of Tender RFT18-24 - West Side Employment Lands Stage 1 - Area Grading and Erosion Control Works
IPPW2019-016**

Section 1 – Background

The City of Waterloo owns approximately 43 hectares (approximately 106 acres) of land designated as Business Employment on the west side of the City. These lands are located within an area bounded by Columbia Street West, the Wilmot Line, Erb Street West and the Hydro One corridor. Over the last several years, the City has been acquiring land to develop a business employment park that will include a collector road between Columbia Street West and Erb Street West (i.e. Platinum Drive).

Stantec Consulting Ltd. (Stantec) has been conducting land use planning and engineering design services for the City on this project. Throughout 2017 and 2018, Stantec completed all of the required planning approval studies and reports as part of the plan of subdivision application to the City and the Region. The City deemed the applications complete in September 2018 and the Region deemed the application complete in October 2018. The area grading design generated by Stantec, including erosion protection and sediment control requirements, formed the basis for RFT 18-24.

Considering the importance of developing the business employment park and constructing the extension of Platinum Drive, the City intends to proceed with the earth-moving and grading of the lands in 2019. Such work represents the first key step in the construction process for land development. The project area and limits are shown in Appendix A.

Upon award of RFT18-24, it is anticipated that grading will commence in early spring and be completed by the end of 2019. Municipal servicing and road works, including the extension of Platinum Drive, will follow in 2020. Those follow-on works will be subject to a future RFT award request that will be brought forward for Council's consideration and approval.

Section 2 – Procurement Process

RFT18-24 was advertised on Biddingo on January 17, 2019. The bid closing date was February 5, 2019 and six (6) compliant submissions were received. Bids were opened in the presence of:

- David Scheerer, Purchasing Analyst

- Mike Lupsa, Senior Project Engineer
- Vaughan Milligan, Field Supervisor, Stantec
- Amanda Eckert, Senior Administrative Assistant, Stantec
- Rob Nolan, Construction Inspector

Table 1 below summarizes the Bid Results.

Table 1: Contractor Bid Evaluation Summary RFT18-24 (West Side Employment Lands Stage 1 - Area Grading and Erosion Control Works)

Bidder	Bid Price	Non-recoverable HST (1.76%)	Total including non-recoverable HST
Kieswetter Excavating Inc.	\$4,535,674	\$79,828	\$4,615,502
VanRooyen Earthmoving Ltd	\$4,619,246	\$81,299	\$4,700,545
Charlton Group	\$4,894,945	\$86,151	\$4,981,096
G Gordon Enterprises	\$5,862,677	\$103,183	\$5,965,860
Nellis Construction Ltd	\$5,877,272	\$103,440	\$5,980,712
E&E Seegmiller	\$7,510,590	\$132,186	\$7,642,776

Section 3 – Financial Implications

The approved 2016-2018 capital budget included \$7,598,000 in funding for the Development of the West Side Employment Lands, funded from the Industrial Land Reserve Fund - West Side Lands #40433. These funds are being used to complete the planning and engineering studies, approvals, permits, demolition, area grading, and erosion control works. The 2019 proposed capital budget and 2020-2028 capital forecast also include an additional \$22,147,000 in funding (ref #123) for the remainder of the West Side Employment Lands servicing project costs.

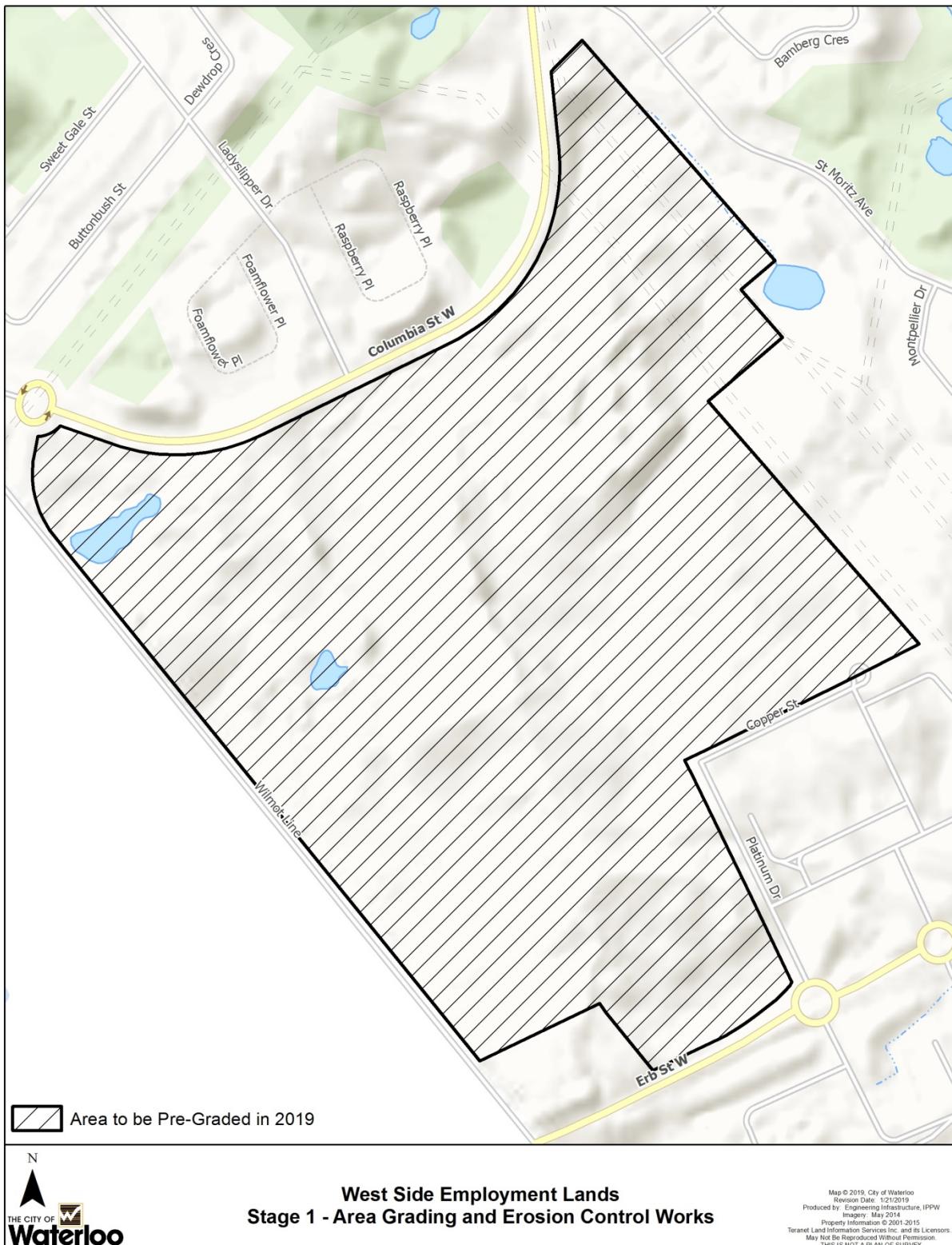
The award of RFT18-24 to Kieswetter Excavating Inc. for \$4,535,674 (plus applicable taxes) is within the approved capital budget.

Table 2: Funding Approvals to Date and Estimated Costs:

Description	Report Number	Approval Date	Funding Source	\$ Amount*
FUNDING:				
Funding - 2017	CAO2017-004	Feb 6, 2017	ILA	\$(397,000)
Funding - 2018	CAO2017-004	Jan 1, 2018	ILA	\$(7,201,000)
Total Funding				\$(7,598,000)
 Expenditures incurred to date:				
				\$835,240
 Projected Expenditures:				
RFT18-24 (Area Grading)				\$4,615,502
Other WSEL Development Cost; Consulting, Land Acquisition Misc.				\$2,147,258
Total Projected Expenditures:				\$6,762,760
TOTAL EXPENDITURES				\$7,598,000
TOTAL				\$0

*Note: non-recoverable portion of HST included

Appendix A – West Side Employment Lands - Area Map





STAFF REPORT
Planning

Title: **Heritage Permit Application (HP19-01) – 157 Albert Street**
Report Number: IPPW2019-015
Author: Chloe Richer
Meeting Type: Committee of the Whole Meeting
Council/Committee Date: March 4, 2019
File: N/A
Attachments: Appendix A. Heritage Permit Application
Appendix B. Supporting Documentation
Appendix C. Overview of the Heritage Permit Process
Ward No.: Ward 7 – Uptown

Recommendation:

1. That staff report IPPW2019-015 be approved.
2. That Heritage Permit Application HP19-01 be approved subject to the conditions outlined in Section 2.1 of this report.

A. Executive Summary

A Heritage Permit application has been submitted for 157 Albert Street by Wilfrid Laurier University. The application proposes alterations including a rear addition and re-painting shutters. The property is designated under both Part IV (individually designated) and Part V (included in a Heritage District) of the Ontario Heritage Act. As such, the proposed work requires a Heritage Permit. Council approval of the Heritage Permit is required for alterations that are not considered minor in nature.

Staff and the Municipal Heritage Committee are of the opinion that the proposed work complies with the City's Official Plan and MacGregor-Albert Heritage Conservation District Plan policies for alterations to Part IV and Part V designated properties and recommend that Council approve the Heritage Permit subject to the conditions outlined in Section 2.1.

B. Financial Implications

None

C. Technology Implications

None

D. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

Priority: Strong Community

Strategic Objective: Foster a strong sense of place and identity through the development of a high quality, compact built form with convenient access to amenities, a vibrant culture sector and conservation of heritage resources.

The review of Heritage Permit applications ensures the conservation of Waterloo's distinct cultural heritage and helps foster a strong sense of place. Conserving cultural heritage can also have positive, local economic impacts through attraction and retention of cultural economy workers.

E. Previous Reports on this Topic

None

F. Approvals

Name	Signature	Date
Author: Chloe Richer		
Director: Joel Cotter		
Commissioner: Cameron Rapp		
Finance:		
		CAO



Heritage Permit Application (HP19-01) – 157 Albert Street
IPPW2019-015

1.0 Background

The City has received a Heritage Permit application from Wilfrid Laurier University for alterations to a property addressed as 157 Albert Street. The property is designated under both Part IV (individually designated) and Part V (included in a Heritage District) of the Ontario Heritage Act due to its architectural and historical value. The once simple Georgian style home, erected by Joseph Good in 1846, was extensively renovated by Allen Shantz and now has a late Victorian appearance. Some of the original structure and many of its outstanding features have been retained.

Façades identified in the Part IV designation by-law include:

- The North façade, easterly from the existing garage;
- The East or Albert Street façade; and
- The South façade.

Changes to a property with a dual designation are guided by both the designation by-law and the MacGregor-Albert Heritage Conservation District Plan. Certain alterations to those properties require Council approval via a Heritage Permit. The requirement for a Heritage Permit provides the City with an opportunity to review proposed works against the heritage policies in the Official Plan, the Heritage Conservation District Plan and Parks Canada's Standards and Guidelines for the Conservation of Historic Places in Canada to ensure that the alterations will conserve the heritage value of the property and the Heritage Conservation District.

2.0 Heritage Permit Application

The property owner of 157 Albert Street (Wilfrid Laurier University) seeks permission to carry out the following alterations to the property:

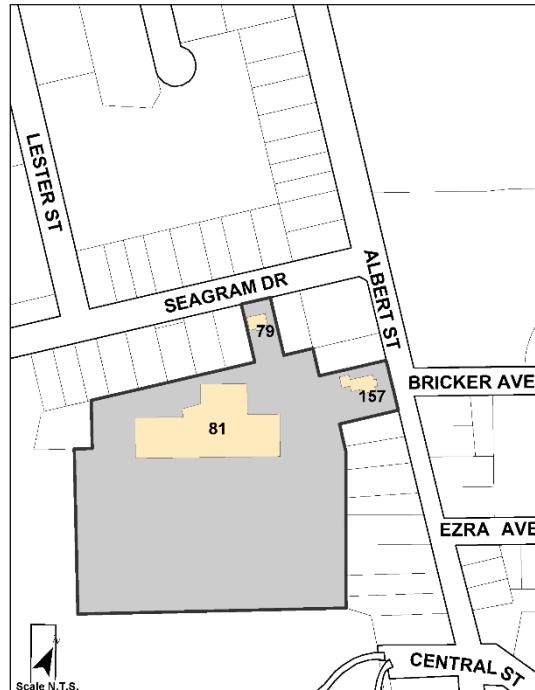


Figure 1: Location Map

1. To demolish the existing garage and construct a rear addition to be used as the relocated Wilfrid Laurier University Indigenous Student Centre's large gathering space for events and ceremonies; and
2. To re-paint the shutters on the existing heritage building in an alternate historic colour.

The addition will be located on the West façade, which is not identified in the Part IV designation by-law. Details of the methods, materials and designs for the proposed alterations are outlined in the Heritage Permit Application in Appendices A and B.

2.1 Staff Recommendation of Approval

Heritage planning staff considers the proposed work to be in conformity with policies, principles and guidelines of the Heritage Conservation District Plan and Parks Canada's Standards and Guidelines for Historic Places in Canada (2010). Most notably, it conforms to Parks Canada's standards relating to rehabilitation, particularly Standards 11 and 12:

“11. Conserve the heritage value and character-defining elements when creating any new additions to an historic place or any related new construction. Make the new work physically and visually compatible with, subordinate to and distinguishable from the historic place.

12. Create any new additions or related new construction so that the essential form and integrity of an historic place will not be impaired if the new work is removed in the future.” (Parks Canada, 2010, p. 23)

Staff consider the proposed work to align with relevant policies of the MacGregor-Albert Heritage Conservation District Plan, including policies in Section 3.3 (Additions and New Construction). In summary, the proposed work:

- Adheres to the height limitation, as the proposed addition does not exceed two storeys above grade in height (Policy 3.3.1);
- Is appropriately located at the rear of the structure (Policy 3.3.5);
- The proposed wall materials include metal siding with an exposed wood interior, stained wood to be used as an accent and large window openings (glazing). The HCD Plan calls for complementary materials and the metal siding, while a high contrast material, will be complementary in colour as white or dark grey has been proposed (Policy 3.3.7);
- The proposed shed roof is an acceptable roof shape for a rear addition (Policy 3.3.10); and
- The contemporary architectural style is not an interpretation of the heritage attributes of the house; rather, the proposed addition incorporates design elements that reflect aspects of indigenous cultures due to its future use as an Indigenous Student Centre. As the addition will be located at the rear of the existing house, staff do not object in this instance (Policy 3.3.11).

For these reasons, planning staff recommend approval of the work as outlined in the application, subject to the following conditions:

- The colours of the new construction materials are complementary to that of the historic building materials;
- The new addition be located at the rear elevation;
- A paint analysis be conducted to determine alternate historic colours for the shutters of the existing building; and
- When re-painting the shutters, follow the Region of Waterloo's [Practical Conservation Guide on Windows, Shutters & Doors](#):
 - Remove loose paint before sanding down the surface;
 - Clean the surface with a mild detergent and apply a primer-sealer before applying new paint; and
 - Do not apply latex paint to existing oil-based paint without an oil-based primer.

2.2 Municipal Heritage Committee Recommendation of Approval

The Municipal Heritage Committee reviewed the Heritage Permit application at their January 17, 2019 meeting and found it to be in conformance with policies in the Heritage Conservation District Plan. The Committee passed the following resolution:

Motion:

"That the Municipal Heritage Committee support the demolition of the existing garage and support the addition to the existing structure on the property at 157 Albert Street on the condition that:

1. The colours and materials of the new construction materials are complementary to that of the historic building materials;
2. The new addition be located at the rear elevation;
3. A paint analysis be conducted to determine alternate historic colours for the shutters of the existing building;
4. When re-painting the shutters, follow the Region of Waterloo's [Practical Conservation Guide on Windows, Shutters & Doors](#) (see subsection on Paint and Colour, page 10); and
5. Should any discoveries arise when rehabilitating the existing structure, this knowledge be shared with the Municipal Heritage Committee and heritage planning staff." Carried UN.

3.0 Other Permit Requirements

The proposed alterations will require site plan approval and the approval of a Building Permit, and will be required to conform to performance standards in the zoning by-law. The property owners are responsible for obtaining the Building Permit prior to the commencement of construction on the property. Staff will work with the Building Department

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to confirm approval of the design of the addition and to coordinate the issuance of Heritage and Building Permits.

Appendix A. Heritage Permit Application



Application No:
HP 19/01

**APPLICATION FOR A HERITAGE PERMIT:
Properties designated under Part V or Part IV of the
Ontario Heritage Act**

Note: A. Before making your application, please review the Heritage Permit Application Submission Guidelines and contact the City of Waterloo Heritage Planner at 519/885-0066 or michelle@city.watertoo.ca to discuss your application.
B. For properties in the MacGregor-Albert Neighbourhood, The Heritage Conservation District Plan will help you in making an informed application. This can be found online at www.watertoo.ca.
C. In addition to a heritage permit, you may require a building permit or other planning approvals. City staff will strive to co-ordinate the review of the heritage permit application with other applications and expedite approvals.

1. Property Information

Municipal Address 157 Albert Street, Waterloo Postal Code N2L 3T2

Legal Description _____

2. Applicant Information

Applicant's Name Wilfrid Laurier University

Telephone 226-868-2614 E-mail Address

Address 75 University Ave. W., Waterloo Postal Code N2L 3C5

Registered Owner's Name (if different from above) _____

Telephone _____ E-mail Address _____

Address _____ Postal Code _____

3. Agent Information (if applicable)

Agent's Name Peter Thomson

Telephone 226-868-2614 E-mail Address pthomson@wlu.ca

Address 75 University Ave. W., Waterloo Postal Code N2L 3C5

FOR STAFF USE ONLY

DATE RECEIVED Jan. 10, 19 DATE REVIEWED BY MHC Jan. 17, 19

PLANNING COMMENTS See staff report IPPW2019-015.

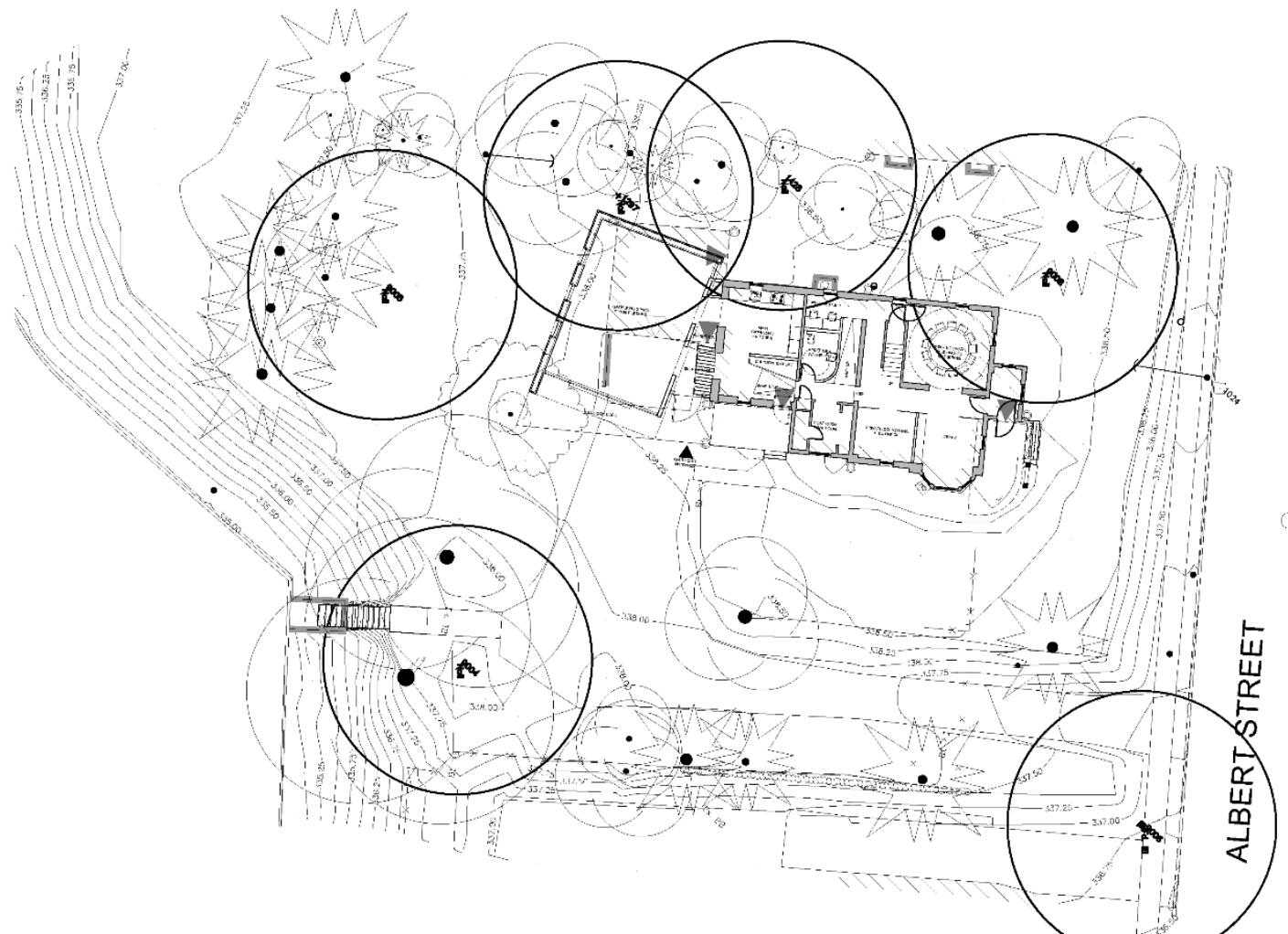
BUILDING COMMENTS _____

MHC COMMENTS See staff report IPPW2019-015.

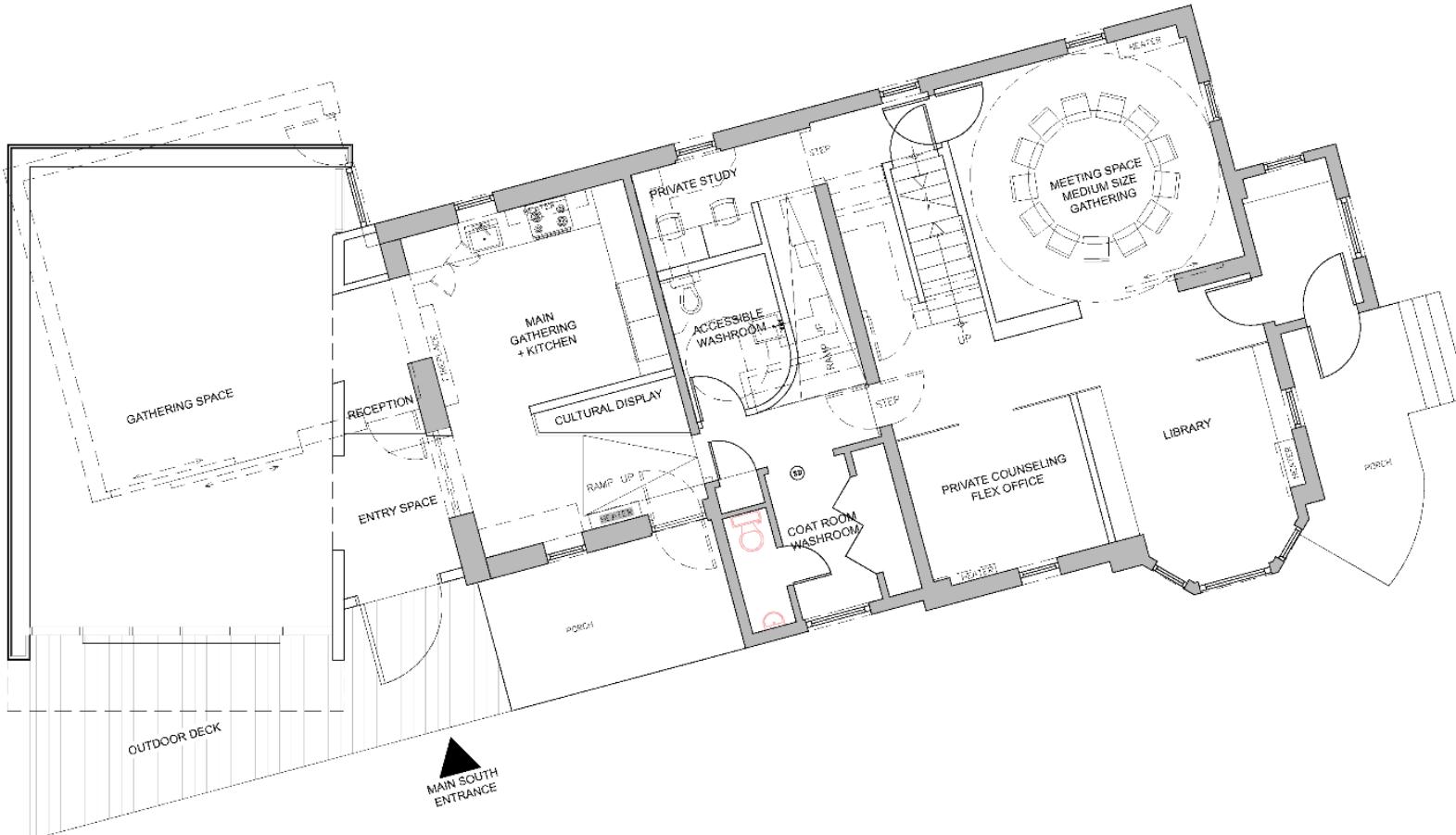
4. Builder/Contractor Information			
i.) Name <u>TBD</u>			
Telephone _____	E-mail Address _____		
Address _____	Postal Code _____		
ii.) Name _____			
Telephone _____	E-mail Address _____		
Address _____	Postal Code _____		
5. Type of Application			
ALTERATION <input type="checkbox"/>	ADDITION <input checked="" type="checkbox"/>	DEMOLITION <input checked="" type="checkbox"/>	ERCTION <input type="checkbox"/>
MAINTENANCE <input type="checkbox"/>	REMOVAL <input type="checkbox"/>	REPAIR <input type="checkbox"/>	
6. Project Proposal Information (attachments if necessary)			
a) Please describe your proposed project: All changes to the heritage features of a property must be described in detail. Include photographs (of property, streetscape, areas affected by proposed project), scaled drawings or plans of scope of work, information on conservation or construction methods to be used, information regarding details and building elements or materials (trim, moldings, siding, windows, signs,awnings), sketches, electrical/mechanical information if important, and any other information necessary to understand the proposed project. City Staff may specify which documents, if any, are appropriate for your proposed project. Please review the City of Waterloo Heritage Permit Application Submission Guidelines to ensure your application is complete.			
Expected Start Date: <u>April 1, 2019</u> Expected Completion Date: <u>September 1, 2019</u>			
<p>The intent of the project is to relocate the Wilfrid Laurier University Indigenous Student Centre into a new build that attaches to the back of Lucinda House, effectively replacing the existing derelict garage and reorienting the main entrance of the building to the South. The intent is to accommodate the functions of the user group by way of minimal interior renovations of the existing building, effectively touching lightly on the history of the house. That said, the existing garage will be demolished from the west facade and in its place a new extension built, honoring Indigenous history and knowledge. The existing historical facades will not be affected by the renovations. The existing garage to be demolished does not have historical designation or significance and is in poor condition. The interior of the house will be modified to make the main floor barrier free and add a larger kitchen to facilitate larger events. The upper floor bedrooms would be turned into offices. The addition will provide a new entrance to the facility and a large gathering space for events and ceremonies. The addition is pulled away from the existing building and skewed so that it is oriented on the north-south axis and to allow the entrance to be from due south. The south facing windows will allow an abundance of light into the gathering space. A large operable door will allow for it to be opened during large events to bring the outside-in. Three west facing windows represent the three sisters - corn, beans and squash and will look into a future indigenous medicinal garden. With regards to new materials, we would be looking to do a metal panel, either standing seam or relief in a similar frequency as the horizontal metal siding on Lucinda House. We feel this can be done in either a dark charcoal or a lighter white to match the current house. Accents on the new addition would be stained wood and black frames on the windows. Further, as there is some need to refresh the existing Lucinda House, we would be proposing an alternate historic colour to the current green that is on the shutters. Some forensic investigation could be had to ensure that the colour was used at an appropriate time on the building. We would then use this colour on the addition as well to compliment the existing structure. As always, we are open to working with the Heritage to ensure that the addition is suitable from a historic point of view. See attached floor plans, site plan and elevations.</p>			

7. Declaration
<p><i>I hereby declare that the statements made herein and contained within any of the attachments are, to the best of my belief and knowledge, a true and complete representation of the purpose and intent of this application. I hereby agree that the proposed project shall be done in accordance with this application and to permit City of Waterloo staff and their advisors to enter the property so as to assess the application fully.</i></p> <p> _____ Peter Thomas</p> <p>_____ Applicant's/Authorized Agent's Signature</p>
<p>December 14, 2018 _____ Date</p>
8. Notes for Declaration
<p>The applicant agrees that the proposed work shall be done in accordance with this application and understands that the issuance of the Heritage Permit under the Ontario Heritage Act shall not be a waiver of any of the provisions of any By-law of the City of Waterloo, or the requirements of the Building Code Act, RSO 1980, c. 51.</p> <p>The applicant acknowledges that in the event of a permit being issued, any departure from the conditions imposed by the Council of the City of Waterloo, or plans and specifications approved is prohibited and could result in the permit being revoked. The applicant further agrees that if the Heritage Permit is revoked for any cause of irregularity, in the relation to non-conformance with the said agreements, By-laws, acts, or regulations that, in consideration of the issuance of the permit, all claims against the City for any resultant loss or damage are hereby expressly waived.</p>

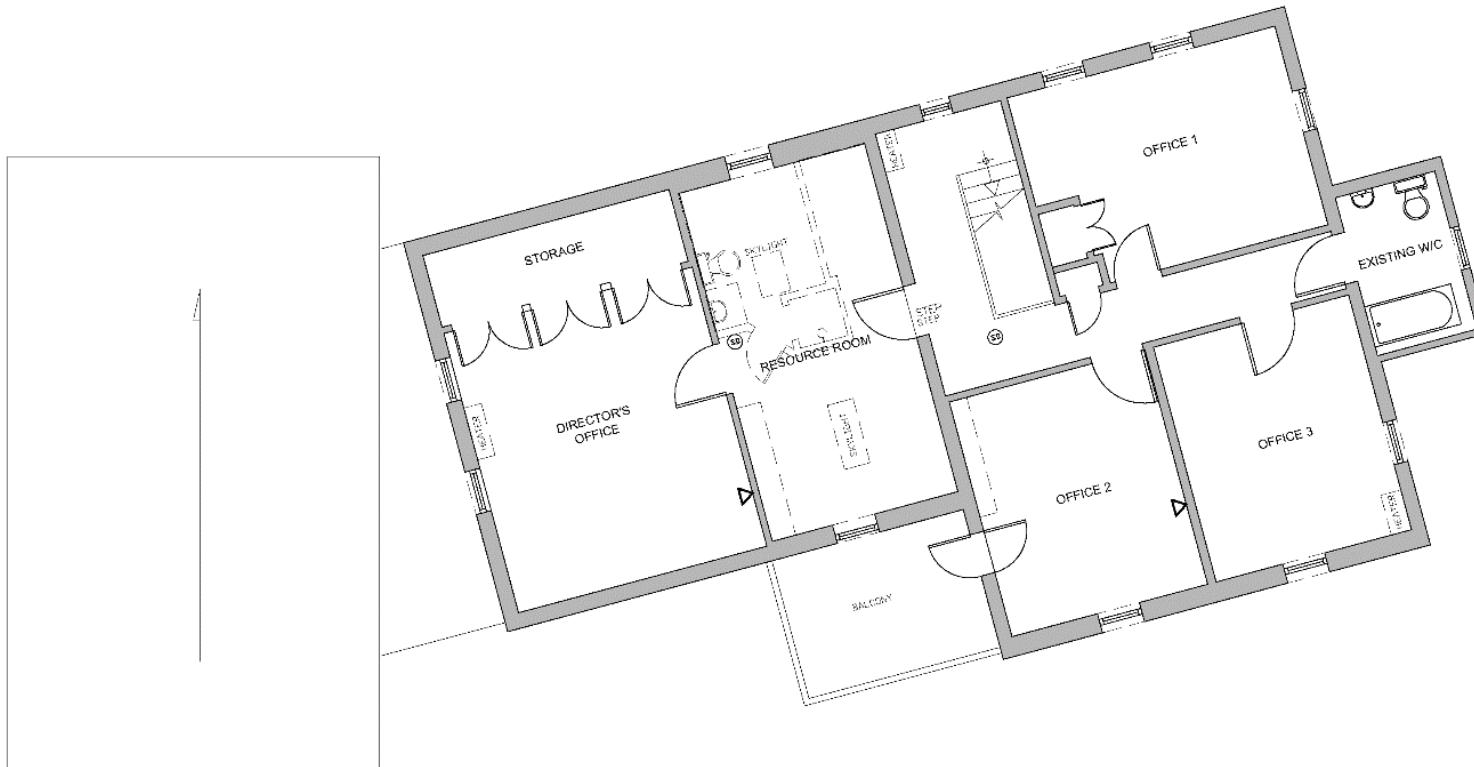
Appendix B. Supporting Documentation



157 Albert Street Site Plan



157 Albert Street Ground Floor Plan



157 Albert Street Second Floor Plan

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LUCINDA HOUSE Indigenous Student Centre

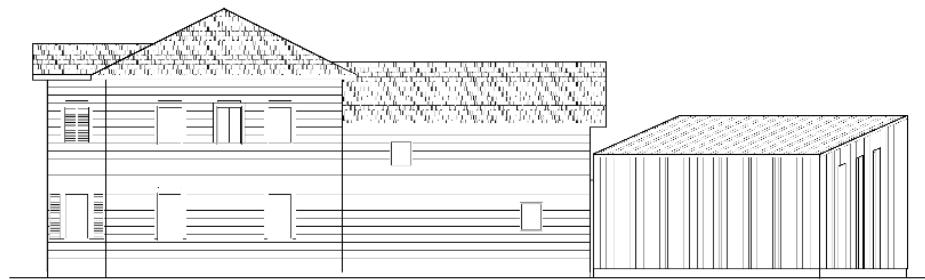
LAURIER
Inspiring Lives



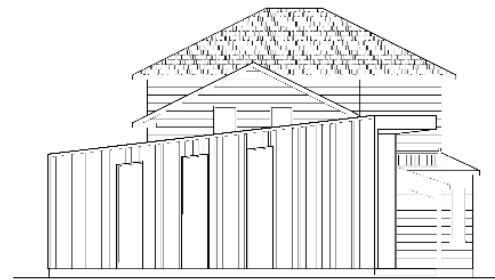
SOUTH ELEVATION



EAST ELEVATION



NORTH ELEVATION



WEST ELEVATION



TWO ROW
ARCHITECT

ED 700 77 - 1375 76th Street - 2nd Floor - 5400 17th Street, Coquitlam, BC, V3A 1M9
604-465-2727 www.tworowarchitects.com ed@tworow.com

Lucinda House – 157 Albert Street



View of existing south façade. To remain (landscaping to be improved)





View from south-east. Facades to remain as-is.



View of west elevation. Garage in foreground to be demolished and addition added.



Proposed West Elevation



Proposed South Elevation

Appendix C: Overview of the Heritage Permit Process

The need for a Heritage Permit for individually designated properties is determined by the designating by-law under the Ontario Heritage Act. In the MacGregor/Albert Heritage Conservation District, the district plan identifies the types of projects that require a Heritage Permit. Council approval of the Heritage Permit is required for alterations that are not considered minor in nature.

The Heritage Permit application process for non-minor alterations is as follows:

1. The property owner (applicant) reviews the Heritage Permit Application Submission Guidelines and contacts City heritage staff to discuss the proposed work and to confirm whether it requires a Heritage Permit.
2. The applicant submits a complete Heritage Permit Application along with all supporting, detailed plans, photos and written documentation.
3. The Municipal Heritage Committee meets to review the application. The applicant typically attends the Committee meeting to answer questions that arise.
4. The Municipal Heritage Committee and staff each submit a recommendation to Council.
5. Council considers the Committee and staff recommendations and makes a decision.
6. The applicant is notified of Council's decision and may appeal the decision to the Conservation Review Board within 30 days of receiving notice.



**STAFF REPORT
Transportation Services**

Title: 2019 Annual Sidewalk Report
Report Number: IPPW2019-004
Author: Chris Hodgson
Meeting Type: Committee of the Whole Meeting
Council/Committee Date: March 4, 2019
File: [File]
Attachments: Appendix 1 – Maps identifying street locations to receive sidewalks or trails in 2019
Ward No.: All Wards

Recommendation:

1. That Council receive staff report IPPW2019-004, the 2019 Annual Sidewalk Report for information.

A. Executive Summary

This report is to provide Council with an update about on-going sidewalk planning and construction work in Waterloo. The construction of new infill sidewalk is guided by the prioritization methodology that was approved in 2015 via staff report IPPW2015-038.

B. Financial Implications

The approved available funding for project 150057 (new infill sidewalk program) is approximately \$480,000, which includes \$254,000 CRF and \$64,000 DC funding approved for 2019, to fund the estimated cost of construction at \$450,000 for this year. Estimated costs include design, construction, utility relocations and AODA requirements.

C. Technology Implications

There are no technology implications with this report.

D. Link to Strategic Plan

(Strategic Priorities: Multi-modal Transportation, Infrastructure Renewal, Strong Community, Environmental Leadership, Corporate Excellence, Economic Development)

Multi Modal Transportation:

- Expanding the City's active and accessible transportation network to improve the health and well-being of our citizens, and provide economical and sustainable transportation options.

Infrastructure Renewal:

- Planning and building infrastructure to connect key destinations and keep people moving in the support of urban intensification

Environmental Leadership:

- Planning for a city less dependent on the auto, thereby reducing the harmful effects of greenhouse gas emissions

Corporate Excellence:

- Ensuring balanced consideration of social, cultural, economic and environmental factors when planning and building pedestrian infrastructure

E. Previous Reports on this Topic

- May 2, 2005 PWS2005-35 Sidewalk Policy
- May 30, 2005 PWS2005-35.1 Sidewalk Policy
- December 7, 2015 IPPW2015-038 Methodology for Prioritizing Construction of New Sidewalks
- May 28, 2018 IPPW2018-017 the 2018 Annual Sidewalk Report

F. Approvals

Name	Signature	Date
Author: Chris Hodgson		
Director: Christine Koehler		
Commissioner: Cameron Rapp		
Finance:		

CAO



2019 Annual Sidewalk Report IPPW2019-004

1.0 Background

In December 2015, Council approved Staff Report IPPW2015-038 'Methodology for Prioritizing Construction of New Sidewalks'. The report provided criteria and a methodology for prioritizing locations to construct new infill sidewalk and is an implementation tool of the City's 2005 Sidewalk Policy. Sidewalks are a key component to the walkability and liveability of a community and form an important part of the City's active transportation network.

Additionally, Report IPPW2015-038 identified the need to prepare an annual sidewalk report to City Council, providing information on areas such as recent sidewalk construction, planned sidewalk construction and a list of future locations to receive new infill sidewalk. Report IPPW2019-004, the 2019 Annual Sidewalk Report provides Council and the community a snapshot of on-going sidewalk planning and construction work in Waterloo.

Based on the existing and planned active transportation network, a multi-use-trail may be a preferred facility to serve particular locations. This decision will be made by Staff during the planning and design process.

Report IPPW2019-004, the 2019 Annual Sidewalk Report does not include sidewalk rehabilitation work. This work is undertaken on City streets through a different process by the City's annual contractor for concrete and asphalt work.

1.1 Winter Maintenance of Sidewalks and Trails

The clearing of snow and ice from sidewalk and trail infrastructure will be the responsibility of property owners (per City of Waterloo By-law #09-156). The affected property owners have been notified of this by-law.

2.0 Inventory of Existing Sidewalks

In 2018, the total inventory of sidewalk infrastructure within Waterloo is 541.1km. The data is collected and reported by the City's Infrastructure Team in Engineering Services, and includes infrastructure within the right-of-way for both city and region roads.

3.0 New Sidewalk Construction

In Waterloo, opportunities to construct new sidewalks and trails are taken through a variety of funding sources including the development approval process, capital works

program and the new infill sidewalk program (Project 150057). The approved available funding for project 150057 is approximately \$480,000 to fund the estimated cost of construction at \$450,000 for this year. Estimated costs include design, construction, utility relocations and AODA requirements.

3.1 New Sidewalks Constructed in 2018

A total of 2.13km of new sidewalk was constructed in 2018 through the new infill sidewalk program (Project 150057). Table 1.0 provides a summary of where new infill sidewalks were constructed using project 150057.

Table 1.0 – list of new infill sidewalks constructed in 2018 using project #150057

Street	From	To	Length (km)
Bridge Street West	Frobisher Drive	#755 Bridge Street West	0.10
Colby Drive	Northfield Drive	Wyman Road	0.63
Frobisher Drive	Northland Road	Davenport Road	0.62
McMurray Road	Northland Road	Bathurst Drive	0.38
Erbsville Court	K-W Bilingual School	Walkway to Sandbury Lane	0.06
Severn Street	Allen Street	45m south of Allen Street	0.05
Dawson Street	Dietz Avenue	Roslin Avenue South	0.18
Bathurst Drive	McMurray Road	#147 Bathurst Drive	0.11
		Total	2.13

3.2 Planned Sidewalks and Trails for 2019

A further 3.90km of new infill sidewalk and trail is planned for construction in 2019 using project # 150057. The selected locations shown in Table 2.0 and on maps in Appendix 1, are based on the Council approved prioritization methodology. Property owners have been notified that a sidewalk or trail is planned to be constructed on these streets.

The total length of sidewalk/trail that will be constructed in 2019 will be dependent on contract bids received through the procurement process. Streets that are unable to be constructed in 2019 will become priority locations for construction in 2020.

Table 2.0 – list of streets targeted for infill sidewalk or trail construction in 2019 using project #150057

Street	From	To	Approximate Length (km)	Map #
Colby Drive*	Colby Drive	Colby Court	0.86	7
Conestogo Road	Best Western Hotel	Bauer Place	0.41	5
Dawson Street	Westmount Road	Melbourne Crescent	0.15	6
Dearborn Place	Lexington Road	Waterloo Service Centre	0.38	10

Street	From	To	Approximate Length (km)	Map #
Lexington Court*	Lexington Road	Waterloo Service Centre	0.48	9
McMurray Road	Bathurst Drive	Bridge Street West	0.22	1
Dutton Drive*+	Weber Street N	ION Operations Facility	0.20	8
Bathurst Drive	147 Bathurst Drive	Rupert Street	0.20	3
Bathurst Drive	McMurray Road	255 Bathurst Drive	0.50	4
Bathurst Drive	Rupert Street	Northland Road	0.50	2
		Total km	3.90	

* denotes multi-use-trail planned for this location

+ denotes this location was deferred from 2018

3.3 Streets Where Sidewalks Are Not Progressing Under this Program

Two (2) streets that were identified for sidewalk improvements for 2019 will not proceed at this current time. These are:

- Roger Street (Herbert Street to Bowman Street). This street is now identified in the City's Capital Program for full reconstruction in 2024, therefore sidewalks will be reviewed as part of the planning and design process for this street
- Stanley Drive (Empire Street to Forsyth Drive). Staff completed an assessment of the street and identified significant engineering challenges. Staff's decision was to defer construction of the sidewalk and review the priority list for other candidate locations

4.0 Priority Locations for Installation in 2020

Approximately 3.35km of sidewalk or trail is targeted to be constructed in 2020. This list will be reviewed and confirmed following the completion of design and construction costs for installing these facilities. The selected locations shown in Table 3.0 are based on the Council approved sidewalk prioritization methodology. Once this list is finalized, property owners will be notified that a sidewalk or trail is planned to be constructed on these streets.

Table 3.0 – list of priority locations for sidewalk or trail installation in 2020

Street	From	To	Approximate Length (km)
Colby Drive	Colby Court	Wyman Road	0.56
Conestogo Road	Bauer Place	Northfield Drive	0.78
Laurelwood Drive	Beaver Creek Road	Bearinger Road	0.62
Phillip Street	Columbia Street	Albert Street	0.89
Davenport Road	Frobisher Drive	Baffin Place	0.15
Superior Drive	Frobisher Drive	Bathurst Drive	0.35
		Total km	3.35

An alternative facility for some of these streets could be a multi-use-trail. This decision will be determined during the planning and design process or outcomes of the Transportation Master Plan (TMP) update.

5.0 Sidewalk Prioritization Methodology

Locations listed in Tables 1.0 to 3.0 above, are based on the criteria outlined in the Council approved Report IPPW2015-038 Methodology for Prioritizing Construction of New Sidewalks. The methodology criteria are:

• Streets with no sidewalk and Arterial/Major Collector class road with one sidewalk located in high pedestrian use areas
• 800m walking distance from an LRT station
• 800m walking distance from a school, college, university
• 800m from a City facility/service
• High employment areas
• Key node areas
• Road classification daily traffic volume (classification as defined in the Official Plan)
• GRT route or a street connecting to a GRT route

6.0 Future Sidewalk and Trail Possibilities

The approved sidewalk prioritization methodology provides a solid foundation on where sidewalk funds should be directed. However, it is recognized that no methodology can take into account every unique circumstance and situation. Other factors need to be considered including engineering challenges, trees, property impacts, constructability and costs. In addition, some sidewalks and trails may be constructed through the development approvals process or planned under other capital works programs. Based on these factors, Table 4.0 lists important locations where sidewalks and trails are possible and may be installed in the future. This list builds on the information provided in table 4.0 of report IPPW2018-017.

Table 4.0 – list of locations where sidewalks or trails may be installed in the future

Street	From	To	Resolution
Norman Street	Caroline Street S	Park Street	Narrow Laneway
Lynnbrook Place	Lynnbrook Cres.	Lynnbrook Place	Not required under sidewalk policy
Woolwich Street	University Avenue	End of street+	Road closed
Country Squire Road*	Country Squire Lane	Millennium Boulevard	Defer until street is reconstructed or as private sites redevelop
Northlake Place	Northlake Drive	Northlake Place	Not required under sidewalk policy
Princess Street W	Albert Street	End of street+	Not required under sidewalk policy
Quiet Place	Quiet Place	End of street+	Not required under sidewalk policy

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Street	From	To	Resolution
Woodville Place	Mount Anne Drive	End of street+	Not required under sidewalk policy
Devitt Avenue S	Union Street E	End of street+	Not required under sidewalk policy
Foxhill Place	Westvale Drive	End of street+	Not required under sidewalk policy
Keats Walk	Keats Way	End of street+	Not required under sidewalk policy
Keatsway Place	Keats Way	End of street+	Not required under sidewalk policy
Alexmuir Place	Clair Creek Blvd	End of street+	Not required under sidewalk policy

*denotes a Boundary Road, coordination with Township of Woolwich required

+denotes cul-de-sac

7.0 Next Steps

The following provides a summary of action items for the new infill sidewalk program:

- Construct priority sidewalk and trail locations identified for 2019;
- Confirm list of streets for sidewalk or trail construction in 2020 based on estimated construction costs and approved budget;
- Complete the detailed design and cost estimate for sidewalks or trails to be constructed in 2020;
- Notify property owners of sidewalk or trail construction to be installed in 2020; and
- Prepare the third Annual Sidewalk Account report in 2020.

Appendix 1

Maps identifying street locations to receive sidewalks or trails in 2019

Map #1: McMurray Road between Bathurst Drive & Bridge Street West

Map #2: Bathurst Drive between Rupert Street & Northland Road

Map #3: Bathurst Drive between Rupert Street & 147 Bathurst Drive

Map #4: Bathurst Drive between McMurray Road & 255 Bathurst Drive

Map #5: Conestogo Road between Best Western Hotel & Bauer Place

Map #6: Dawson Street between Westmount Road & Melbourne Crescent

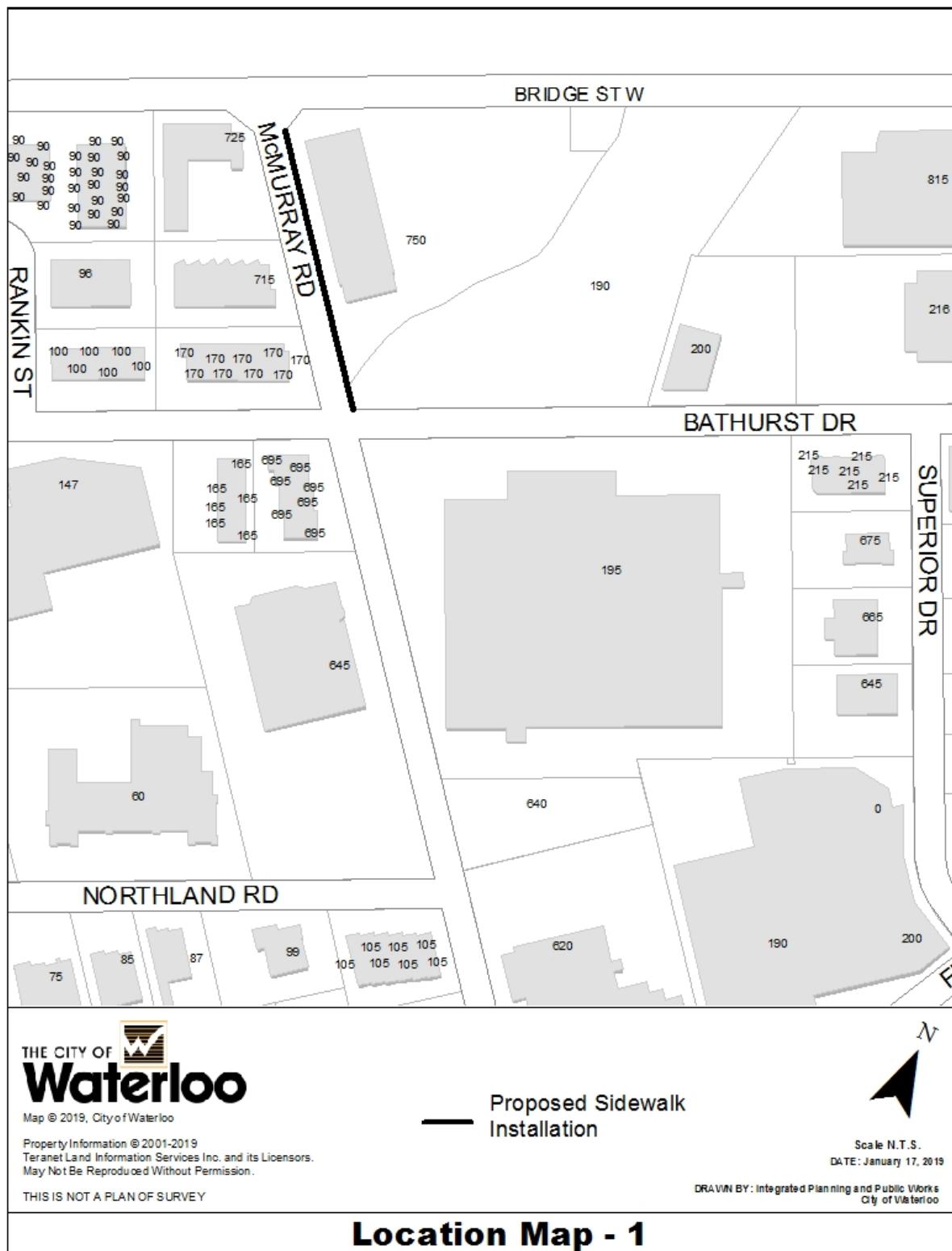
Map #7: Colby Drive between Colby Drive & Colby Court

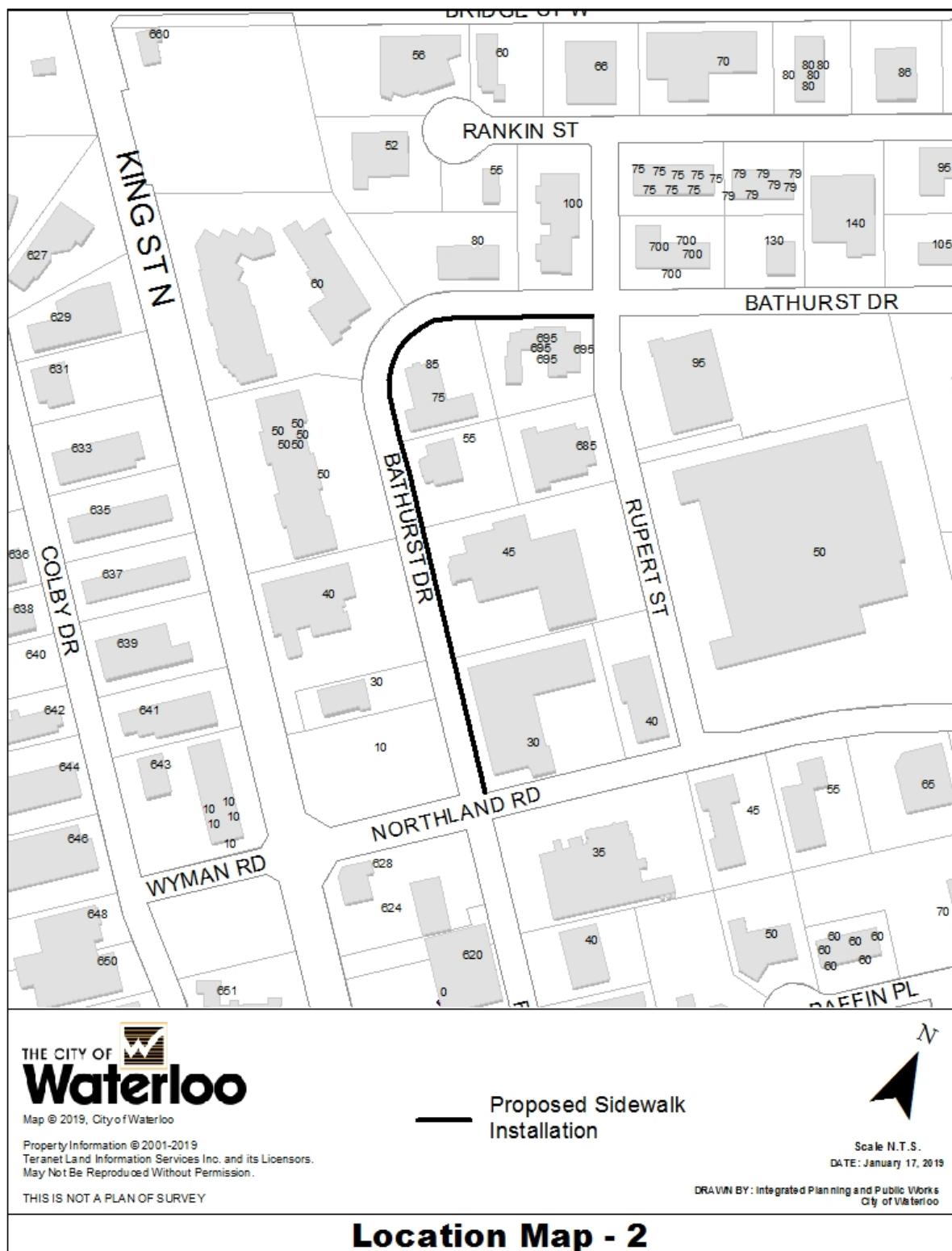
Map #8: Dutton Drive between Weber Street North & ION Operations Facility

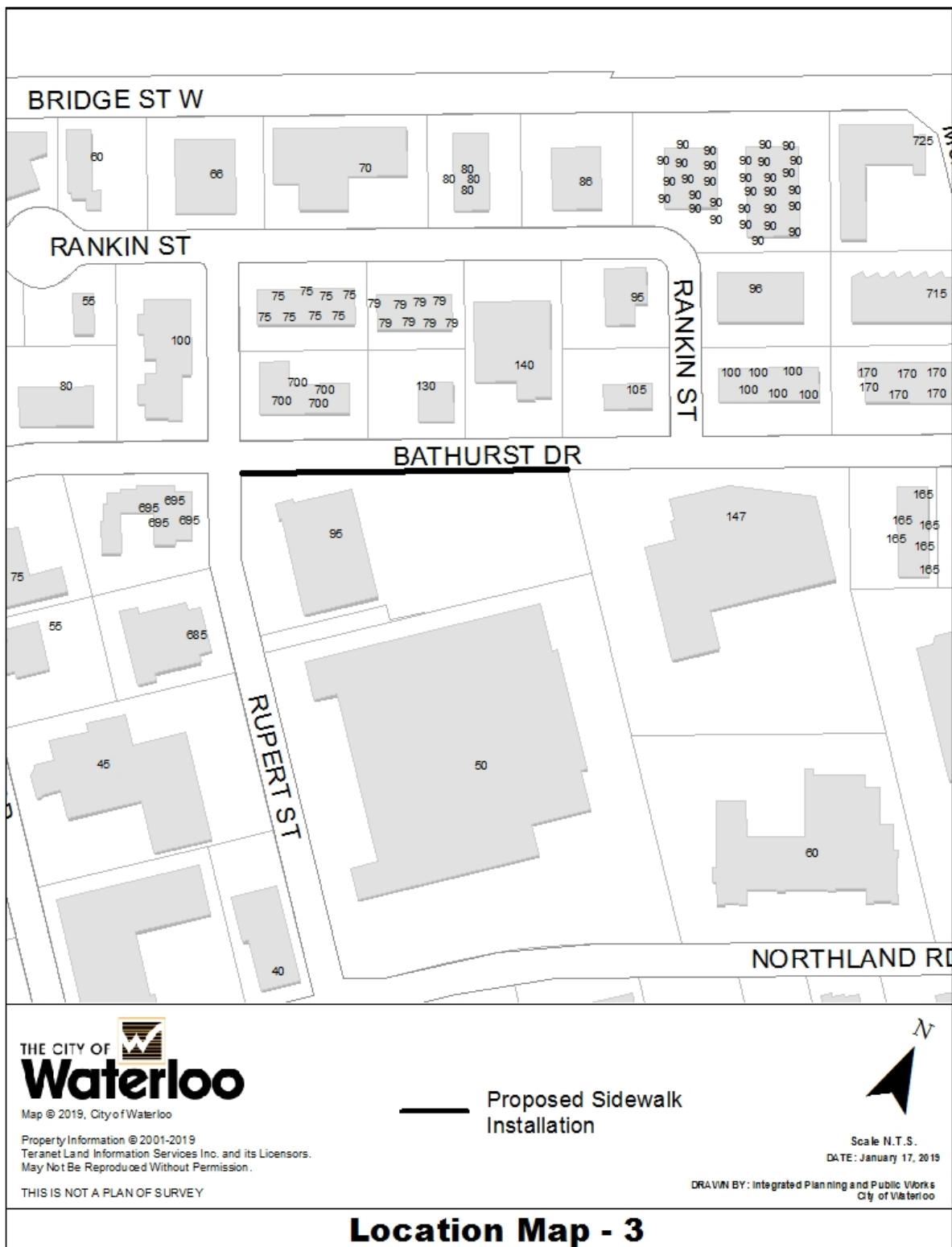
Map #9: Lexington Court between Lexington Road and Waterloo Service Centre

Map #10: Dearborn Place between Lexington Road and Waterloo Service Centre

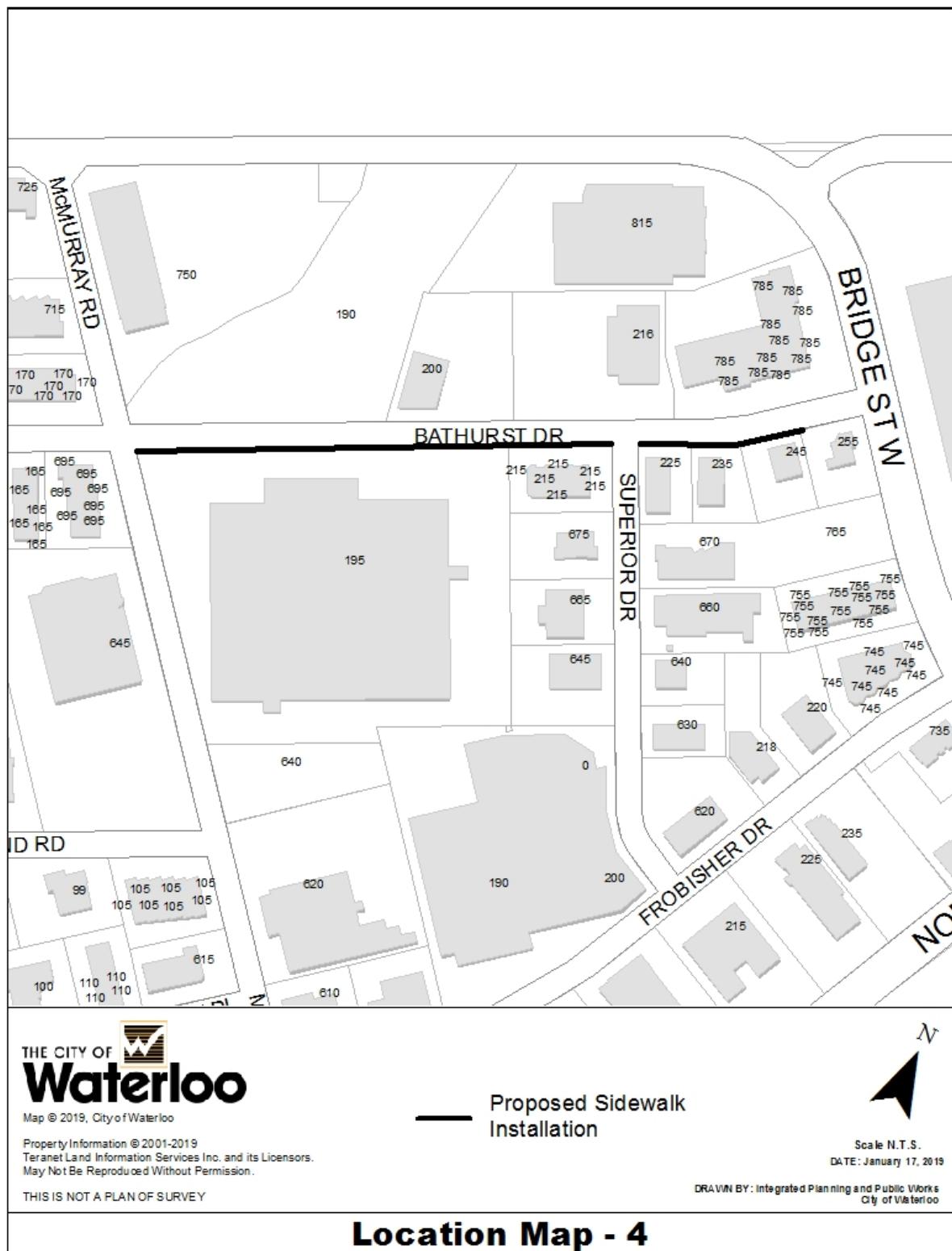
Map A: Existing/Planned sidewalks in Northland Industrial Park – a consolidated map identifying existing and 2019 planned sidewalks on McMurray Road and Bathurst Drive

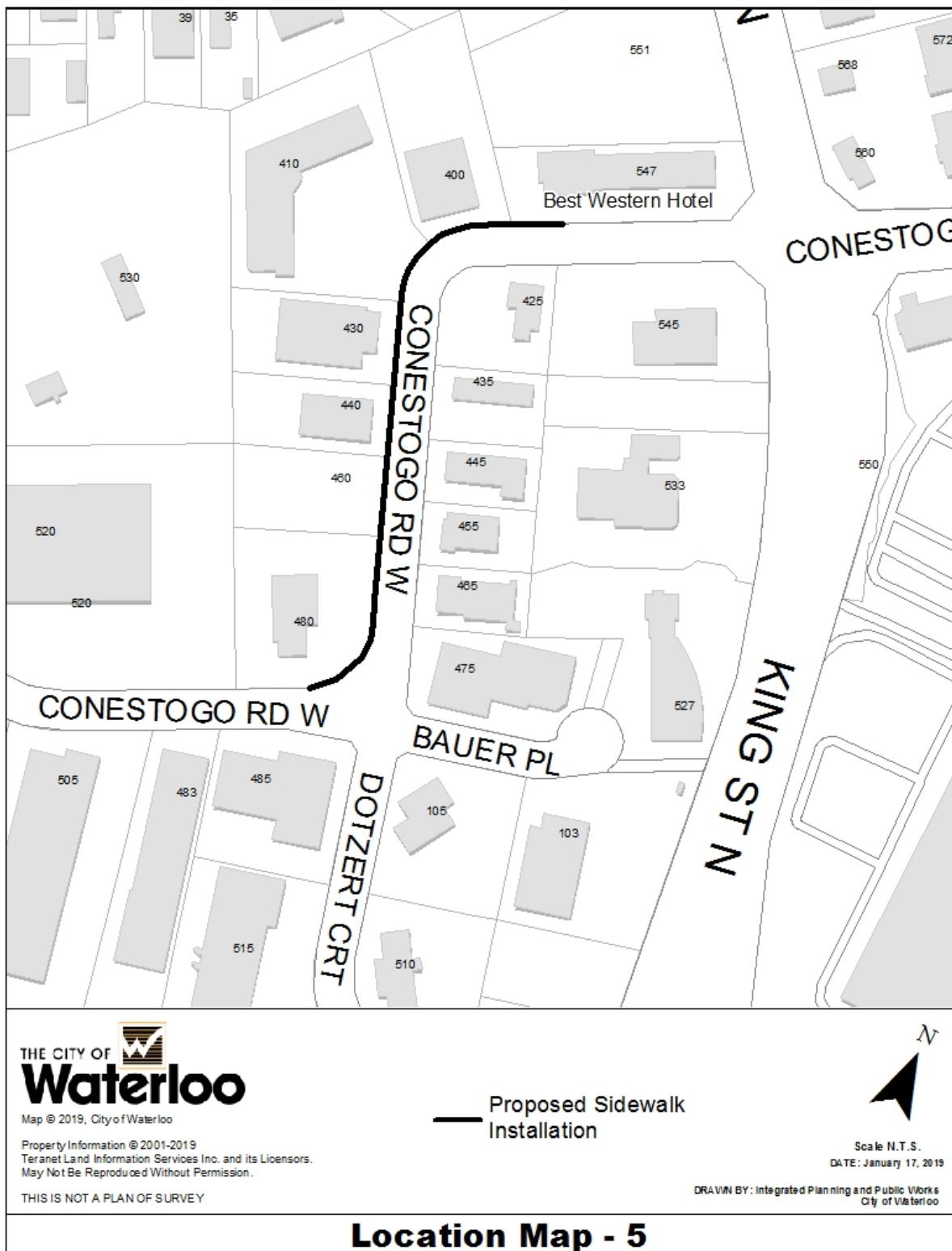




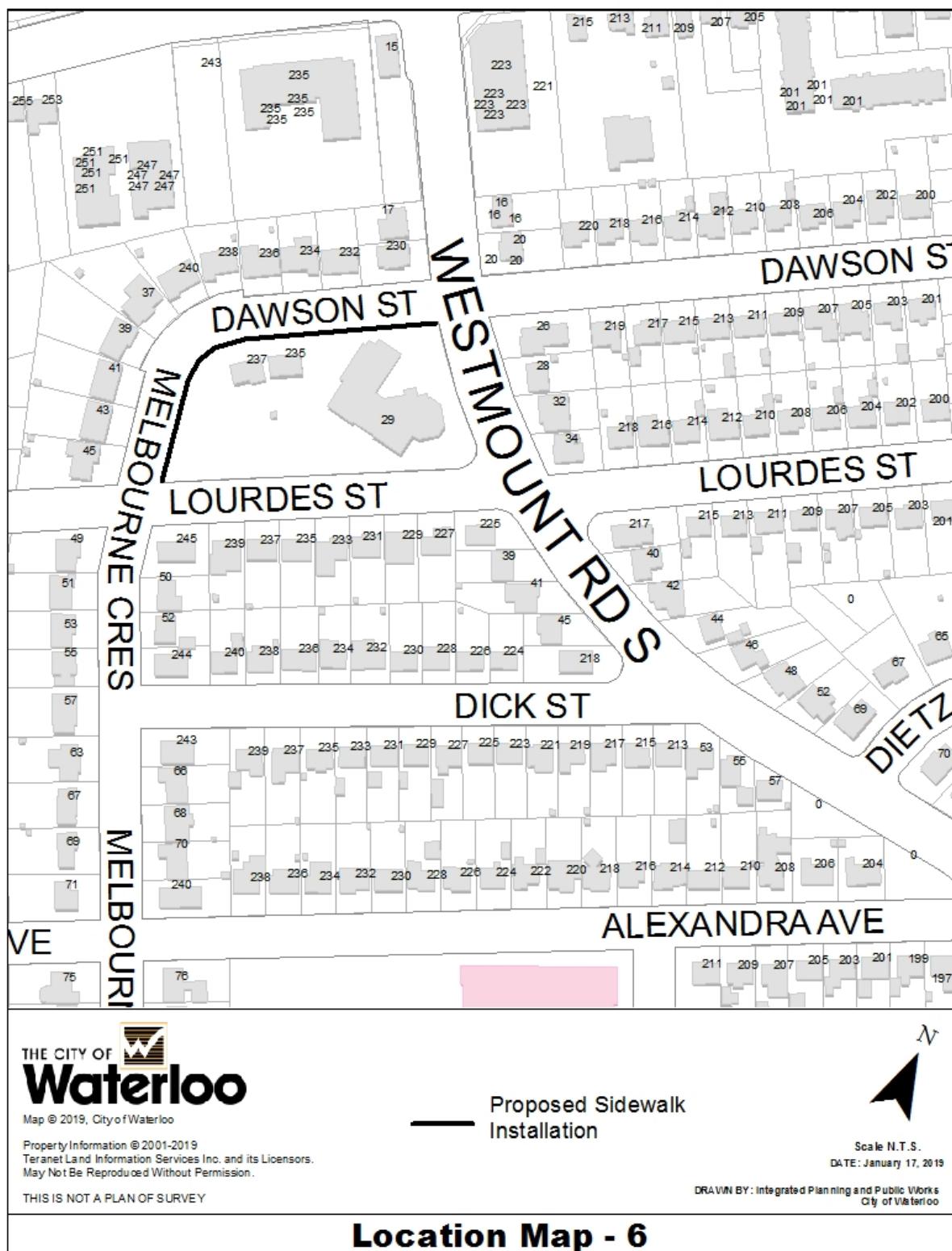


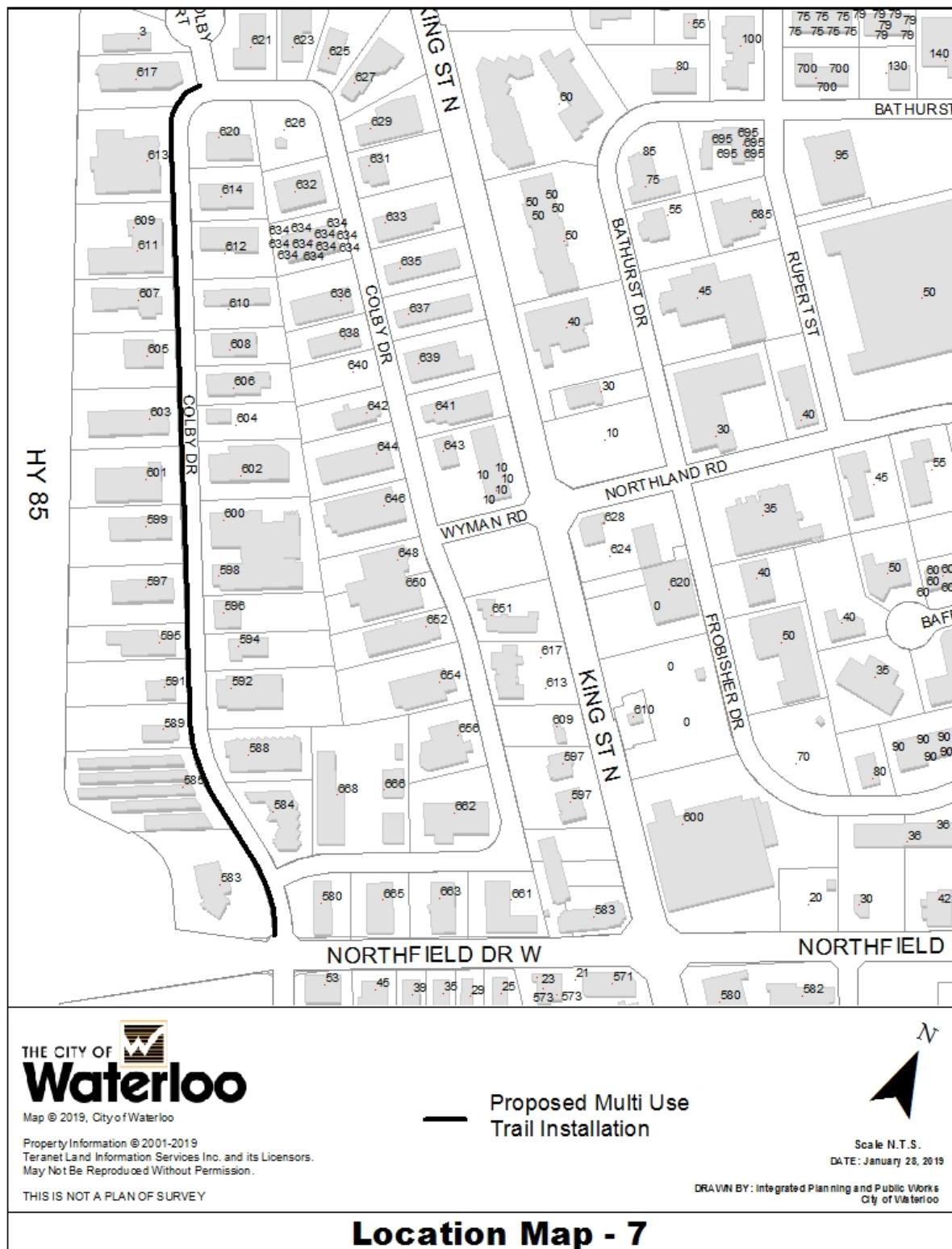
Map #3: Bathurst Drive between Rupert Street & 147 Bathurst Drive



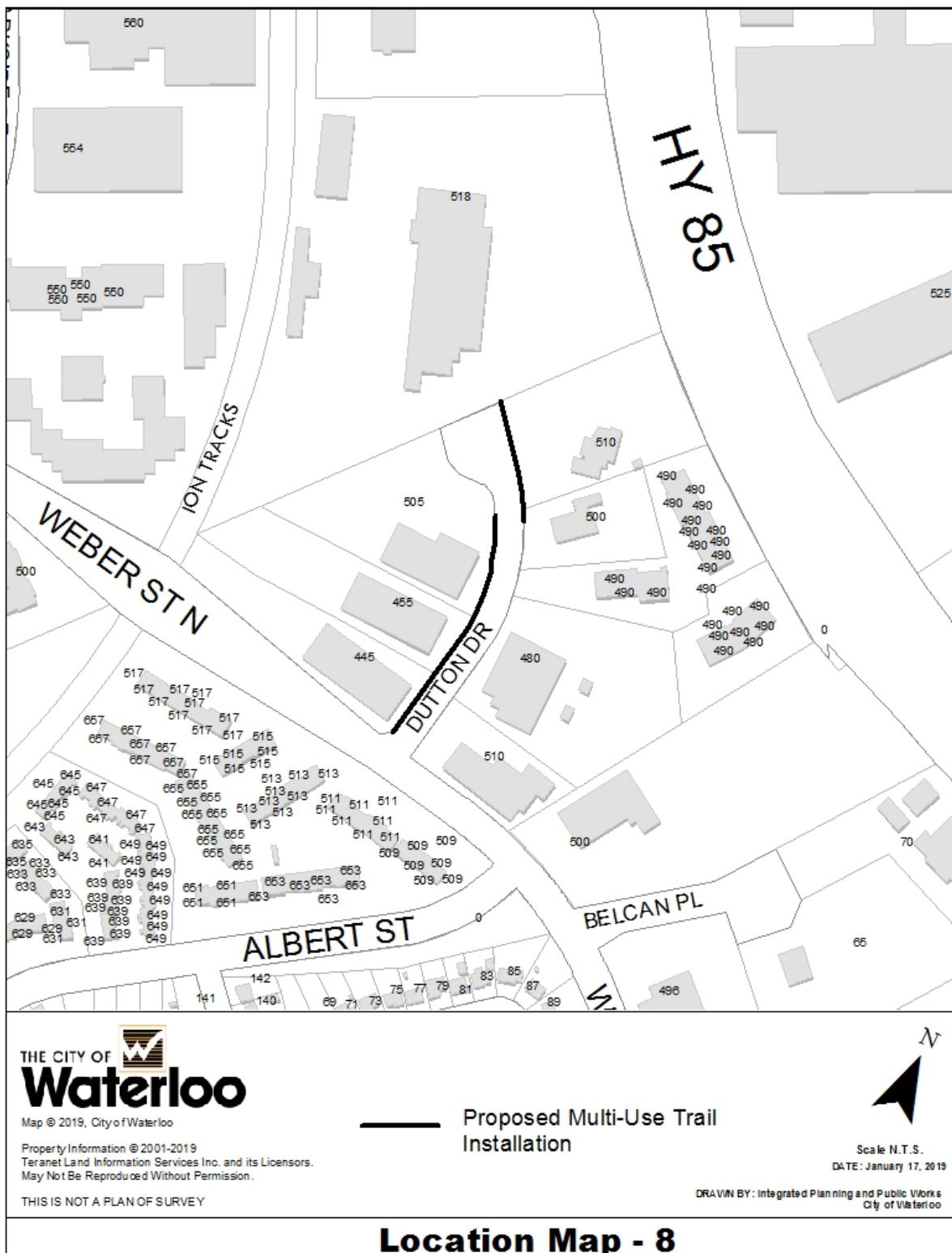


Map #5: Conestogo Road between Best Western Hotel & Bauer Place



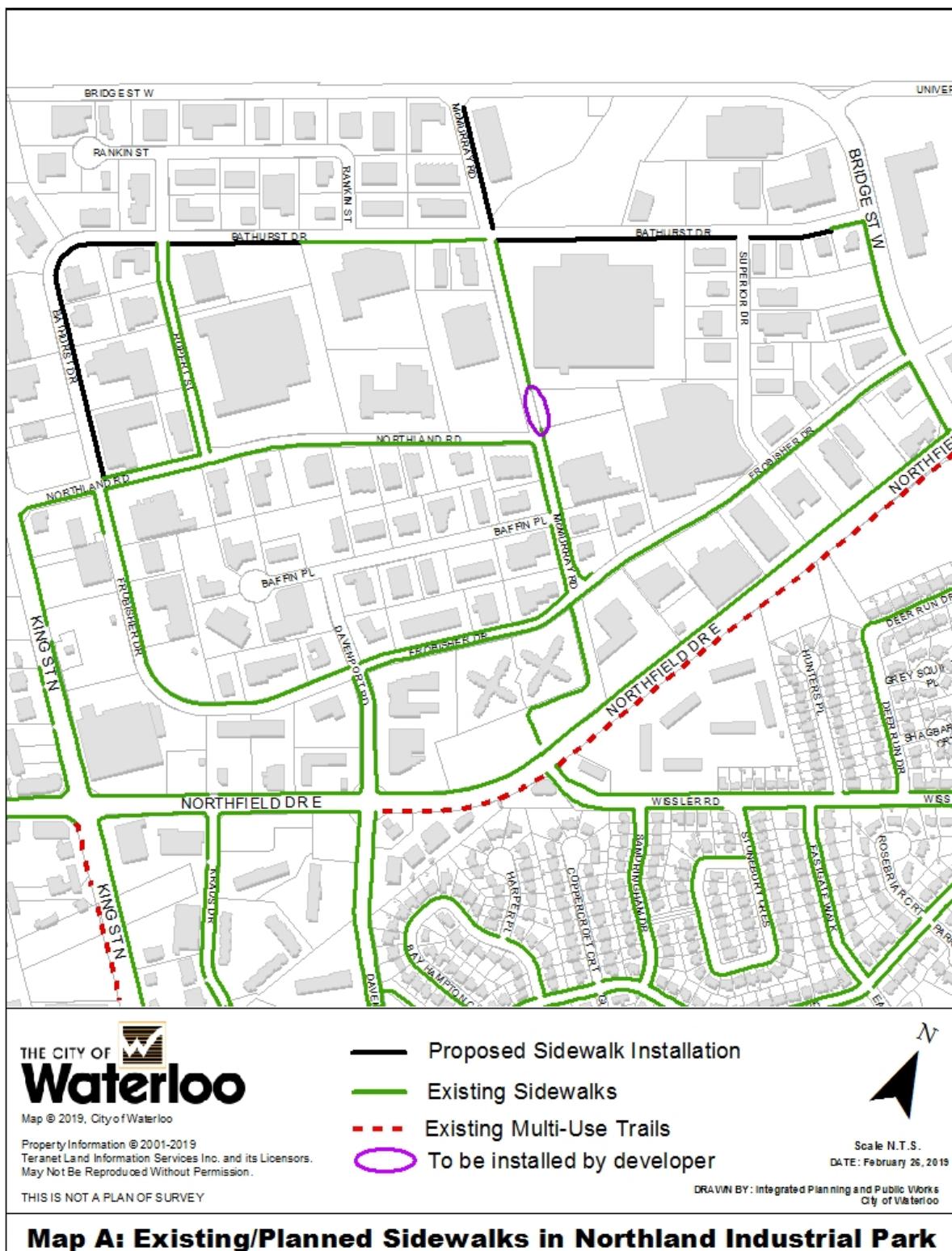


Map #7: Colby Drive between Colby Drive & Colby Court











Monday, January 14, 2019
His Worship Mayor Dave Jaworsky
Mayor, City of Waterloo
100 Regina Street South
Post Office Box 337
Station Waterloo
Waterloo, Ontario
N2J 4A8

Dear Mayor Jaworsky:

Re: National Health & Fitness Day

I write to ask that your Council pass a resolution soon in support of this new national day to enhance the health and fitness of your constituents and all Canadians. I enclose a draft resolution that can be adapted or used by Council to commit to a national program that unites you with other local governments in the promotion of increased participation in physical activity in communities across Canada. As Senator leading this important work, it is very important that the seven cities/towns of the Region of Waterloo are leads in this national health initiative.

Councils that have endorsed the concept have taken different approaches. Some have simply proclaimed the day (the first Saturday in June) to raise awareness of the importance of increasing physical activity; others have marked the day with local events and initiatives celebrating and promoting the importance and use of local health, recreational, sports and fitness facilities, in order to boost participation in healthy physical activity. Endorsement of the concept should ultimately drive up participation rates and help promote our common interest in encouraging Canadians to live healthier lifestyles. We wish every city/town in Canada to make this resolution.

If you support National Health and Fitness Day, please send a copy of your resolution to my assistant; Tara Shamsi at tara2.shamsi@sen.parl.gc.ca who is monitoring the results from coast to coast.

Thank you in anticipation of your Council helping to promote health and fitness in Canada.

With best regards,

The Honourable Marty Deacon Ontario Senator (Waterloo Region)

Enclosures: Draft resolution.



NATIONAL HEALTH AND FITNESS DAY

WHEREAS:

- the Parliament of Canada wishes to increase awareness among Canadians of the significant benefits of physical activity and to encourage Canadians to increase their level of physical activity and their participation in recreational sports and fitness activities;
- it is in Canada's interest to improve the health of all Canadians and to reduce the burden of illness on Canadian families and on the Canadian health care system;
- many local governments in Canada have public facilities to promote the health and fitness of their citizens;
- the Government of Canada wishes to encourage local governments (cities, towns) to facilitate Canadian's participation in healthy physical activities;
- the Government of Canada wishes to encourage the country's local governments, non-government organizations, the private sector and all Canadians to recognize the first Saturday in June as National Health and Fitness Day and to mark the day with local events and initiatives celebrating and promoting the importance and use of local health, recreational, sports and fitness facilities;
- Canada's mountains, oceans, lakes, forest, parks and wilderness also offer recreational and fitness opportunities;
- Canadian Environment Week is observed throughout the country in early June, and walking and cycling are great ways to reduce vehicle pollution and improve physical fitness;
- declaring the first Saturday in June to be National Health and Fitness Day will further encourage Canadians to participate in physical activities and contribute to their own health and well-being;

THEREFORE:

We proclaim National Health & Fitness Day in our municipality/district /regional district as the first Saturday in June;

(Optional) As a step to increase participation and enhance the health of all Canadians, we commit to mark the day with local events and initiatives celebrating and promoting the importance and use of local health, recreational, sports, and fitness facilities on National Health and Fitness Day.

Enclosures: Draft resolution.