



WLU/WCI Feasibility Study

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



**LiveWork
LearnPlay**

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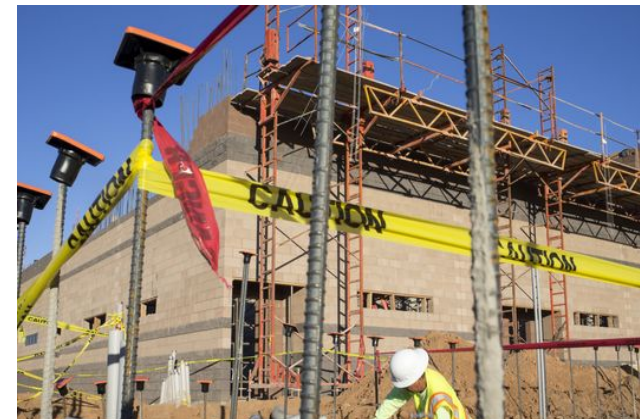
Statement of Mandate

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



Key Considerations for the Feasibility Study

Several key considerations inform the WCI/WLU Feasibility Study



City of Waterloo Goals:

1. See Northdale's ongoing redevelopment shift towards a more balanced make-up – in line with the Northdale Plan's vision and principles
2. See that the investment and work going in to the "Station Planning Areas" is leveraged as part of this development



Waterloo Region District School Board/Waterloo Collegiate Institute Goals:

1. Provide a continued standard of excellence and expand on WCI's reputation in teaching and extra-curricular activities, improving school facilities while also achieving the necessary AODA requirements.
2. Achieve the WRDSB's strategic goals of enhancing student achievement and well-being, supporting cutting-edge educational practices, and remaining strong community partners.



Wilfrid Laurier University Goals:

1. Enhance Laurier students and Northdale residents overall quality of life through the creation of a community hub
2. Forge strong partnerships for collaboration with the City of Waterloo, the Waterloo Region District School Board and other partners

Feasibility Study Work Plan

LWLP, working with MTE, and under the direction of a Strategic Advisory Team representing the three parties, performed this study over a 6-month period from February to July 2016, as reflected in the following work plan:



LWLP Critical Path and Study Work Plan for WCI/WLU Northdale Lands

[illegible]



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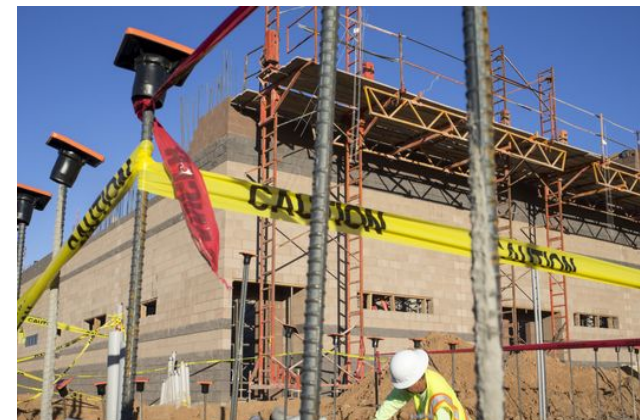
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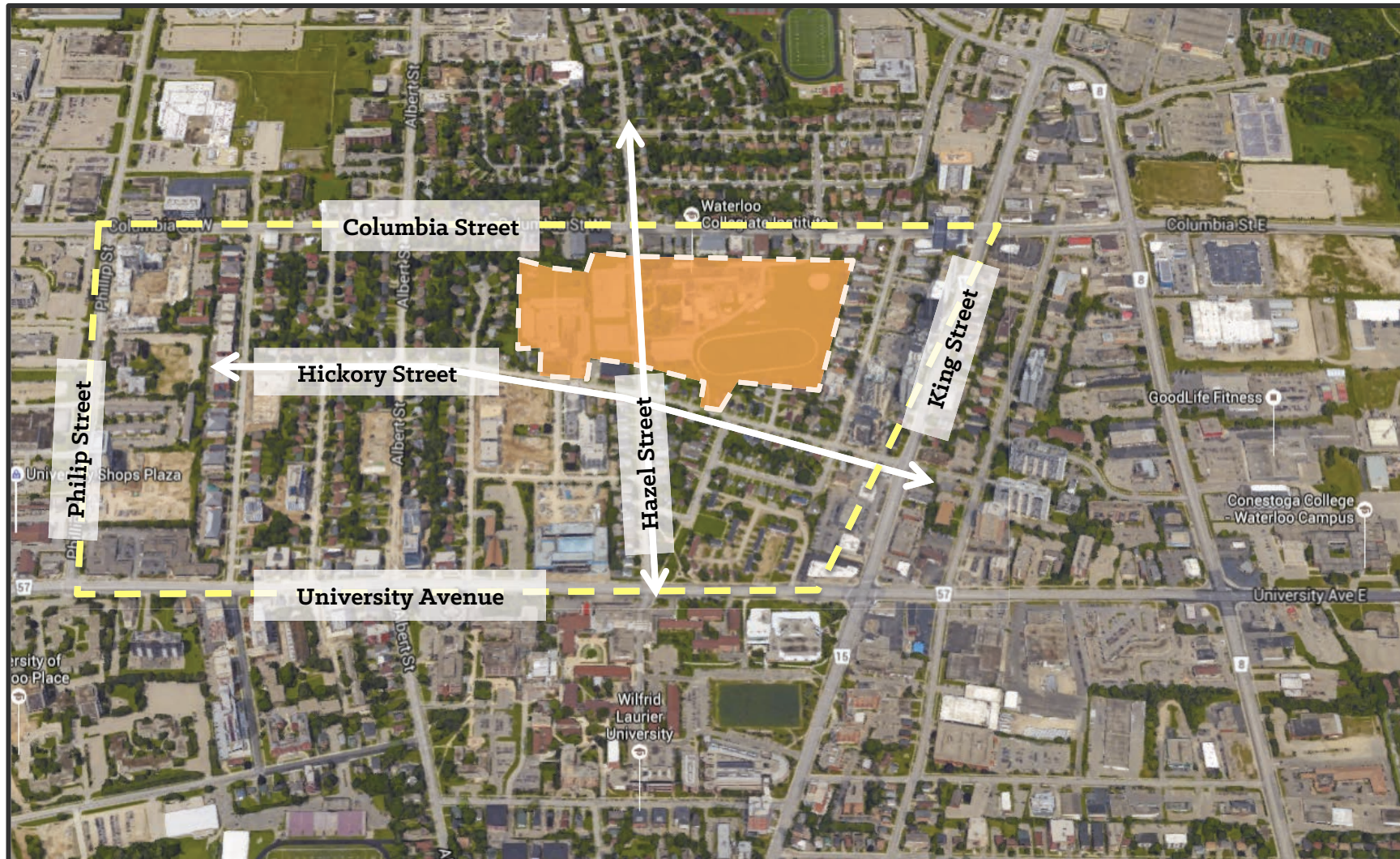
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Context: The WCI/WLU Feasibility Study Boundary



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

Overview of Key Stakeholder Engagement

Key Internal Stakeholder Meetings To Date

1

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 4th

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

WLU Academic March 4th

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

WLU Student Union – March 4th

- Laura Bassett, VP University Affairs

Student Affairs

- David McMurray, Vice President

WLU Faculties & Departments:

- Faculty of Education, Dr. Colleen Willard-Holt, Dean- March 23rd & June 20th
- Faculty of Music, Paul Pulford, Associate Dean External- March 23rd & June 20th
- Department of Kinesiology, Dr. Pam Bryden- March 24th & June 22nd
- Faculty of Arts, Dr. Richard Nemesvari, Dean- April 20th
- Faculty of Science, Dr. Paul Jessop, Dean- April 20th
- Faculty of Business, Dr. Micheál J. Kelly, Dean- April 20th

Disaster Recovery Site- March 23rd

- 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 20th

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City of Waterloo Stakeholders

- City of Waterloo, Multiple Departments- March 3rd
 - 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 4th
- Bob Mavin, City Councilor – March 23rd
- Jeff Henry, Ward Councilor- March 23rd

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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

Key Themes from Stakeholders

Lacking



Lack of Green Space



Lack of Amenities



Lack of Quality Retail



Lack of Gathering Place

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	<div><div>181,867 SF</div><div>to replace existing WCI Facility with a new high school for 1,400 students</div></div>	<div>Specifications:</div> <div><ul style="list-style-type: none">Classroom, library, theatre, administration, cafeteria and other core space: 158,307 SFTriple Gym + Change Rooms and Lockers: 16,260 SF<ul style="list-style-type: none">Not including weight or additional exercise roomsMusic and Arts Rooms: 7,300 SF<ul style="list-style-type: none">Not including existing WCI Theatre: (~10,000 SF)Does not account for athletics fields that may need to be reconfigured and rebuilt</div>
City	<div><div>3,500 SF+</div><div>in community-oriented space and civic office needs + outdoor field and/or public park spaces as necessary</div></div>	<div>Specifications:</div> <div><ul style="list-style-type: none">Community Room: 3,500 SF<ul style="list-style-type: none">Flexible use meeting space for the City and community user groupsOffice space for City Community Engagement staffCo-operation and use of outdoor field spaces with the WRDSB and/or WLU</div>
COPA	<div><div>26,280 SF</div><div>for a multi-user, multi-media arts and culture performance venue, incubation space and artist residence for the Waterloo market</div></div>	<div>Specifications:</div> <div><ul style="list-style-type: none">Theatre and Performance spaces: 10,850 SF<ul style="list-style-type: none">225 seat main theatre, 150 seat flexible incubation theatre3 rehearsal halls and a multimedia spaceBack-of-house including green room, sound production and dressing roomsOffice and Artist Studio Spaces: 14,180 SF<ul style="list-style-type: none">Flexible use/co-working office space Including (3,200 SF)Visiting Artist Residences: 1,250 SF</div>

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

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

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

WCI – WCI operations must be retained through the redevelopment process as it is unable to “go dark” during construction; doing so is seen as an unacceptable interruption to the WRDSB

Site Permeability – More ingress and egress options are required in order to stitch this site into the surrounding urban fabric and address traffic and safety issues

Field Space – Field space for WCI needs to be retained and publicly accessible, including sports field, track, and other athletic uses, but can be more efficiently reconfigured

WLU – Existing uses (MRDC, Green House) need to be retained in the long-term redevelopment, but may relocate elsewhere on the site; may temporarily move to an offsite location during construction to accommodate redevelopment

Stormwater – Without overland flow routes or storm sewer, site is prone to serious flooding and ground water issues due to springtime melt water and any significant storm events

Parking – Capacity must be retained for existing site uses and potentially expanded to accommodate ultimate redevelopment program while considering shifts in transportation and demand management

Traffic – Hazel Street is a 2-lane street that frequently becomes congested by passenger pick-up/drop-off and bus traffic; redevelopment should explore alternative operational and traffic management strategies

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

+

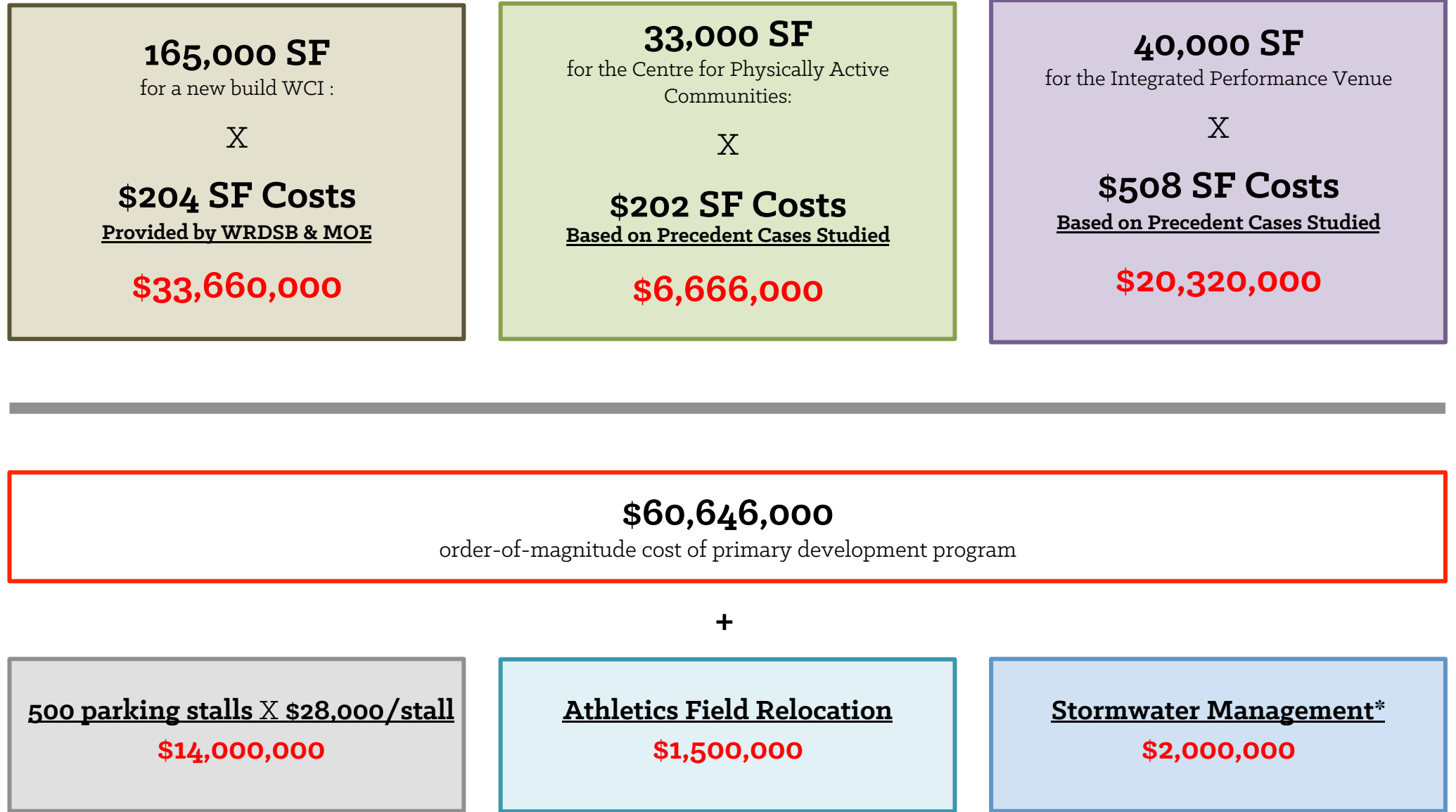
Parking Garage

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

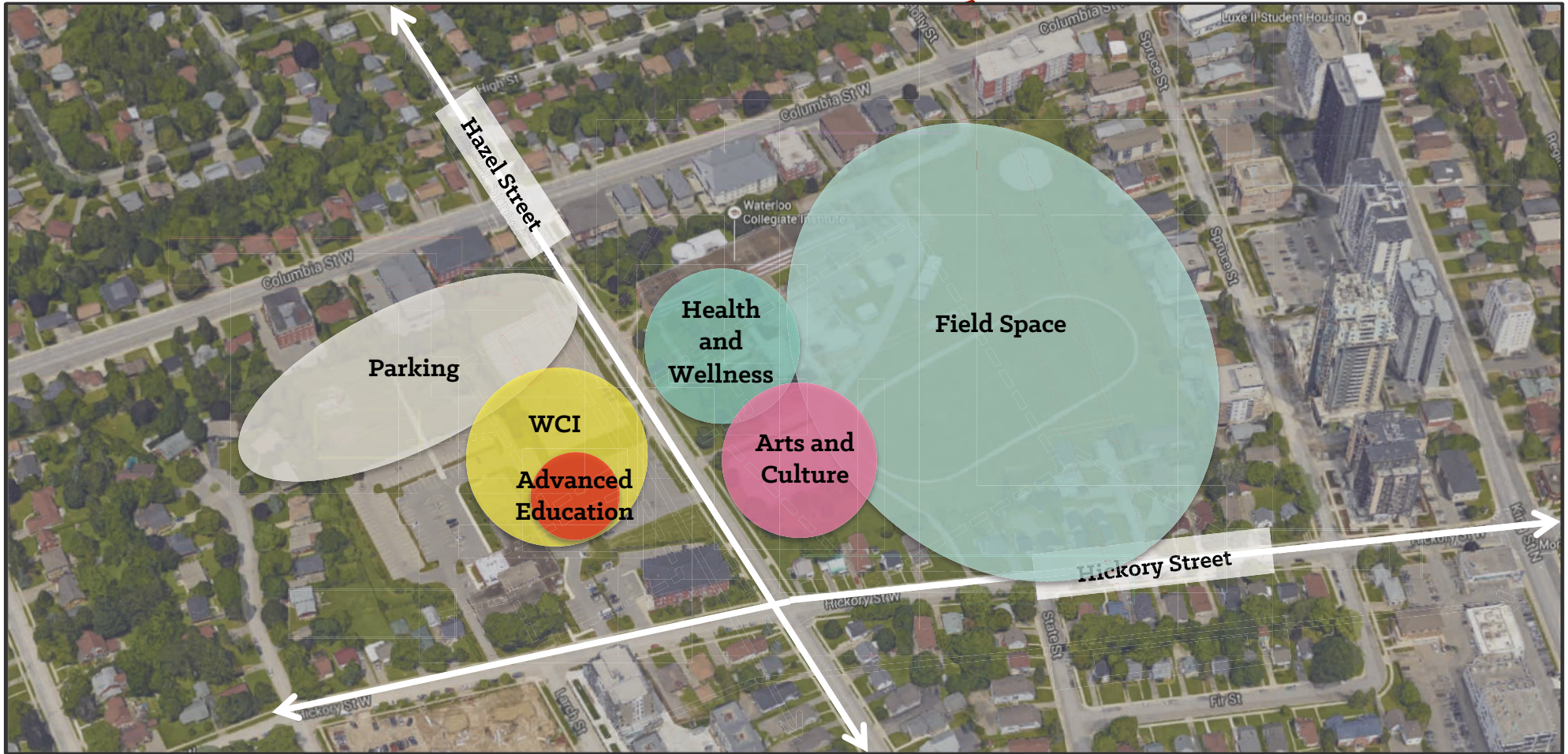
Athletics Fields

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

High Level Costing



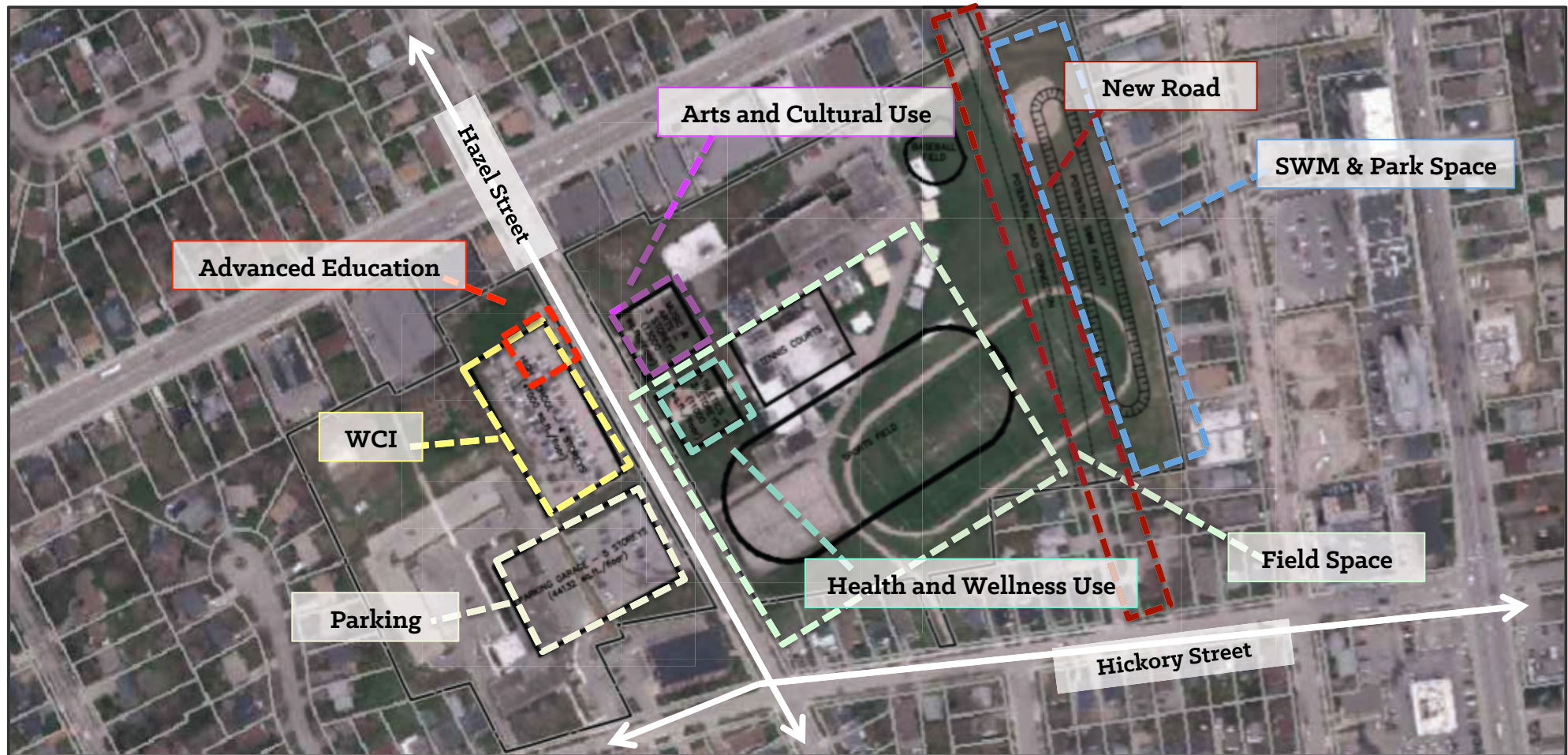
Option #1: WCI Moves Across Hazel, Arts & Recreation Develops



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.

Outcome of Site Capacity Testing

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

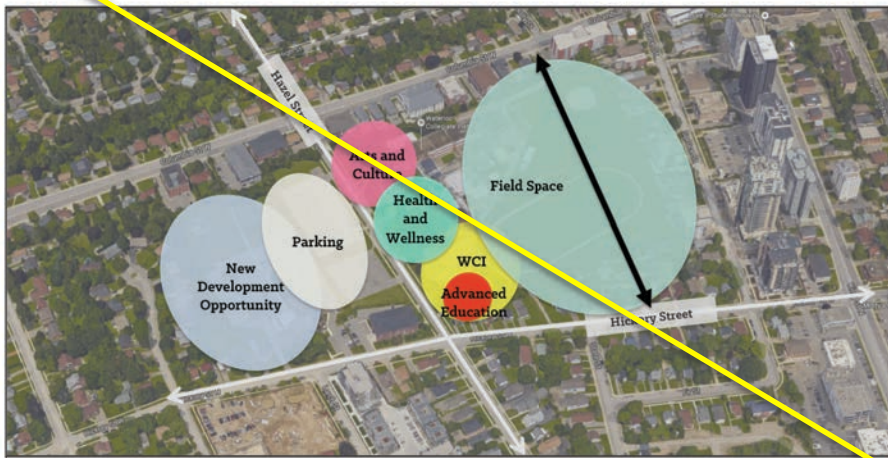


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Possible Other Configurations of Development Program

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 – each of which creates opportunities and challenges for development scenarios and the three parties' goals.

A qualified master planning firm will be necessary to implement these options and help determine the best site layout to accommodate the diversity of considerations and needs while achieving the overall vision.

Potential Timeline for Next Steps

4 to 6 Months:

Short Term:

- Continued Stakeholder Outreach
- Explore New Development Opportunities and Partnerships
- Negotiate Non-Binding LOIs with willing partners
- 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

Procure Master Planning Firm – Timing TBD



4 to 6 Months*:

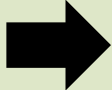
Medium Term:

- Refine and Finalize Development Program and Planning Direction for Master Planner
- Develop Master Plan
- Develop Conceptual Development Proforma
- Public Consultation

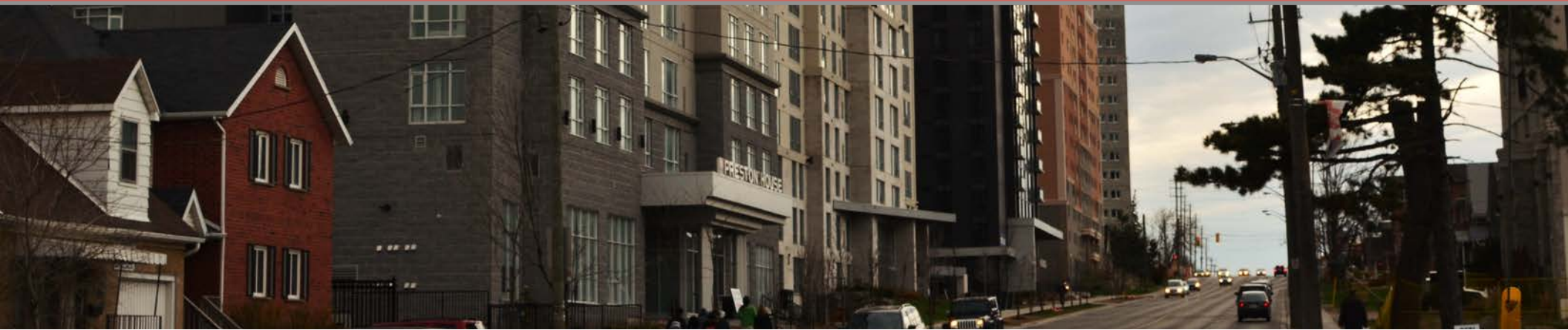
12 to 18 Months:

Longer Term:

- Develop Long Term Funding Strategy
- Negotiate Optimal Land Use, Ownership, and Control
- Negotiate Joint-Use Agreements

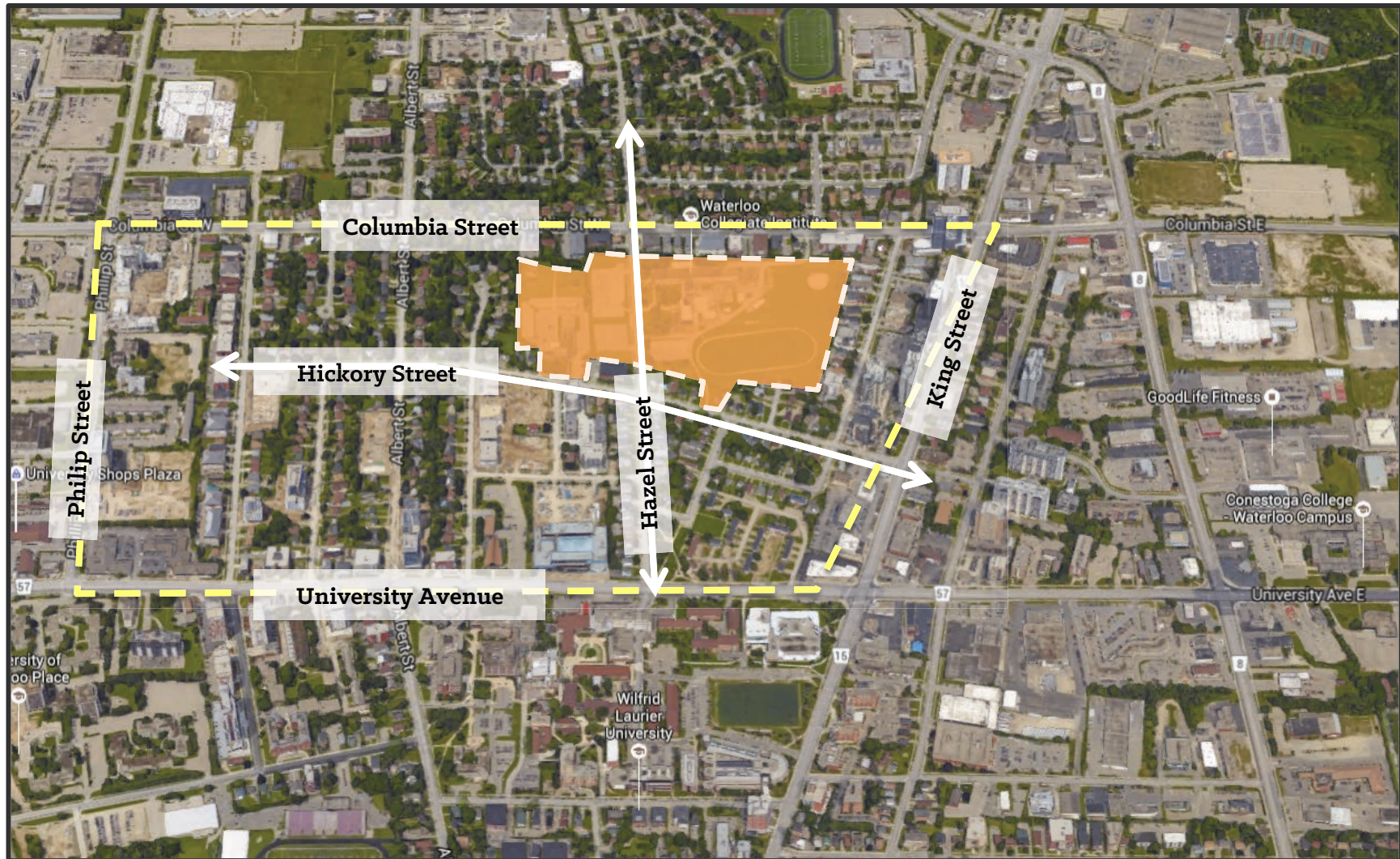


- Work with City Staff to Develop Approvals Process
 - Public Consultation
 - Block Plan
 - Site Plan
- Procure Construction Firm and/or Develop Partner(s) to Implement



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- Bisected by Hazel Street
- Remedial drainage work required within Northdale

Legend:

-  Northdale Boundary
-  Site Boundary

Context: The WCI/WLU Site



Key Considerations:

- Existing Buildings:
 - Waterloo Collegiate Institute
 - Laurier Movement Disorders Research & Rehabilitation Centre (Department of Kinesiology)

Legend: • Community Greenhouse

-  WLU Ownership
 WRDSB Ownership

The CoW Northdale Plan: The Established Framework



Vision

"By 2029, Northdale is revitalized and reurbanized into a diverse, vibrant and sustainable neighbourhood, integrated with educational, residential, commercial, cultural, heritage and recreational functions, and improved open space, pedestrian, cycling and transit networks."¹

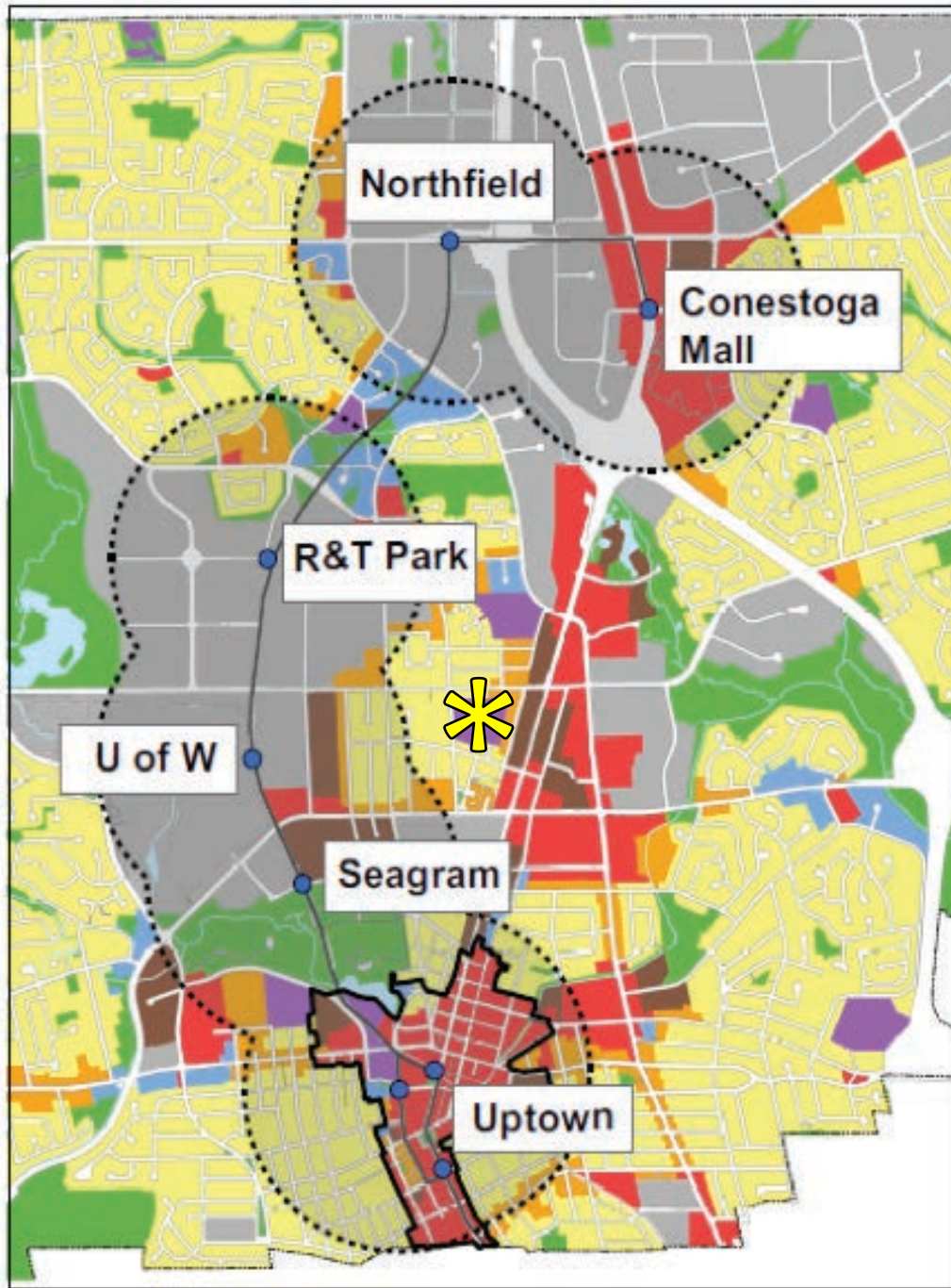
Guiding Principles

1. Integrated
2. Diverse
3. Identifiable
4. Supported
5. Memorable
6. Interactive
7. Durable
8. Safe
9. Flexible
10. Collaborative

* Waterloo Collegiate Institute Lands:

"The potential future redevelopment or repositioning of [WCI] should ensure that the open space components of the campus are maintained for community use and the campus may redevelop for other educational, recreational or cultural purposes, and/or high density uses in a manner compatible with the surrounding neighbourhood."²

Context: The Station Area Planning Framework



The University of Waterloo ION Station – Station Planning Area

The establishment of a higher-order transit station within close proximity of the WCI/WLU properties is a major consideration for the Feasibility Study.

A substantial portion of Northdale is considered part of the Station Planning Area and subject to specific planning and development considerations as a result. New mid-block and pedestrian connections to the station are anticipated to create greater mobility and transit accessibility for residents, students and visitors.



Key Considerations of Northdale: SWOT Analysis

Strengths

Macro (Waterloo & Surrounding)

- **22 acres of contiguously controlled land** provides a significant opportunity for a **catalytic project**
- Ongoing large-scale investment in the Waterloo Region for the **development of ION**
- A diverse range of **high-end and unique employers** surrounds Northdale
- At the centre of two major universities and is accessible from several major arterial roads

Micro (Northdale & Site)

- **Heavy traffic along major surrounding thoroughfares**
- Opportunity for a double-sided redevelopment along Hazel St
- Existing **visitation patterns** from a **diverse population of users** as a result of WCI and Laurier's MRDC
- WCI draws students from outside its catchment area³
- **WCI auditorium** currently hosts numerous community organizations, recitals and cultural events
- **WCI Visioning Committee support the redevelopment** of WCI as a brand new facility

Weaknesses

- The City has **expressed challenges in retaining top-end talent** that Laurier and UW produce in the community⁴
- The **necessary infrastructure work to fix the Stormwater Management issues** at the eastern edge of the WCI Site at Hickory & Spruce is estimated at \$500,000 (priced in 2005 dollars) and has been given "highest priority" for necessary remedial drainage work⁵

- **Northdale lacks housing and demographic diversity** that has brought with it a lack of variety in amenity offerings for residents
- The site **lacks necessary parking infrastructure** to support destination development
- **Pedestrian traffic conflicts** have been identified as a result of heavy traffic on Hazel Street⁶
- Neighbourhood **community safety issues** have been identified as a result of current demographic makeup
- Northdale and the immediate surrounding area **lacks quality retail options**
- WCI currently has an **aging facility that does not meet AODA requirements** and has no options for relocation

Macro (Waterloo & Surrounding)

- An opportunity exists to **establish a fully integrated, multi-use space** that will create a unique destination for a diverse range of current and future user groups in Waterloo
- A **community-oriented theatre venue** that includes both performance and rehearsal spaces is currently lacking in Waterloo
- The City and Laurier have both identified an **immediate need for additional recreational space and/or parks**
- Opportunity for Northdale to turn into an **accessible and mobile neighbourhood**

Micro (Northdale & Site)

- Opportunity to **leverage the existing, successful WCI high school** and its need for an upgraded facility and amenities **while conserving its heritage within the Waterloo community**
- Redevelopment of WCI creates the **opportunity to grow the WCI student space**
- There exists an opportunity to **develop a brand new 21st century and AODA compatible high school**
- Laurier is considering **new avenues for funding including revenue-generating programs** to further research and collaborate with community partners
- The Northdale Plan indicates that **50% of the land's open space should be retained in redevelopment**

- Northdale is **currently defined by many as a student-oriented neighbourhood**; **limiting the willingness of others to spend time and money in the Northdale**
- Strong market conditions in Northdale suggest this **residential trend will not abate anytime soon**
- The ongoing market demand for student rental housing has caused **new developments to increase their internal building amenities**, which has begun to inhibit student interaction with the community⁷
- There currently exists **differences relating to the vision and program for a Disaster Recovery Site**
- Laurier and WCI **staff parking requirements on site places a starting burden** on any future redevelopment opportunity

- The Waterloo Municipal Heritage Committee has **expressed potential interest in preserving the current WCI facility in its entirety** which presents challenges – **approximately \$15M in deferred maintenance to keep school functional and \$8M in upgrades for AODA**^{8,9}
- There is a **strong, physical and behavioural disconnect between the Site and University Avenue**



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Market Overview: Waterloo & Northdale



Residential

Northdale is dominated by student housing

13,300
student beds in
Northdale and the
surrounding area¹

\$601.17
average rent per
month paid by
students in Waterloo²

1,200 beds
current **potential over-**
supply of student beds
in Waterloo³

7,145
additional student
beds planned in the
short-term in
Waterloo⁴



Retail

Leverage anchors to create a retail destination

242,000 SF
in estimated food
service space
surrounding WLU
Waterloo Campus⁵

10.8%
of Waterloo Labour
Force work in Retail
Trade (ranks 3rd by
industry)⁶

Limited
diversity & quality of
retail offerings in the
area

Lack
of identified gathering
place in Northdale - a
true destination to
spend time and money



Employment

Shift in Employment towards Technology &
Business/Finance*

71,975
daytime employees in the City of Waterloo⁷

800-1,200
Start-up businesses in
the immediate area⁸

\$12.78/SF
Average asking net
rent Waterloo office
market- **6.4M SF**⁹

2015 Labor Force 15 years and over by industry (Top 5)

1. Manufacturing	9,070	15.4%
2. Educational services	8,202	13.9%
3. Retail trade	6,369	10.8%
4. Finance and insurance	5,543	9.4%
5. Professional, scientific and technical services	5,375	9.1%

Theatre & Arts

Opportunity to create a community venue

Non Accessible Spaces

Waterloo has performance venues, but institutional ones (e.g., Maureen Forrester Hall), are reserved 8-months out of the year, and are not publicly facing spaces (i.e. they are embedded within the campuses).

Gap in the Market

Locally based theatre and performance organizations all identify that the Waterloo market needs more venue options – ideally co-located with each other. Smaller theatres as well as larger lecture halls and flexible rehearsal spaces are needed.¹⁰

Sports & Rec

Opportunity to provide users with additional space

Outdoor Green Space

Within Northdale there is limited public green space: Heritage Green at University Ave W & Hazel St, and the WCI lands.

Standard Commercial Gyms

Waterloo has several Sports and Recreation Complexes, alongside institutional facilities, that offer sports, activities, and recreation & leisure space for a diversity of user groups.

Demand for Space

Despite Laurier having quality services and space in the form of two fields and the Athletic Complex, many staff and their departments find themselves lacking in space for all their programmatic needs.¹¹

Significant Performance Venues in Waterloo

Kitchener-Waterloo Little Theatre	60-70 seats
Princess Cinemas	177 seats
WLU Maureen Forrester Recital Hall	323 seats
UW Theatre of Arts	504 seats
Waterloo Collegiate Institute	550 seats
UW Humanities Theatre	721 seats
WLU Theatre Auditorium	849 seats

Select Sports and Recreation Venues in Waterloo

Manulife Financial Sportsplex & Healthy Living Centre
Waterloo Memorial Recreational Complex
Albert McCormick Community Centre
Moses Springer Community Centre
Westside YMCA
Laurier Athletic Centre
Movati Athletic Centre



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- Laura Bassett, VP University Affairs
- #### **Student Affairs**
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Disaster Recovery Site- March 23rd

- 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 20th

Key Stakeholder Meetings To Date

3

City of Waterloo Stakeholders

- City of Waterloo, Multiple Departments- March 3rd
 - 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 4th
- Bob Mavin, City Councilor – March 23rd
- Jeff Henry, Ward Councilor- March 23rd

4

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

5

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

6

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 Place

Desired



Theatre Venues



Recreation Space



Office/Lab Space



Education Programs

Possibilities



A new WCI



Social Innovation



Disaster Recovery Site



Community Engagement



Lack of Green Space



Lack of Amenities



Lack of Quality Retail



Lack of Gathering Place

These themes were explored in greater detail through specific outreach to select stakeholder groups.

The focus of these conversations was to understand programming they may be able to assist in providing that would fulfill these desires, as well as the associated space needs and funding streams that may be available for them.



A new WCI



Social Innovation



Disaster Recovery Site



Community Engagement

Space and Program Specifications from Stakeholders

WRDSB	<div><div>181,867 SF</div><div>to replace existing WCI Facility with a new high school for 1,400 students</div></div>	<div>Specifications:</div> <div><ul style="list-style-type: none">Classroom, library, theatre, administration, cafeteria and other core space: 158,307 SFTriple Gym + Change Rooms and Lockers: 16,260 SF<ul style="list-style-type: none">Not including weight or additional exercise roomsMusic and Arts Rooms: 7,300 SF<ul style="list-style-type: none">Not including existing WCI Theatre: (~10,000 SF)Does not account for athletics fields that may need to be reconfigured and rebuilt</div>
City	<div><div>3,500 SF+</div><div>in community-oriented space and civic office needs + outdoor field and/or public park spaces as necessary</div></div>	<div>Specifications:</div> <div><ul style="list-style-type: none">Community Room: 3,500 SF<ul style="list-style-type: none">Flexible use meeting space for the City and community user groupsOffice space for City Community Engagement staffCo-operation and use of outdoor field spaces with the WRDSB and/or WLU</div>
COPA	<div><div>26,280 SF</div><div>for a multi-user, multi-media arts and culture performance venue, incubation space and artist residence for the Waterloo market</div></div>	<div>Specifications:</div> <div><ul style="list-style-type: none">Theatre and Performance spaces: 10,850 SF<ul style="list-style-type: none">225 seat main theatre, 150 seat flexible incubation theatre3 rehearsal halls and a multimedia spaceBack-of-house including green room, sound production and dressing roomsOffice and Artist Studio Spaces: 14,180 SF<ul style="list-style-type: none">Flexible use/co-working office space Including (3,200 SF)Visiting Artist Residences: 1,250 SF</div>

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

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

6,000 - 8,000 SF

to establish a centre for Advanced
Education (gifted student focused)
and reading clinic

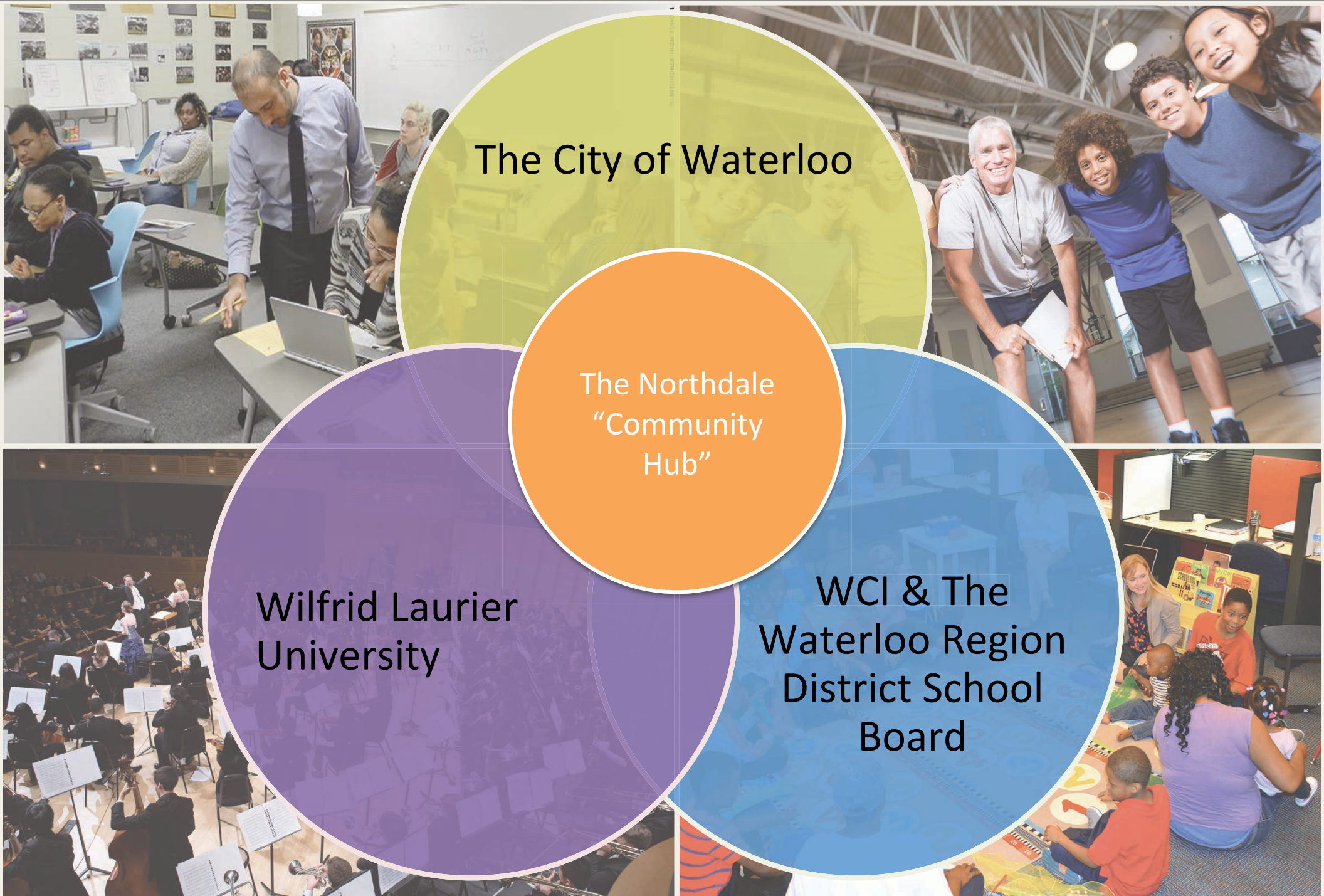
Specifications:

- 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



1. Goals and Objectives of Feasibility Study
2. Executive Summary
3. Site Context & Neighbourhood SWOT Analysis
4. Market Analysis: What the Numbers Tell Us
5. Stakeholder Feedback: What Was Heard
- 6. Preliminary Concept & Precedents**
7. Physical Testing of Site & Land Considerations
8. Next Steps
9. Project References

WLU/WCI An Integrated Development Opportunity



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



Potential Anchor Programming: A Renewed WCI



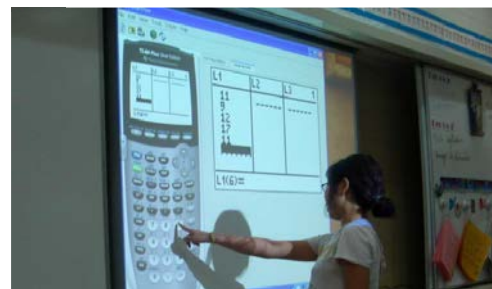
A 21st Century High School



New Auditorium



Multi-Use Rec Facilities



21st century technology



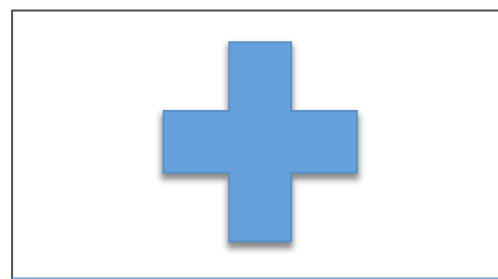
Barrier Free (AODA)



Diverse School & Community Programming



Enhanced Green Space



Additional Programs

Precedent: North Toronto Collegiate Institute (Toronto, ON)



Highlights

- **2002:** North Toronto Collegiate was in major need of repair on 7 acres of land¹
- **2003:** Tridel purchased 0.7 acres of land from the TRDSB for \$23 million¹
- **2007:** Ground was broken on the new building
- During construction the school remained open to students because the new building was built on the location of the old sports field; the old building was later demolished.
- Tridel developed 2 for-sale condominium towers to financially recoup from the cost of constructing the new building
 - The new **\$52 million** building includes: retention of historic façade features, roof garden, underground parking lot, and school-wide Wi-Fi²

Precedents: Community Hubs Integrated With Schools



Dr. Frank J. Hayden Secondary School

Burlington, Ontario

- Developed as a 3-way partnership between:
 - City of Burlington
 - Halton District School Board (HDSB)
 - Burlington Public Library
- Funding from all 3 sources to cover **\$40.2M** total³
 - City of Burlington: \$11.2M
 - HDSB: \$29M
- Facilities are all uses integrated into one overall complex containing⁴:
 - High School: **149,000 SF (3 storeys)**
 - City of Burlington Public Library: **11,400 SF**
 - Community Athletics Centre: **54,000 SF**
 - 8 Gyms (4 x 38" ceilings, 4 x 40" ceilings)
 - 2 Community Rooms
 - 1 Community Meeting Room
 - Exterior Skate Park



Unison Health Bathurst-Finch Community

Toronto, Ontario

- Community Hub developed adjacent to existing school due to perceived synergies (land lease from school board)
- Funding for Community Hub uses (**\$3M total**) from⁵:
 - United Way Toronto: \$1M
 - Infrastructure Stimulus Fund: \$1M from Federal and Provincial Governments Respectively
- Community Hub Program⁶:
 - High School: **232,150 SF**
 - Social Services: **18,500 SF**
 - Health Services: **18,500 SF**
 - Provides health care and health education services to community
- School land is leased to Unison Health for community service uses

Precedents: Community Hubs Integrated With Schools



Bracebridge Muskoka Lakes Secondary School

Bracebridge, Ontario

- **\$40M facility** developed through partnership between⁷:
 - Trillium Lakelands District School Board: **\$16.9M**
 - The Corporation of the Town of Bracebridge: **\$18M**
 - Provincial and Federal Governments: **\$4.6M**
 - Private Donations: **\$0.5M**
- 566,000 SF Development Program including⁸:
 - 'Super' High School: **330,000 SF** (2 storeys)
 - Recreation Centre: **236,000 SF**
 - Home of Muskoka Aquatic Club & Muskoka Limberettes Club
 - Also includes: accessible playground, athletic field, banquet facilities, coffee shop and lounge, fitness studios, indoor pickleball courts, indoor rock climbing wall, outdoor low ropes course, and indoor running track
 - Theatre: **300 Seats**⁸



Emeryville Centre of Community Life

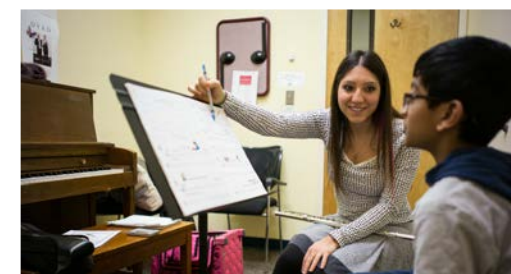
Emeryville, California

- Development partnership between:
 - Emeryville Redevelopment Agency
 - Emeryville School District
 - **\$90M Total cost being shared 30/70 between School Board and Redevelopment Agency**⁹
- 274,940 SF Development Program including¹⁰:
 - Community Rooms: **5,900 SF**
 - Community development including job-training classes, computer labs, after school tutoring
 - School Health Clinic: **13,200 SF**
 - Community health focus including specific programming for family dental care and podiatry care for the elderly
 - K-8 School: **159,900 SF**
 - High School & Library: **52,000 SF**
 - Gym; **30,740 SF**

Potential Anchor Programming: Arts & Culture



A Destination Hub of Music & Performance



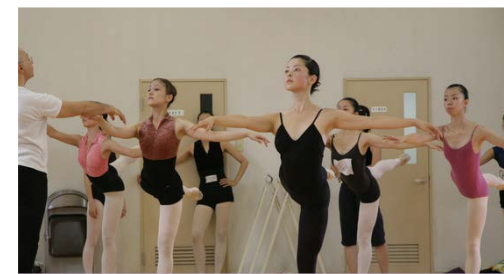
Music Schools



Lecture Halls



Commercial Space



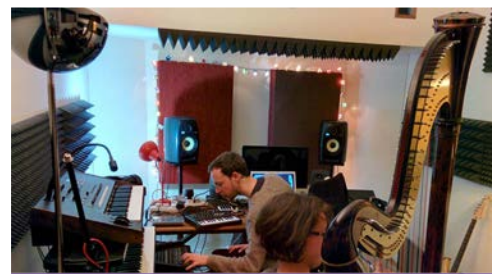
Studios & Workshops



Performance Spaces



Informal Spaces



Rehearsal Spaces



Additional Programs

Precedent: Valley Performing Arts Center, CSU, California



Highlights

- Opened in 2011 at California State University the Valley Performing Arts Centre offers a vibrant and diverse performance program of nearly 50 classical and popular music, dance, theatre, family and international events
- Construction Cost: **\$125 Million**¹¹
- Rental Rates: **\$2,000/day to \$7,000/day**¹¹

Programming

- Arts Education for ages K to 12
- Art Gallery
- Food & Dining
 - Orange Grove Bistro
 - Bistro on the Terrace
 - Concessions
- Gift Shop

Building Specifications

- LEED Gold certified building housing: **1,700 seats** in Great Hall¹¹
- Building includes:
 - **230-seat lecture hall**, Classrooms, and Concert Hall¹¹
- The Plaza del Sol Performance Hall is VPAC's intimate, **494-seat theatre**¹¹
- CSUN Student Clubs and Organizations can rent the facility to host their events and performances



Precedents: Multi-User Integrated Performance Venues



Dunfield Theatre

Cambridge, Ontario

- 506 seat theatre
- **59,000 SF Building:**¹²
 - 1 floor of administrative offices
 - 1 floor of artist housing
 - Publicly owned, but permits and fees paid for by Dunfield – naming rights
 - Building operates as community theatre – envisioned to be flexible rental and performance space for numerous arts and theatre programs
- **\$30M project** developed in partnership between:¹²
 - City of Cambridge: **\$6M**
 - Provincial Government: **\$6M**
 - Federal Government: **\$6.72M**
 - Infrastructure Canada: **\$6M**
 - Drayton Entertainment: **\$4.5M (through fundraising)**



Isabel Bader Centre for Performing Arts

Kingston, Ontario

- 759 seat multi-use theatre venue:
 - Concert Hall: 567 seats
 - Studio Theatre: 100 seats
 - Film Screening Theatre: 92 seats
- **80,000 SF building**¹³
- **\$72M project** developed in partnership between:¹³
 - Bader Family: **\$31M**
 - Federal Government: **\$15M**
 - Major Infrastructure component of the 2007 Building Canada Fund
 - Provincial Government: **\$15M**
 - City of Kingston: **\$6M**
 - Queen's University: **\$5M**
- **Rental Costs: \$1,200/day - \$2,097/day**¹³

Precedents: Multi-User Integrated Performance Venues

The Theatre Centre

Toronto, Ontario

- A live arts hub and incubator; a co-production theatre
- **11,797 SF Building**¹⁴ – retrofit into historic building; facilities include:
 - Main performance hall (190 seats)
 - Rehearsal hall (90 seats)
 - Green room
 - Administrative space
 - Cafe
 - Gallery space
 - Green-roof terrace
- Contains a **“Residency Program”** two-year program of space, funding, and mentorship for artists to craft new ideas and to bring them into finished products¹⁵
 - Also a Teens In Residence program catered towards teenage artists
- Contains a **“Long-Term Relationship Program”** where non-venue companies can use the Theatre Centre as their main base for several seasons¹⁵
- **\$6.2M cost of development** shared amongst several partners:¹⁵
 - Department of Canadian Heritage
 - Province of Ontario
 - Ontario Trillium Foundation
 - City of Toronto
 - Private Sector Donations



Potential Anchor Programming: Health & Wellness



A Centre for Physically Active Communities



Athletics Education



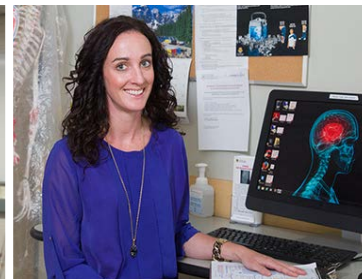
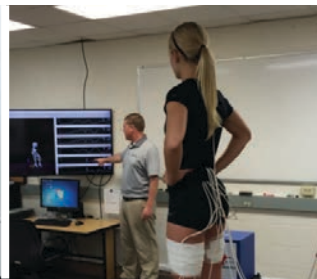
Fitness Centre



Paramedical Clinic



Training & Support



Research, Lab & Office Space



Nutrition & Health Retail



Additional Programs

Precedent: David Braley Athletic Centre, Hamilton, ON



Highlights

- Opened in 2007 on McMaster Campus in Hamilton
- Open to both McMaster Students Staff, Alumni and Community Members
- Monthly membership rates range from **\$19 to \$42¹⁶**

Building Specifications

- Construction Cost: **\$31 Million¹⁶**
 - Amount from Students: \$20 Million
- Square Footage: **132,000 SF¹⁶**
 - Fitness Centre: multiple gymnasiums & 50 meter pool
 - Track and fields
 - Rock climbing wall
 - Olympic weightlifting equipment
- Classrooms and office space
- Flexible spaces

Sports Medicine Rehabilitation Centre

- Square Footage: **4,700 SF¹⁶**
 - Central large treatment area
 - 8 private treatment rooms
 - Hydrotherapy pool with treadmill and video analysis system
 - 'Return to Play' room with equipment
 - Brace and sports medicine retail store

Precedent: Health and Wellness Educational Hubs



Canada Games Sports for Life Centre (Phase 2)

Winnipeg, Manitoba

- **\$25M project** developed in partnership with:¹⁷
 - Province of Manitoba: **\$16M**
 - City of Winnipeg: **\$1M**
 - Private Sector Donations: **\$8M**
- Goal is to introduce sports & wellness into community, local school uses as its gym
- Phase 1 (completed): Sports medicine, high-performance training for amateur and professional athletes,
- Phase 2 (under construction): **124,000 SF building**¹⁷
 - Training track for sport and community use
 - Strength, conditioning, and testing areas
 - Aerobic training centre
 - Plyometric testing area
 - Multi-purpose area including: 3 convertible court spaces, areas for individual sports, workshops



Charles Jago Northern Sport Centre

Prince George, British Columbia

- **\$30.5M project** developed in partnership with:¹⁸
 - **Design-build partnership between Northern Sport Coliseum and Northern Sport Ltd (City of Prince George, University of Northern British Columbia)**
 - Economic Diversification Program (Northern Development Initiative Trust): **\$4.2M**
 - Provincial Government: **\$20.5M**
 - City of Prince George: **\$925,000**
 - University of Northern British Columbia: **\$5.1M**
- **145,150 SF building**:¹⁸
 - Designed to be a centre of sport, education, recreation and wellness in Northern BC
 - Provides services such as:
 - Accelerated Sport & Spine Physiotherapy
 - Pacific Sport
 - Child-minding
- Monthly memberships range from **\$36 to \$52**¹⁹

Precedent: Health and Wellness Educational Hubs

PERFORM Centre

Montreal, Quebec

- **~\$35M project** built in partnership with:²⁰
 - Province of Quebec: **\$19.7M**
 - Federal Government – Knowledge Infrastructure Program: **\$15.2M**
 - Concordia University
- **86,111 SF building**.²⁰
 - Concordia University's Student Athletic Facility:
 - Athletic Therapy Centre
 - Cardio-Pulmonary Suite
 - Clinical Analysis Suite
 - Conditioning Floor
 - Functional Assessment Suite
 - Imaging Suite
 - Nutrition Suite
- Ongoing operations through tuition fees and private memberships
- Monthly memberships range from **\$17 to \$41**²¹



Potential Anchor Programming: Focused Education



A Centre for High-Performing & Special Education



Gifted Student Clinics



Continuing Education



Recreation Space & Multi-User Classrooms



International School



Maker Space



Youth Camps



Additional Programs

Precedents: Gifted Children Centres



Gifted Development Center

Denver, Colorado

- Opened in 1979
- Focuses on the **assessment and development of gifted individuals** of all ages
- Assessment, treatment and support for gifted children and adults and twice-exceptional children (gifted children with learning disabilities)
- Couples, family and sibling therapy
- Creation of an Optimal Development Plan for gifted children
 - Assessment, curriculum, mentoring, IQ testing



Center for the Gifted

Philadelphia, Pennsylvania

- Previously located at Rutgers Robert Wood Johnsons Medical School
 - **Now its own stand alone building – 1,184 SF²²**
- Evaluation Centre: for the purpose of identifying gifted children of all ages, gifted/learning disabled children and gifted underachievers
- Educational Centre and Referral Source: for parents, paediatricians, psychologists, and educators
- Testing, assessment and reporting on children's giftedness, IQ range, skills assessment, developmental profile of grade performance, referrals and resources



Proven methods. Positive results. Better lives.

Summit Center

Walnut Creek, California

- **2,054 SF project²³**
- Provides educational and psychological assessments, consultations and treatment for children, their parents and families
- Focus is working with children including:
 - Those who are gifted
 - Those with learning challenges
 - Those who are “twice gifted” – both gifted and have learning challenges

Lessons Learned: Program Sizing (Approximately)

A Renewed WCI

- Community Hubs with integrated public schools **are sized based on the local community's needs:**
 - Smaller markets require more expansive facilities to cover combined ('super') schools
- In Ontario, the MOE provides basic space template for school boards to model new-buildings; it is dependent on standards around the amount of space/student and a **project budget is roughly \$34M (hard and soft costs)**
- Boards are becoming increasingly familiar with **land-leases and other ownership structures for 3rd party service providers** on their excess land holdings

Arts & Culture

- Multi-User Performing Arts Venues studied with a primary performance space of ~500-700+ seats range in size from **60,000 SF – 80,000 SF**
- Typically have **more than 1 performance venue as well as multiple rehearsal spaces**
- Indoor and outdoor programming space is typical
- Multi-usership by community partners and organizations is provided for through joint-use agreements
- New-build spaces **range in cost between \$30M - \$60M**, but can be lower depending on the nature of programming

Health & Wellness

- Full-Service Athletics Centres studied range in size from **125,000 SF – 145,000 SF**
- **Cost between \$25M - \$35M** (functioning as a community gym/centre)
- **Indoor and outdoor space is possible**, but not necessarily built-into Athletics Centres
- Sports Medicine Clinics within these Athletics Centres are typically:
 - **5,000 SF integrated into the building** (i.e., sharing the Centre's equipment, gym space, outdoor space)

Focused Education

- Focused Education programs studied **require little square footage**, typically ranging from **1,100 – 2,000 SF**
- Do not require much in the way of special space configuration – **flexible, small rooms that can be shared between user groups**

Lessons Learned: Potential Funding & Partnership



**1. The foundational parties
leading the specific initiative
typically commit
contributions to the project
initially (capital, land, or both)**

The Northdale
“Community
Hub”



Lessons Learned: Potential Funding & Partnership





The City of Waterloo

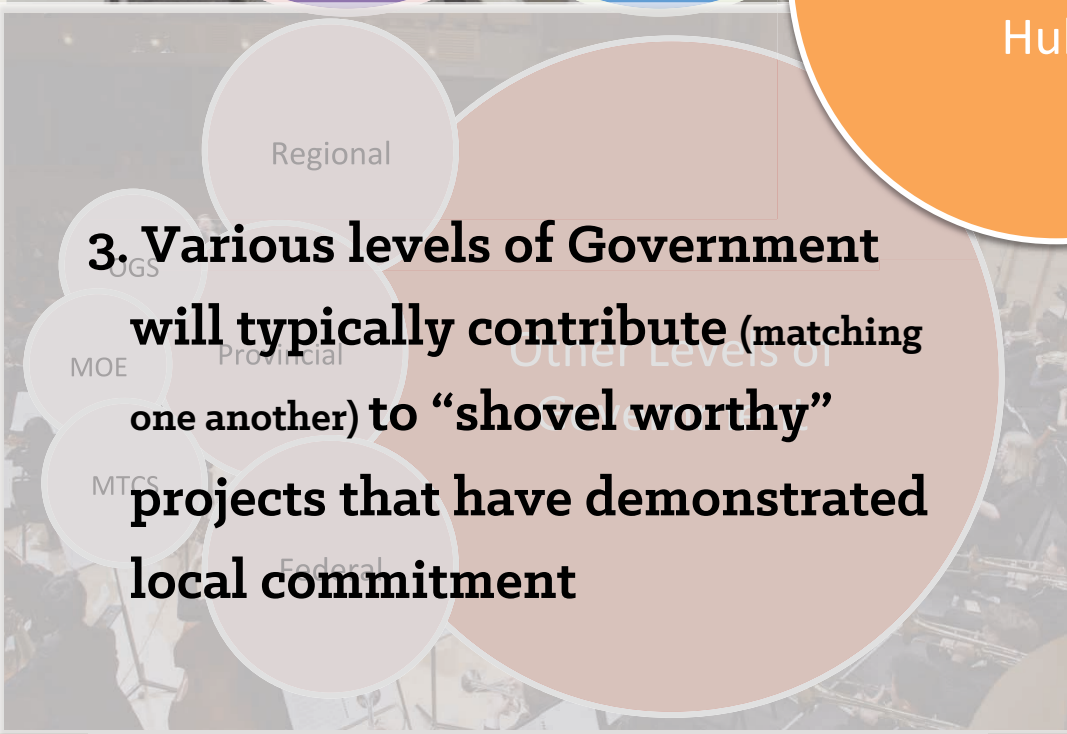
Wilfrid Laurier University

WCI & The Waterloo Region District School Board

The Northdale "Community Hub"



Waterloo Community Groups



3. Various levels of Government will typically contribute (matching one another) to "shovel worthy" projects that have demonstrated local commitment



Lessons Learned: Potential Funding & Partnership





1. Goals and Objectives of Feasibility Study
2. Executive Summary
3. Site Context & Neighbourhood SWOT Analysis
4. Market Analysis: What the Numbers Tell Us
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Key Physical Challenges, Opportunities & Considerations

WCI – WCI operations must be retained through the redevelopment process as it is unable to “go dark” during construction; doing so is seen as an unacceptable interruption to the WRDSB

Site Permeability – More ingress and egress options are required in order to stitch this site into the surrounding urban fabric and address traffic and safety issues

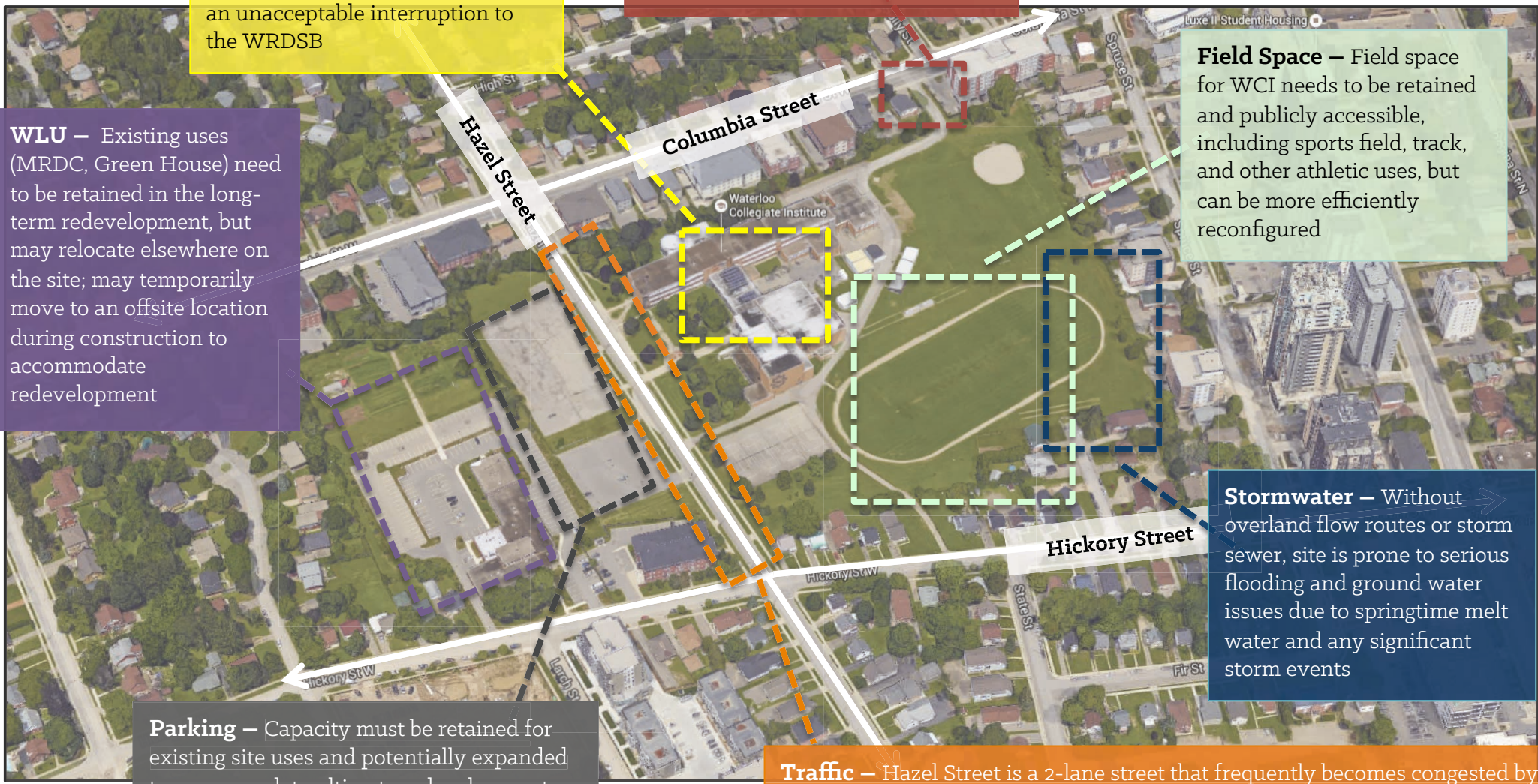
Field Space – Field space for WCI needs to be retained and publicly accessible, including sports field, track, and other athletic uses, but can be more efficiently reconfigured

WLU – Existing uses (MRDC, Green House) need to be retained in the long-term redevelopment, but may relocate elsewhere on the site; may temporarily move to an offsite location during construction to accommodate redevelopment

Stormwater – Without overland flow routes or storm sewer, site is prone to serious flooding and ground water issues due to springtime melt water and any significant storm events

Parking – Capacity must be retained for existing site uses and potentially expanded to accommodate ultimate redevelopment program while considering shifts in transportation and demand management

Traffic – Hazel Street is a 2-lane street that frequently becomes congested by passenger pick-up/drop-off and bus traffic; redevelopment should explore alternative operational and traffic management strategies

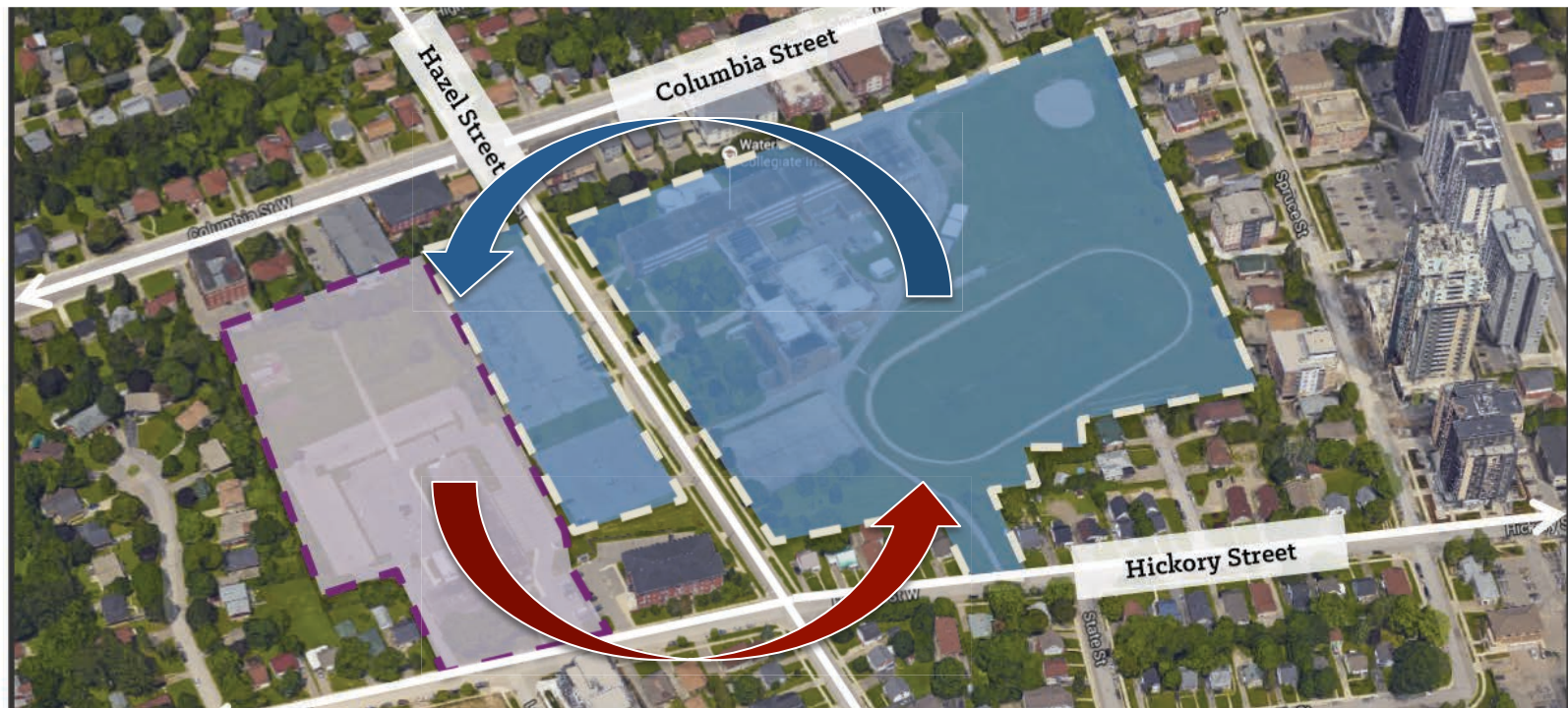


Real Estate Development Considerations

When planning for the potential development of these uses and overall program on the site, it is important to be cognizant of several important real estate development considerations:

1

Land use, ownership and control amongst the various parties needs to be structured around what is best for the ultimate project. As such the specifics of the structure and arrangement will need to be worked-out and agreed to by all parties to best maximize their needs and interests as well as drive the greatest value to the development. Some possibilities include, but are not limited to: land swaps, land leases, condominiumization and/or strata title arrangements...



Real Estate Development Considerations (Continued)

2

Uses should be clustered within close proximity to one another, but for ease of funding and overall project viability, should be conceptualized, and thus developable, as separate facilities

3

A strong building wall along Hazel Street should be pursued, as street-fronting development will help restore Northdale's urban character

3

Traffic, parking, pedestrian flow and overall operational considerations need to be considered in a holistic manner

4

Opportunities to increase the site's permeability should be explored so as to better integrate into, and enhance, the surrounding urban fabric and community

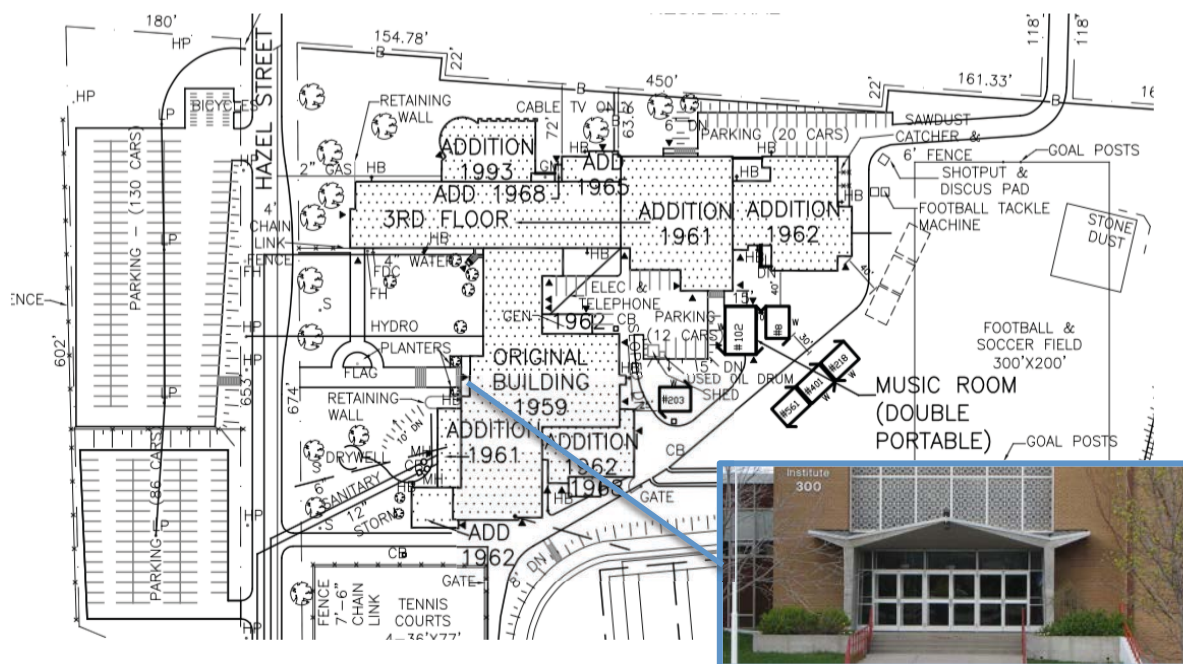
5

Stormwater management issues need to be addressed in creative, environmentally sensitive manners – both ecologically and from a site activity perspective



6

This DOES NOT need to mean the wholesale retention of the existing building as ‘Heritage’ is often more than just the bricks and mortar of a building. Often specific features, design elements and specific intangibles of a building’s program are what characterize its history and importance.



(According to the WCI Vision Committee)

1. Stained Glass
2. Viking Statue
3. Auditorium
4. Stairs
5. Athlete Photos
6. Front Foyer
7. Ceiling Panel Flags
8. Library Rotunda
9. Library
10. Multilingual Welcome Signs
11. Windows at end of Hallway
12. Outdoor Classroom
13. Front Entrance
14. School Colours
15. Decade Lockers
16. Library Art

Real Estate Development Considerations (Continued)

7

Pedestrian and student flow across Hazel Street, especially if a ‘campus style’ community hub is developed, needs to be considered and properly addressed so as to avoid recreating the existing conflicts between traffic circulation and user safety. Possible mitigation measures include, but are not limited to:

Full Pedestrianization

of Hazel Street such that cars are not able to drive along the edge of the campus – something being studied currently by IBI Group



Partial Pedestrianization

of Hazel Street so that cars are restricted from driving along the edge of the campus during certain hours of the day



Pedestrian Priority

on Hazel Street so that cars are not able to speed through and bus loading is re-routed to prevent bottlenecks



Real Estate Development Considerations (Continued)

8

Internal circulation routes as well as city-wide (and regional) running and cycling trails should be planned for at the front-end of the redevelopment, as they will not only assist the three parties in their goals of bringing increased user ship to Northdale and connecting to the ION transit system, but are essential components of any integrated development.

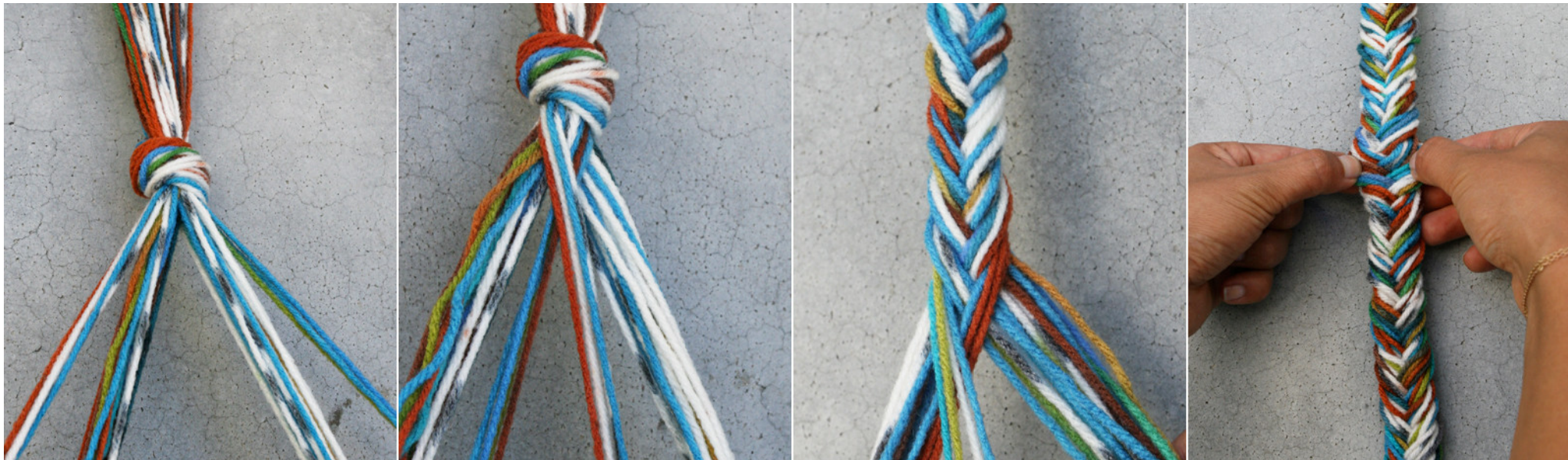


Real Estate Development Considerations (Continued)

9

Governance options will require further study as real estate development structures (strata title, condominium structure, etc.) will need to be considered and evaluated relative to their pros and cons for each of the parties, as well as the ... goals and nature of the project

Individual user agreements related to schedules of use, programming of events and joint-access will need to be explored in order to best ensure that the community hub is occupied, accessible, programmed by all parties and truly open to the Northdale and wider Waterloo public.



Preliminary Site Program for Physical Testing

In order to properly assess the feasibility of this community hub project, LWLP and MTE tested the physical capacity of the site to support the individual components of the development program, based on conceptual estimated building footprints. Approximate square footages of each project component were used for this testing based on the space needs provided by stakeholders, precedent research, and real estate development considerations.

165,000 SF

for a new build WCI
(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 (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
(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

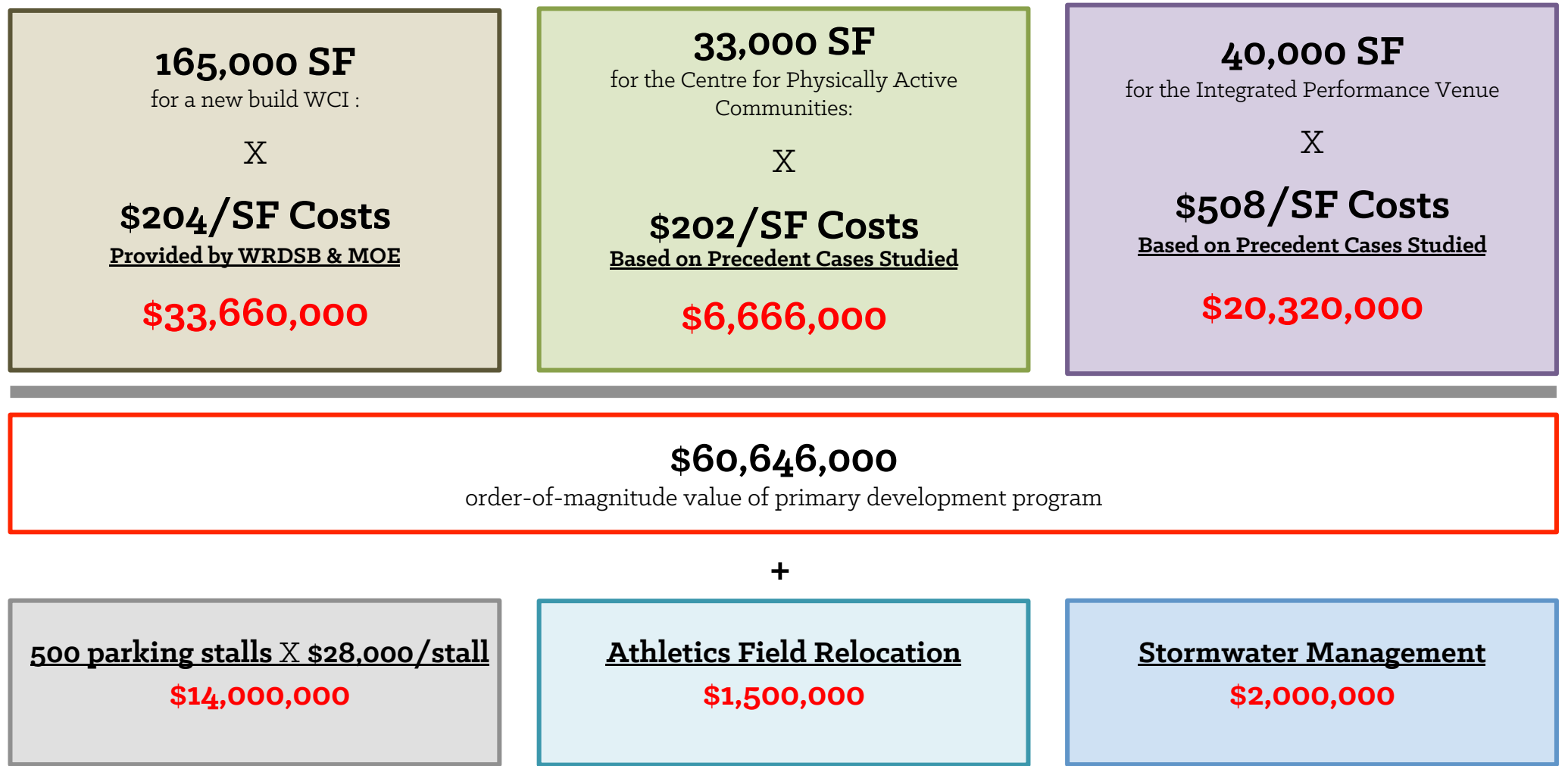
Approximately 500 stalls – for existing on-site parking and additional parking for new uses, with potential for some ground floor retail

Athletics Fields

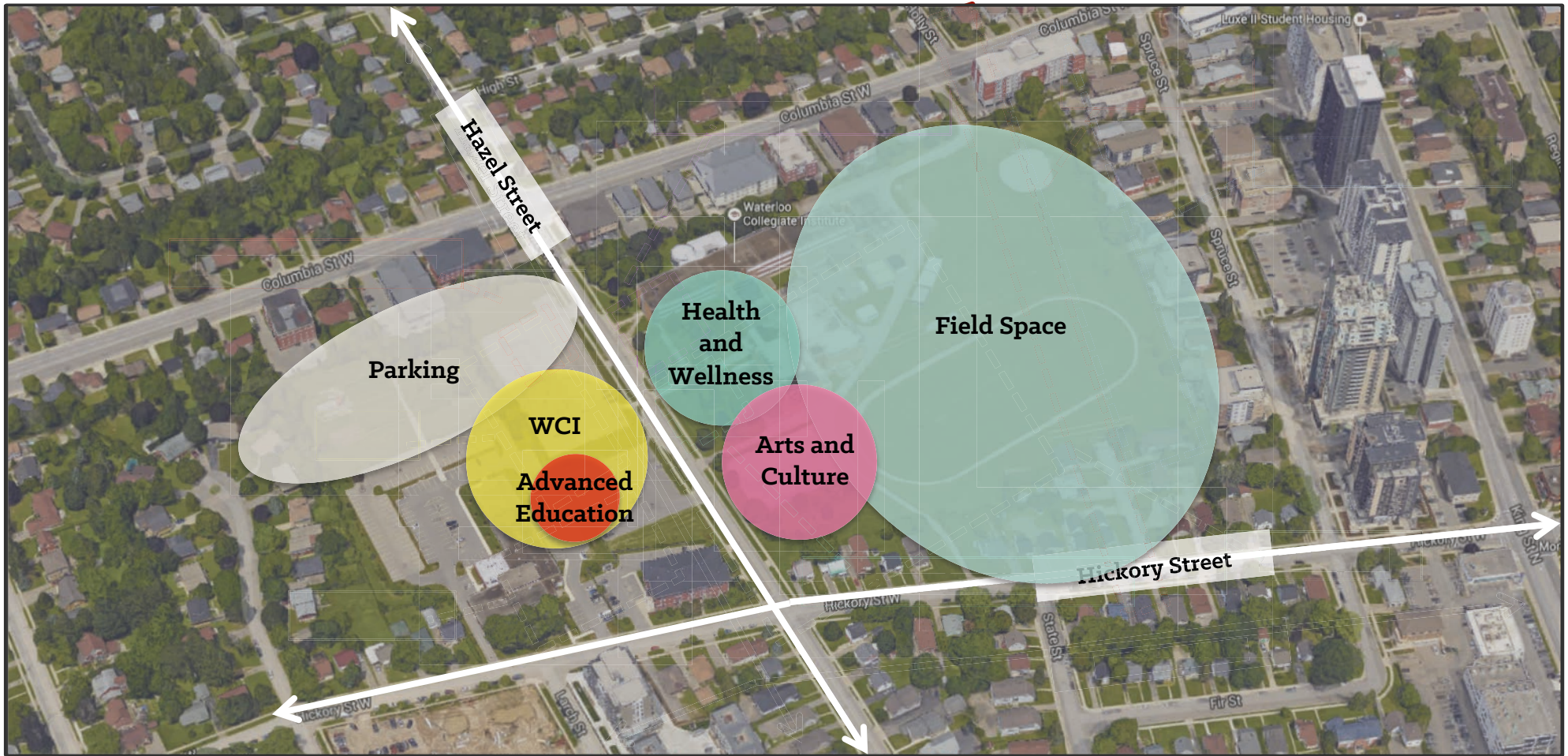
Retention of existing field space reconfigured to create more efficient design and land use

High Level Costing

In order to assess the approximate order-of-magnitude cost of this integrated community hub project for the three parties, LWLP and MTE analyzed the main development typologies of the ~238,000 SF program based precedent studies and verified by a local development expert to known construction costs (hard and soft costs) in Waterloo.



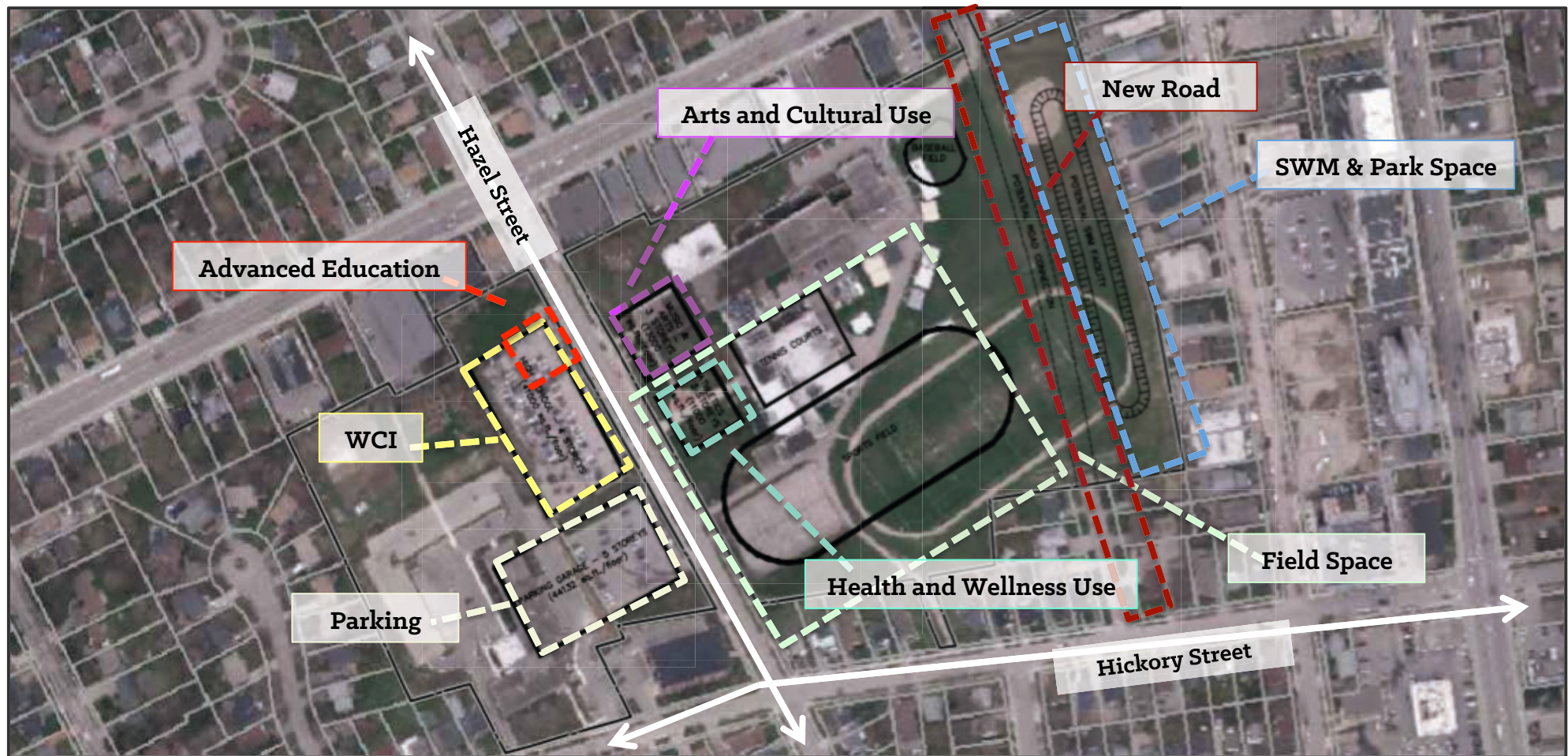
Option #1: WCI Moves Across Hazel, Arts & Recreation Develops Across



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.

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.

Focus Areas of Possible Site Configuration

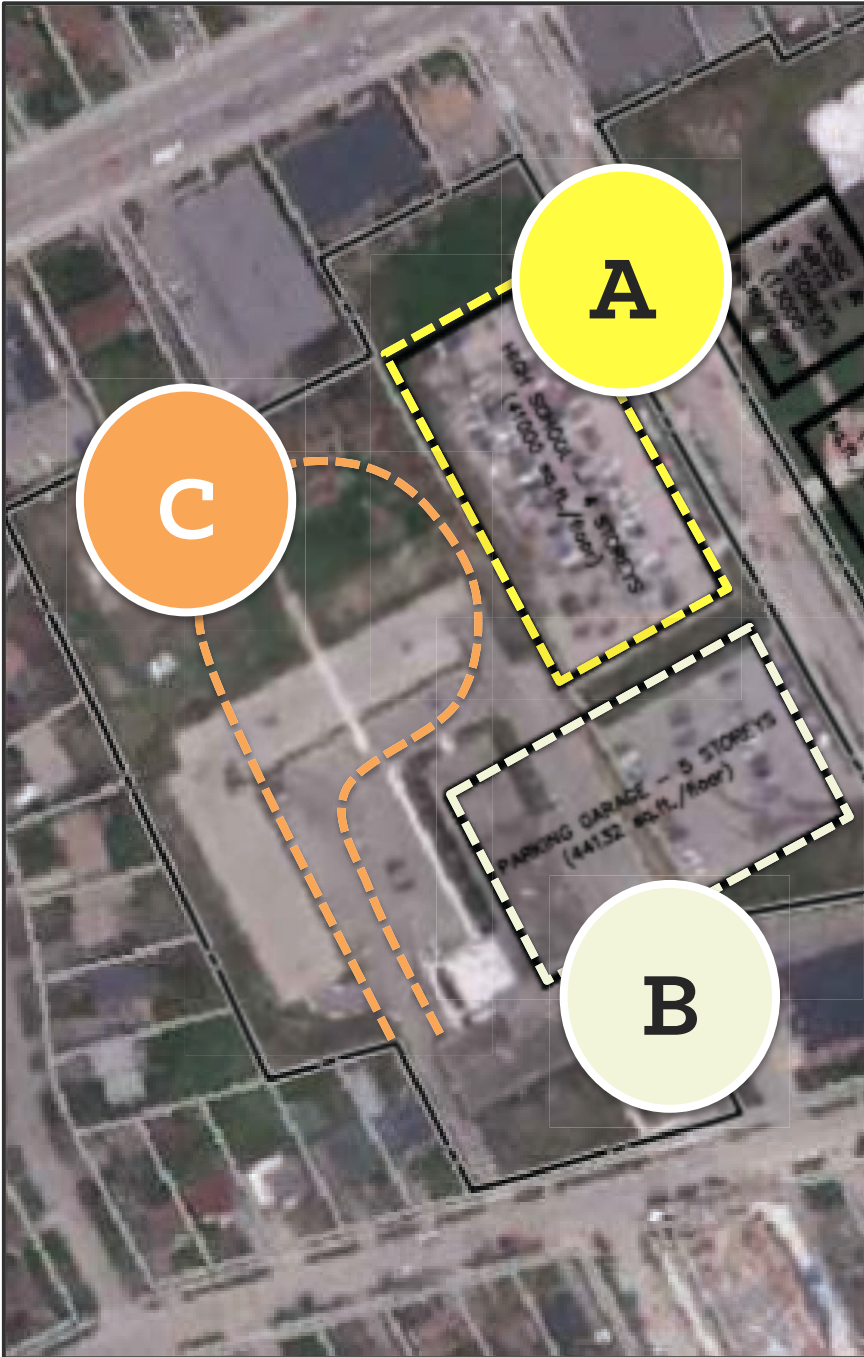


**A Renewed WCI
& District Parking Structure**

**Arts, Culture
and Recreation**

**Stormwater
Management
& New Park
Space**

Area 1: A Renewed WCI & Community Hub Parking Structure



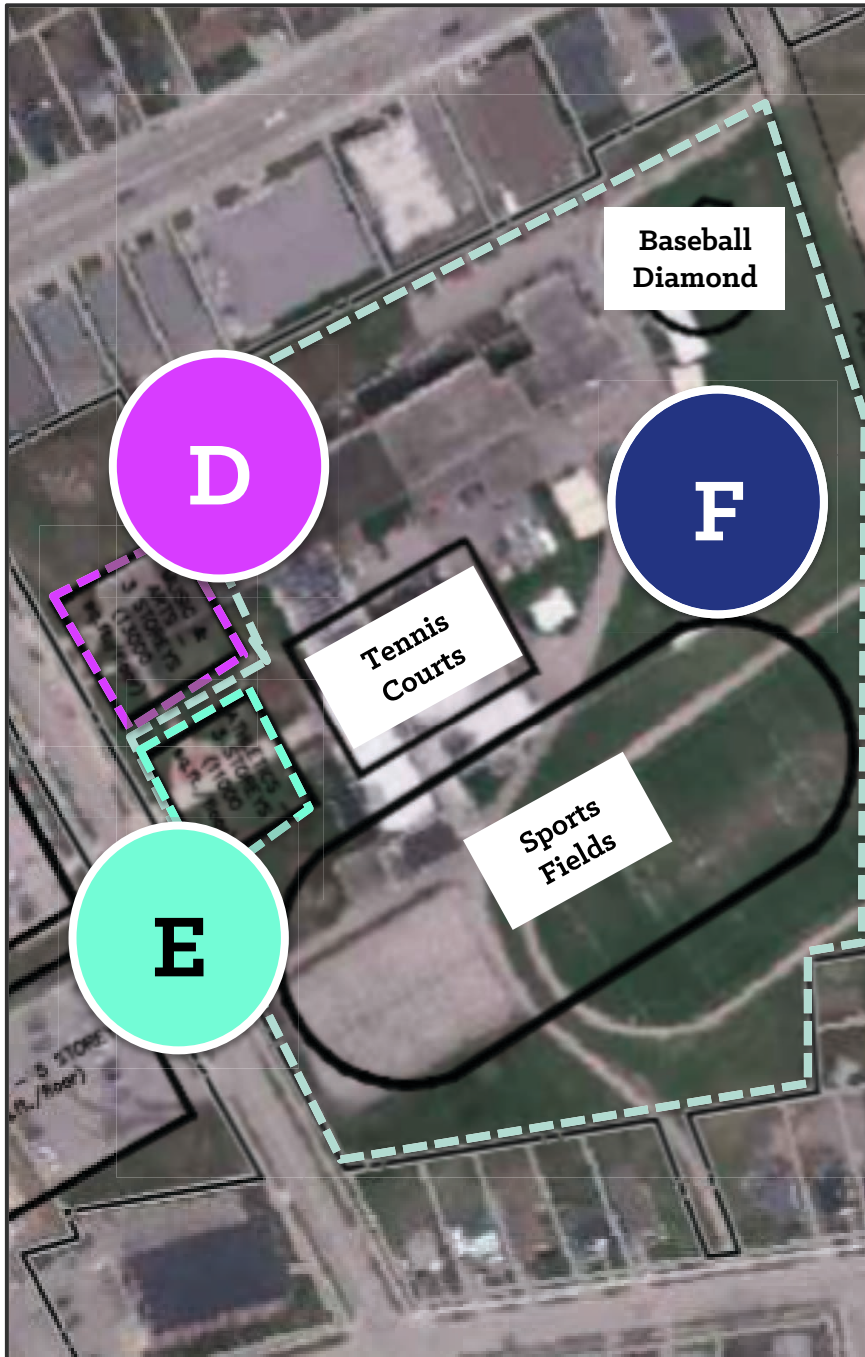
A: A renewed WCI school has been modeled for these lands having a **4 storey form representing a 41,000 SF average floorplate** in order to accomodate a more urban development form and more effecient land use.

B: A community hub parking garage was modeled for this option to **supply for the parking needs of the existing site and future development**, parking the collection of community hub uses communally instead of attempting to force each project to individually park itself. This garage may be wrapped along Hazel Street with retail uses.

C: A new passenger pick-up and drop-off route to **accommodate the flow of vehicles** into and out of the district parking garage and **to reduce pedestrian-vehicle conflicts**.

Note: The configuration of individual uses on this development parcel can be changed and reorganized as necessary

Area 2: Arts, Culture and Recreation



D: A new Multi-User Performing Arts Venue has been modeled for these lands over **3 storeys with an average 13,000 SF floorplate**. Retail is envisioned to front Hazel Street wherever possible.

E: The Centre for Physically Active Communities has been modeled for these lands over **3 storeys with an average 11,000 SF floorplate**. This configuration will allow for double height gyms, street fronting retail, and professional office & medical uses to develop.

Note: Given the land supply still available, it is possible that larger, less efficient floorplates can be used or that the development program can still grow

F: Joint-use athletics fields have been **retained in their current dimensions and general location, while slightly reconfigured**, in order to maintain the WRDSB and City's interests in supporting physical activity and publicly accessible open space.

Area 3: Stormwater Mitigation Options & New Park Land



G: A new potential road connection has been modeled for these lands **in order to create more permeability for the site**, (especially as pedestrianization strategies for Hazel Street are pursued,) and new stormwater management strategies including:

- **Overland flow routes for surface level stormwater**
- **Additional piped capacity by allowing for extension or a re-routing of the storm sewer system**

Further, this option provides the opportunity for property to be dedicated for stormwater quantity and quality purposes that are more physically separated from the school uses. Finally if pedestrianization of Hazel Street is pursued, this provides other options

H: A new potential **stormwater facility anchoring new potential passive park space** has been modeled for these lands. This provides for necessary stormwater storage and can be leveraged into a water feature and community amenity.

Sufficient Land Capacity

Through the engineering analysis and physical testing of the proposed development program, LWLP and MTE have determined that the site has sufficient land supply to support the conceptual development program identified in this study (with less efficient floorplates than those modeled in this analysis).

Additional Development Sites

Additionally identified, there is the potential for more intense vertical development on the floor plates provided up to a maximum of 6 storeys, as provided by the Northdale Plan, as well as the potential to create additional development blocks on excess lands.

As such, it is possible that further partnerships can be brought into this community hub to open up new project opportunities and to expand the overall development of the site.

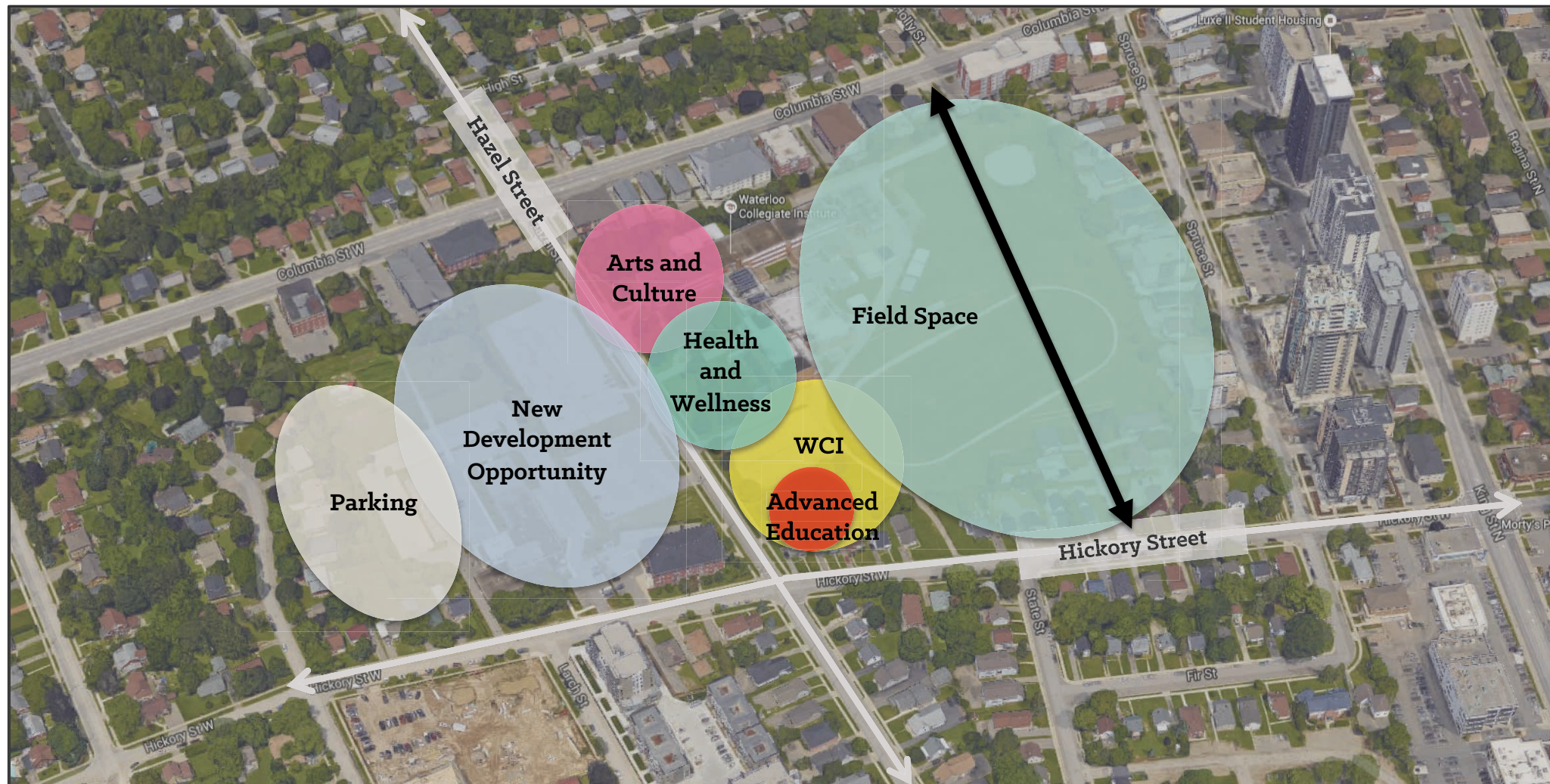
Alternative Options for Program

Multiple other configurations of this program are possible – each of which creates opportunities and challenges for development scenarios and the three parties' goals. A qualified master planning firm will be necessary to implement these options and help determine the best site layout to accommodate the diversity of considerations and needs while achieving the overall vision.

Several of these potential options are explored in greater detail in the following 3 pages...

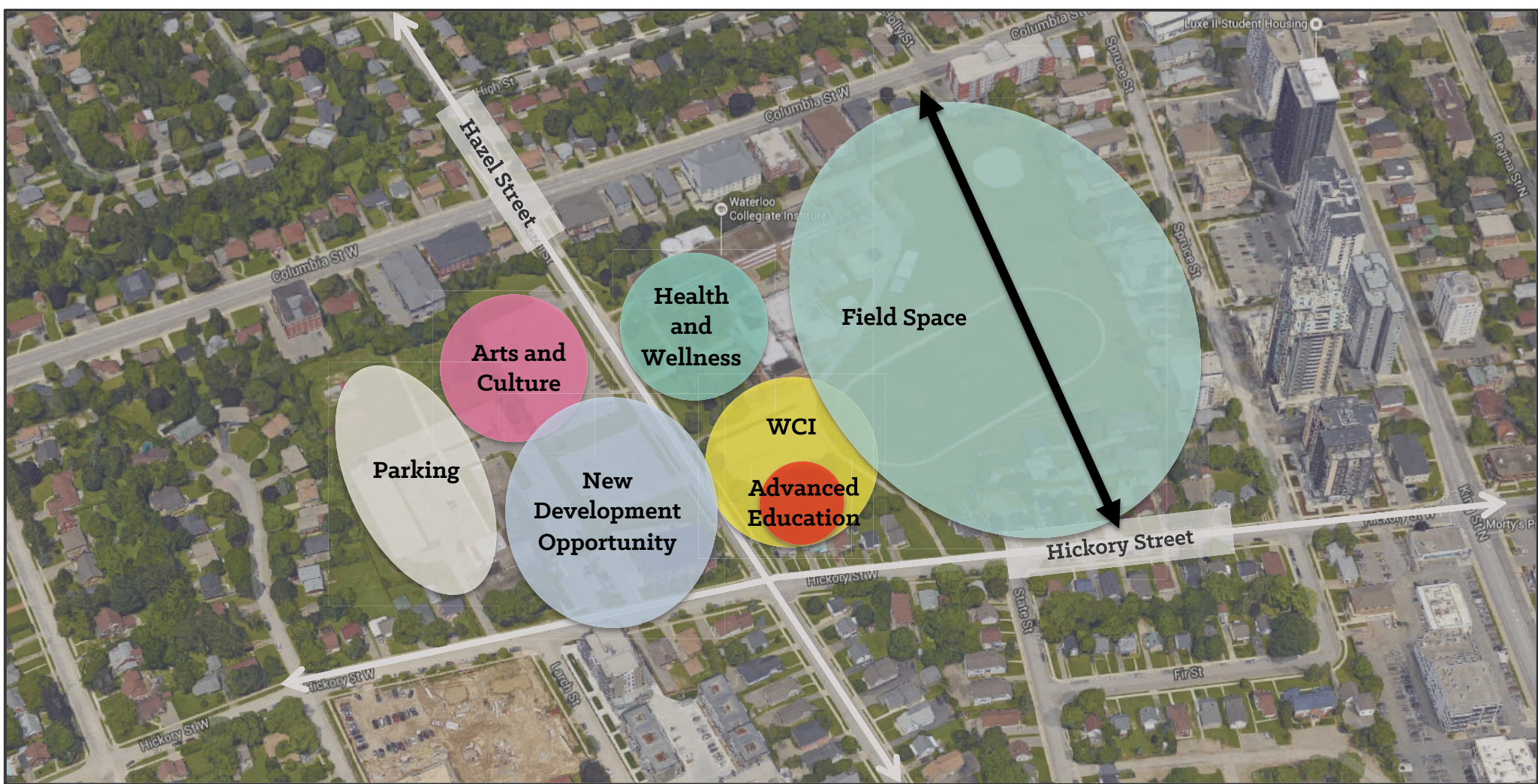
Possible Configurations for Development Program

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



Note: Conceptual Layout Only, Not Tested to Scale

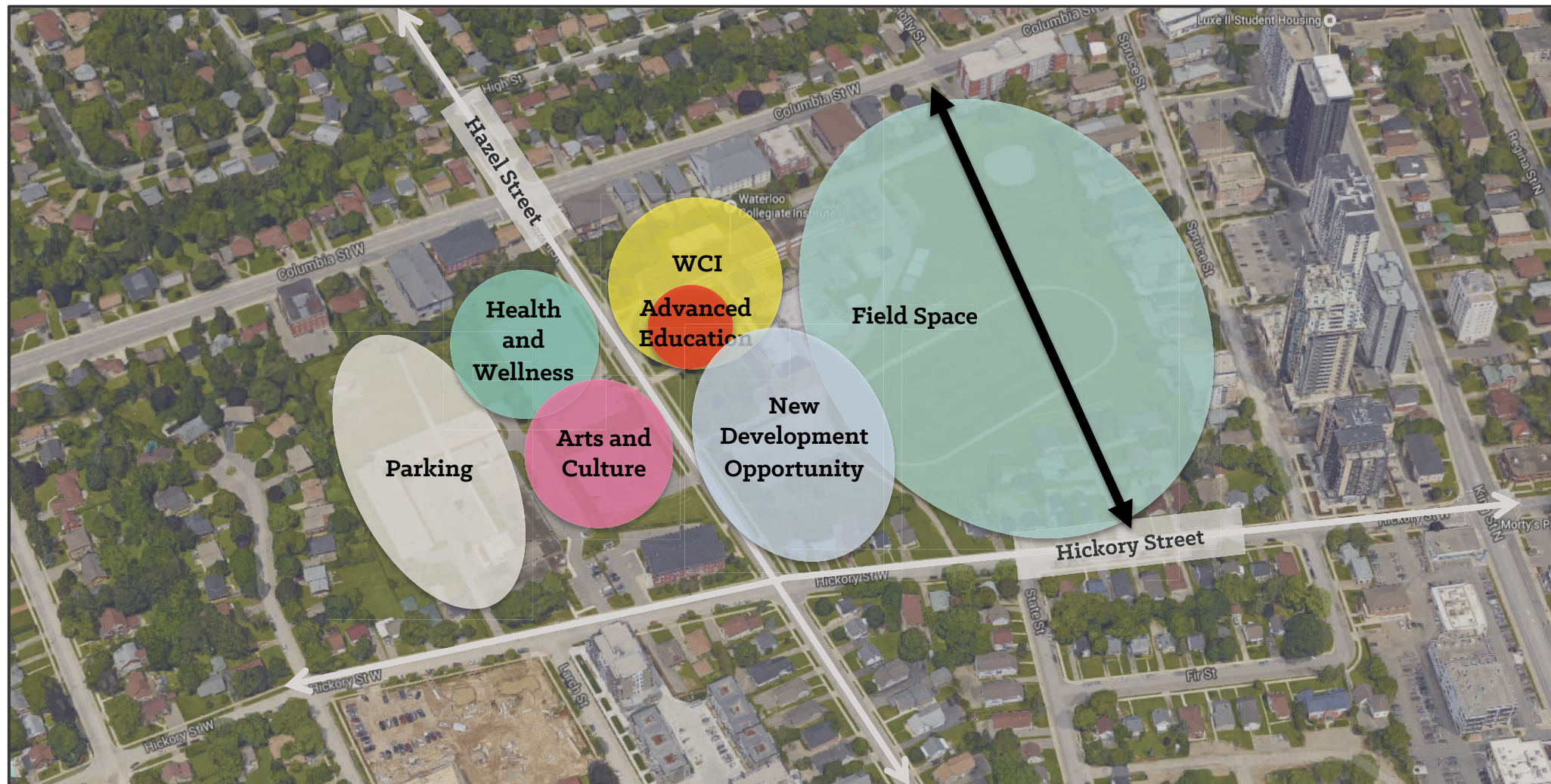
Option 3: WCI Relocates, Arts & Recreation Develops on Both Sides of Hazel



Note: Conceptual Layout Only, Not Tested to Scale

Possible Configurations for Development Program

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



Note: Conceptual Layout Only, Not Tested to Scale



1. Goals and Objectives of Feasibility Study
2. Executive Summary
3. Site Context & Neighbourhood SWOT Analysis
4. Market Analysis: What the Numbers Tell Us
5. Stakeholder Feedback: What Was Heard
6. Preliminary Concept & Precedents
7. Physical Testing of Site & Land Considerations
- 8. Next Steps**
9. Project References

In order to continue moving the WLU/WCI Community Hub initiative forward, LWLP has identified the following series of next steps:

Short Term: Master Planning and Partnership Agreements

1. Report-back to all identified user groups and potential partners so they may continue to refine their potential program considerations and contributions in consideration of the Community Hub vision and associated redevelopment opportunity
2. Continued stakeholder outreach to other potential community partners that could not be engaged during this Feasibility Study, to explore additional partnerships and project opportunities now that vision and conceptual program are more defined
3. Negotiate non-binding Letters of Interest (“LOIs”) with user groups formalizing their desire to participate as well as their program requirements and space needs, so as to incrementally increase their commitments to the project
4. Develop an RFP for Master Planning Services to procure a firm with strong large-scale land and urban design experience

Medium Term: Master Planning & Plan Development

1. Refine and finalize development program and planning direction for master planner to take into account considerations of site, opportunity, and partnerships
2. Engage a master planning firm through the competitive RFP process to work with the various parties to develop an ideal program layout that accomplishes their collective goals
3. Develop initial development proforma, reflective of signed LOIs and negotiations with community partners, in order to understand detailed costing, refined space usage, and understand funding requirements of the Community Hub
4. Engage the local community through a public consultation process to assess their feedback on site vision and initial master plan direction for the Community Hub

Longer Term: Development Agreements & Implementation

1. Work with all parties, as well as all levels of government and pre-qualified private sector partners, to develop a long-term funding strategy (capital for development as well as long-term operations)
 - Use initial development proforma and signed LOIs as backbone to positioning the project as “shovel worthy” and developable for both respective audience groups
2. Negotiate and agree to necessary land use, ownership and governance structure amongst development partners to best meet their needs and facilitate the most ideal project
3. Develop joint-use and access agreements amongst all user groups that take into account ideal programming times, user needs, events and festivities
4. Work with City Staff as necessary to outline a feasible development approvals process to take the project from concept through to building permit
 - Public consultation process for zoning, block plan or official plan amendments (if any)
 - Develop detailed architectural designs for approvals process and construction costing
5. Procure Construction Firm and/or Development Partner(s) to Implement

Potential Timeline for Next Steps

4 to 6 Months:

Short Term:

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

Procure Master Planning Firm – Timing TBD

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

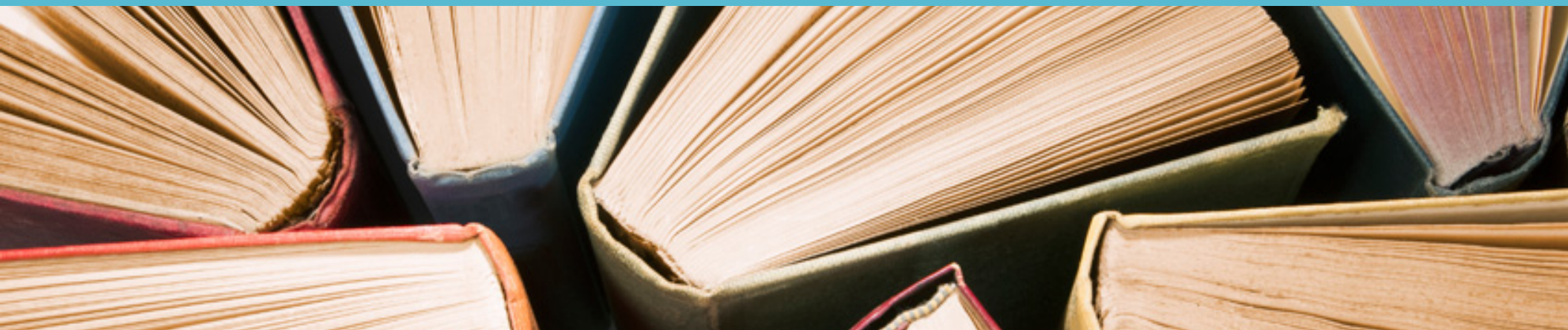
Potential Fee for Short Term:

- \$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

12 to 18 Months:

Longer Term:

- Develop Long Term Funding Strategy
- Negotiate Optimal Land Use, Ownership, and Control
- Negotiate Joint-Use Agreements
- Work with City Staff to Develop Approvals Process
 - Public Consultation
 - Block Plan
 - Site Plan
- Procure Construction Firm and/or Develop Partner(s) to Implement



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1. Goals and Objectives of Feasibility Study

2. Site Context & Neighbourhood SWOT Analysis

1. City of Waterloo, Northdale Land Use and Community Improvement Plan Study, Final Report, June 2012
2. City of Waterloo, Northdale Land Use and Community Improvement Plan Study, Final Report, June 2012
3. Waterloo Region District School Board, Waterloo Schools Boundaries and Catchment Areas, 2016/17 School Year
4. Interview with Justin McFadden, Director of Economic Development for the City of Waterloo, March 4, 2016
5. City of Waterloo, Master Drainage Study, 2005
6. Interview with Waterloo Collegiate Institute Vision Committee, March 3, 2016
7. Interview with Laura Bassett, VP University Affairs for Wilfrid Laurier University Students Union, March 4, 2016
8. City of Waterloo Heritage Committee, Statement of Significance for the Waterloo Collegiate Institute
9. Waterloo Region District School Board, 2016

3. Market Analysis: What the Numbers Tell Us

1. Email Correspondence with Scott Nevin, Director of Growth Management (City of Waterloo), March 10, 2016
2. City of Waterloo Town and Gown Committee, Study on Waterloo Student Accommodations, 2014-15
3. City of Waterloo Town and Gown Committee, Study on Waterloo Student Accommodations, 2014-15
4. City of Waterloo, Current and Proposed Developments within University Study Area, 2016
5. JCWG Retail Feasibility for WLU Residence Project, 2011
6. SiteWise Data Labour Force by Industry Stat, 2015
7. SiteWise Demographic Data for City of Waterloo, 2016
8. Conversation with Max Blouw, President of Wilfrid Laurier University
9. Colliers Waterloo Region Office Market Report, 2016 Q2
10. Interview with the Coalition of Performing Arts Waterloo, June 17, 2016
11. Interview with David McMurray, VP Student Affairs for Wilfrid Laurier University, March 4, 2016

4. Stakeholder Feedback: What Was Heard

5. Preliminary Concept & Precedents

1. Toronto Star, “Hume: North Toronto Collegiate a lesson in city-building”, October 10, 2010
2. Toronto Star, “New North Toronto Collegiate opens, sharing space with condo towers.”, September 5, 2010
3. City of Burlington, City Council Meeting Minutes, July 18, 2011
4. City of Burlington, Alton High School Presentation, June 2012
5. Infrastructure Canada, “Bathurst-Finch Hub opens its doors”, April 3, 2013
6. The Intergovernmental Committee for Economic and Labour Force Development in Toronto –Community Hubs Profile, 2010-2011
7. Muskoka Region, “Up to public to add pool to new school, trustee says”, July 8, 2009
8. CFMS – Bracebridge High School, Rene M. Cassie Theatre and Sportsplex Centre
9. Burke, Williams, & Sorensen, LLP – Michael G. Bridle, City/Agency Projects
10. City of Emeryville, Emeryville Center of Community Life Public Art RFQ
11. Valley Performing Arts Center – Fact Sheet and Rental Rates
12. Infrastructure Canada, “Lights, Curtain, Action! Grand Opening of Dunfield Theatre Cambridge”, March 8, 2013
13. The Isabel – Architect and Design and Rental Rates
14. Toronto Star, “The Theatre Centre finds new home in Carnegie Library”, November 6, 2013
15. The Theatre Centre – Programming and Our New Home
16. McMaster Athletics – David Braley Athletics Centre
17. Winnipeg Sun, “Sport for Life Centre getting \$25M expansion”, December 15, 2014
18. BC Civic Information –Charles Jago Northern Sport Centre Capital Project
19. University of Northern British Columbia – Northern Sport Centre – Membership and Admission Rates
20. Innovation, Science, and Economic Development Canada – Concordia University – PERFORM Centre
21. Concordia University – PERFORM Centre – Fitness Memberships
22. LWLP Research
23. LWLP Research

6. Physical Testing of Site & Land Considerations

1. Waterloo Region District School Board, Space Planning Template, 2016
2. Average Construction Costing for Similar Comparable Developments – Identified in “5. Preliminary Concept & Precedents”
3. Average Construction Costing for Similar Comparable Developments – Identified in “5. Preliminary Concept & Precedents”
4. City of Waterloo Average Costing for Similar Parking Structures
5. Waterloo Region District School Board Costing for Similar Turf Field Reconstruction at Waterloo Oxford Campus
6. MTE High-Level Costing for Northdale Stormwater Infrastructure for WLU/WCI Feasibility, July 2016



WLU/WCI Feasibility Study

Investigation and Conclusions of the WLU/WCI Northdale
“Community Hub” Feasibility Study
July 2016

