



# WLU/WCI Feasibility Study

Investigation and Conclusions of the WLU/WCI Northdale  
“Community Hub” Feasibility Study  
Monday, September 12, 2016





# Statement of Mandate

## WLU/WCI Feasibility Study Scope

The purpose of the WLU/WCI Feasibility Study is to identify opportunities to pursue the re-development of the WCI/WLU Northdale Lands (which accounts for 17% of the Northdale neighbourhood) and potentially establish a “Community Hub” - defined as a collection of facilities, programs, services and uses that support the three parties collective interests and address some broader Northdale and community aspirations, in a manner that fosters interaction, gathering and community-belonging.

## LWLP's Key Objectives

1. Identification of current and future innovative opportunities with regard to WLU and WCI learning programming/delivery and facilities
2. Identification of potential Community Hub, opportunities and partners, including uses
3. Identification and analysis of site opportunities and constraints
4. Identification and evaluation of building and site development options
5. Identification of stormwater management issues and overview and analysis of potential mitigation measures
6. Development of a business case for the recommended option



# Context: The WCI/WLU Feasibility Study Boundary



## Key Considerations:

- Total Site Area – 22+ Acres
- Represents 17% of Total Northdale Area
- Bisected by Hazel Street
- Remedial drainage work required within Northdale

## Legend:

- Northdale
- Boundary

## Site Boundary



# Stakeholder Engagement

## Key Stakeholder Meetings To Date

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### Strategic Advisory Team

- Scott Nevin, Director of Growth Management (City of Waterloo)
- Dennis Cuomo, Manager of Planning, Waterloo Region District School Board,
- Ulrike Gross, Executive Director, Real Estate and Property Development, WLU

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### Wilfrid Laurier University Stakeholders

#### WLU Executive- March 4<sup>th</sup>

- Max Blouw, President
- Jim Butler, Vice President Finance and Administration

#### WLU Academic March 4<sup>th</sup>

- Deb MacLatchy, Provost & Vice President Academic
- Bruce Arai, Assistant Provost, Strategy
- John Fraser, Director, Strategic Academic Initiatives

#### WLU Student Union – March 4<sup>th</sup>

- Laura Bassett, VP University Affairs Student Affairs
- David McMurray, Vice President

#### WLU Faculties & Departments:

- Faculty of Education, Dr. Colleen Willard-Holt, Dean- March 23<sup>rd</sup> & June 20<sup>th</sup>
- Faculty of Music, Paul Pulford, Associate Dean External- March 23<sup>rd</sup> & June 20<sup>th</sup>
- Department of Kinesiology, Dr. Pam Bryden- March 24<sup>th</sup> & June 22<sup>nd</sup>
- Faculty of Arts, Dr. Richard Nemesvari, Dean- April 20<sup>th</sup>
- Faculty of Science, Dr. Paul Jessop, Dean- April 20<sup>th</sup>
- Faculty of Business, Dr. Micheál J. Kelly, Dean- April 20<sup>th</sup>
- Disaster Recovery Site- March 23<sup>rd</sup>
  - Gary Nower, AVP, Physical Resources
  - Tony Araujo, AVP Campus Administration & Special Constable Service
  - Nela Petkovic, Chief Information Officer
- Department of Physical Resources
  - Claire Bennett, Manager, Sustainability Office Manager - April 20<sup>th</sup>

# Stakeholder Engagement

## Key Stakeholder Meetings To Date

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### City of Waterloo Stakeholders

- City of Waterloo, Multiple Departments- March 3<sup>rd</sup>
  - Tim Anderson, CAO
  - Shayne Turner, Director of Municipal Enforcement
  - Eckhard Pastrik, Director of Environment and Parks
  - Jim Bowman, Director of Community Programming & Outreach Services
  - Roslyn Lusk, Director of Transportation
  - Tanja Curic, Policy Planner
  - Christine Koehler, Traffic Operations
- Justin McFadden, Director of Economic Development - March 4<sup>th</sup>
- Bob Mavin, City Councilor – March 23<sup>rd</sup>
- Jeff Henry, Ward Councilor- March 23<sup>rd</sup>

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### Coalition of Performing Arts Waterloo (COPA)

- Anne-Marie Donovan, Artistic Director, Inter Arts Matrix
- Pam Patel, Actor and Artistic Associate Director at MT Space
- Martin de Groot, Executive Director Regional Arts Council

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### WCI & WRDSB Stakeholders

- WCI Visioning Committee
- WCI Parent Council Representatives
- WRDSB WCI/Northdale Working Group
  - John Bryant, Director of Education
  - Lila Read, Senior Superintendent, Student Achievement & Well-Being
  - Martha Deacon, Superintendent, Communication & Engagement
  - Peter Rubenschuh, Superintendent, Student Achievement & Well-Being
  - Michael Weinert, Superintendent, Human Resource Services
  - Matthew Gerard, Superintendent, Business Services & Treasurer of the Board
  - Mark Carbone, Chief Information Officer
  - Ian Gaudet, Controller, Facility Services
  - Dennis Cuomo, Manager of Planning

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### University of Waterloo Stakeholders

- Chris Read, Associate Provost, Students and Chair of the City of Waterloo Town & Gown Committee



# Key Themes from Stakeholders

## Lacking



Lack of Green Space



Lack of Amenities



Lack of Quality Retail



Lack of Gathering

## Desired



Theatre Venues



Recreation Space



Office/Lab Space



Education Programs

## Possibilities



A new WCI



Social Innovation



Disaster Recovery Site



Community Engagement

# Space and Program Specifications from Stakeholders

## WRDSB

**181,867 SF**

to replace existing WCI Facility  
with a new high school for  
1,400 students

### Specifications:

- Classroom, library, theatre, administration, cafeteria and other core space: 158,307 SF
- Triple Gym + Change Rooms and Lockers: 16,260 SF
  - Not including weight or additional exercise rooms
- Music and Arts Rooms: 7,300 SF
  - Not including existing WCI Theatre: 10,000 SF)
- Does not account for athletics fields that may need to be reconfigured and rebuilt

## City

**3,500 SF+**

in community-oriented space  
and civic office needs +  
outdoor field and/or public  
park spaces as necessary

### Specifications:

- Community Room: 3,500 SF
  - Flexible use meeting space for the City and community user groups
- Office space for City Community Engagement staff
- Co-operation and use of outdoor field spaces with the WRDSB and/or WLU

## COPA

**26,280 SF**

for a multi-user, multi-media  
arts and culture performance  
venue, incubation space and  
artist residence for the  
Waterloo market

### Specifications:

- Theatre and Performance spaces: 10,850 SF
  - 225 seat main theatre, 150 seat flexible incubation theatre
  - 3 rehearsal halls and a multimedia space
  - Back-of-house including green room, sound production and dressing rooms
- Office and Artist Studio Spaces: 14,180 SF
  - Flexible use/co-working office space Including (3,200 SF)
- Visiting Artist Residences: 1,250 SF



# Space and Program Specifications from Stakeholders

WLU -

**26,000+ SF**  
to establish the Centre for  
Physically Active Communities  
at WLU

## Specifications:

- Double Gym + Change Rooms and Lockers: 16,000 SF
  - Not including weight or additional exercise rooms
- Integrated sports medicine and paramedical clinic: 5,000 SF
- Replace existing MDRC labs and office space on-site 5,000 SF
  - Are currently anticipated to be redeveloped

WLU - Music

**10,000 SF+**  
to establish the Laurier  
Conservatory and external  
music programming in a  
permanent space

## Specifications:

- Laurier Conservatory (Beckett School of Music): 10,000 SF
  - Currently operating out of 8,000 SF of temporary space
  - Permanent space is envisioned to be the home for WLU's external music programs
  - Will require education, recital and rehearsal spaces

WLU -

**6,000 - 8,000 SF**  
to establish a centre for  
Advanced Education (gifted  
student focused) and reading  
clinic

## Specifications:

- Previous plan to renovate 14 Erb Street : 6,000 – 8,000 SF
  - Requires individual treatment rooms
  - Group treatment and teaching space
  - Circle Room – to function as a meeting space that is accessible and designed to the standards required to host First Nations programming



# Northdale: Waterloo's Newest Community Hub

Leveraging WCI's need for a new and modernized school and its existing strong programming internally and externally, the Northdale Site's Community Hub is envisioned to become a Waterloo destination for one-of-a-kind experiences related to [arts & culture](#), [health & wellness](#) and focused, innovative education.

Centered on [indoor & outdoor programming](#), as well as [targeted commercial](#) and [unique placemaking experiences](#), this hub will transform Northdale into a local gathering place & draw to visitors from all over Waterloo.

Over time, a completely integrated community experience will emerge, as [Northdale becomes a dynamic place to live](#) and truly evolves into a [mixed-use neighbourhood](#) and destination in [Waterloo](#).



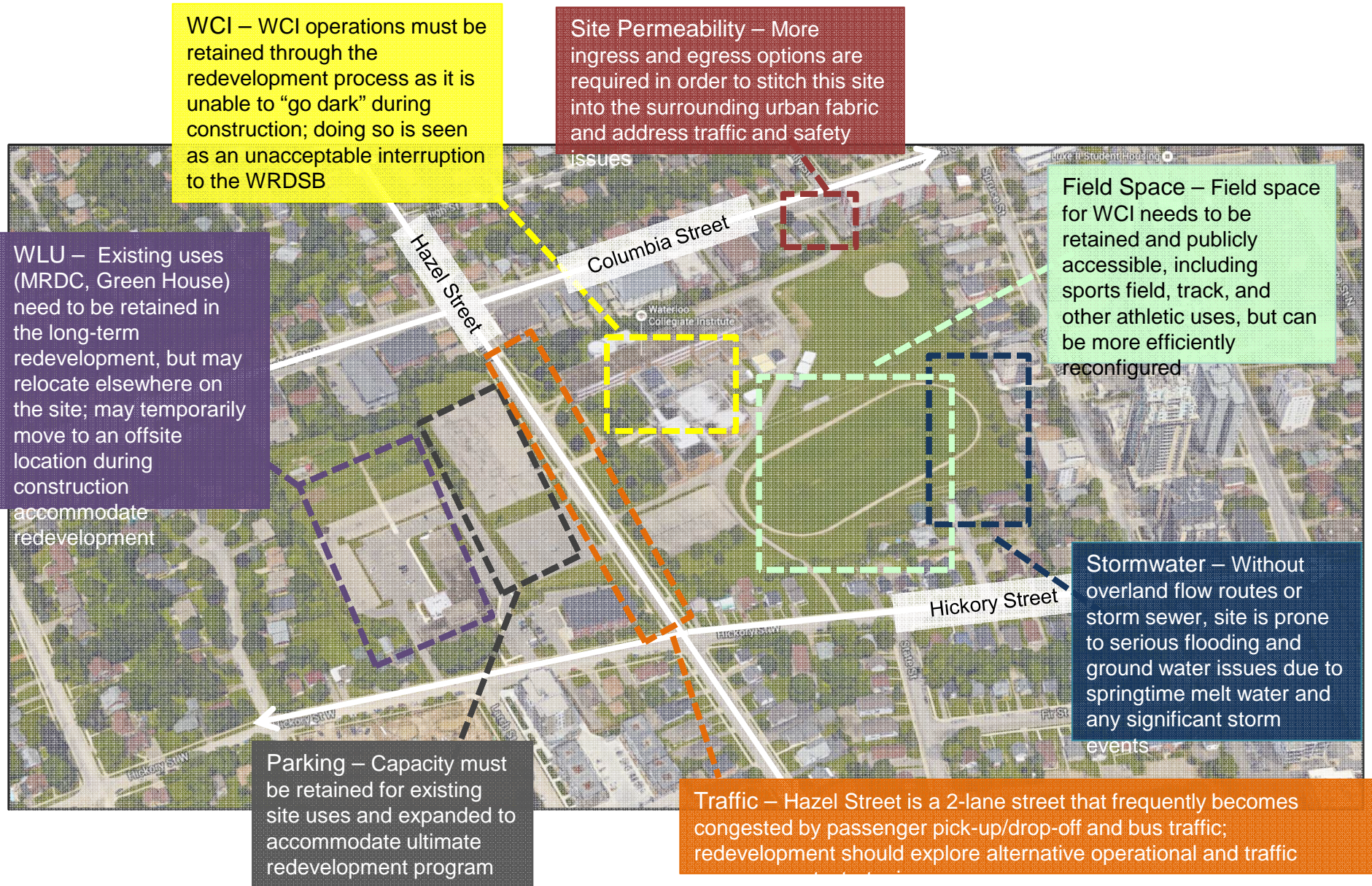


# WLU/WCI Potential Integrated Development Themes





# Key Physical Challenges, Opportunities & Considerations





# Physical Testing of the Site's Land Capacity

## Preliminary Site Program for Physical Testing

### 165,000 SF

for a new build WCI over 3-4 storeys:

- **Includes:** classrooms, library, cafeteria, offices for staff and other core spaces
- **Does Not Include:** gymnasium or arts & music spaces
- **Assumes:** 6,000 SF for Advanced Education and Circle Room space could operate within shared-use space at WCI

### 33,000 SF

for the Centre for Physically Active Communities over 2-3 storeys:

- **Includes:**
  - 20,000 SF gymnasium space (represents 2 double gyms or 1 quad gym)
  - 5,000SF paramedical clinic
  - 5,000 SF for retention of MRDC labs and offices
  - 3,000 SF of ground floor retail (potential juice bar, healthy food, sports outfitter)

### 40,000 SF

for an Integrated Performance Venue over 2-3 storeys:

- **Includes:**
  - 10,000 SF of music education, studio and rehearsal space
  - 11,000 SF of performance venue and back of house
  - 5,000 SF for artist co-working office space
  - 10,000 SF for WCI lecture hall/theatre
  - 4,000 SF for retail (potential coffee shop, F&B, gallery, arts retail)

**238,000+ SF**  
of development program

+

### Parking Garage

for approximately 500 stalls – existing on-site parking + additional parking for new uses & wrapping ground floor retail

### Athletics Fields

retention of existing field space reconfigured to create more efficient design and land use



# Physical Testing of the Site's Land Capacity

## High Level Costing

165,000 SF

for a new build WCI :

X

**\$204 SF Costs**

Provided by WRDSB & MOE

**\$33,660,000**

33,000 SF

for the Centre for Physically Active  
Communities:

X

**\$202 SF Costs**

Based on Precedent Cases Studied

**\$6,666,000**

40,000 SF

for the Integrated Performance Venue

X

**\$508 SF Costs**

Based on Precedent Cases Studied

**\$20,320,000**

**\$60,646,000**

order-of-magnitude cost of primary development program

+

500 parking stalls X \$28,000/stall

**\$14,000,000**

Athletics Field Relocation

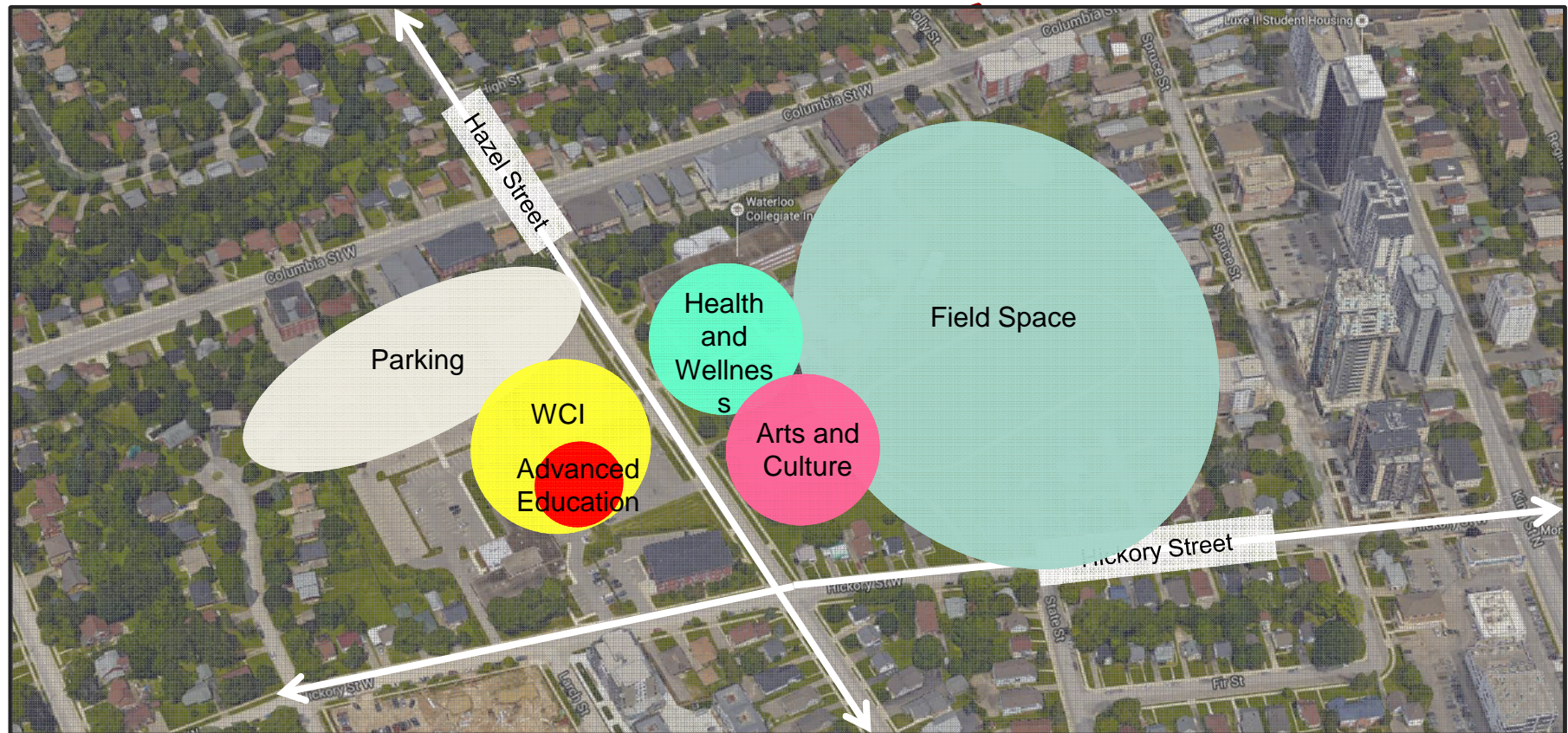
**\$1,500,000**

Stormwater Management\*

**\$2,000,000**

# Outcome of Site Capacity Testing

## Option #1: WCI Moves Across Hazel, Arts & Recreation Develops

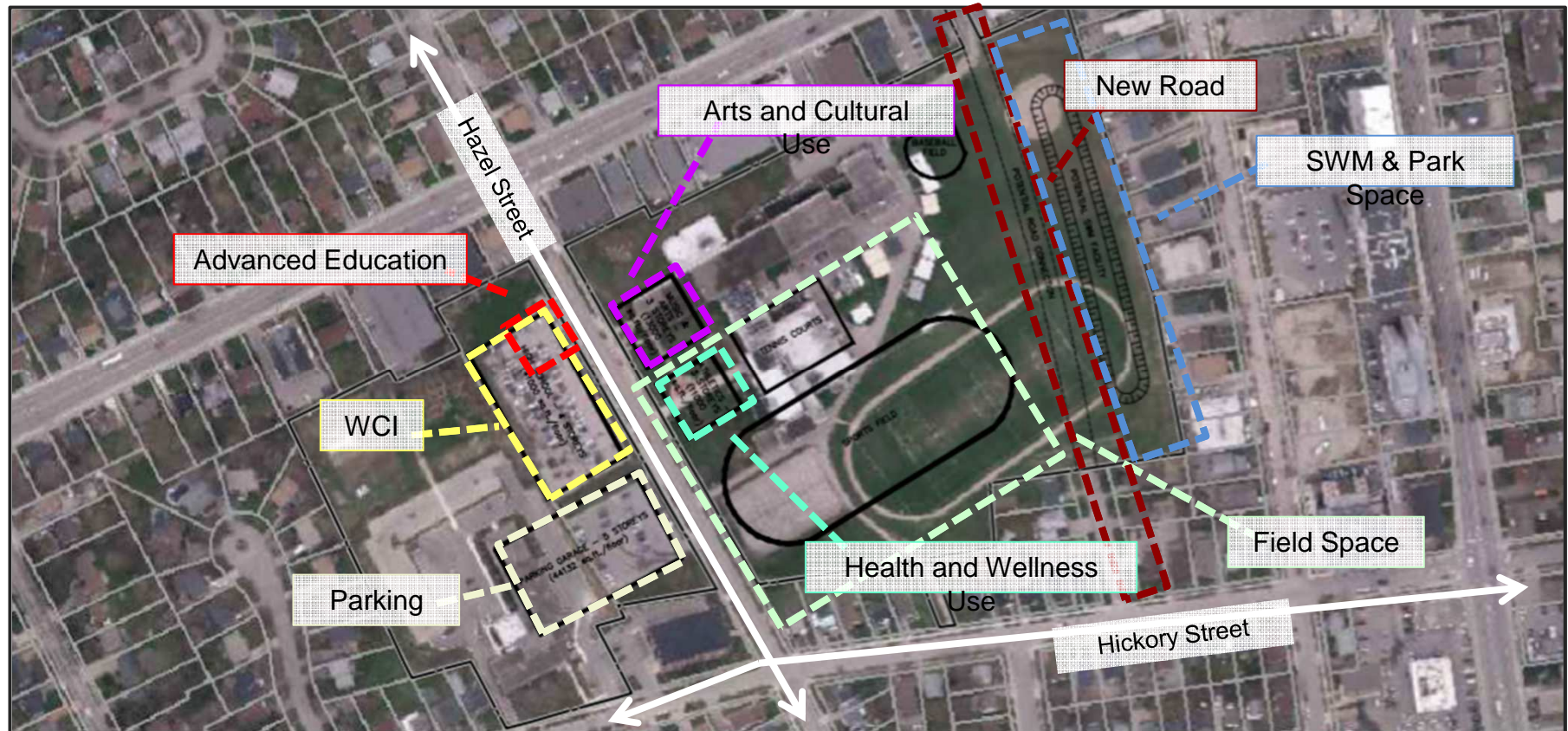


*Note: In order to assess whether the site can physically accommodate the conceptual development program of this community hub project, LWLP and MTE tested Option #1 as it represents the most direct construction phasing for the possible full redevelopment of the WCI Facility.*



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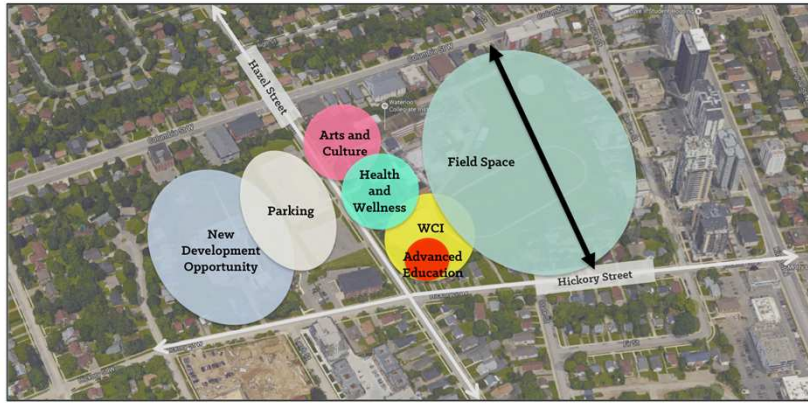
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# Possible Other Configurations of Development Program

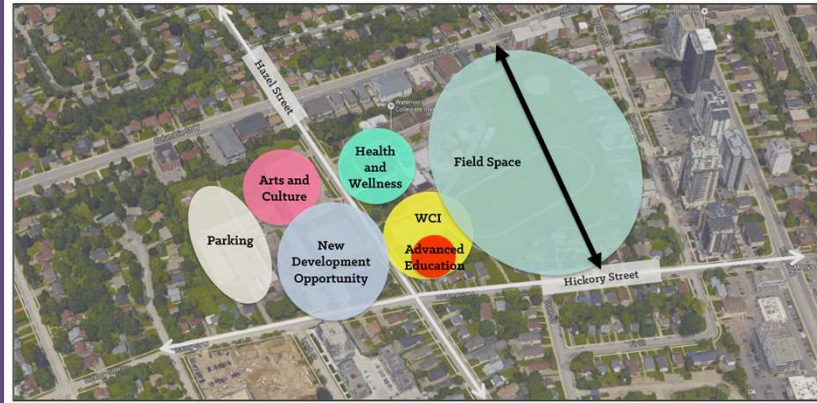
## Other Options For Master Planning Testing

Option 2: WCI Relocates, Arts and Recreation Front Hazel Street



Note: Conceptual Layout Only, Not Tested to Scale

Option 3: WCI Relocates, Arts & Recreation Develops on Both Sides of Hazel



Note: Conceptual Layout Only, Not Tested to Scale

Option 4: WCI Remains, Arts & Recreation Develops Across Hazel



Note: Conceptual Layout Only, Not Tested to Scale

Multiple other configurations of this program are possible – all which create positives and challenges for development scenarios and the three parties' goals. A qualified master planning/architecture firm will be necessary to untangle these options for the best arrangement to meet needs.



# Next Steps

## Potential Timeline for Next Steps

4 to 6 Months:

### Short Term:

- Continued Stakeholder Outreach and Explore New Development Opportunities
- Negotiate Non-Binding LOIs
- Develop RFP for Master Planning Services

### Potential Fee for Short Term:

- \$150,000 - \$200,000 for 4-6 months of work + related expenses (recommended to be capped per month) to account for investment into stakeholder outreach and materials for negotiating non-binding LOIs

TBD:  
Procure Master  
Planning Firm

4 to 6 Months\*:

### Medium Term:

- Refine and finalize development program and planning direction for master planner
- Develop Master Plan
- Develop Conceptual Development Proforma
- Public Consultation

12 to 18 Months:

### Longer Term:

- Develop Long Term Funding Strategy
- Negotiate Land Ownership Options
- Negotiate Joint-Use Agreements

### Longer Term:

- Work with City Staff to Develop Approvals Process
  - Public Consultation
  - Block Plan
  - Site Plan
- Procure Construction Firm to Develop Project