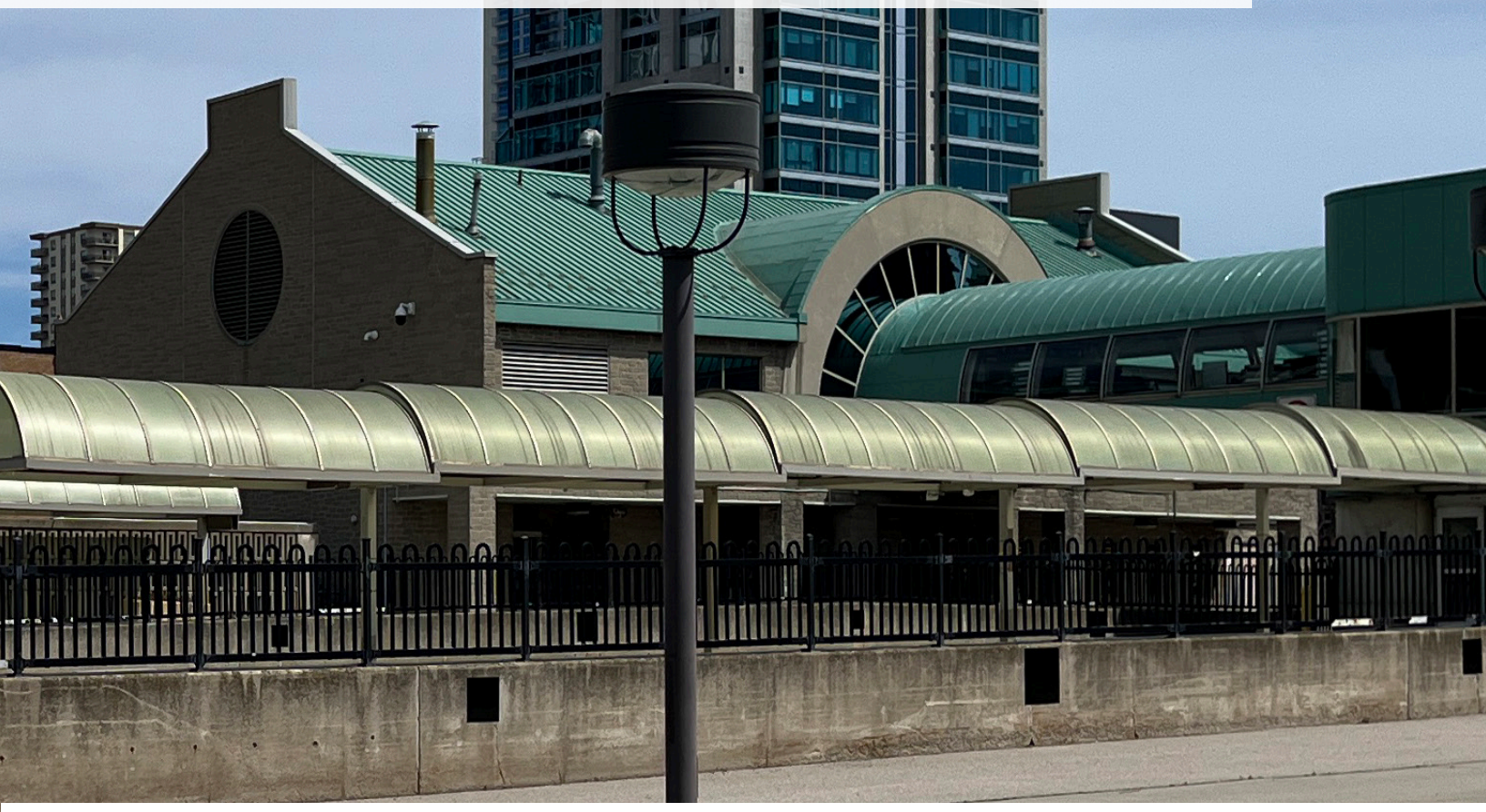
Region Of Waterloo

Charles St. Terminal Lands Phase 4.1 Report

2024



Region of Waterloo

KITCHENER

BrookMcIlroy/

In Collaboration with: NBLC


Ontario Street S
Charles Street



Charles Street Terminal Lands, looking southeast (© Waterloo Region)

Contents

1.0 Site Analysis & Background Review

1.1 Introduction 11

1.2 Site History & Analysis 15

1.3 Policy Framework Review 17

2.0 Consultation Analysis & Summary

2.1 Community Consultation Feedback Review 35

2.2 Phase 4.1 Engagement 38

3.0 Opportunity & Constraints Maps

3.1 Opportunity & Constraint Mapping 44

Land Acknowledgement

With great respect, we acknowledge that the Waterloo Region is located within the traditional territories of the Anishinaabe, Chonnonton and Haudenosaunee Peoples.

We also acknowledge the First Nations, Métis and Inuit peoples who continue to care for these territories and those across the province.

We are grateful to the earth, waters and all our relations. To fulfill our vision of an inclusive and equitable world we must stand in allyship with Indigenous peoples. We hope that we all can honour these relationships in our work here.





Victoria Park/Willow River Park, looking north towards the Terminal Lands (© Brook McIlroy)

1.0 Site Analysis & Background Review

1.1 Introduction

1.2 Site History & Analysis

1.3 Policy Framework Review

1.1 Introduction

Brook McIlroy (BMc) was retained by the Region of Waterloo in April 2024 to establish a vision and redevelopment concepts for the Charles Street Terminal Lands ("Terminal Lands"), located at 15 Charles Street West. The concepts will enable the public to visualize the established Guiding Priorities and space needs identified by the community during engagement activities that occurred in Phase 1-3 of this project.

The visioning process and redevelopment concepts will respond to community engagement and the site's important location in downtown Kitchener to ensure future buildings and open space will promote a memorable, people focused, sustainable and human scale community environment. The redevelopment of the Charles Street Terminal offers a contemporary growth opportunity that will have a positive regenerative effect on the surrounding area and within downtown Kitchener.

In Phase 4.1 of the project, Brook McIlroy carefully examined engagement activity that has occurred to date. Feedback received from engagement informed the preliminary vision direction for the site, as shown in Section 3.0 of this report. Along with community connectors, City of Kitchener and Region staff, Brook McIloy will conduct virtual and in-person engagement throughout the project, primarily in Phase 4.2 and 4.3, building upon engagement activity that took place in Phase 1-3 . These session will assist in the formation of design concepts for the Terminal Lands.

In addition to engagement outcomes, technical studies including environmental and geotechnical will be utilized to inform and direct key design decision for the Terminal Lands. Draft geotechnical and environmental reports have identified environmental concerns in both soil and groundwater at the site, emphasizing the need for a Remediation Action Plan.

Established Guiding Priorities for the Charles Street Terminal Site (2021)

1 **Affordable Housing**

2 **Climate Action**

3 **Equity, Diversity and Inclusion**

4 **A Thriving Economy**

These four Guiding Priorities reflect both the Kitchener 2019-2022 Strategic Plan and the Region of Waterloo 2023-2027 Strategic Plan objectives, as validated by community input in 2021.



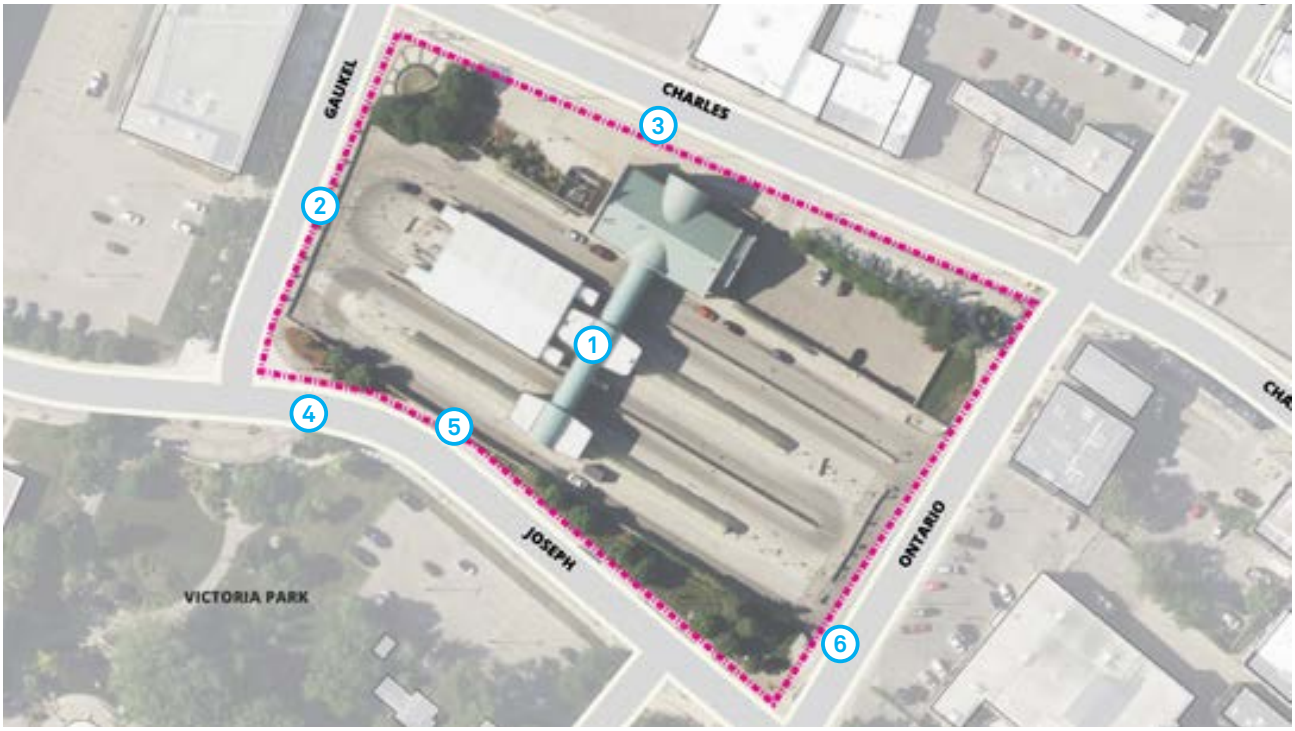
1 Downtown at the north of the Subject Site



2 Gaukel Street west of the Subject Site



3 The Subject Site looking south from Charles Street



4 Victoria Park/Willow River Park at the south of the Subject Site

5 Joseph Street at the south of the Subject Site

6 The Subject Site looking west from Ontario Street







Site and surrounding context (© Brook McIlroy)

The Charles Street Terminal Visioning Project will occur over 4 Phases. Bi-weekly meetings with the Region of Waterloo will occur throughout the entirety of the project, as well as key touch point meetings/ presentations to the Region, project partners, and City of Kitchener staff..

Phase 4.1 is the **Research Phase** which primarily encompasses a detailed background review of the site and surrounding context, as well as a policy review and analysis. Phase 4.1 also includes preliminary mapping site opportunities and constraints. The data and information gathered in Phase 4.1 will help to inform the design direction and concepts for the lands as the project progresses.

Phase 4.2 is the **Design Phase**. Design concept options, graphics and principles will begin to develop in this phase, with refinements throughout the project. Phase 4.2 also contains engagement activities that will be organized with Region staff.

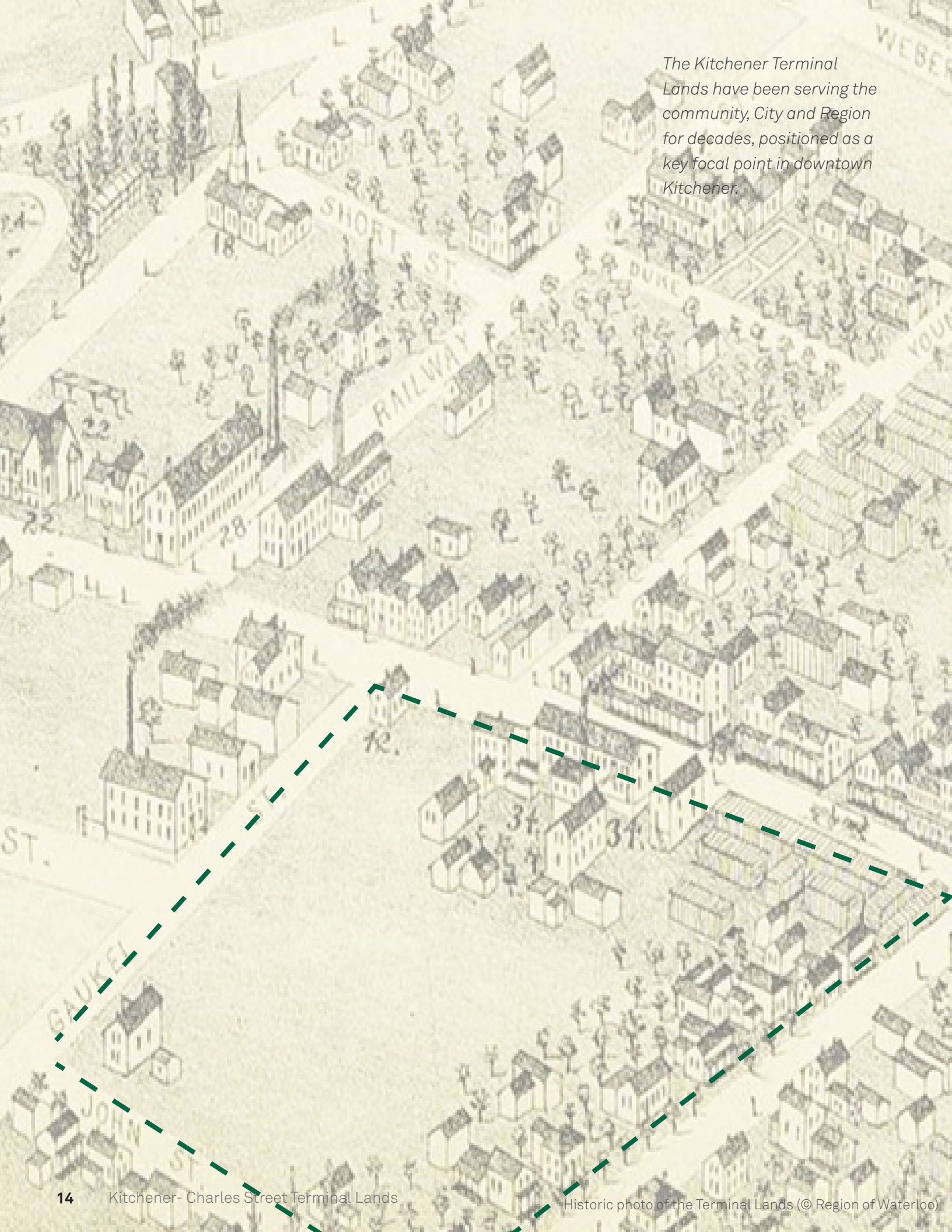
Phase 4.3 is the **Consultation Phase**, which contains the majority of the consultation activity for the Charles Street Terminal Visioning Project. This Phase aims to seek public input on the established draft design concepts/ options. **Phase 4.3** will include a consultation summary analysis to ensure feedback received is reflected in the desired design concept.

Phase 4.4 is the Final Output Phase. This phase will include refinements to the desired design concept based on feedback received in Phase 4.3. This phase will also include the formation of development statistics, conceptual renderings and the delivery of the document.



Project timeline (© Brook McIlroy)

The Kitchener Terminal Lands have been serving the community, City and Region for decades, positioned as a key focal point in downtown Kitchener.



Historic photo of the Terminal Lands (© Region of Waterloo)

1.2 Site History & Analysis

The Charles Street Terminal Lands have a long history, serving a variety of community uses since before the 1880s. This settler development land is built on the Haldimand Tract and the traditional territory of the Attawonderonk, Haudenosaunee and Anishinaabe Peoples.

Brook McIlroy conducted a review of the Terminal Lands history as part of the background review in Phase 4.1 of the project. This analysis provides important information on the sites previous uses , potential site limitations and constraints as well as provides an overarching snapshot of the site's significance to the community. Below is a high level summary of the site. Information was obtained through City and Regional websites.

Community Uses Prior to the 1880s
Directly south of the Terminal Lands is Victoria Park/ Willow River Park. In the 1800s a swamp existed within this park that provided ideal wintering conditions for the Mississauga of the Anishinaabe (Ojibwe) Nation and the Attiwandaronk centuries prior.
In 1807, Joseph Schneider purchased the land and began the arrival of European and American settlers, compromising the Mississauga way of life. Tuhbenahneequay (Sarah Jones), a Mississauga, and her band were the last First Nations to winter at Victoria Park.

1880s-1950s
Between 1882 and 1958 the Berlin Gas Commission operated a coal gasification plant on Gaukel Street, located between Charles and Joseph Streets.
The main gas-holding tank was located on 15 Charles Street West, now known as the Charles Street Terminal Lands. The operation of the coal gasification plant lead to severe environmental contamination which required significant remediation efforts by the City of Kitchener and the Region.

1980s-2000s
In 1949 the Bulla Bros Ltd. opened a department store at 15 Charles Street West. This store was an extension of the Bulla Bros father's downtown furniture business. The department store operated as a mixed-use development with commercial, residential and innovative placemaking features. This development contributed to the expansion of Charles Street from a laneway into a main urban corridor.

1980s-2000
In 1988, John Lingwood , a local modernist architect established the plans and design for the Kitchener Terminal site, becoming operational as a transit service by 1992.

2000-2019
On January 1st, 2000, ownership of the Terminal Lands was transfered to the Region of Waterloo who operated the Grand River Transit (GRT). This transfer occurred when Kitchener and Cambridge transit merged. The Terminal Lands then became the GRT Transit Hub and Greyhound Bus Terminal .

2019-2022
In 2019 the Charles Street Bus Terminal was decommissioned, following the completion and launch of GRT's Light Trail Transit System which shifted the centre of transit in Waterloo Region. The site was temporarily used by Grand River Hospital as a COVID Testing and Vaccination Centre bewteen 2020-2022.

The central Victoria Park ION Station is located 130 meters west the Charles Street Bus Terminal Lands.

High Level Site Analysis

The Terminal Lands proximity to the new transit hub at King and Victoria and the City's oldest park, Victoria Park/Willow River Park, provides a highly desirable location for a diverse mix of residential and complementary community uses. Consideration will be made for a mix of land uses within the Terminal Lands to capitalize on the inherent benefits of the site context.

The site's close proximity to Victoria Park/Willow River Park, with long standing ties to Indigenous traditions, peoples and histories, presents a unique opportunity to strengthen Indigenous ties between the park and Terminal Lands.

The Charles Street Terminal Visioning Project ("Visioning Project") will explore a variety of open and green spaces on the block with commons, courtyards and gardens that can be programmed with a future indoor/outdoor cultural Community Hub.

The redevelopment of the Terminal Lands will positively influence existing heritage structures and future development, proposing a development of an appropriate scale, balanced with built form and open spaces and of high quality design, with careful consideration made for potential site contamination and environmental hazards.

A mixture of housing tenure will be explored along with partnerships in community, retail, institutional and recreational facilities to further support residential, cultural, community and/or other preferred uses. The Visioning Project will explore opportunities to establish a diverse and equitable neighbourhood, offering affordability, and housing choice for all ages and life stages.

The project aims to development a contemporary mixed-use site that continues to represent and carry the legacy of the Terminal Lands as an inviting and welcoming landing point for the larger community and, will consider key objectives of the Kitchener 2019-2022 Strategic Plan and the Region of Waterloo 2023-2027 Strategic Plan.



Terminal Lands (© Region of Waterloo)

1.3 Policy Framework Review

Key Policy & Guideline Documents

The following paragraphs provide a high level review of key documents that inform the Charles Street Terminal Visioning Project.

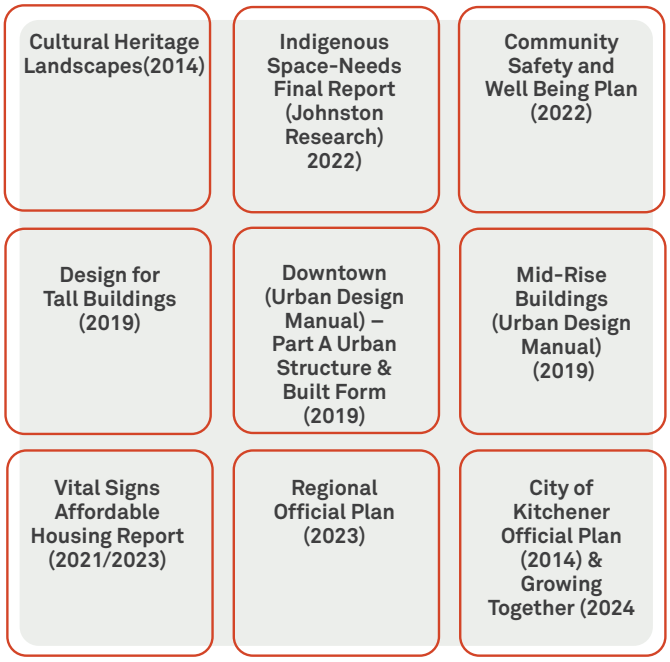
Cultural Heritage Landscapes(2014)

The Cultural Heritage Landscape (CHLs) document provides an inventory of the cultural heritage (CHLs) landscape resources in the City of Kitchener, speaking to Kitchener's industrial past, predating the arrival of the local railway in the 1850s, the historic residential neighbourhoods built before the First World War and others constructed after the Second World War.

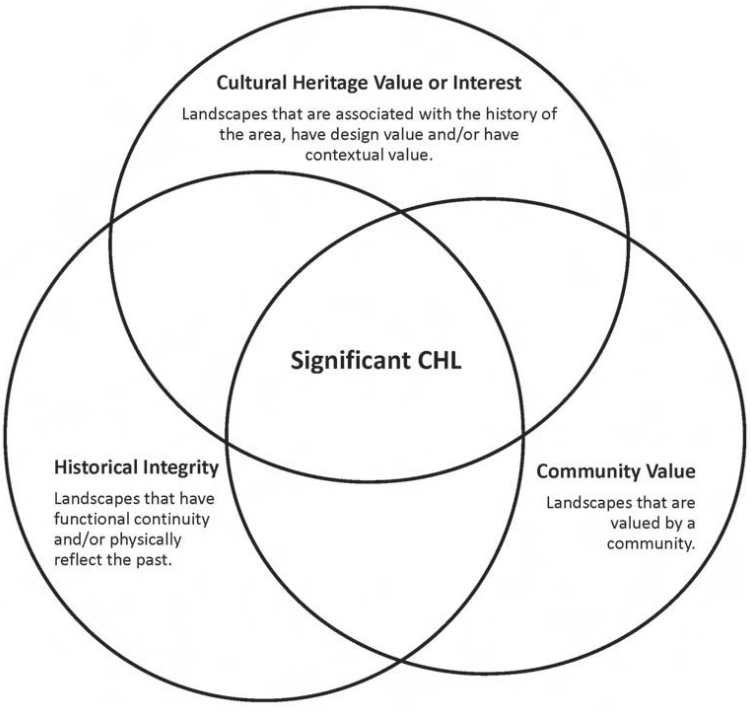
Section 7.2 Parks, Natural Areas and other Public/ Private Open Space identifies seven open space areas as having cultural heritage value. Victoria Park/Willow River Park , located directly south of the Terminal Lands ,has been identified as one of Kitchener's heritage gems and of potential national significance. Victoria Park/Willow River Park has a high degree of historical integrity and is representative of a group of urban parks designed throughout North America in the latter part of the 19th Century .

The Park was designated by the City of Kitchener as part of the Victoria Park Neighbourhood Heritage Conservation District and is a representative of high Victorian landscape design.

The Visioning Project has considered the site's close proximity to Victoria Park/Willow River Park as a key strength and prime opportunity to build a strong connection from the site and surrounding streets into the park.



Policy & guideline documents



The diagram above is from the Regional Implementation Guideline for Cultural Heritage Landscape

Indigenous Space-Needs Final Report(2022)

The Indigenous Space-Needs Final Report provides information on a project that centers the voices and lived experiences of Indigenous people living in the Region. The intention is for this report to serve as a key planning document for the Region,community organizations, institutions, and municipalities to guide action on increasing access to culturally safe spaces that meet the needs of Indigenous communities and organizations in the Region.

The engagement process for the Space Needs Report identified the following:

1. How space is defined, including its qualities and attributes.
2. Barriers faced when trying to access space and land.
3. What safe space enables communities to do and accomplish.
4. Support needed to meet space needs and goals.

As a result of the engagement conversations, the priorities for Space within the Region are as follow:

Reconciliation, Truth and Justice

Maintaining consistent sharing of information in a clear and transparent format; with continued measurement and evaluation this work's process, progress and extent in which the work meets the needs of the Indigenous Peoples and communities within the Region of Waterloo.

Equity, Inclusion and Access

Ensuring that spaces reflect the space needs and cultural heritage of all First Nations, Métis and Inuit Peoples within the Region.

Wholistic Services and Support

Prioritizing supports that meet the needs of, and provide direct benefits to Indigenous communities within the Region.

Information provided within this report has helped inform early considerations for the Terminal Lands, ensuring that Indigenous presence and representation is a priority for the future of the Terminal Lands. This information will continue to inform design considerations and principles that will be formulated in Phase 4.2 of the project.

Indigenous Connections

The Waterloo Region is located within the traditional territories of the Anishinaabe, Chonnonton and Haudenosaunee Peoples.

There is a continued need for safe, culturally relevant spaces for Indigenous Peoples and other racialized groups.



Victoria Park/Willow River Park (© Brook McIlroy)

Community Safety and Well Being Plan(2022)

The Region of Waterloo in partnership with interest groups and communities, have developed the Community Safety & Well Being Framework to improve safety and well being in the Region.

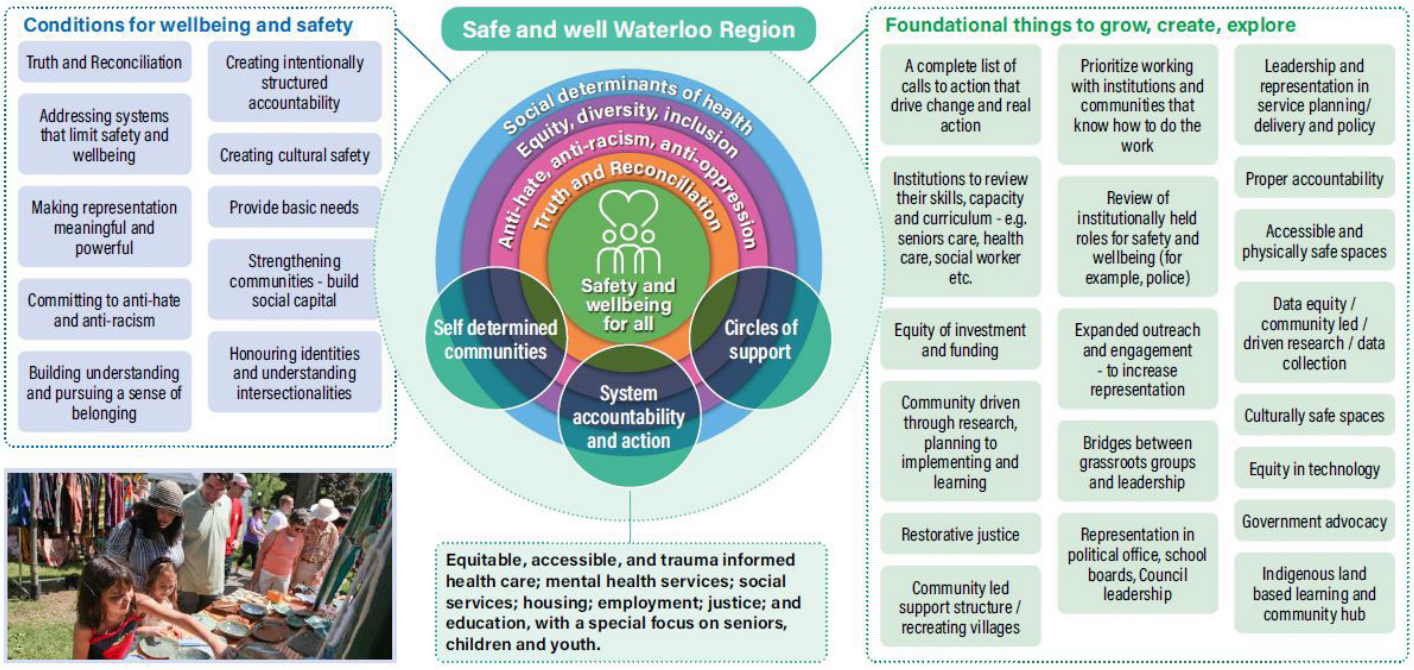
A Community Safety and Well Being (CSWB) Plan (Framework) is required by legislative amendments to the Police Services Act. The legislation requires that the CSWB Plan/Framework:

- Identify risk factors and priorities in the Region.
- Identify programs and strategies to address those priorities.
- Outline measurable outcomes to ensure the programs and strategies are effective.
- Apply to the Region of Waterloo.
- Be developed with input from an advisory committee.

The Framework is intended to be a shared vision of safety and well being that articulates the core elements, conditions, and things to grow, create and explore, and barriers to achieving the vision.

The report is organized in three chapters. Chapter 1 provides an overview of research within the community, Chapter 2 includes a summary of conversations from the engagement sessions and Chapter 3 outlines an emerging framework for community safety and well being in the Waterloo Region.

The Visioning Project will employ a variety of design measures and strategies on the Terminal Lands, prioritizing and enhancing safety and well being on the site and along surrounding streets.



Community Safety and Well Being Plan illustration (©Region of Waterloo Community Safty and Well Being Plan)

Urban Design Manual PART B Design For Tall Buildings (2019)

The City of Kitchener's Tall Building Design Guidelines are intended to be used as a guide to manage future development in Kitchener. These guidelines are for high-rise buildings from heights of 9-storeys or more, as defined in the Official Plan to set targets for good tall building design. The Guidelines identify design elements as well as provide values/formulas that represent good design practices for the City of Kitchener.

The following list identifies sections and corresponding topics within the document.

- **A** Built Form; ground floor, base design, tower, size & proportion, relative height, separation, overlook, placement, top design,
- **B** Streets & Open Spaces; safety, public & private open spaces, public realm (streetscape), mid-block connections, views & skyline
- **C** Compatibility; scale & transition, viewshed analysis, heritage,
- **D** Environment; sustainability, bird friendly design, microclimate, skyview, design for wind,

The Visioning Project will look to the this manual for design direction and parameters for setbacks, separation distances, floor plates etc. for tall buildings to ensure buildings comply with City direction.



Built form sketch (© City of Kitchener Tall Building Manual)

Urban Design Manual PART A Urban Structure & Built Form- Downtown (2019)

The Downtown Urban Design Manual recognizes the speed of change in Downtown Kitchener. The Manual discusses the shift towards transit supportive development, while also needing to preserve the existing mix of lively, heterogeneous streetscapes and built forms. Stating that "diversity of people, places and experiences and a commitment to design excellence are key to the ongoing success of Downtown Kitchener"

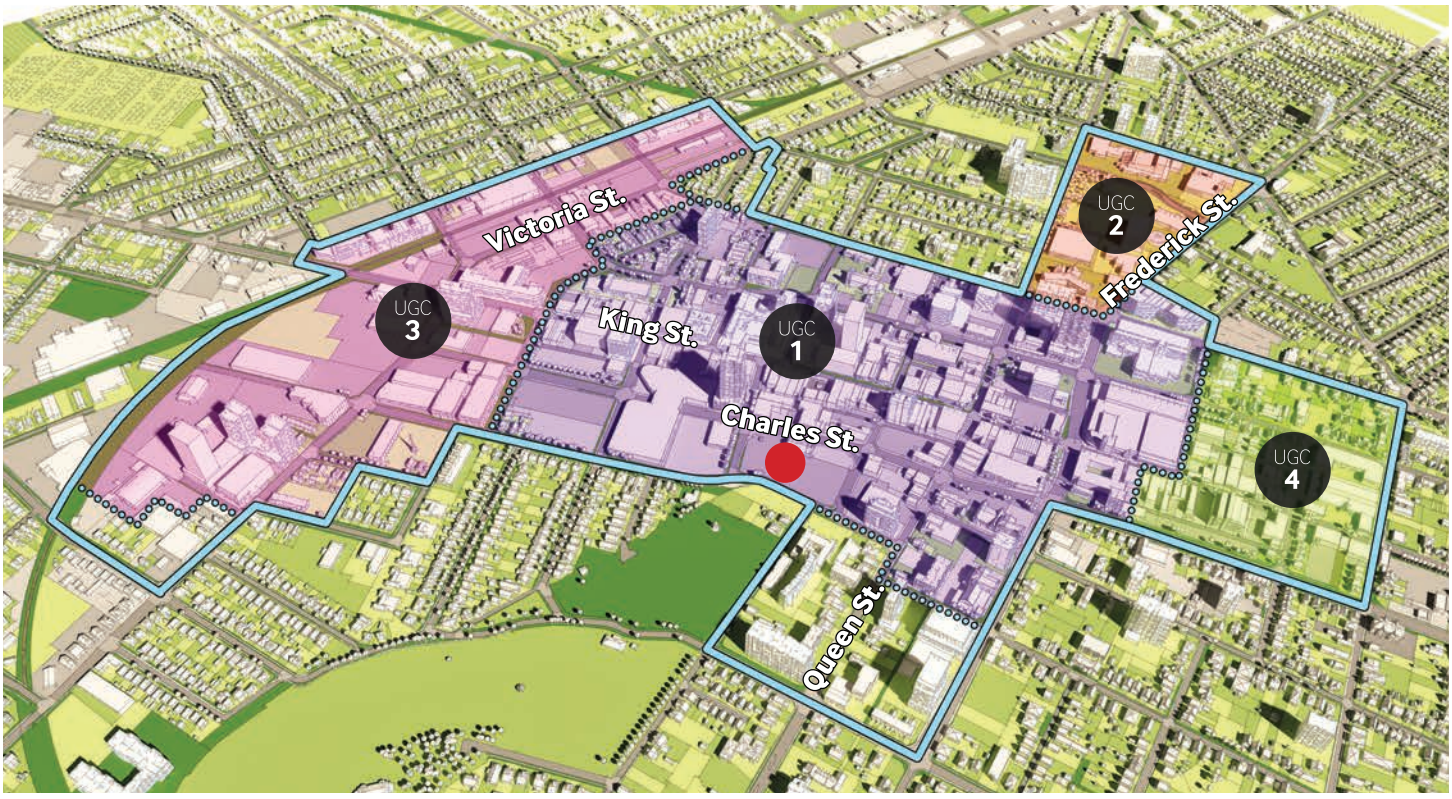
The following list identifies sections and corresponding topics within the document.

- (A) Inclusive Design; safety, diversity,universal design, age & family friendly design, social infrastructure, arts & culture.
- (B) Design For Sustainability; health & well being, design for climate change.
- (C) Design For Outdoor Comfort; microclimates, four season & winter city design.
- (D) Street Design; streets in the downtown, focal points & gateways, wayfinding.
- (E) Parks & Open Spaces; access & location;connectivity;park & open space design.
- (F) Compatibility; scale & transition.
- (G) Culture & Natural Heritage; heritage resources.
- (H) Built Form; architectural excellence, massing, material & articulation.
- (I) Shared Spaces; outdoor amenity, landscaping, public art, signs and lighting.
- (J) Site Function; vehicular access & parking, driveways, servicing & utilities, waste & recycling and snow storage.

The Charles Street Terminal Land is located within the City Centre District, as seen in the Downtown Urban Design Manual. The City Centre District is a compact mix of high-rise residential, office and historical low and mid-rise buildings and features landmarks including Kitchener City Hall.

The City Centre District is to reflect Kitchener's highest standards for design, and respond intelligently to both immediate and broader contextual considerations on a site by site basis. New development in the City Centre District is to contribute positively to the eclectic character of the District through visionary design that is contemporary, represents the greatest possible mix of uses, and provides a variety of built forms including heights, massing, formal expressions, materials, and colours.

The Visioning Project will look to this manual to ensure the Terminal Lands are in alignment with key design and development considerations within the document i.e., built form, parks and open spaces, sustainability etc. and contributes positively to the character of the City Centre District.



District Map. Terminal Lands identified with red circle (© City of Kitchener Urban Design Manual:Downtown)

Urban Design Manual PART A Urban Structure & Building Form- Mid-Rise Buildings (2019)

Mid-rise in Kitchener is generally seen as the connective tissue of city building, the spaces between landmarks, bridging transit stations with parks and civic spaces, cultural institutions with high-order retail streets, mixed-use towers with community areas.

A mid-rise building In the City of Kitchener is defined in the Zoning By-Law as between four (4) and eight (8) storeys.

The following list identifies sections and corresponding topics within the document.



Mid-rise building rendering (© City of Kitchener Urban Design Manual: Mid-Rise)

- **A** Compatibility; massing & placement, scale & transition.
- **B** Building Components; mid-rise components, ground floor design, base design, building design, materials & details, focal points & gateways.
- **C** Inclusive Design; safety, universal design, age & family friendly design and arts & culture.
- **D** Design for Sustainability; health & well being, design for climate change.
- **E** Design for Outdoor Comfort; microclimates.
- **F** Shared Spaces; outdoor amenity, landscaping, pedestrian & cyclists, public art, lighting .
- **G** Culture & Natural Heritage; heritage resources.
- **H** Site Function; vehicular access & parking, servicing & utilities, waste & recycling.

The Visioning Project will look to the this manual to ensure proposed mid-rise buildings within the Terminal Lands are in alignment with key design and development considerations within this document i.e., compatibility, sustainability, site function and cultural and natural heritage.

Vital Signs Affordable Housing Report (2021/2023)

The 2023 Vital Signs Affordable Housing report builds on the information contained in the 2021 report, which analyzes data that shows the housing challenges in the Region of Waterloo. The 2023 report takes a more detailed look at particular issues that have not been discussed in as much detail within community, and includes a list of action items.

Data in the 2021 report was gathered through a variety of sources including discussions and interviews. The data is presented through an equity lens, centering Indigenous, Black and racialized individuals and other historically excluded voices.

Some key findings from the 2021 and 2023 report are as follows:

- Kitchener-Cambridge-Waterloo CMA identified as the fastest-growing metropolitan area in Canada and the United States in the last five years.
- New home building is not keeping pace with population growth, and few rental units being built.
- Canada has experienced the second-highest home price growth among rich countries.
- Kitchener Waterloo has experienced the second highest price growth within Canada.
- Home price to income ratios has placed Kitchener-Cambridge-Waterloo CMA to be comparable with some of the most expensive cities in the world.
- Rents have been increasing at a rapid but slower pace than home prices, but rent accelerated drastically in 2022.
- Rent of vacant units has surged, and vacancy rates of affordable units has declined.
- Major loss of existing affordable housing through market conditions.
- Inadequate supply of subsidized housing and community housing in Waterloo Region.
- Growing disconnect between household composition and housing supply.
- Waterloo Region is leading the country in the growth of extended households (i.e., multi-generational homes and roommates).
- Racialized residents, recent immigrants – many of whom are refugees in Waterloo Region – and their children are much more likely to live in overcrowded conditions than non immigrants.
- Declining job quality across the Region. Temporary jobs, self-employment, and part time jobs grew faster than full-time, permanent jobs.
- Incomes declining for young people and is flat for most in the Region.

The Visioning Project will consider a variety of housing options that serve all income levels and household types, including affordable, market and shelter/supportive housing.

Regional Official Plan(2023)

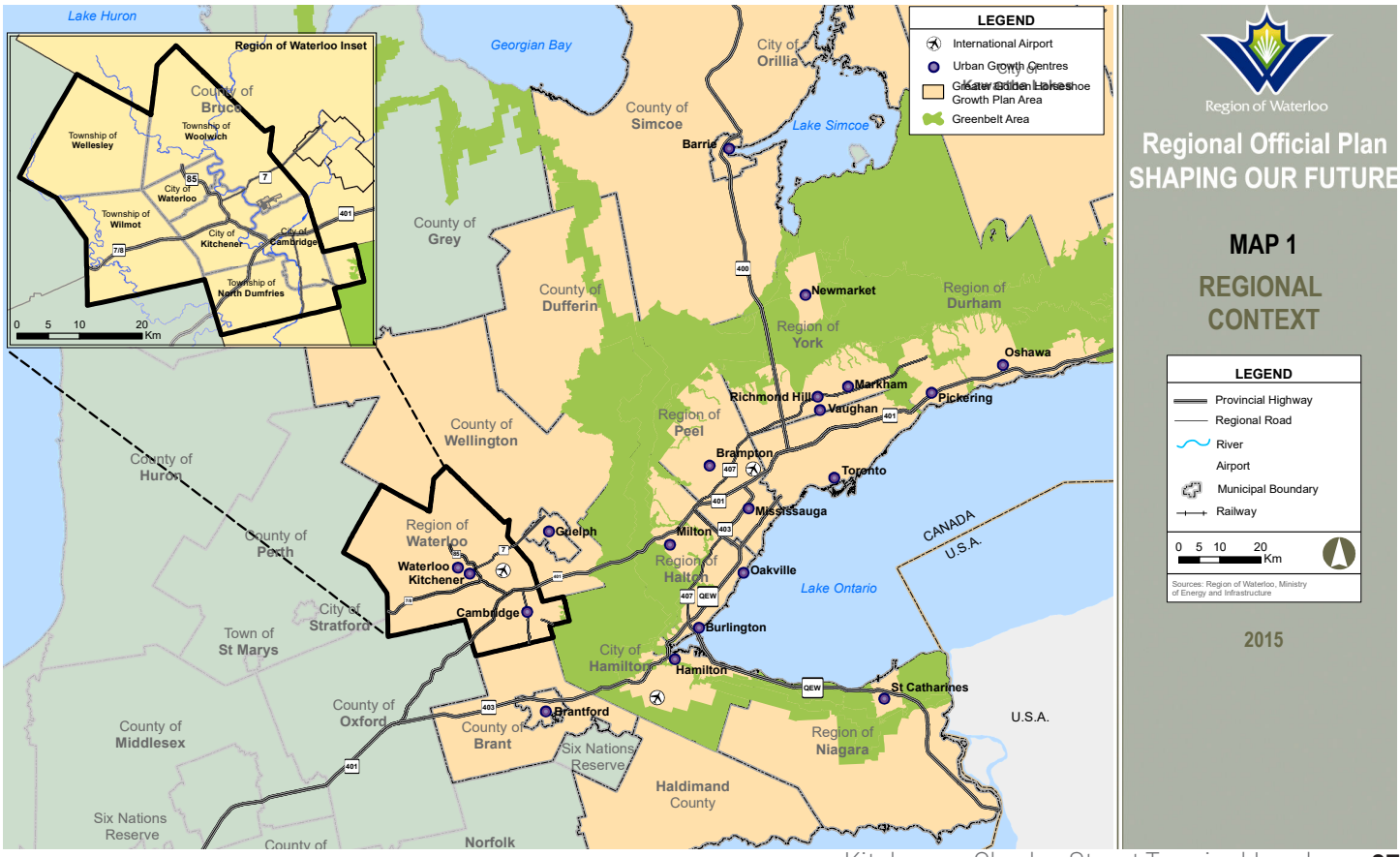
The Waterloo Regional Official Plan guides and directs growth and change for the next 20 years. This Plan represents a shift in shaping the Waterloo Region towards a more balanced community structure, building from a strong, long standing planning policy framework that has supported substantial historical growth and change.

The Waterloo Region is currently the fourth largest urban area in the Province of Ontario and tenth largest in Canada and is one of the fastest growing urban areas in Ontario. The Region of Waterloo is projected to grow to 923,000 people by 2051.

The Official Plan establishes the basis for exercising the Region's four roles in the review and approval of development applications:

1. Protecting Regional corporate interests;
2. Ensuring conformity with the Regional Official Plan;
3. Exercising development review responsibilities delegated to the Region; and
4. Exercising approval authority responsibilities assigned to the Region through the Planning Act.

The Visioning Project will look to the Regional Official Plan for key policy direction pertaining to the Terminal Lands, supporting key directions for growth and change projections in the Region.



Map 1 Regional Official Plan (©Region of Waterloo Official Plan)

City of Kitchener Official Plan (2023-2026)

The Official Plan contains goals, objectives and policies to manage and direct physical and land use change and their effects on the cultural, social, economic and natural environment within the city.

The primary intent of the Official Plan is:

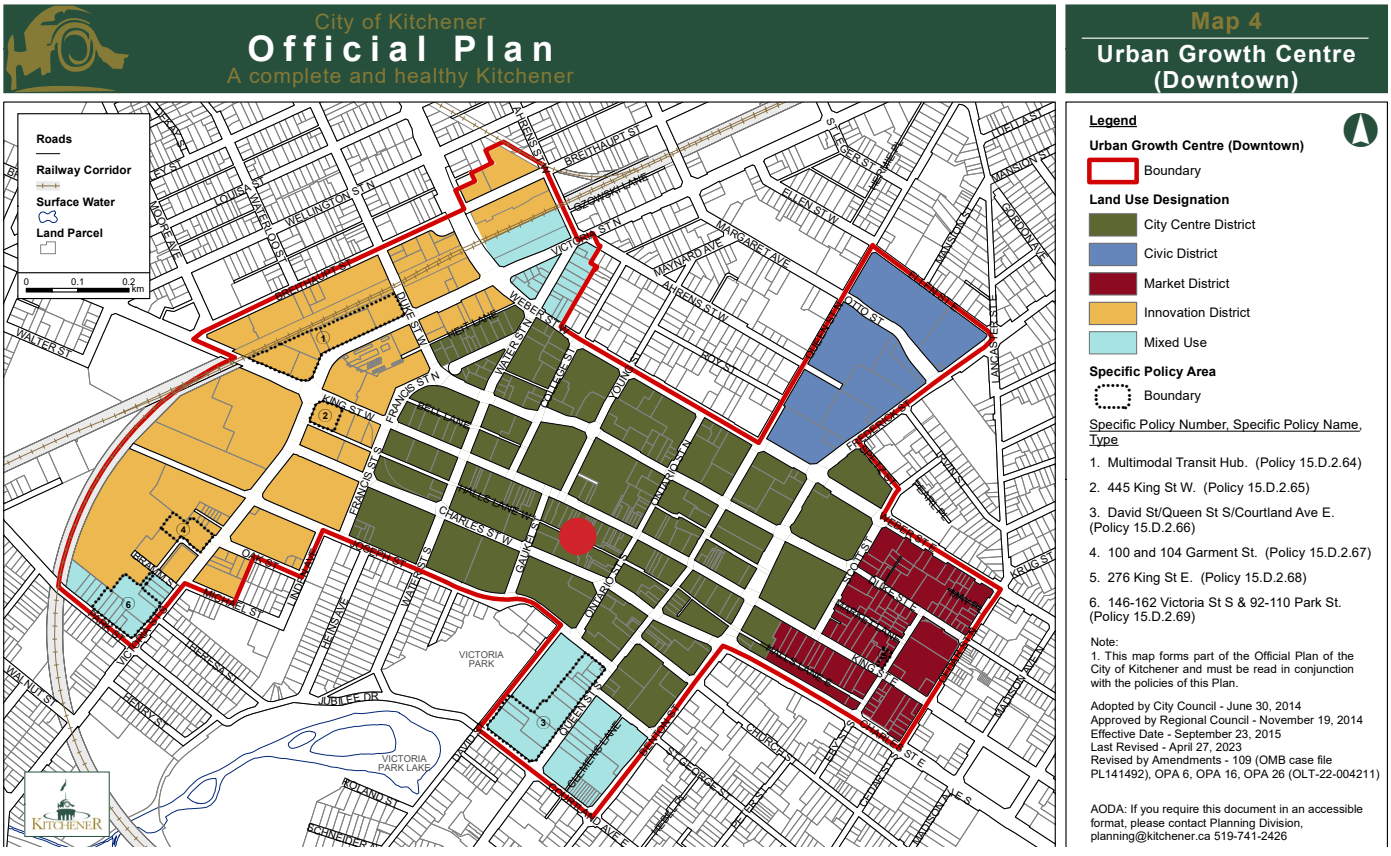
1. To guide the growth and development of the city to the year 2031.
2. To establish an urban structure and land use framework for all land within the jurisdiction of the City.
3. To provide guidelines for the City to evaluate the appropriateness of development in relation to the goals, objectives and policies in the Plan.
4. To conform to Provincial and Regional plans, policies, statements and guidelines and appropriately incorporate them in the Official Plan.

The Plan incorporates the policy and regulatory framework established by the Province, as outlined in the Provincial Policy Statement, Growth Plan for the Greater Golden Horseshoe ("Growth Plan") and other Provincial legislation, as well as policies within the Regional Official Plan.



Organization of the Official Plan (©City of Kitchener Official Plan)

The Visioning Project will look to the Official Plan for key policy direction pertaining to the Terminal Lands, and will support objectives and directions outlined in the Official Plan for growth and development in the City.

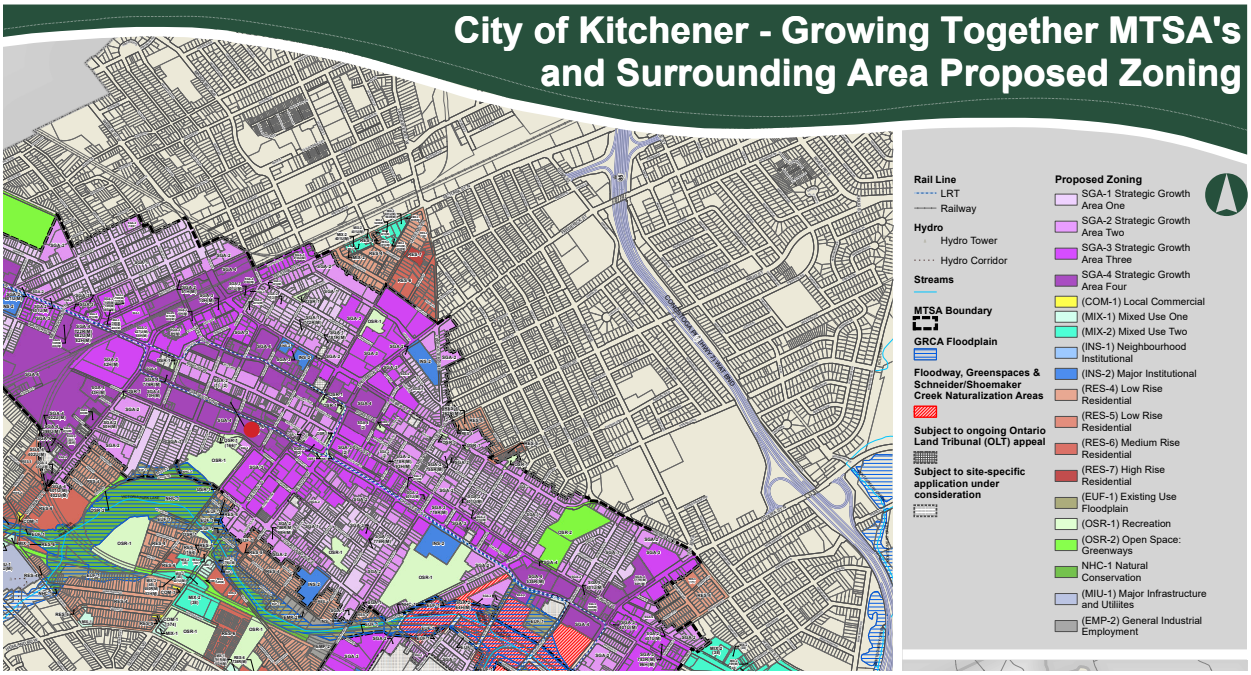


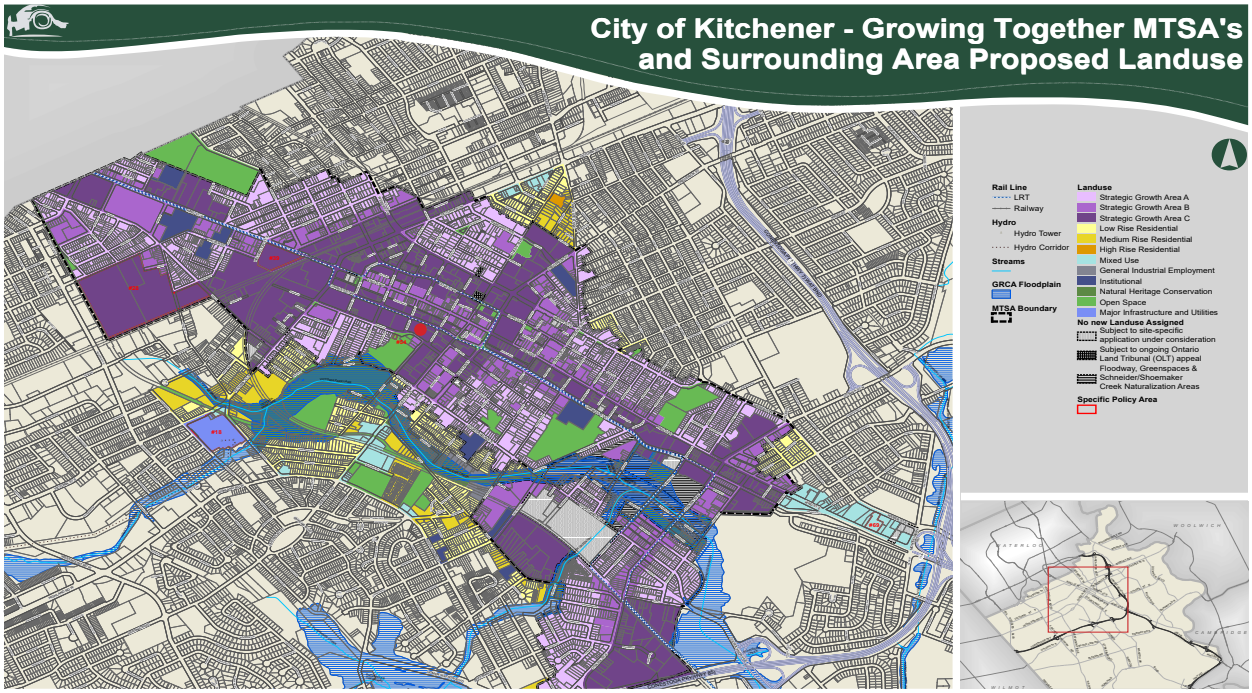
Map 4, City of Kitchener Official Plan. Terminal Lands identified with red circle (©City of Kitchener Official Plan)

Growing Together (2024)

On March 18th, 2024, Kitchener City Council approved the first phase of the Growing Together Project: Growing Together West. This included Official Plan Amendments and Zoning By-law Amendments to introduce new strategic Growth Areas (SGA) land uses and zones, applying them within seven of Kitchener's 10 Major Transit Station Areas (MTSAs). The Terminal Lands proposed zoning is within SGA-4 and propose landuse as Strategic Growth Area C.

The Visioning Project will ensure consideration of the new SGA approved by City Council when contemplating key design directions in relation to height and density on the Terminal Lands as it is within a MTSA.





Growing Together MTSA Mapping. Terminal Lands identified with red circle (©City of Kitchener Growing Together Plan)


Victoria Park/Willow River Park
Joseph Street
Ontario Str



eet S

View of Terminal Lands looking west (© Waterloo Region)

2.0 Consultation Analysis & Summary

2.1 Community Consultation Feedback Review

2.2 Phase 4.1 Engagement



O:se Kenhionhata:tie Land Back Camp/Indigenous Community Hub Advocacy Group meeting (©Brook McIlroy)

The Region of Waterloo has been engaging with the wider community on the Charles Street Terminal Lands since late fall of 2021, gathering valuable feedback from interest groups and the Kitchener community ensuring all voices are heard and reflected in the future development of the Terminal Lands.

The Region has led three phases of community engagement with Phase 4 engagement being supported by Brook McIlroy. Engagement activities in Phase 4, as well as technical studies will help to inform and guide the schematic design concept for the Terminal Lands.

Engagement activities throughout phases 1-3 have included:

- Guiding priorities public survey;
- Street teams outreach across downtown Kitchener community spaces and events;
- Postcards mailed to DTK residents and businesses;
- Equity-focused interviews connected by community connectors;
- Outreach to local Indigenous Organizations;
- Visioning Labs, including youth committees and citizen advisory committees; and
- Advisory meeting on Indigenous cultural context and community-led engagement with O:se Kenhionhata:tie LandBack Camp.

2.1 Community Consultation Feedback Review

Phase 1 - Public Engagement: Project Priorities

Public engagement for the Charles Street Terminal Lands began in late 2021 with the launch of an online public survey. The survey generated approximately 1,000 responses and validated key areas of priority established by the City of Kitchener and the Region for the Terminal Lands, which included economic prosperity, affordable housing, environmental sustainability and equity, diversity and inclusion.

Phase 1 of the engagement resulted in the following 4 Guiding Priorities:

- Affordable housing options
- Climate action
- Equity, diversity and inclusion
- A thriving economy

Phase 2 - Community Engagement: Identifying Needs

Phase 2 occurred through the summer and early fall of 2022. The intent of Phase 2 engagement was to 'meet the community where they are'. Facilitators / Street Teams were scatted across Kitchener at key areas in the downtown, including markets, central library, bus stations, Victoria Park/Willow River Park ,Blues Fest, and Gaukel Street, conducting short interviews. An online companion survey was also provided as an alternative way to engage.

Approximately 500 responses were collected during this phase. Insights from the community indicated the desire for:

- Affordable and supportive housing options;
- Space for Indigenous, Black, racialized and 2SLGBTQ+ peoples groups;
- Community space with indoor and outdoor options (with a majority of responses emphasizing need for an Indigenous Community Space);and
- Creation of a multi-modal site with housing, healthcare services, retail and community space.

Phase 3 - Interest Holder and Community Engagement

Phase 3 included engagement with the downtown Kitchener community and other interest holders to identify how the project's four Guiding Priorities established in Phase 1 could be realized on the site. The identified site-specific attributes, seen on the following pages of this report, were intended



to inform key design and vision directions for the Terminal Lands.

Nine additional priority groups were identified for tailored conversations in Phase 3. These groups include:

- Downtown Kitchener business community.
- Downtown Neighbourhood Associations.
- City of Kitchener's Economic Development committees.
- Environmental Group(s).
- Housing Group(s).
- Arts & Culture.
- Youth under 18.
- Post-secondary students and interest holders.
- Members of the urban Indigenous community, and of other equity-deserving communities.

Phase 3 reinforced that the established Phase 1 Guiding Priorities for the site remain true and relevant. Thriving Economy and Affordable Housing were the two top areas that participants were passionate about.

Participants defined Affordable Housing as:

- Deeply affordable.
- Ending Chronic Homelessness.
- Affordable to the Working Person.
- Housing First.
- Equity & Inclusive.

Participants defined Climate Action as:

- Sustainable.
- Goes Green.
- Urban Living.
- Reduces Emissions.
- Net Zero.

Participants defined Equity, Diversity & Inclusion as:

- Reconciliation.
- Sense of Community.
- Inclusion.
- Holistic.
- Safety.

Participants defined Thriving Economy as:

- A Gathering Place
- A Walkable City
- Small Business Boost
- Community Events
- A Hub

The list below summarizes the key site-specific features identified in Phase 3 engagement that residents would like to see prioritized on the Terminal Lands.

Brook McIlroy utilized the Phase 3 engagement draft report to form the opportunity and constraint mapping, discussed in Section 3.0 of this report. Phase 4.1 of the Charles Street Terminal Visioning Project included an in-person session with O:se Kenhionhata:tie Land Back Camp and Niara van Gaalen and Sam Nabi (Indigenous Community Hub Advocacy Group), as well as bi-weekly meetings with the Regions steering committee. Additional engagement will occur throughout the project.

Engagement activity and bi-weekly meetings in Phase 4.1 of the project re confirmed priorities and concerns heard in early consultation led by the Region of Waterloo and the City of Kitchener.

What are site-specific features that residents would like to see prioritized?

- Accessible Building & rooms
- Affordable Housing Options
- Bike Parking
- Child Care
- Festival / Event Space/ Auditorium
- Grocery Store / Market
- Health & Social Services
    - Facilities for Mental Health / Addiction services
    - Public Washrooms
    - Community / Public Space
- Indigenous Cultural Space
- Mixed Use Space
- Public Art Installations
- Retail/Commercial Space
- Safety & Security Features
- Sustainability initiatives (green roofs, recycling rooms)

Phase 3 engagement draft report findings

2.2 Phase 4.1 Engagement

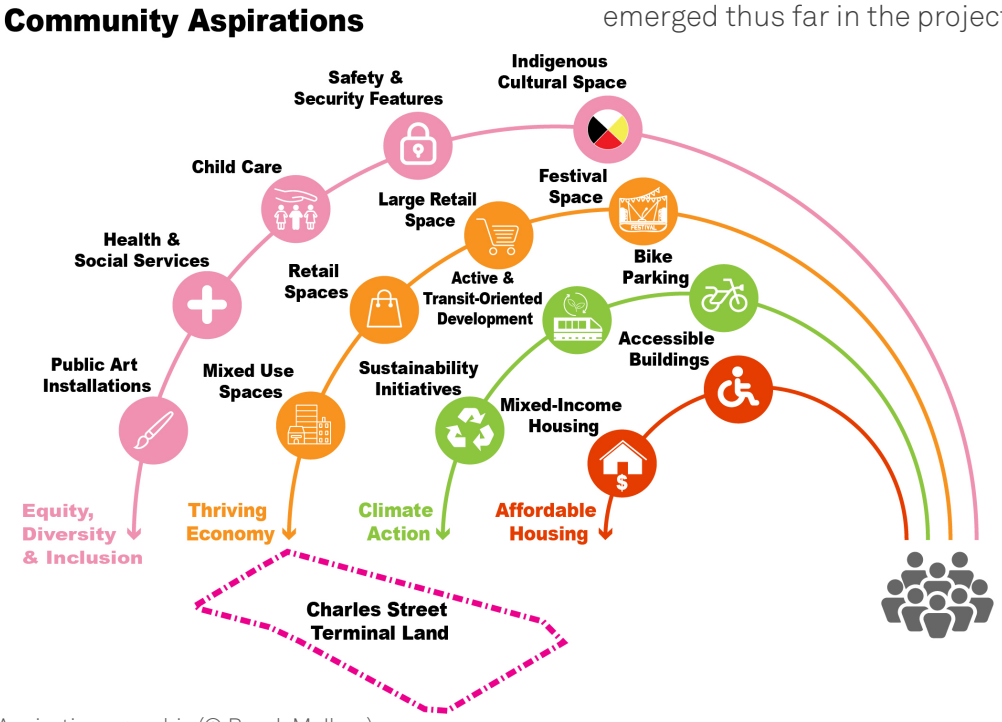
- O:se Kenhionhata:tie LandBack Camp/ Indigenous Cultural Landscape, Placekeeping and community-led engagement meeting
- Bi-Weekly Steering Committee Presentations

Brook McIlroy met with O:se Kenhionhata:tie LandBack Camp and the Indigenous Community Hub Advocacy Group in-person at Willow River Centre on May 24th. This meeting had a total of 10 people in attendance, including Brook McIlroy staff, Regional Staff, O:se Kenhionhata:tie Land Back Camp members and the Indigenous Community Hub Advocacy Group. This session was a great launching point for authentic relationship building and provided Brook McIlroy with a breadth of important information pertaining to Indigenous histories on and near the site, and work in which O:se Kenhionhata:tie LandBack Camp and the Indigenous Community Hub Advocacy Group has engaged for several years in the community. Group members also shared their Visioning Document which provided context on what landback means and aims to garner support for landback via an Indigenous community centre on the Terminal Lands. Images in the report were created by Niara van Gaalen and Enoch Liu. Amy Smoke and Bangishimo, in collaboration with Enoch and Niara, produced the written text.

Prior to the project kick off meeting, Brook McIlroy watched the Recollections and Imaginings film, produced by LandBack Camp. This film provided insight into community aspirations and concerns pertaining to the Terminal Lands.

Brook McIlroy has participated in bi-weekly meetings with the Region and will continue to do so for the duration of the project.

The following pages provide a snap shot of key themes and corresponding comments that have emerged thus far in the project.



Community Aspirations graphic (© Brook McIlroy)



Images created by Niara van Gaalen and Enoch Liu. Amy Smoke and Bangishimo, in collaboration with Enoch and Niara, produced the written text.

The following topics emerged through Phase 4.1 engagement:

Truth & Reconciliation (TRC) Lens

- Consider the TRC Calls to Action when developing design considerations for the site.
- Reflect Indigenous history and culture within built form and open spaces.
- Ensure Truth and Reconciliation is a priority throughout the project.
- Identify Truth and Reconciliation as a guiding principle for the project.
- Design concept should support First Nations opportunities.

Human Scaled Built Form

- Ensure development is of a pedestrian / human scale.
- Establish appropriate height and density on the site that reflects the character of the area and transitions well to the surrounding context.

Accessibility

- Ensure design concepts for the Terminal Lands incorporate barrier free access to buildings and public spaces.
- Prioritize accessibility throughout the entirety of the project.
- Reference the Region's accessibility standards.
- Enhance pedestrian connections to and from the site and into the surrounding community.
- Establish a building mass that provides good site accessibility, safety and porosity.

Parks & Open Space Network

- Establish a strong connection to Victoria Park/ Willow River Park.
- Provide an appropriate balance of built form and open space.
- Include a variety of open spaces such as parks, courtyard etc.
- Acknowledge Indigenous histories and ties to Victoria Park/ Willow River Park through open space design and landscaping.

Community Driven Design

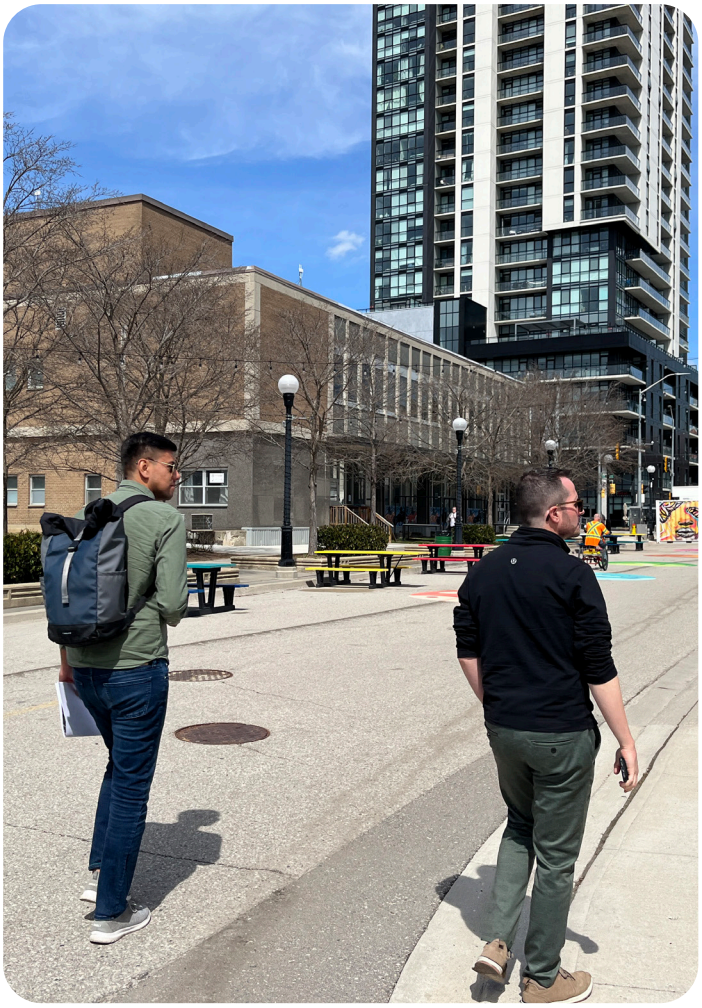
- Ensure community asks and desires from previous engagement phases are reflected in the design of the Terminal Lands.
- Ensure spaces are safe and accessible for racialized and equity deserving communities who have historically been excluded from spaces.

Sustainability

- Explore traditional and geothermal energy systems for the Terminal Lands.
- Employ sustainability solutions including green roofs, net zero development, integrated stormwater management, geo thermal wells, and district energy.
- Consider future adaptability for new structures and buildings.
- Reference the Region's sustainability targets for new builds.

Housing on a Continuum

- → Consider a variety of housing typologies on the site, including shelters/transitional housing, market and deeply affordable housing.
- → Consider 100% affordable housing as a design concept option for the Terminal Lands.



Gaukel Street, a pedestrian street adjacent to the Terminal Lands (© Brook McIlroy)

3.0 Opportunity & Constraints Maps

3.1 Opportunity & Constraints Mapping



View of Terminal Lands looking east (© Waterloo Region)

3.1 Opportunity & Constraint Mapping

Site Vision

1 **A Place For living and Community Building**
The project will ensure the voice of the community is reflected in the concepts, reflecting a balance of residential and other complementary community oriented land uses.

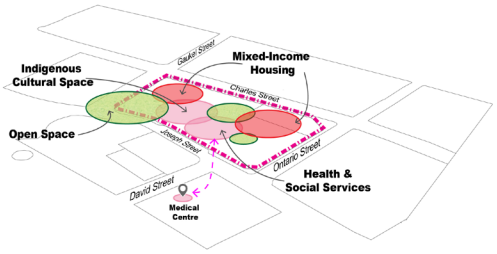
2 **A Compact Green City Block**
Reinforcing Victoria Park/Willow River Park and existing heritage building fabric on Charles Street and in downtown Kitchener. Future buildings and open space will promote a memorable, human scale community environment.

3 **Design Excellence**
Creativity and sensitivity to site context will be encouraged to achieve the intent of the established concepts, with consideration of alternative design approaches, where it can be demonstrated that the objectives of quality, energy efficiency and durability are met.

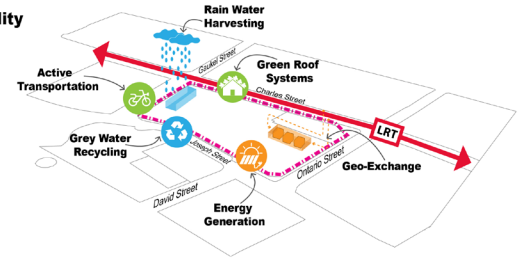
The opportunity and constraint maps provide preliminary considerations for the Charles Street Terminal Visioning Project. These maps are high level illustrations displaying potential future opportunities for the site. The maps display key directions pertaining to sustainability, built form, site programming, edge treatment, green & open spaces, and corridors & connections.

Brook McIlroy will continue to build from this illustrative mapping as we progress through the project and begin to gain input from the Region, project partners, Interest Holders and the public for the development of the design concepts. Further details pertaining to each layer of the opportunity map on page 45 are outlined in the following pages.

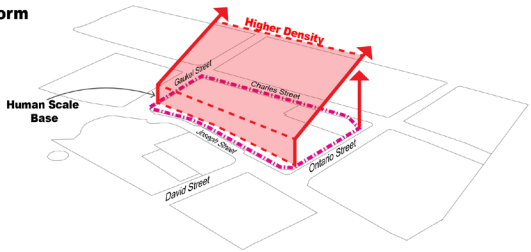
6. Diverse Programming



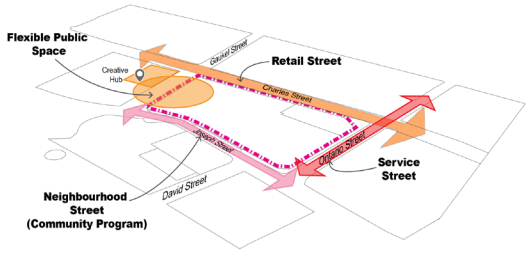
5. Environmental Sustainability



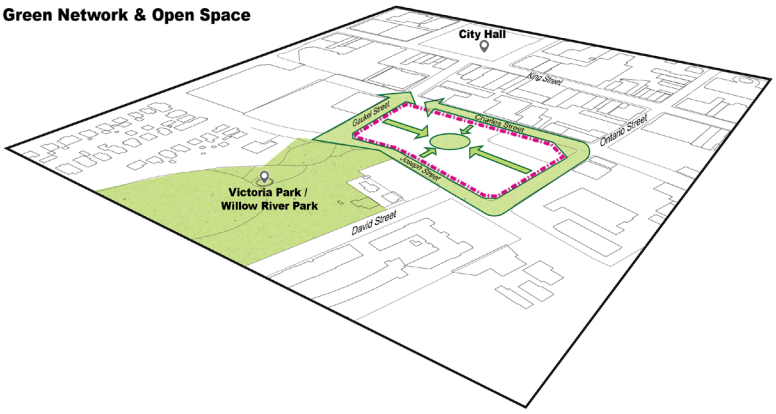
4. Well Transitioned Built-form



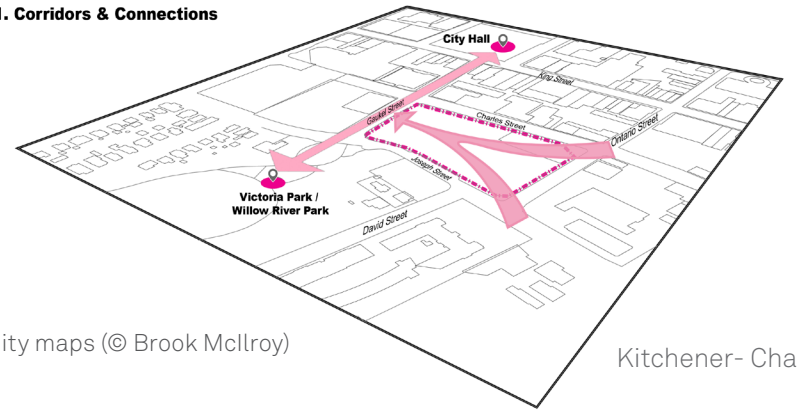
3. Edge Interface



2. Green Network & Open Space

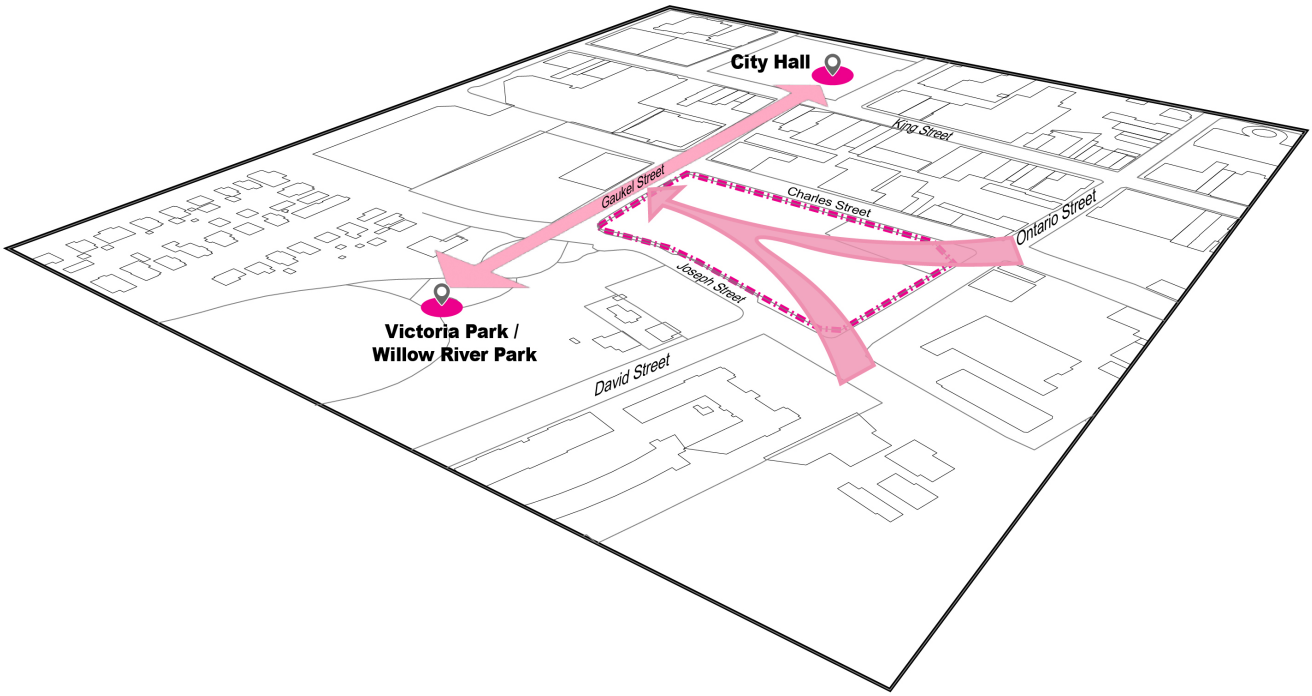


1. Corridors & Connections



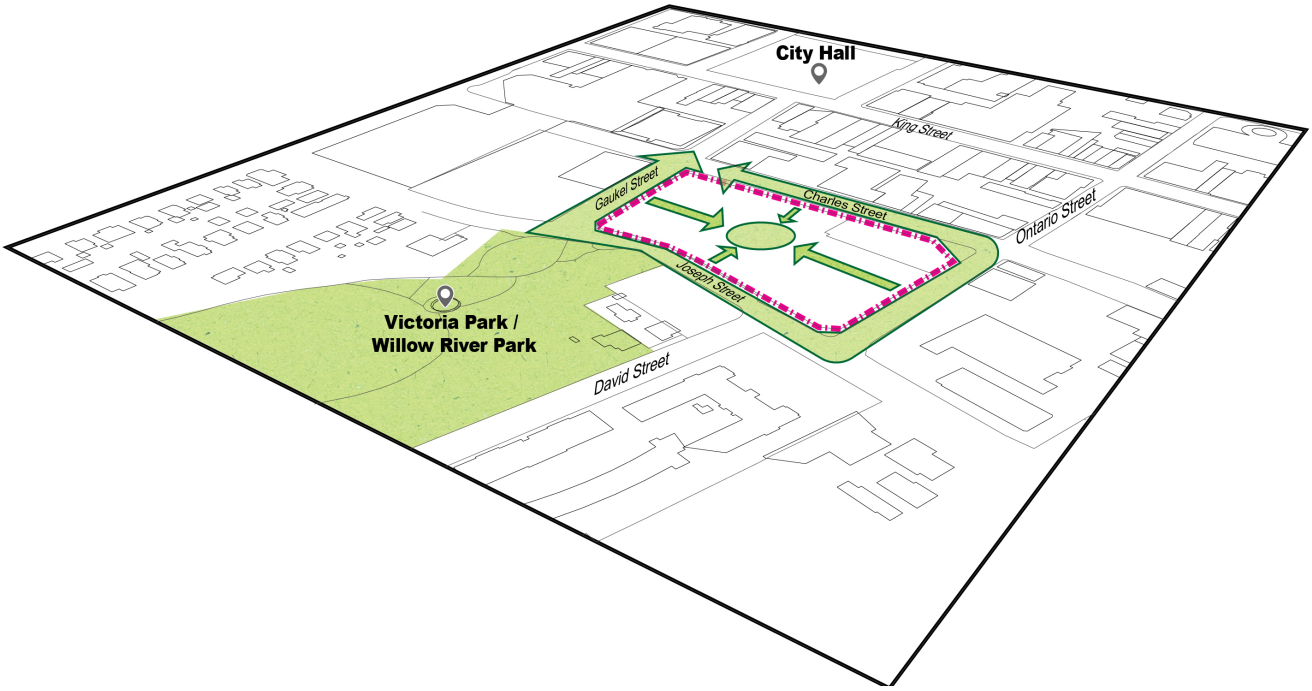
Exploded axo opportunity maps (© Brook McIlroy)

Corridors & Connections



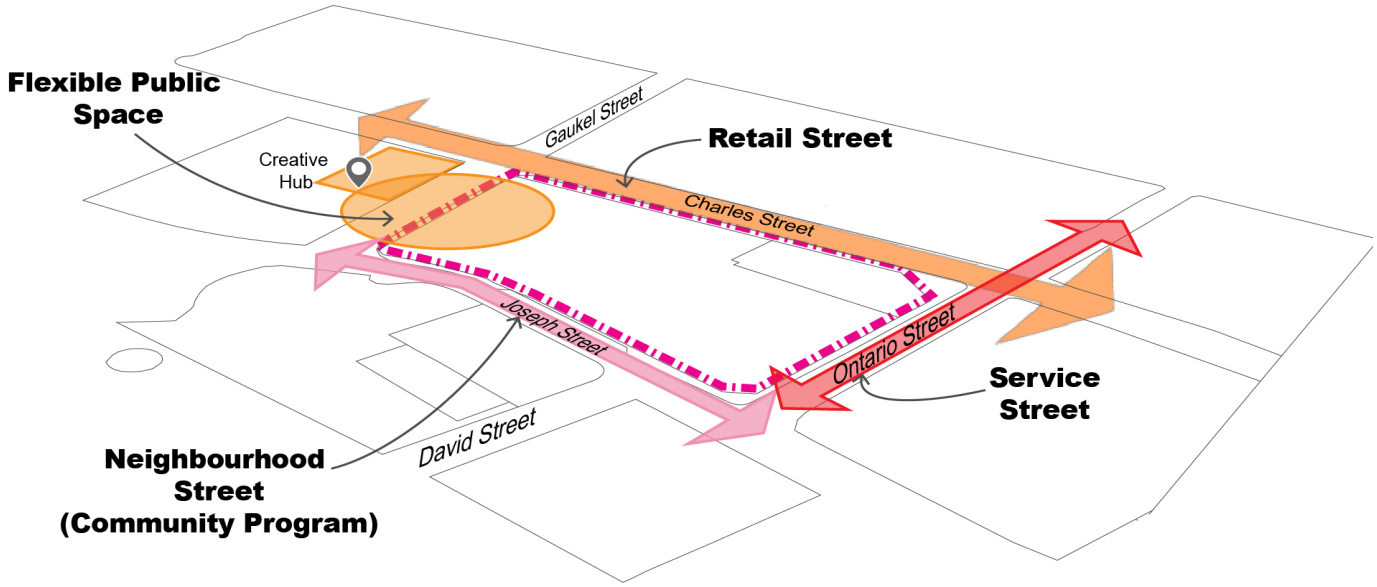
- Establish physical + visual connections throughout the block, encouraging active mobility and exploration of the area.
- Provide permeability for the overall site through grade level building entrances, walkways and glazing to knit the surrounding area and the site together.
- Preserve key views to and from prominent locations in the city including Victoria Park / Willow River Park and City Hall

Green Network & Open Space



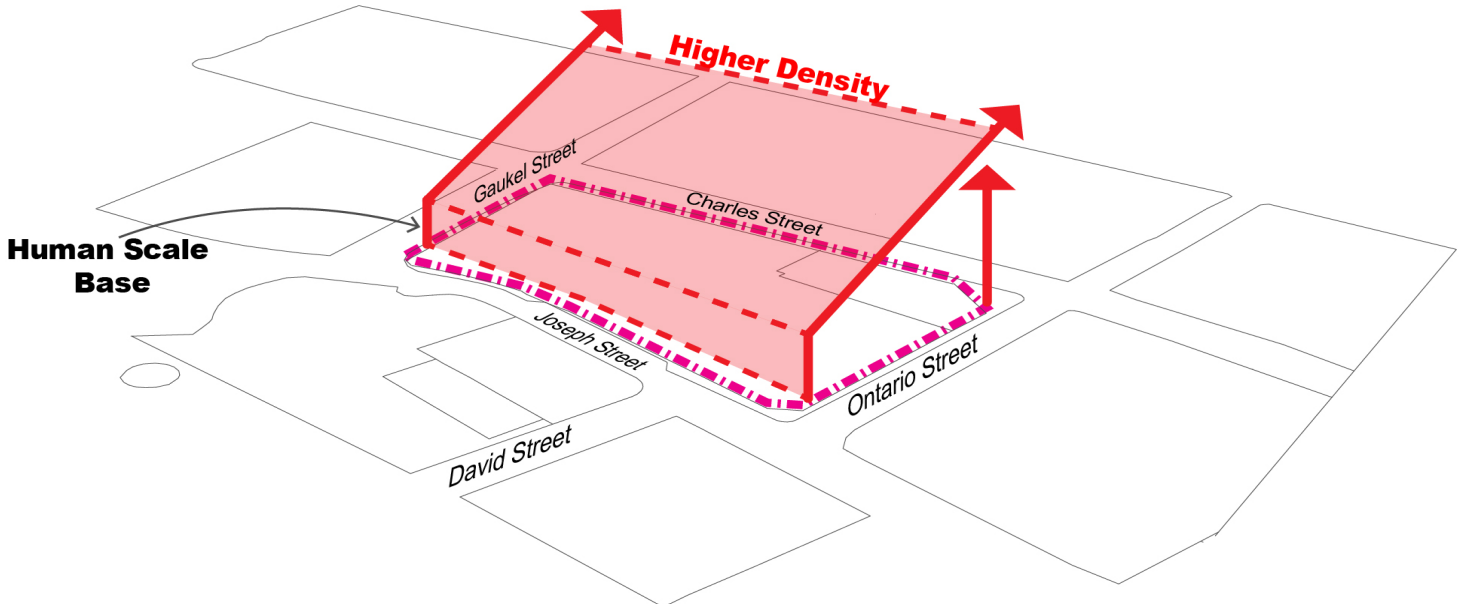
- Establish a green character for the site through the addition of landscaped streets and open spaces, green roofs, landscape buffers, green pedestrian connections, and healthy native trees and plantings.
- Create a continuous green connection from Victoria Park/Willow River Park through the site through built form, landscaping, green spaces, and pedestrian pathways.
- Establish “pockets” of green and open spaces throughout the site, including a key welcoming outdoor destination gathering place.
- Incorporate green edges along the site’s periphery and streets to create continuous green connections, contribute to stormwater management, and increase the tree canopy in the downtown.

Edge Interfaces



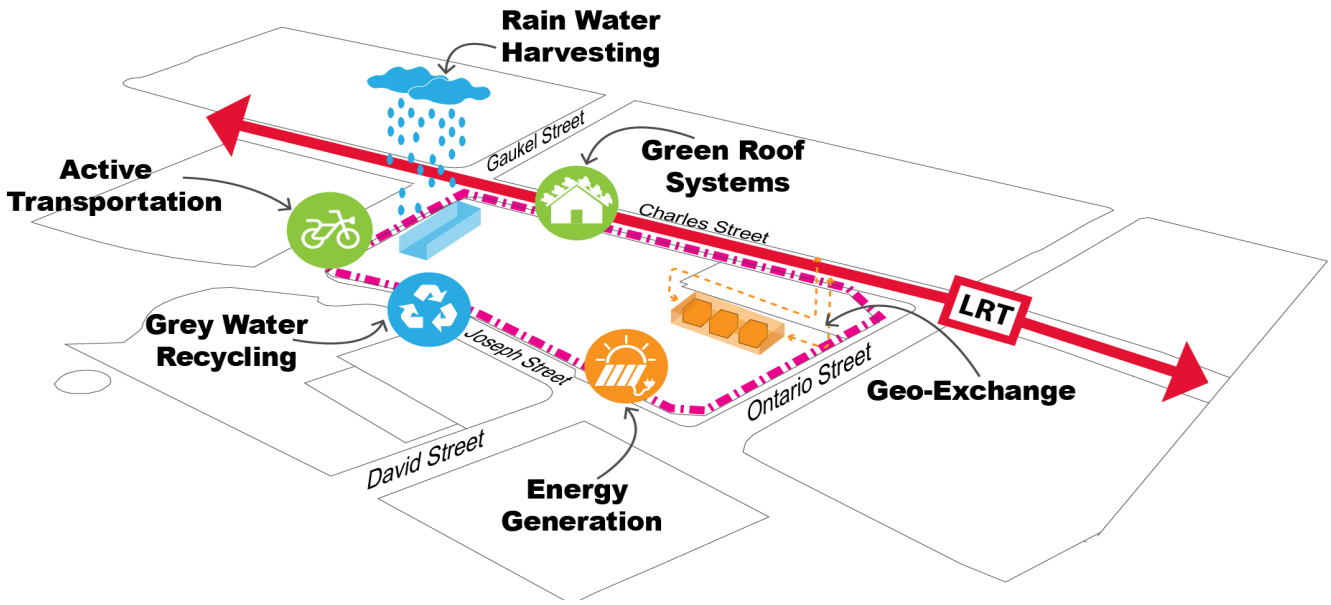
- Create active edges and maintain pedestrian and visual porosity between the site and its adjacent public streets.
- Provide connections to the heritage district to the south, existing pedestrian and cycling uses on Gaukel Street and Joseph Street, as well as retail and services on Charles Street and Ontario Street.
- Increase accessibility through topography-based solutions that enhance connections through the site, and between the site and the public realm.

Well Transitioned Built Form



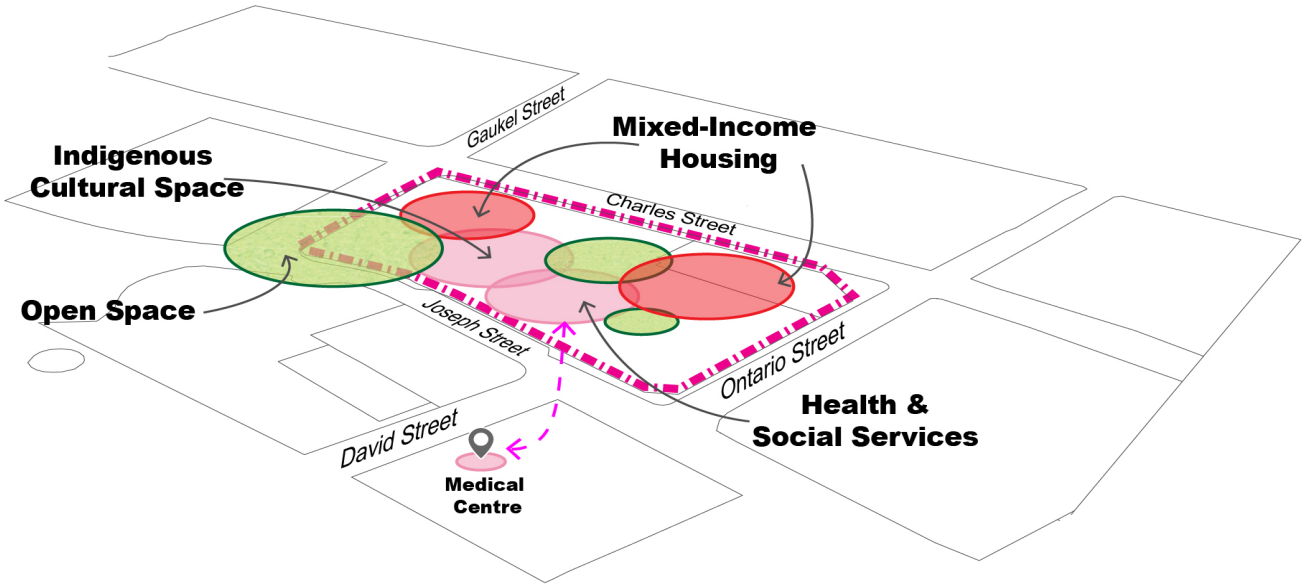
- Design buildings to provide positive transitions to surrounding land uses and areas including Victoria Park/Willow River Park, and the established downtown, while adding density of a suitable scale and form.
- Consider achieving increased density by locating taller building forms toward the north and east where taller buildings currently exist and are planned for, and medium density and mid-rise forms along the south and west portions of the site, interfacing with the Park.
- Minimize shadowing on adjacent properties and open spaces through appropriate built form and massing, including the incorporation of setbacks, stepbacks, suitable floor plates, and separation between taller elements.
- Create a high-quality built form condition on the site that responds to the surrounding existing and planned context, including the natural elements of Victoria Park/Willow River Park.

Environmental Sustainability



- Promote sustainability, carbon reduction, and optimizing resource efficiency through the design and construction of buildings and landscapes.
- Employ green roofs, stormwater management, green spaces, and landscaping to bring nature into the site and to support enhanced biodiversity.
- Explore opportunities for lower carbon, renewable, and shared energy sources for buildings.
- Incorporate the Region of Waterloo and City of Kitchener's key sustainability initiatives into the design of the site.
- Promote public and active transportation.

Diverse Programming



- Establish a viable and innovative mixed-use hub with complementary community uses, retail and commercial opportunities, open spaces, and compatible and diverse housing options.
- Support Truth and Reconciliation through collaboration with Indigenous communities to create a cultural space and supportive space that enables Indigenous community members to thrive in downtown Kitchener.
- Explore the opportunity for a community hub on site that accommodates the diverse local identity of the area and can be used for community gathering, prioritizing equity, diversity and inclusion.

Phase 4.2 of the Charles Street Terminal project will begin mid July. Brook McIlroy will start developing design concepts for the site, working collaboratively with N. Barry Lyon (NBLC) to ensure the design balances financial realities for the site and community aspirations. Phase 4.2 and 4.3 of the project will also included community engagement with a variety of interest groups and the broader community. Brook McIlroy will work closely with the Region to plan the engagement activities.

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