



REGION OF WATERLOO

PLANNING, HOUSING AND COMMUNITY SERVICES Community Planning

TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: August 14, 2012

FILE CODE: D10-20(A)

SUBJECT: KING AND VICTORIA MULTIMODAL HUB – PROGRESS REPORT

RECOMMENDATION:

For information.

SUMMARY:

The new Region of Waterloo multimodal hub (Hub) is a proposed central transportation node on the Regional Rapid Transit (RT) line and a centre of activity in downtown Kitchener. Located as a prominent property on the north-east quadrant of the intersection of King and Victoria Streets, the Hub is being developed to simultaneously serve as a focal transportation node in the regional transportation network as well as an iconic site with high quality, higher density, mixed-use land development.

This report has been prepared to update Council on the work completed to date and the key milestones anticipated during remainder of the year 2012 and into 2013.

Key highlights include:

- Project governance structure has been established and the Project Charter adopted.
- Acquisition of all the component land/property parcels is complete except for one parcel at 520 King Street W (Beer Store), the acquisition process of which is ongoing.
- Most of the preparatory project development works such as planning studies, business plan studies, conceptual designs, and regulatory approval processes are either already complete or underway. All such sub-projects are expected to be substantially complete by mid 2013 with the site achieving readiness for the land development and construction phases.

As part of the preparatory works, the Region is also developing broad-based design guidelines for the Hub which reflect the Region's and the City of Kitchener's growth management objectives, financial considerations and input from the public. The Hub is a landmark gateway property to the Kitchener core. As the owner, the Region, in conjunction with the City of Kitchener, will have control over urban design, a critical element in the redevelopment of this property.

REPORT:

Introduction

The new Region of Waterloo multimodal hub (Hub) is a proposed transportation node and a centre of activity in downtown Kitchener. The site is located at the northeast corner of the intersection of King and Victoria Streets and is bounded by King Street W, Victoria Street N, Duke Street W and the CN Railway corridor. Following authorization by Regional Council in August 2007, the Region is

presently nearing completion of the acquisition of the component lands totalling 1.6 hectares (3.95 acres). In its built-out form, the Hub will be a combination of a central transportation facility seamlessly integrating various convergent local as well as inter-regional travel modes together with a higher density, mixed-use land development that will also serve as a catalyst for redevelopment in this part of the City of Kitchener known as the Innovation District.

As a transportation facility, the Hub will serve as a vital node of the local transportation network enabling the safe and efficient mobility of people across various modes. In order to achieve such functionality, a new set of transportation infrastructure will be developed which includes platforms and interface elements along the RT line; platforms to serve inter-city GO train and VIA Rail services; a passenger pick-up/drop-off (Kiss and Ride) facility; amenities to support the Grand River Transit (GRT) and intercity bus services operated by GO Transit and other carriers; and underground and at-grade connections to and from the facilities enabling the integration of pedestrians, cyclists, taxis and car share/co-operative services. Similarly, network improvement works including grade-separation (underpass) of the Weber Street and King Street road alignments have been planned to be completed in conjunction with the construction of the Hub site's transportation infrastructure.

In terms of land development and place-making, the Hub is expected to become an iconic catalyst to further attract high-quality, high-density, mixed-use redevelopment in the downtown Kitchener area. The Hub is poised to become a new centre of activity in downtown Kitchener. It is within walking distance of existing commercial, retail and residential areas; and extensive opportunities for intensification have been identified in and around the area. Subsequently, a safe, comfortable and vibrant public realm will foster walking and cycling and will make transit more attractive to potential users. As such, the Hub will, directly and indirectly, support the growth management and reurbanization goals in the *Regional Official Plan*, the City of Kitchener's *Official Plan* as well as the Province's *Places to Grow: Growth Plan for the Greater Golden Horseshoe*.

To date, the Region has been advancing the project with progress made towards property acquisitions, planning studies and preliminary design work, and development of the project management mechanisms – with the intent of delivering the construction of the transportation infrastructure of the Hub site before or concurrent with the opening of the RT line.

In the following sections, this report provides a summary of the progress made including key milestones achieved, key milestones anticipated in the immediate future, costs and financial implications. Being the first progress report, this report also provides an overview of the project's governance structure and definition of the scope of work. A subsequent progress report is planned to be presented early in 2013.

Project Governance and Charter

The Project Team, with the membership as listed below, has been organized to oversee the overall management of the project.

Chair – Kevin Eby, Director of OMB Appeals and King/Victoria Transit Hub

Jean Haalboom, Regional Councillor
Jim Wideman, Regional Councillor
Sean Strickland, Regional Councillor

Graham Vincent, Director of Transportation Planning
Eric Gillespie, Director of Transit Services
Debra Arnold, Director of Legal Services

Calvin Barrett, Director of Financial Services and Development Financing
Ellen McGaghey, Director of Facilities Management and Fleet Services
Darshpreet Bhatti, Acting Director of Rapid Transit
John Cicuttin, Manager of Transit Development
Keren Adderley, Coordinator of Marketing and Communications
Greg Proctor, Manager of King Street Grade Separation Project
Kate Hagerman, Cultural Heritage Specialist

Rod Regier, Executive Director of Economic Development, City of Kitchener
Alain Pinard, Director of Planning, City of Kitchener
Director of Engineering, City of Kitchener

Randal Dreise, Senior Project Manager, Metrolinx/Go Transit
Ken Rose, Senior Manager – Real Estate, VIA Rail Canada
Nick Coleman, Manager of Community Planning and Development, CN Rail
Wes Logan, General Manager, Goderich-Exeter Railway (GEXR) / Rail America

The Project Team serves to provide strategic direction and guidance, authorize strategic changes and approvals, streamline partner and stakeholder interests and synergies, provide resolutions, and monitor the progress of the project and its components. Individual members also act as liaisons to their respective executive groups and the partners and stakeholders of the project.

The Project Charter was adopted by the Project Team in May 2012. The Project Charter further establishes and clarifies the project's objectives and success factors as well as its management approach and guidelines.

Project Scope of Work

For management purposes, the project work being undertaken to develop the Hub site has been organized into the following task groups (or phases).

- Site Acquisition, Custody and Preparation
- Preliminary Analysis and Design
- Environmental Assessment (EA) and the City of Kitchener Official Plan Amendment (OPA) Processes
- Procurement of Site Development
- Design, Construction and Commissioning
- Coordination with Intersecting Projects

Attachment 1 depicts a high-level Work Breakdown Structure (WBS) of the scope of work. Outline descriptions of the scope of work under each WBS phase are given in Attachment 2.

Prior to the procurement, the Region is developing broad-based design guidelines which reflect the synthesis of the Region's and the City of Kitchener's growth management objectives, financial considerations, and input from the public. The guidelines on urban design aspects in general are presented through the Urban Design Brief and the Planning Justification reports prepared as part of the City of Kitchener's Official Plan and Zoning Bylaw amendment applications. Similarly, the Preliminary Site Design and Access Plan Study offers additional specific design parameters and concepts focussing on productive, effective and attractive interfaces and connectivity amongst the various travel modes converging at the Hub. As owners, the Region will have greater control over design excellence in conjunction with the City of Kitchener.

Summary of Progress to Date and Major Milestones Anticipated in 2012–2013

Key progress indicators and milestones achieved to date as well as on-track to be achieved during the remainder of the year 2012 and through the year 2013 are listed as follows.

- Project governance structure has been established and the Project Charter adopted.
- Acquisition of all the component land/property parcels is complete except for one parcel at 520 King Street W (Beer Store). Progress is being made on negotiations to acquire the Beer Store property. Property parcels which are already acquired are also being used for interim revenue generation such as commercial parking and rentals while the site is undergoing preparations for future development.
- Demolition of the property at 50 Victoria St N (formerly Noble Trade building) is expected to be completed by the end of 2012.
- An application to the City of Kitchener to permanently close Waterloo Street within the site perimeter and transfer the land titles to the Region is planned for Fall 2012.
- Most of the preparatory project development works such as planning studies, business plan studies, conceptual designs, and regulatory approval processes are either already complete or underway. All such sub-projects are expected to be substantially complete by mid 2013 with the site achieving readiness for the land development and construction phases.
- The Heritage Impact Study was undertaken to examine the impact of new developments at the Hub site area with a particular focus on the Rumpel Felt buildings. The first draft of the Study was completed in April 2012 and is presently under review by the City of Kitchener representatives.
- The planning and design activities are proceeding along two broad themes, namely, (i) transportation infrastructure planning and (ii) land development planning. A conceptual design of the transportation infrastructure (i.e., rail station and platforms, bus facilities, and passenger and cycling amenities) and the potential “envelope” of the land development concepts are expected by the end of 2012. Similarly, interfaces with intersecting projects, such as the RT alignment, King Street Grade Separation and GRT Network Redesign, are also expected to be finalized by the end of 2012.
- A public information session is planned for Fall 2012 on the topics of: (i) City of Kitchener Official Plan and Zoning Bylaw amendments (ii) Preliminary Site Design and Access Plan Study and (iii) permanent closure of Waterloo Street within the Hub site.
- Preparatory work is underway for applying to the City of Kitchener to amend its Official Plan and Zoning Bylaw. City officials are reviewing the draft submissions presently; and the official applications are scheduled to be submitted in Fall 2012. A public meeting, required officially as part of the application process, will be held at an appropriate date following the submission of the application. A Council Information Report on the status of the City of Kitchener Official Plan and Zoning Bylaw amendment applications is planned for later in 2012.
- Completion of the Preliminary Site Design and Access Plan Study followed by a Council Information Report on its recommendations are expected by December 2012. This Study is

going to recommend conceptual design and layout options for the Hub site's transportation infrastructure and interfaces with Rapid Transit, GO/VIA rail transport, local road network, buses, pedestrians and cycling routes.

- The Market Scope and Feasibility Study is scheduled to be completed by early 2013 which will analyze the market demand, development possibilities and economic performances to recommend the best land development options. The findings of this Study will also inform the decision on the potential procurement risks and suitable delivery model(s).
- Environmental assessment (EA) of the proposed transportation infrastructure works plus all other outstanding works concepts not yet assessed through such a regulatory review is already initiated. The bulk of the EA project work (i.e., the consulting assignment) is expected to be substantially completed by the end of 2012 and finalized by mid 2013. With this, all the necessary permits and approvals from the applicable jurisdictions are likely to be obtained by mid 2013.
- A Risk Assessment in support of filing of a Record of Site Conditions (RSC) is underway and is expected to be completed in 2014. The status of the RSC filing will not prevent the start of construction.

Additional details on key progress indicators and milestones achieved for each WBS phase are given in Attachment 2.

Coordination with Intersecting Projects

Team members from across the intersecting projects are represented in the governance and decision-making structure of this project. This approach of participatory engagement has proven to be a very effective means of establishing and maintaining a high degree of understanding and collaboration.

The scope of work of the Hub project intersects or overlaps with the following projects.

Intersecting Project Name	Key Scope of Intersection
Central Transit Corridor Community Building Strategy	Public consultation events; stakeholder requirements and engagement; and resource-sharing opportunities
Active Transportation Master Plan Study	Integration; public consultation events; stakeholder requirements and engagement
Weber Street Grade Separation Construction	Stakeholder requirements and engagement; real estate acquisition strategy
King Street Grade Separation	Construction schedule coordination; interface configuration / architecture between the Hub and the King Street frontage; local network traffic operations; stakeholder requirements and engagement; real estate acquisition strategy
Rapid Transit (RT) Construction	Procurement coordination; RT station placement; construction schedule coordination; interface configuration / architecture between the Hub and the King Street frontage; local network traffic operations; stakeholder requirements and engagement
Grand River Transit (GRT) Route Network Redesign	Integration; public consultation events; stakeholder requirements and engagement

Area Municipal Consultation/Coordination

All the project work, including the scope across intersecting projects, is being undertaken in

consultation with the City of Kitchener staff. In particular, (i) City of Kitchener Official Plan and Zoning Bylaw amendment applications and (ii) the joint promotion of the Hub site (to attract new economic development opportunities) are being jointly conducted. The City of Kitchener staff are also represented in steering committees and working groups of the component sub-projects.

CORPORATE STRATEGIC PLAN:

The Hub project will contribute, directly and indirectly, towards accomplishing the following Action Items of the *Region of Waterloo Strategic Focus 2011–2014*.

- 3.4.1 Implement the multimodal transportation hub at Victoria and King Streets.
- 3.2.1 Work with Local Municipalities and other stakeholders to expand an integrated and safe network of regional, local and off-road cycling and walking routes.
- 2.3.2 Continue to identify and support partnership opportunities that foster innovation and economic development (e.g. post secondary institutions, technology, manufacturing, food processing, etc.).
- 2.1.2 Work with area municipalities to develop and implement a comprehensive strategy to promote intensification and reurbanization within existing urban areas.

FINANCIAL IMPLICATIONS:

As reported in the June 2012 Periodic Financial Report, total spending to date on property relating to the Hub project is \$6.8 million, which includes land acquisition and related costs, including land transfer taxes, commissions and consulting engineering fees associated with site redevelopment (including remediation, surveys and demolition). As part of a future Hub redevelopment strategy (to be considered by Regional Council), a detailed financing plan will be recommended.

Planning and consulting costs along with site operating, maintenance and repair costs associated with the ongoing development of the Hub project amounts to approximately \$700,000 to July 2012 and will be funded from the RT/RTMP property tax commitment of 1.5% (1% net) per year to 2018. Ongoing site operating costs are being partially offset with revenues from building leases and parking space rentals.

Capital Cost of Infrastructure and Land Development

An estimate of the site infrastructure and land development capital costs is expected upon completion of the Preliminary Site Design and Access Plan Study, and the Market Scope Study. The Preliminary Site Design and Access Plan Study, which will identify requirements and develop conceptual designs for the transportation infrastructure and the street interface elements, is expected to be complete by the end of 2012. The Market Scope Study, which undertakes real-estate economic analysis together with a market sounding exercise, will provide a realistic projection of the type and scale of development that could be commercially sustained at the site; and is scheduled to be completed by early 2013. Regional staff will report on the outcome of these studies along with the cost estimates in early 2013.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Staff support has been drawn for various roles, including specialists and managers of component

sub-projects, from Planning, Housing and Community Services and Facilities Management and Legal of Corporate Resources. Procurement activities are being processed with assistance from Finance. Staff from Rapid Transit of Transportation and Environmental Services are being consulted and closely coordinated within all intersecting scope and stages.

ATTACHMENTS:

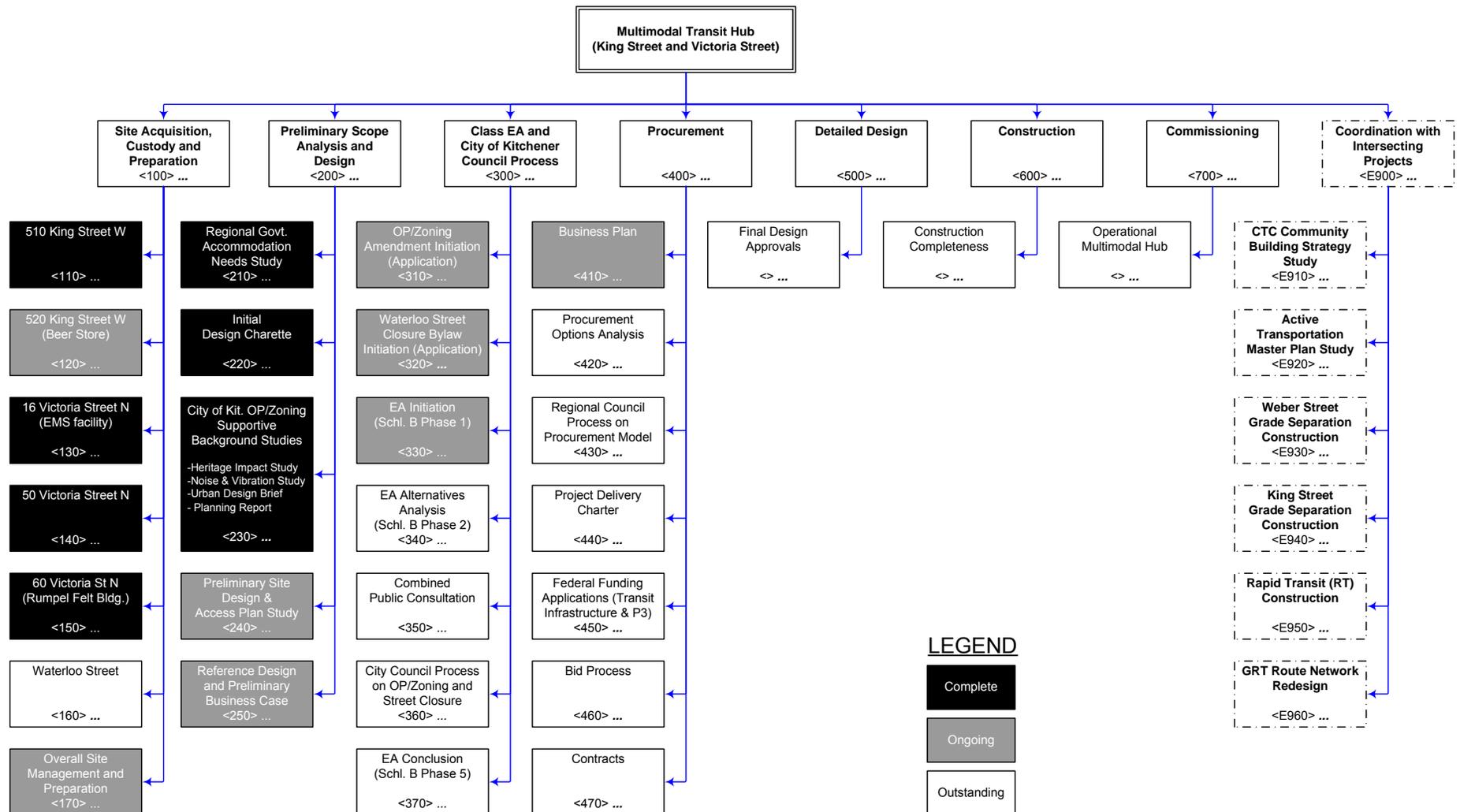
Attachment 1 - Multimodal Hub Project Work Breakdown Structure

Attachment 2 - Outline of scope and current progress status of the work activities

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APPROVED BY: *Rob Horne*, Commissioner of Planning, Housing and Community Services

Attachment 1: Multimodal Transit Hub - Work Breakdown Structure



Attachment 2: Outline of scope and current progress status of the work activities.

Ref. to Attach. # 1	Activity Name	Description of Scope	Progress Status
100	Site Acquisition, Custody and Preparation		
110	510 King Street W	Acquisition of the property/parcel and demolitions	<ul style="list-style-type: none"> Property acquisition completed in October 2010. Demolition completed in June 2011.
120	520 King Street W (Beer Store)	Acquisition of the property/parcel and demolitions	<ul style="list-style-type: none"> Negotiations ongoing.
130	16 Victoria Street N (EMS Facility)	Acquisition of the property/parcel; interim use as Regional EMS facility and sales office; and demolitions	<ul style="list-style-type: none"> Property acquisition completed in May 2008. Regional EMS centre moved to occupy the building facility. Relocation of the EMS Centre followed by demolition of the building is planned to commence by mid 2014 and complete by the end of 2014.
140	50 Victoria Street N	Acquisition of the property/parcel and demolitions	<ul style="list-style-type: none"> Property acquisition completed in December 2008. Demolition planned to commence in Summer 2012.
150	60 Victoria Street N (Rumpel Felt Building)	Acquisition of the property/parcel; further actions in conjunction with the proceeds of the Market Scope Study and the OP/ZB amendments process	<ul style="list-style-type: none"> Property acquisition completed in December 2008. OP/ZB Amendments application under review by the City of Kitchener. Recommendations for future steps also expected from the Market Scope Study in early 2013.
160	Waterloo Street	Land transfer from the City of Kitchener and closure	<ul style="list-style-type: none"> EA process commenced; and to be followed by application to the City of Kitchener for permanent closure of the road and transfer of land titles.
170	Site Management and Preparation	Security, interim revenue uses and contaminated site assessment	<ul style="list-style-type: none"> Necessary approvals obtained from the City of Kitchener and the site currently being utilized for revenue uses including commercial parking and facility (showroom) lease. Contaminated Risk Assessment process ongoing and expected to complete by the end of 2014.
200	Preliminary Analysis and Design		
210	Regional Government Accommodation Needs Study	Forecast the space needs of Regional government agencies and departments	<ul style="list-style-type: none"> Completed in August 2011.
220	Initial Design Charrette	An exploratory visioning/brainstorming exercise between Regional and City of Kitchener staff	<ul style="list-style-type: none"> Completed in July 2011.
230	City of Kitchener OP/ZB Amendment Supportive (Planning) Studies	Conduct background studies; undertake analyses to inform and meet the requirements of the City's OP and Zoning Bylaw amendment processes	
231	Heritage Impact Study	Background study with a focus on Rumpel Felt Buildings	<ul style="list-style-type: none"> Initial Draft completed in May 2012. Subsequent review to be undertaken by the City of Kitchener.
232	Noise & Vibration Study	Background study to guide the Zoning provisions for	<ul style="list-style-type: none"> Initial Draft completed in April 2012.

Ref. to Attach. # 1	Activity Name	Description of Scope	Progress Status
		noise-sensitive land uses	
233	Urban Design Brief	Master-planning type of exercise to provide guidance to the design and development of the site.	<ul style="list-style-type: none"> Initial Draft completed in April 2012.
234	Planning Justification Report	Synthesize from existing regulatory provisions, background planning studies, visible issues, and the extent of possibilities to support the OP/ZB Amendments application	<ul style="list-style-type: none"> Initial Draft completed in July 2012.
240	Preliminary Site Design and Access Plan Study	Develop conceptual designs for the Hub's interface and circulatory transportation infrastructure; understand and address pedestrian and cycling network convergence and requirements; and preliminary siting and layout of the building structures and amenities	<ul style="list-style-type: none"> Currently underway and expected to be complete by the end of 2012. Major public event planned for September 2012.
250	Reference Design and Preliminary Business Case Analysis	Expand on the results of the Preliminary Site Design and Access Plan Study from a financial performance perspective	<ul style="list-style-type: none"> Equivalent draft expected by December 2012 as part of the Market Scope Study (WBS ID: 410).
300	Environmental Impact Assessment (EA) and City of Kitchener Official Plan (OP) and Zoning Bylaw Amendment Process		
310	City of Kitchener OP and Zoning Amendment Initiation (Application)	Apply to the City of Kitchener to amend the OP and Zoning Bylaw governing the development "envelope" of the Hub site	<ul style="list-style-type: none"> Application currently under preparation and submission is planned for fall 2012.
320	Waterloo Street Closure Bylaw Initiation (Application)	Apply to the City of Kitchener to close Waterloo Street and transfer land titles to the Region	<ul style="list-style-type: none"> Initiation planned for fall 2012.
330	Environmental Assessment (EA) Initiation	Procure a consulting assignment and mobilize to undertake the EA process.	<ul style="list-style-type: none"> Procurement of consultant ongoing. Formal EA process commencement planned for fall 2012 and completion expected by mid 2013.
340	EA Alternatives Analysis	Technical analyses as required by the applicable type/class of the EA process	<ul style="list-style-type: none"> To be executed following the mobilization of the EA consulting assignment.
350	Combined Public Consultations	Combine into one event, as feasible, public consultations emanating from the Planning Studies, OP/ZB Amendment, EA processes, and intersecting projects	<ul style="list-style-type: none"> A combined public session held on June 2012 jointly for (i) Preliminary Site Design and Access Plan Study and (ii) Active Transportation Master Plan (ATMP). Next feasible opportunity to combine public events for (i) City of Kitchener OP/ZB amendments (ii) Preliminary Site Design and Access Plan Study and (iii) permanent closure of Waterloo Street: identified and planned for fall 2012. The statutory public meetings required as part of the City of Kitchener OP/ZB amendments and the Environmental Assessment process, and any other public events will be consolidated as far as practicable, i.e., typically combined if occurring within a month. Public walk-in storefront maintained as part of the CTC Community Building Strategy Study at the Kitchener City Hall premises; the storefront has been very well-received by the public as a government point of contact for all related projects including the

Ref. to Attach. # 1	Activity Name	Description of Scope	Progress Status
			Rapid Transit project.
360	City Council Process on OP/Zoning and Waterloo Street Closure	City of Kitchener Council hearings and approval	<ul style="list-style-type: none"> Expected in 2013.
370	EA Conclusion	Post processing including implementing the rectification measures as identified through the EA process	<ul style="list-style-type: none"> Expected to be substantially complete (project activities) by the end of 2012 and finalized (permits and approvals obtained) by mid 2013.
400	Procurement		
410	Business Plan	Market Scope Study (Feasibility Study) followed by Options Evaluation and Business Case preparation	<ul style="list-style-type: none"> Internal mobilization of the Market Scope Study commenced in May 2012; and the Study is expected to complete by early 2013. Business Case preparation planned to commence in January 2013 and completed by mid 2013.
420	Procurement Options Analysis	Analyze potential risks and the associated value for money (VFM) and the return on investment (ROI); analyze potential procurement methods for their suitability for consideration by the Council	<ul style="list-style-type: none"> To be initiated following completion of the Market Scope Study (Business Plan).
430	Regional Council Process on Procurement Model	Regional Council Decision Report	
440	Project Delivery Charter	Establish Regional vision, objectives and commitment on the business plan and procurement	
450	Senior Government Funding Applications	Seek and apply for funding sources as required and available	
460	Bid Process	Bid process for delivery of the Hub site development	
470	Contracts	Contracts	<ul style="list-style-type: none"> To be initiated following Council decision on procurement.
500	Detailed Design		
600	Construction		
700	Commissioning		
		Region's role and activities under these phases depend on the specifics of the procurement method.	

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