This report is supplemented by
Planning Around Rapid Transit Stations (PARTS)
Volume 2: Existing Conditions and Background Information

We would like to thank the following people for their contribution to the City of Kitchener’s Planning Around Rapid Transit Stations (PARTS) Phase 1 Project:

Adam Clark  
Alain Pinard  
Barbara Steiner  
Barry Cronkite  
Becky Schlenvogt  
Beth Brown  
Binu Korah  
Brandon Sloan  
Brittany Tuttle  
Carrie Kozlowski  
Christopher Mahood  
Colleen Collins  
Cory Bluhm  
Dan Chapman  
Danielle Tobey  
Darshpreet Bhatti  
Della Ross  
Dianne Adams  
Emily Robson  
Eric Pisani  
Greg Hummel  
Greg McTaggart  
Janine Oosterveld  
John Zaloznik  
Jim Witmer  
John Cicuttin  
Kevin Eby  
Kendra Martin  
Lauren Manske  
Layla Jabbour  
Leon Bensason  
Michael May  
Michelle Drake  
Michelle Leigh  
Mike Elliot  
Nancy Steinfield  
Richard Parent  
Shawn Callon  
Silvia DiDonato  
Virgil Martin  
Virina Elgawly

This report was prepared by:
Brandon Sloan  
Garett Stevenson  
Heather Holbrook  
Natalie Goss  
Sarah Coutu  
Tina Malone-Wright
# Table of Contents

1.0 Executive Summary ................................................................. 1

2.0 Introduction .............................................................................. 3

3.0 Phase 1 – Project Approach and Baseline Conditions .................. 5
   3.1 Project Management .............................................................. 5
   3.2 Research and Best Practices .................................................. 8
   3.3 Draft Corridor Wide Stations Study Area ............................ 11
   3.4 Existing Conditions .............................................................. 11

4.0 Phase 1: Direction ................................................................... 13
   4.1 Vision and Goals ................................................................. 13
   4.2 Station Study Areas ............................................................. 15
   4.3 Prioritization of Station Study Areas ................................... 19

5.0 Phase 2 – Corridor Wide Initiatives (2014) ............................ 24
   5.1 Project Overview ................................................................. 24
   5.2 Interim Direction ................................................................. 24
   5.3 Communications Approach ............................................... 27
   5.4 Urban Design Guidelines .................................................... 29
   5.5 Sanitary Sewer Capacity Analysis ....................................... 29
   5.6 Transportation Demand Management ............................... 30

6.0 Related Initiatives .................................................................... 30

7.0 Station Study Area Plans .......................................................... 31
   7.1 Central Stations Study Area Plan (2014 – 2015) .................. 34
   7.2 Midtown Station Study Area Plan (2015-2016) ................... 37
   7.3 Rockway Stations Study Area Plan (2015-2016) ................ 37
   7.4 Fairway Station Study Area (2016-2017) ............................ 37
   7.5 Block Line Station Study Area (2016-2017) ....................... 37
   7.6 Sportsworld Station Study Area (2017+) ............................. 37

Appendix A –PARTS Work Program Summary (Phase 2/Station Study Area Plans) .................................................. 38
Appendix B – Draft Work Program for Central Stations Study Area Plan .................................................. 39
Appendix B – Project Management Outline for Central Stations Study Area Plan ........................................... 40
Appendix C – Glossary of Terms ........................................................ 41
1.0 Executive Summary

The Region of Waterloo, in association with a consortium, is designing and constructing the rapid transit system and stations stops through Waterloo and Kitchener. Currently there are twelve (12) station stops identified in Kitchener. The intent is to start the adapted bus rapid transit (aBRT) between Fairview Park Mall and Cambridge by 2015 and have light rail rapid transit (LRT) in Kitchener and Waterloo as of 2017. LRT has the potential to be a major factor in the long-term growth and continued economic prosperity of our City. With it comes the potential for continued change in the areas close to the rapid transit station stops. The City, in response to rapid transit, over the next several years will be embarking on a process to comprehensively plan the areas around rapid transit station stops. This planning will provide the framework for guiding future transit supportive development and investment in these areas.

The recommendations within the PARTS Phase 1: Project Plan and Background Report provide direction for the next phase of planning and outline how best to proceed with future planning around each station stop. Any technical or financial matters related to the construction of rapid transit are not within the scope of this project. Generally, the work and recommendations in this report were developed through a project management and planning exercise led by a Project Leads Group in consultation with a Project Technical Team and Project Advisory Committee all comprised of City staff and representatives from outside agencies.

Planning around each of the rapid transit station stop in Kitchener will be a comprehensive multi-year process involving various stakeholders and a significant amount of community engagement and work. As part of Phase 1 of PARTS, a work program was developed that enables planning for each of the City’s station study areas to be completed by the time that the rapid transit system is in operation in 2017. Planning for each of the City’s station study areas is a complex multi-year process that involves various stakeholders and a significant amount of work and commitment of resources to complete.

PARTS Phase 1: Project Plan and Background Report

Phase 1 was scheduled from February-December 2013 and concludes with the issuance of this report. The highlights of this phase include the following key components:

- Compilation and evaluation of existing condition data
- Preparation of an overall vision and goals to guide planning within the station study areas
- Confirmation of recommended station study areas
- Identification of the likely extent of work for future phases and key deliverables for each Station Study Area Plan
- Development of an overall work program for Phase 2 and the subsequent preferred order and timing to complete planning for each of the station study areas

In order to proceed with planning around the rapid transit station stops, it was important to understand which land required further study. Based on the analysis conducted in Phase 1 five (5) station study areas are being recommended. Each of these station study areas include one or more station stops and contain a focus area and surrounding influence area. Confirmation/refinement of the limits of the station study areas (including focus and influence areas) will occur as part of the preparation of each Station Study Area Plan. In addition, a draft station study area is also recommended for Kitchener lands near the Sportsworld/Cambridge future light rail transit station stop.
Building upon the work undertaken through the Region of Waterloo’s Central Transit Corridor Community Building Strategy (CBS), the City compiled the existing conditions in the recommended focus area of each of the station study areas. Topics explored include: physical context; demographic statistics; land use designations, zoning and built form; inventory of community facilities, landmarks, parks and open space; natural and cultural heritage features; circulation networks and transit ridership.

Given the magnitude of work that is anticipated in PARTS – Phase 2 and subsequent planning processes for the individual station study areas, it is not feasible to undertake all of this work at the same time. Working towards the goal of completing planning for the station study areas in time for the operation of the rapid transit system in 2017, a prioritization and sequencing of work to be undertaken within this timeframe was required.

PARTS Phase 2: Corridor-wide Initiatives

Through PARTS Phase 1 it was determined that some of the key work required is best prepared for all of the station study areas at once. As a result, PARTS Phase 2 is recommending to be comprised of five corridor-wide initiatives: Interim Direction, Communications Approach, Urban Design Guidelines, Sanitary Sewer Capacity Analysis and Transportation Demand Management.

PARTS: Station Study Area Plans

Once the corridor-wide initiatives in PARTS – Phase 2 are nearing completion, it is recommended to begin with the Central Stations Study Area, which is the highest priority. It is expected that the resultant plan may include refinement of the station study area boundaries, a preferred future development concept, 3D modeling/visualization, potential land use changes for the recommended focus area, built form plans/guidelines, connectivity plans, transportation demand management and parking strategy, cultural heritage resource conservation, sustainability plan, and recommendations for any related infrastructure or streetscape improvements that may be required in the future.

Recommended Work Program Summary

### Phase 2: Corridor-wide Initiatives
- Interim Direction
- Communications Approach
- Urban Design Guidelines
- Sanitary Sewer Capacity Analysis
- Transportation Demand Management

---

### Central Stations Study Area Plan
- 2014-2015

### Midtown Station Study Area Plan
- 2015-2016

### Rockway Stations Study Area Plan
- 2015-2016

### Fairway Station Study Area Plan
- 2016-2017

### Block Line Station Study Area Plan
- 2016-2017
2.0 Introduction

The Region of Waterloo is designing and constructing the rapid transit system and station stops through Waterloo and Kitchener. Currently there are twelve (12) station stops identified in Kitchener. The intent is to start the adapted bus rapid transit (aBRT) between Fairview Park Mall and Cambridge within the next two (2) years and have light rail rapid transit in Kitchener and Waterloo as of 2017. This form of transportation has the potential to be a major factor in the long-term growth and continued economic prosperity of our City. With it comes the potential for continued change in the areas close to the rapid transit station stops. The City, in response to rapid transit, over the next several years will be embarking on a process to comprehensively plan the areas around rapid transit station stops. This planning will provide the framework for guiding future transit supportive development and investment in these areas.

The recommendations within the Planning Around Rapid Transit Stations (PARTS) Phase 1: Project Plan and Background Report provide direction for the next phase of planning and outline how best to proceed with future planning around each station stop. Any technical or financial matters related to the construction of rapid transit are not within the scope of this project. Generally, the work and recommendations in this report were developed through a project management and planning exercise led by a Project Leads Group in consultation with a Project Technical Team and Project Advisory Committee all comprised of City staff and representatives from outside agencies.

ION: The Rapid Transit System (LRT and aBRT)
The ION rapid transit system will link parts of Waterloo, Kitchener and Cambridge through a central transit corridor (CTC). The CTC is the central spine that runs through the heart of the urban communities in Cambridge, Kitchener and Waterloo. The rapid transit system will be developed in two phases and will include twenty-two (22) station stops connecting the three cities. The CTC connects many key destinations throughout the region including places to live, work, play and shop. Along with improving access to existing places, the CTC will become the focus for new medium and high density residential, retail and commercial development, supporting the concentration of existing and planned residents and jobs.

Legislative Framework for Planning Around Rapid Transit Stations
The Growth Plan for the Greater Golden Horseshoe (Growth Plan) details a framework for managing growth in the Greater Golden Horseshoe until 2031. The Growth Plan identifies a series of policies that apply to upper and/or lower tier municipalities, which, among other things, require the identification of intensification areas, including major transit station areas, in Official Plans and planning to achieve a mix of uses and increased residential and employment densities to support planned transit service levels. The Growth Plan also contains intensification targets. These intensification targets apply to all identified intensification areas within the Region of Waterloo.
The new **Regional Official Plan** (ROP) (policies 2.D.6 through 2.D.10), currently under appeal, requires that the City prepare Station Area Plans for each station area located outside of an Urban Growth Centre. The ROP also outlines components that must be included in the City’s Station Area Plans (i.e. land use plan, density requirements, design guidelines and, parking management). Building upon the framework for station area plans outlined in the ROP, the City’s **draft new Official Plan** (OP) includes new transit supportive policies that provide direction to future development within *station study areas*. The OP conceptually illustrates and outlines the planned function of these areas. Key components that should be considered as part of planning within *station study areas* area also outlined.

**The Central Transit Corridor and the Community Building Strategy**

The **Community Building Strategy (CBS)** is a Region of Waterloo initiative that identifies key directions for building communities and moving people within, to, and from the *central transit corridor*. The CBS included an extensive public engagement process in 2012. A series of workshops, open houses and forums were held to gather input from a diversity of stakeholders, including Kitchener residents. This input gathered through the CBS was considered throughout PARTS Phase 1.

**The Importance of Planning Around Rapid Transit Stations**

It is desirable and important to have Station Study Areas Plans in place to provide direction and guidance for growth and development/redevelopment in the *station study areas*. Failing so, could have significant implications. Redevelopment that is not transit-supportive may be proposed that could limit the ability to fully achieve optimal development and density in the *station study area*. Comprehensive planning in the *station study areas* is important for many reasons, including:

- It will help to ensure that development and investments can be made to support and sustain the *rapid transit system*;
- Direct engagement with residents that live within the *station study areas* can occur;
- Planning can examine the entire *station study area* to determine, among other things, future lands uses, transportation options, recreation options, connectivity, urban design and, required infrastructure and;
- Provides opportunities for prioritizing capital projects for efficiency and effectiveness (i.e. streetscape improvements, engineering infrastructure).
3.0 Phase 1 – Project Approach and Baseline Conditions

3.1 Project Management
Planning for each of the City’s station study areas is a complex multi-year process that involves various stakeholders and a significant amount of work and commitment of resources to complete. The Project Charter for the PARTS - Phase 1 identified how proactive planning will allow for the appropriate, timely and cost effective delivery of necessary infrastructure and will help shape the changes that rapid transit system will bring to our community. The purpose of the overall PARTS project is to provide direction for future development and stability within station study areas to ensure that these areas are developed in a way that is desirable for the community and is transit supportive.

PARTS - Phase 1 was initiated early in 2013 and concludes with the issuance of this report. The primary purpose and key components of this phase include:

- Confirmation of recommended station study areas
- Compilation and evaluation of existing condition data for each of the station study areas
- Preparation of an overall vision and goals to guide planning within the station study areas
- Identification of the likely extent of work for future phases and key deliverables for each Station Study Area Plan
- Development of an overall work program for Phase 2 and the subsequent preferred order and timing to complete planning for each of the station study areas

The project management of PARTS Phase 1 only utilized the structure and teams outlined below.

Project Leads Group
The Project Leads Group (PLG) was an internal team of staff from the Planning Division - Policy Section that led PARTS - Phase 1. The responsibilities of the PLG were wide ranging and included the following:

- Engaged and informed the Project Technical Team (PTT) and Project Advisory Committee (PAC),
- Facilitated and participated in the two-way exchange of information with work teams within the Planning Division,
- Collected and disseminated information that will be used in addressing issues, challenges and consultations with stakeholders,
- Prepared materials, presentations, reports, and documents,
- Collected and evaluated the existing conditions and identifying any missing data,
- Prepared criteria for establishing recommended station study area boundaries,
- Developed prioritization criteria for the planning of station study areas,
- Researched interim direction for lands within station study areas,
- In consultation with Communications staff, commenced the preparation of a PARTS communications approach for the project

Project Technical Team
Throughout Phase 1, the Project Technical Team (PTT) assisted the PLG with obtaining and synthesizing the existing conditions information as well as assisting with completion of main project tasks. The responsibilities of the PTT included:
• Assisted with the development of the Project Plan,
• Provided data, studies, advice and feedback that assisted the PLG in the completion of tasks,
• Participated in and facilitated a two-way exchange of information between corporate business units and the PTT,
• Reviewed materials, presentations, reports and documents,
• Assisted in confirming requirements for the prioritization criteria analysis,
• Assisted in confirming the refinement criteria for study area boundaries,
• Assisted in confirming requirements for technical reports/studies/analysis or other information and materials that would be required for future works, and
• Assisted in determining whether missing information is critical for the project to proceed subsequent phases.

Project Advisory Committee
The Project Advisory Committee (PAC) provided advice at key milestones and on key items throughout PARTS Phase 1 and received regularly scheduled project updates. Special emphasis was placed on the internal communication of the project, approaches to external communication, and strategic advice on the recommendations and delivery of the staff report.

Project Sponsor/Champion
Deputy CAO, Community Services Department

Project Director
Director of Planning

Project Manager
Mgr., Long Range & Policy Planning

Project Leads Group
Senior Planners (Policy)
Senior Planner (UD)
Policy Analyst

Project Advisory Committee
INS Deputy CAO
CSD Deputy CAO
FCS Deputy CAO
Director of Planning
Mgr. of Corporate Communications
Region of Waterloo (x2)

Project Technical Team
Spvr. of GIS
Coordinator of Cultural Heritage Planning
Mgr. of Downtown
Mgr. of Park Planning, Development & Operations
Mgr. of Development Engineering
Mgr. of Infrastructure Asset Planning
Spvr. of Site Development /Customer Service (Planning)
Mgr. of Development Review (Planning)
GIS Technologist
Senior Environmental Planner
Grand River Conservation Authority
Waterloo Region District School Board
Communications

Initial communication of rapid transit in our city was coordinated by the Region of Waterloo through the Community Building Strategy (CBS) Process. Consultation was fundamental to developing the Community Building Strategy (CBS). The goal of the consultation process was to understand concerns, opportunities, and potential solutions and strategies to best leverage the investment in enhanced transit and to optimize the community building potential in the Central Transit Corridor. Over the span of 2012, the CBS was developed in consultation with hundreds of stakeholders, community agencies, land owners, businesses and community members through a series of consultation events that were integrated through all phases of the process. These events served to enhance the initial understanding of the Central Transit Corridor and allowed the public to explore and define the opportunity for short and long-term transformation along and within the Central Transit Corridor.

The Community Building Strategy was used as a foundation for the PARTS project. Accordingly, much of the public input that was received during the CBS process fed into the recommendations coming out of the PARTS project. The communications approach for PARTS focused on building on the momentum of the Community Building Strategy and communicating what and how the City would be involved in Station Study Area Plans to internal staff, agencies and to the community.

Communication of the PARTS project was an important consideration during Phase 1 of the project. The goals for communicating the PARTS project were ensuring city staff were informed and engaged and participating and embracing the planning process for preparing Station Area Plans and gaining an understanding of scope and how the station study areas would affect their jobs role, providing assisting in rolling out the deliverables of Phase 1 of the project to city staff and the community and assisting in preparation of a communication approach for public engagement in Phase 2.

Internal messaging of the PARTS Project was done through many mediums, including internal newsletter articles, intranet page, Divisional meetings and through the PAC and PTT. External communication of PARTS is starting in late 2013 with the Phase 1 report and will increase through 2014 as the next phases of the project commence. An external PARTS webpage was established in November 2013; along with a direct email address parts@kitchener.ca and an article in Your Kitchener.

The Project Advisory Committee provided valuable input as to the means and mode of communicating the PARTS project to internal staff and to the community. It was noted that the most important aspect of communications will be how to engage the community during the preparation of individual Station Study Area Plans. It was identified that the Station Study Area Plan should be relevant to a specific neighbourhood/area and that planning for rapid transit is about more than the stop/platform. The 3D modeling work that was prepared for the Recommended Station Study Area Plan boundary would be an important piece in the communicating and understanding of the current situation, developing growth scenarios, analyzing the potential opportunities and impacts and implications, and helping to develop strategies for implementation of the Station Study Area Plans.

As communications will be vital component of Station Study Area Plans, it will be important in the next phase of PARTS to come up with a common communications approach to Station Study Area Plans. This common communications approach could be further enhanced and/or modified to be station study area specific, depending on the context of the station study area.
3.2 Research and Best Practices

As part of the project initiation and Phase 1 of PARTS, the PLG conducted research to better understand how to conduct planning within station study areas and what information should be considered as part of planning processes. A comprehensive review of multiple North American municipalities with fully-functioning or planned light rail transit systems was completed.

**United States**
- Adams County, CO
- Austin, TX
- Charlotte, NC
- Daly City, CA
- Denver, CO
- Hopkins, MN
- Portland, OR
- Saint Paul, MN
- San Francisco, CA
- San Jose, CA
- San Rafael, CA
- Santa Rosa, CA
- Seattle, WA
- Shoreline, WA
- Washington, DC

**Canada**
- Brampton, ON
- Calgary, AB
- Edmonton, AB
- Hamilton, ON
- Mississauga, ON
- Ottawa, ON
- Region of Waterloo, ON
- Vancouver, BC

**Existing Conditions**
Many of the municipalities researched included a review of existing conditions as part of their planning processes. The City of Hamilton included an assessment of existing conditions as part of their ‘B-Line Corridor Opportunities and Challenges Study’. Their assessment included land uses, Official Plan designations, Zoning, Secondary Plan areas, population demographics, number of jobs, as well as residential and non-residential assessed property values for each station study area.

**Defining Station Study Areas**
All of the municipalities researched defined study areas in order to identify lands which required further study due to the implementation of higher order transit. Many went beyond simply defining a general study area, but also refined these areas into areas of focus and areas of influence. The research also revealed several commonalities as to what factors were considered when determining the limits of study areas. A summary of key findings is below.

**City**
- Ottawa, Ontario

**Factors Use to Determine Study Areas**
- 800m walking distance
- Boundaries for study areas were cognisant of public sidewalks/walkways, land use patterns, physical elements and existing/planned pedestrian cycling connections
- Influence areas were defined. They included areas surrounding the station that would not receive immediate activity as a result of new transit system
- Exclusion areas were defined. They included areas not under consideration for intensification (i.e. areas that are already transit
<table>
<thead>
<tr>
<th>City</th>
<th>Factors Use to Determine Study Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>supportive; areas that are stable and have little to no redevelopment pressures</td>
</tr>
</tbody>
</table>
| St. Paul, Minnesota  | • 400m general boundary  
• Identified areas of stability and areas of change                                               |
| Calgary, Alberta     | • 600m walking distance (approximately 7.5 minutes)  
• Boundaries for study areas were cognisant of physical obstacles. They included major destinations and large-scale redevelopment opportunities  
• Included the identification of stable residential neighbourhoods |

Prioritization

The research did not offer much information on how municipalities determined which study areas should be planned first. Denver, Colorado offered some insight into how they prioritized their work program. In order to determine which area should be planned first Denver considered the following:

- Frequency of transit service
- Existing land use, property configuration and ownership patterns
- Real estate market trends
- Physical barriers that limit connectivity to the station stop
- Current/future significant public investment
- Community support

The research also revealed that although most municipalities did not have formal criteria for prioritizing their work programs, many determined which areas to plan first based on two major factors. The first factor was how ready the area was to respond to the change brought by higher order transit (decisions to do planning work first either based on the area that was the least ready or the most ready), and the second factor was how many resources (staffing and monetary) could be directed to the planning process.

Planning for Station Study Areas

When doing the detailed planning work for the station study areas, the research outlined several aspects that were considered, including land use, connectivity, transit supportive densities, parking management and implementation tools.

*Land Use and Connectivity*

As a method of achieving an environment that is better-suited to transit and pedestrian interactions, the City of St. Paul implemented a mixed use zone along their Main Street that restricts the types of development and land uses that are permitted within this area as part of their planning process. To better improve the pedestrian environment and their interactions with the street, mobility enhancement zones were identified within each Station Area as those in need of improvements regarding pedestrian connectivity to and from the station. Opportunities for new open space and parkland uses were mentioned in a comprehensive review of the City’s existing open spaces and parks within each station area. Methods to improve connections between these spaces were also determined and recognized as a way of improving the pedestrian experience. A photo inventory of potential redevelopment and infill sites was included in each Station Area Plan. Future development of these sites allows for better incorporation of appropriate transit-oriented land uses.
Transit Supportive Densities

Upon review of Provincial guidelines and North American municipalities’ station area plans, it was determined that densities used in planning to support higher order transit are varied. The following table demonstrates this.

<table>
<thead>
<tr>
<th>Source</th>
<th>Transit Supportive Density</th>
<th>Persons and Jobs per hectare (PJ/ha)</th>
<th>Units per hectare (u/ha)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metrolinx Mobility Hub Guidelines</td>
<td></td>
<td>200-400</td>
<td>90-180</td>
</tr>
<tr>
<td>Ontario’s Transit Supportive Guidelines - 2013</td>
<td></td>
<td>160</td>
<td>72</td>
</tr>
<tr>
<td>Halton Region, ON</td>
<td></td>
<td>140-250</td>
<td>75-160</td>
</tr>
<tr>
<td>Calgary, AB</td>
<td></td>
<td>100-200</td>
<td>40-133</td>
</tr>
<tr>
<td>Ottawa, ON</td>
<td></td>
<td>200-400</td>
<td>N/A</td>
</tr>
<tr>
<td>Charlotte, NC</td>
<td></td>
<td>N/A</td>
<td>15-20</td>
</tr>
<tr>
<td>San Francisco, CA</td>
<td></td>
<td>200-500</td>
<td>N/A</td>
</tr>
<tr>
<td>Region of Waterloo Station Area Plan Pilot Project (Charles/Ottawa)</td>
<td></td>
<td>100</td>
<td>45</td>
</tr>
</tbody>
</table>

The Province of Ontario’s ‘Transit Supportive Guidelines’ indicates that for LRT/BRT to be successful, a minimum density of 160 pj/ha is required. These guidelines base their recommended density on a revenue/cost recovery ratio that it believes is necessary for LRT/BRT to be economically viable in Ontario. The Metrolinx ‘Mobility Hub Guidelines’ indicate densities of between 200 and 400 pj/ha for LRT to be economically viable for Mobility Hubs (major hubs/transfer terminals). The density suggested is based on an LRT type system and is based on achieving a mode share of 30-50% for transit.

Municipalities across Ontario and North America have different density targets for their transit oriented development, however, the targets generally fall within a range of 100-200 PJ/ha. The City of Calgary, which has an LRT network in place, has density targets of 100-200 PJ/ha. San Francisco, which has part LRT/subway system recommends transit supportive densities between 200 and 500 pj/ha. In some municipalities station area plans suggested that the highest densities occur closest to transit stations and that densities decrease the farther away from the station. Other station area plans had densities that ranged depending on the function of the station (i.e. a multi modal station, an urban station or a transfer station.)

Parking Management

Parking in the form of surface parking lots and structures has been deemed as uses which have huge implications on the success of rapid transit systems due to their availability, location, and ease of use. To better approach this issue, the City of Portland implemented a Parking Management Strategy during the completion of their Station Area Plans. The strategy aims to limit the number of parking spaces constructed at the site of new developments through the implementation of parking maximums and the removal of parking minimums. Construction of new commercial parking garages and large surface parking lots is also restricted within the Station Study Areas.
Interim Direction
As part of Phase 1, research was conducted on interim direction tools and techniques that were used in other municipalities where major transit systems were being planned and developed, including:

- Transit Oriented Development regulations (Adams County, Colorado)
- Interim zoning regulations that limit low intensity, auto-oriented uses (Austin, Texas)
- Transit Oriented Development Guidelines that are applied to development applications within existing and future station areas (Edmonton, Alberta)
- Interim Overlay Zoning Layer that was developed for station areas (Saint Paul, Minnesota)
- High level zoning layer that prevented investment and expansion of non-conforming buildings (City of Hopkins, Minnesota)

While these examples provide some guidance on interim direction, there are legislative differences between each municipality studied. During Phase 2, further research will be conducted to understand how best to implement interim measures that will provide direction for development applications that are proposed prior to a Station Study Area Plan being complete and fully implemented.

Implementation
The research revealed many ways to implement the outcomes of station area plans. The City of Vancouver’s Cambie Corridor Plan utilizes a bonusing tool as a method of promoting the increase of the densities of buildings located within each Station Area. With this tool, additional zoning can be earned by the developer in a series of increments without having to apply for a rezoning of the property. Such densities can be achieved through cash-in-lieu or the inclusion of needed community services within the development.

The City of Austin utilized conditional zoning in part to implement their station area plans (this mechanism is outlined in the Ontario Planning Act but regulations are not yet in place to allow municipalities to utilize it). The City of Denver includes an implementation section within each of their station area plans. The plans outline how the directions within it will be implemented, who will be involved and the financing that may be used to construct public facilities and leverage private investment.

3.3 Draft Corridor Wide Stations Study Area
In the early stages of Phase 1, a draft Corridor Wide Stations Study Area was identified and considered for the purposes of data acquisition and initial tasks. This draft area was larger than the combination of all of the 800m walking distance radii around the station stops. Through the process outlined in Section 4 of this report, the original draft study area was refined and is illustrated in this report.

3.4 Existing Conditions
As part of the Region of Waterloo’s Central Transit Corridor Community Building Strategy (CBS) an assessment of existing conditions was conducted for each of the station stops along the entire rapid transit system. This assessment included an examination of the existing policy framework and station study area conditions (including existing land uses and key landmarks) and went further to suggest the future character of each station stop, including potential uses and supports that would be needed to improve the area. The CBS recommended potential study areas that the City may use as a starting point for future planning works. The CBS acknowledged that the City could further refine these study areas.
Building upon the work undertaken through the CBS, the City gathered significant amounts of data based on the draft Corridor Wide Stations Study Area. A review of the existing conditions was undertaken through the Project Technical Team and the Project Leads Group. Information and was summarized and illustrated for portions of the Study Area in a separate volume of this report. **Volume 2: Existing Conditions and Background Information** includes an exploration of the following information:

- Description of the physical context
- Demographic statistics
- Examination of land use designations, zoning and built form
- Inventory of community facilities, landmarks, parks and open space
- Account of the presence of environmental features
- Overview of the circulation networks

**3D Model**

A representative digital 3D model of the existing built environment was constructed for the entire Corridor Wide Stations Study Area using Google SketchUp. In total, 19,230 buildings were modeled using baseline GIS data and supplementary data captured from site visits to mass existing buildings and accurately depict building heights, rooflines, and siting. This model serves to capture and document the existing context of the Study Area and has and will continue to be used to produce renderings and graphics that visually communicate scale, massing and relationship among building and sites. As part of each station study area Plan process it is anticipated that development scenarios can be added and evaluated against the existing context.

**Cultural Heritage Assessment**

During PARTS - Phase 1, Heritage Planning staff undertook a significant amount of work regarding the identification and preliminary screening of Cultural Heritage Resources in the draft Corridor Wide Stations Study Area. As part of this work, a preliminary review was completed of approximately 9,200 properties. The review also included:

- Re-evaluating properties on the existing Heritage Kitchener Inventory of Historic Buildings, including other previously-identified heritage properties
- Identifying a number of previously-unidentified properties and areas of cultural heritage interest, including candidate Cultural Heritage Landscapes and Heritage Conservation Districts
- Identifying new properties that require additional research and evaluation during the Station Study Area Plans
- Updating the City’s existing heritage database.

![Fairview Park Mall and Kingsway Drive](image1)

![Park Street within the Central Stations Study Area](image2)
4.0 Phase 1: Direction

4.1 Vision and Goals

Vision for Planning Around Rapid Transit Stations
The following vision was created to guide the process of the Station Study Area Plans:

“Together, through a comprehensive and collaborative public planning process, we will build well-connected, innovative, vibrant, inviting and inclusive station areas in which to live, work, shop, study and play."

This vision builds off of the City of Kitchener Strategic Plan and contributes to the land use vision for the City contained in the draft new Official Plan.

Goals for Planning Around Rapid Transit Stations
To help to ensure that the PARTS vision is further articulated, high level goals were created. These goals are specific to Kitchener in order to help guide the Station Study Area Plans. They are supplemental to those established in the Region’s Community Building Strategy for the entire rapid transit corridor. The goals are described below.

Manage Growth and Change
- Promote appropriately located and scaled intensification to achieve transit-supportive densities
- Identify the need for public investments (including servicing, infrastructure and community amenities)
- Create compact form and development patterns to make efficient use of land and resources
- Promote sustainable development
- Identify and conserve stable residential areas
- Plan for adaptation; places that can transition over time to achieve the overall vision for the station study area
- Prioritize development in areas that are already serviced
- Promote redevelopment opportunities
- Protect environmentally sensitive areas

Ensure a Mix of Appropriate Land Uses
- Protect existing natural, built and cultural heritage resources while creating new opportunities to live, work, study, and play
- Strengthen employment opportunities
- Enhance learning experiences
- Plan for a mix of uses to support transit services and foster vibrant neighbourhoods
- Promote complete communities
- Provide a range of services that appeal to a broad range of users
- Provide for variety of housing and employment choices
Enhance Transportation Choice and Connectivity
- Design streets for all users; plan for all modes of transportation
- Enhance mobility
- Support transit service
- Improve access to destinations and amenities; including the station stops
- Prioritize the needs of the transit-users and pedestrians
- Support active transportation
- Achieve a finer-grained street and block network
- Create a permeable/walkable street pattern
- Create convenient walking/cycling connections
- Implement pedestrian-scaled development principles;
- Appropriately accommodate traffic
- Minimize disruption in traffic flow
- Provide for maneuverability between sites
- Provide a variety of travel options to key destinations
- Require a barrier-free environment for enhanced accessibility

Enhance Placemaking, Safety and Community Design
- Preserve great public spaces and create new public spaces
- Set a high standard of urban design
- Create meaningful places
- Enhance neighbourhoods sense of place an create recognizable districts
- Identify opportunities for place-making; make each station unique
- Create a great place to live and visit
- Foster vibrant neighbourhoods and streetscapes
- Create comfortable, safe places
- Green the corridor
- Design buildings to create a pedestrian-friendly environment
- Create attractive places
- Encourage a healthy, inclusive community
- Incorporate green spaces into neighbourhoods and other key areas when possible
- Ensure Crime Prevention Through Environmental Design

Guide Public and Private Investment
- Identify, guide, plan and prioritize public sector initiatives, including infrastructure investment
- Provide new and improved public spaces, services, and amenities
- Attract and guide private sector investments to shape the nature of new development over time
- Stimulate development in station study areas
- Private sector support and implementation

Potential Refinement of Vision and Goals
The vision and goals outlined above will be further confirmed and refined as necessary through the process for each Station Study Area Plan. They should respect any existing visions and goals for the specific area.
4.2 Station Study Areas
In order to proceed with planning for each of the station stops it was important to understand which land surrounding each of the station stops needed to be further studied. This required the establishment of station study areas. This section of the report outlines the process used to establish the recommended station study area.

The first step in establishing station study areas for each station stop was to examine the major transit station areas (MTSA) at a corridor wide level. At this scale, it was determined that there were three logical groupings. This created three Sub Areas. Sub Area One included lands from the Grand River Hospital station stop to the Mill station stop in the south. Sub Area Two included the Block Line and Fairway station stops. Sub Area Three included Sportsworld.

Establishment of station study areas commenced through working sessions with the PTT. Using the MTSA boundary of 800m as a starting point, PTT members devised their own recommended station study areas based on the best practices from their areas of expertise. The PLG then synthesized the range of initial concepts and further refined the areas based on additional input from the PTT. The criteria were based on numerous factors, including those identified below.

Properties
Properties should generally not be bisected. In some cases where properties were extremely large or where environmental features were at play, portions of properties were included. In some cases where properties were under the same ownership and were contiguous they were included within boundaries.
Neighbourhoods
Neighbourhoods should generally not be bisected. This will allow the character of the neighbourhood and its full context to be considered.

Streets
Where it was proposed that a street form the boundary to a station study area it was determined that both sides of the street should be included to allow for the street to be considered as a complete street.

Physical Barriers
Barriers such as rail lines and the Conestoga Expressway were considered, in most cases, to be boundaries to station study areas. Where lands outside of these barriers were considered to have a relation to the station stop (i.e. they are a key destination or redevelopment opportunity) these lands were included within the station study area.

Heritage
The identification of known cultural heritage resources, including the preliminary identification of candidate Cultural Heritage Landscapes, was one of the factors in considering the Study Areas.

Golf Courses and Cemeteries
Golf courses and cemeteries often play an important role from an amenity or connectivity perspective. These types of uses were included within the station study area.

Defining the Role of Lands within the Station Study Area
It is important to distinguish between the lands within the recommended station study areas which are more likely to be a significant focus of efforts and potential change in the near term from those areas that are more of a supporting role in terms of ridership from adjacent neighbourhoods. Similar to the CBS, focus areas and influence area were determined and are being recommended.

Illustration of Components of a Station Study Area
Recommended *focus areas* include lands, which due to their proximity to the *station stop* require further study to determine how they can better support the *rapid transit system*. As part of Station Study Area Plans these lands will be examined form a multitude of aspects including land use, connectivity and sense of place.

*Influence areas* consist of lands that are further away from *station stop* but still contribute to the role and function of the *station study areas*. Since transit ridership can be drawn from a distance of 800m from a transit stop, it was important to examine lands outside the recommended *focus area*. This allows connectivity and placemaking to be explored in a broader context. These areas, although not the focus of change, may provide opportunities for minor infilling. Recommended *influence areas* generally include lands with significant environmental features, parks or recreational amenities. They also include lands which are currently zoned for low rise residential uses or institutional uses. Employment lands that are already zoned for an appropriate range and scale are included within recommended *influence areas*. Lands within Heritage Conservation Districts are generally included in these areas.

**Grouping of Stations**

Evolving from the three (3) sub-areas outlined above, the process resulted in the recommended groupings of *station stops* to form the recommended *station study areas*. These groupings of *station stops* were based identifying which *station stops* were separated geographically enough from others to form separate *station study areas* (i.e. Midtown *station study area*, Fairway *station study area*); on maintaining continuity through the central neighbourhoods (i.e. Central *stations study area*); using Stirling Avenue as a major street separating *station study areas* (i.e. Rockway *stations study area*), and; the Conestoga Expressway as a major street also separating *station study areas* (i.e. Block Line *station study area*).

**Recommended Areas**

Based on the above factors, *station study areas* comprised of five (5) *focus areas* and associated *influence areas* are recommended. These recommended areas are illustrated on the following map and are further described in the sections below and in Volume 2. As outlined in Section 4.3, a draft study area (with an undefined focus and *influence area*) is recommended for Sportsworld at this time.

**Refinement of Areas**

Confirmation/refinement of the limits of the recommended *station study areas* and each of the recommended focus and *influence areas* is possible during the Station Study Area Plans.
Planning Around Rapid Transit Stations CORRIDOR WIDE STUDIES AREA

ION Station Sites
- LRT
- ION
ION Routes
- LRT Stage 1
- LRT Stage 2
- ION Stage 1
Major Rapid Station Area
- Project
- Study Area
- Influence Area
- Draft Study Area
- Recommended Study Area
- Recommended Focus Area
- Recommended Influence Area

Roads and Corridors
- Major Roads
- Highway Corridor
- Hydro Corridor
- Rivers and Lakes

*All recommended boundaries will be reviewed at the time station area plans are prepared.

Draft Study Area
- Sportsworld

Rivers and Lakes
- Hydro Corridor
- North

ION Route
- ION Stage 1
- LRT Stage 2
- aBRT Stage 1

Recommended Study Areas
- Sportsworld
- Corridor Wide Stations
- Study Area
- Draft Study Area
- Recommended Influence Area
- Recommended Focus Area
- Recommended Study Area

ION Station Sites
- LRT
- ION
ION Routes
- LRT Stage 1
- LRT Stage 2
- ION Stage 1

Major Rapid Station Area
- Project
- Study Area
- Influence Area
- Draft Study Area
- Recommended Study Area
- Recommended Focus Area
- Recommended Influence Area

Roads and Corridors
- Major Roads
- Highway Corridor
- Hydro Corridor
- Rivers and Lakes

*All recommended boundaries will be reviewed at the time station area plans are prepared.

ION Route
- ION Stage 1
- LRT Stage 2
- aBRT Stage 1

Recommended Study Areas
- Sportsworld
- Corridor Wide Stations
- Study Area
- Draft Study Area
- Recommended Influence Area
- Recommended Focus Area
- Recommended Study Area

Roads and Corridors
- Major Roads
- Highway Corridor
- Hydro Corridor
- Rivers and Lakes

*All recommended boundaries will be reviewed at the time station area plans are prepared.
4.3 **Prioritization of Station Study Areas**

Given the magnitude of work that is anticipated in PARTS – Phase 2 and subsequent planning processes for the individual *station study areas*, it is not feasible to undertake all of this work at the same time. Working towards the goal of completing planning for the *station study areas* in time for the operation of the *rapid transit system* in 2017, a prioritization and sequencing of work to be undertaken within this timeframe was required. This section of the report outlines the recommended prioritization of work for planning for the *station study areas*.

In an effort to determine which *station study area* should be or could be planned first, the PLG researched best practices (Section 3.2) on how such decisions are made and solicited input from the PTT. Other resources were also considered, including the preliminary prioritization considerations published in the draft Regional *Central Transit Corridor Community Building Strategy*.

Considering the vision and goals for the *station study areas* (Section 4.1), the PLG developed a series of prioritization considerations. The list of prioritization factors were:

**Manage Growth and Change**
- Is planning within the *station study area* required as per the *Growth Plan* and/or ROP?
- Is there infrastructure and servicing capacity to accommodate growth under the current Policy and Regulatory framework?
- Are environmental studies or works required prior to planning in the *station study area*?
- Are changes around the proposed *station stop* already occurring and is there public interest in these changes?
- Is the current population within the *station study area* close to or achieving transit-supportive densities?

**Ensure a Mix of Appropriate Land Uses**
- Is the *station study area* entirely within the jurisdiction of the City of Kitchener?
- Are there a range of housing choices?
- Is there a variety of land uses within the *station study area*?
- Is there an area that is in transition (eg: a predominant land use has been vacating over time and/or new land uses are starting to be introduced in the area)?
- What areas are important to retain for employment uses and what may transition?

**Enhance Transportation Choice and Connectivity**
- How permanent is the proposed *rapid transit* infrastructure (*LRT* vs. *aBRT*)?
- Are there major transit destinations within or within reasonable connections to/from the *station study area*?
- Are there programs, policies or regulations are in place that support transportation demand management objectives?
- Does the current regulatory framework allow for transit-supportive intensification?
- Are pedestrian/cycling routes providing direct and convenient access to the *station stop* location?
- What are the functions of the proposed *station stop*?
Enhance Placemaking, Safety and Community Design

- Are there public open spaces, parks, passive and/or active recreation opportunities or amenities, or major recreational facilities (eg: arenas or golf courses) in the station study area?
- Are there distinctive design characteristics or attributes (eg: public art, historic buildings or heritage features, landscape or streetscape design, etc) within the station study area?
- Does the area have built or natural heritage features that contribute to its sense of place?

Guide Public and Private Investment

- Are there large redevelopment opportunities?
- Is there capital works planned within the 10 year forecast that could be potentially transformational or enable development in the mid to long term (Eg: road extension, road realignment, bridge construction, upsizing of infrastructure etc)?
- How market-ready is the station study area?
- Is there market interest and/or development pressure in the short term?
- Are there incentives available to attract investment?

The overriding consideration in determining the relative priority of the work was maximizing resource efficiencies. Each station study area was ranked based on the prioritization factors listed above. A higher ranking was assigned to the station study areas that would require lesser resource commitments and those station study areas that are most ready to respond to the rapid transit system. This approach allows for more straightforward station area plans to be completed first, providing opportunities to refine processes before moving on to the more complex ones. A general discussion of each of the station study areas related to the prioritization factors is provided.

Central Stations Study Area

Despite not being legislatively required to do a Station Area Plan in the Urban Growth Centre (Downtown), there are lands within the Central station study area that are beyond the limits of the UGC and therefore require some consideration.

There are numerous redevelopment opportunities throughout the area and there are various strategies and tools (including a strategic plan, business improvement area, incentive programs, regulatory frameworks and design guidelines) that allow for and encourage transit-supportive intensification. Further, there is a high degree of market interest in this area. The Central station study area has the highest current density. There are a variety of land uses throughout the Central station study area today and a policy framework in place to allow for continued mixing of land uses in the future. There are portions of the area that are in transition (eg: from former industrial uses to office space) which will require some consideration from a land use planning perspective to determine the appropriate ultimate land use composition. The planning for the Central station study area will be considerably scoped compared to the planning processes for the other station study areas. Planning efforts will be focused on the areas just beyond the downtown and the areas in transition to confirm that the right land use mix is available. The main work for the portion of the station study area that is within the UGC will be to simplify and update the planning documents to clarify development permissions.

The Central station study area encapsulates a number of station stop and several major transit destinations. It has the highest current ridership which is to be expected because it is the largest station study area. However when transit ridership is considered relative to the size of the station study area, the Central and Fairway station study areas have near equal ridership-to-land area ratios, which are
nearly ten times the ridership of the Rockway and Block Line station study areas and four times the ridership of the Midtown station study area. The Central station study area also has the highest anticipated ridership, though it is worth noting that the relative change in ridership is low compared to the other station study areas. This suggests that there is more of a gap to be bridged in the other station study areas whereas the Central station study area will not require such a major paradigm shift to support and encourage transit ridership.

The Central station study area has numerous public amenities, civic spaces and distinctive character areas and features, such as heritage districts, public art installations, high quality streetscapes and ecological restoration areas. Placemaking efforts will be significantly lesser in the Central station study area than other station study areas due to the presence of these features and attributes.

The Central station study area was identified to be the number one (1) priority station study area because it is most ‘ready’ to respond to the changes that the rapid transit system will bring. It also requires the least amount of work to have the planning framework and infrastructure system ready.

Midtown and Rockway Station Study Areas
Both the Midtown and Rockway station study areas have almost the same current transit ridership, and are anticipated to see almost the same percent increase in ridership in the future. These station study areas were assessed to have somewhat transit-supportive regulatory frameworks that allow for some intensification. In Midtown the majority of the station study area has regulations in place to support transit-supportive growth and a range of land uses. The current density of the Midtown station study area is high compared to most station study areas, however the amount of intensification opportunities and development interest is not as high as the Rockway station study area. By contrast, a large portion of the Rockway station study area is in transition and there is a lot of development interest and redevelopment opportunities but only a small portion of the overall station study area has regulatory framework in place to support transit-supportive intensification. Both station study areas have some design guidelines in place and distinctive design characteristics that contribute to their individual sense of place. These attributes are some of the reasons why these two station study areas ranked highly in terms of priority.

The Midtown station study area abuts the City of Waterloo and optimally, planning in this area should be done in collaboration with the City of Waterloo. It also has limited public open space and/or passive or active recreation opportunities compared to the other station study areas. This would need to be considered when planning for this station study area. Both of these factors add complexity to the work program for the Midtown station study area.

The Rockway station study area incorporates the Schneider Creek Floodplain which is a feature that requires special consideration prior to redevelopment within this area. Updates to the floodplain modeling are currently underway, and the outcome of that exercise may result in different regulatory framework within the area. The Rockway station study area will also need to have regard for Regional Wellhead Protection Policies, which may also be subject to changes as a result to recent changes in provincial legislation.

Considering the above, both the Midtown and Rockway station study areas were identified to be number two (2) priority station study areas.
**Block Line and Fairway Station Study Areas**

These *station study areas* do not have transit-supportive policy and regulatory frameworks in place today and are not very conducive to intensification. The number of redevelopment opportunities is somewhat low in both, particularly in the Block Line *station study area*. The Fairway and Block Line *station study areas* each have a few properties zoned to permit high density intensification, though the relative proportion of lands is very low compared to Central, Midtown and Rockway *station study areas*. There is not much variety in terms of permitted land uses in either of these *station study areas*. More than half of the Fairway *station study area* is currently zoned for purely commercial uses. Just less than half of the Block Line *station study area* is zoned for open space or to recognize hazard lands or floodplain, and of the remaining portion of the *station study area* is zoned for general industrial purposes. The scope of work in these areas with respect to evaluating the land use mix is significantly more extensive than the work anticipated for Central, Midtown and Rockway *station study areas*. Furthermore, there are some additional considerations with respect to environmental features and natural heritage systems, including source water protection areas, which add some complexity to the work to be done in this area.

Neither of these areas have design guidelines in place, nor are there defined character areas or districts within them. Considerably more attention is needed in these areas with respect to placemaking. The Block Line *station study area* has the highest amount of public spaces and parkland of all of the *station study areas*, including passive and active recreational opportunities. The Fairway *station study area* has some public spaces and amenities though not as many as the higher priority areas.

Of all of the *station study areas*, Block Line currently has one of the lowest ridership but is anticipated to see the largest percent increase in ridership. Work is needed in this area to support these changes. By contrast, Fairway *station study area* has a high proportion of major transit destinations and currently has some of the highest ridership, although it is anticipated to see some changes in ridership with the realignment of the Grand River Transit (GRT) system. Connectivity within the *station study areas* and to the planned *station stop* needs consideration in both of these areas. These two *station study areas* have their own challenges, with respect to connectivity. Both are comprised of somewhat auto-oriented uses which are a challenge for walkability in these areas. Block Line is planned to be a major transfer station in the future with the new iXpress service providing access to the rapid transit system from the west side of the City. The completion of the Block Line Road extension will introduce new opportunities for connections from the west, though connections from the east also need examination. The Fairway *station study area* is bounded by the expressway which acts as a physical barrier between the *station study area* and destinations and the neighbourhoods to the north. Connections between the *station stop* and nearby transit destinations stands to be improved with greater permeability and more walkable environments.

For the reasons outline above Block Line and Fairway *station study areas* were identified as **number three (3) priorities**.

**Sportsworld Draft Station Study Area**

The Sportsworld draft *station study area* abuts the City of Cambridge. Coordination with the City of Cambridge would be optimal for the completion of planning within this *station study area*. Due to the current location of the proposed *station stop*, the majority of redevelopment and intensification opportunities may well be outside of City of Kitchener jurisdiction.
Similar to the Block Line station study area, Sportsworld is primarily comprised of lands zoned for open space and hazard lands with the majority of the remaining lands being zoned commercial campus (which generally permits auto oriented commercial uses) and low density residential uses. Unlike Block Line however, there are no lands zoned to permit high density intensification in this area.

Sportsworld has by far the least transit riders today. It is anticipated to see the largest relative increase in ridership. Despite this, it is still planned to have the lowest ridership of all of the station study areas. Planning for this area will need to balance the continued need for auto-oriented commercial uses with the need to intensify and improve pedestrianism and walkability. There are major transit destinations within the area today, and some efforts will be needed to improve connections from the proposed station stop to these destinations.

Sportsworld includes the lands known as ‘Sportsworld Crossing’, which have been developed in accordance with an approved Urban Design Brief. Future work may be required for the remainder of lands within this focus area to ensure that placemaking and design direction is in place.

The Sportsworld draft station study area was identified as future priority because it is not planned to be serviced by the rapid transit system in the near future. Legislation and higher order planning policy does not require the completion of Station Area Plans around adapted bus rapid transit station (aBRT) which is what is being proposed currently. In the future once rapid transit service is extended from Fairview Park Mall to the Ainslie Street terminal in Cambridge the Sportsworld station stop will be relocated. At the time of rapid transit service to the area it would be appropriate to complete planning within the draft station study area.

Prioritization Conclusion
Planning within the station study areas should commence with the Central station study area. It is almost fully ready to respond to the changes that LRT will bring to the community. Much of the existing planning framework is in place for the downtown; however, the Study Area includes land beyond downtown proper and further study and refinement is immediately necessary as these areas are more directly impacted by current and imminent change. This area is generally “market ready” and significant redevelopment continues to happen and be proposed by various development interests. The regulatory framework currently in place and proposed through the draft new Official Plan are largely transit supportive. The focus of the work in the Central Stations Study Area Plan will be updating and simplifying the policies, regulations, guidelines and processes that are in place in this area and taking a closer look at the policy framework that applies to the residential neighbourhoods near downtown.

Unlike most of the other station study areas, which will require a more comprehensive review and rethinking of the policy and regulatory framework, planning for the Central station study area is not anticipated to result in major changes to the existing planning framework for downtown. Central has several special considerations, including numerous station stops, cultural heritage resources, low rise residential areas and areas in transition. However, compared to the unique considerations in the other station study areas (such as parkland deficiencies, sourcewater protection areas, coordination across jurisdictions and floodplain constraints); the Central station study area should be the least complex and require the least amount of resources to complete.
5.0 Phase 2 – Corridor Wide Initiatives (2014)

5.1 Project Overview

One of the objectives in PARTS – Phase 1 was to develop a project plan for the next phases of work. Discussions with the Project Technical Team determined that there are efficiencies in completing some key initiatives at a corridor-wide scale, rather than for individual station areas. It was identified that there is a need and benefit to undertaking this work in 2014 in advance of the individual Study Area Plans. There are five such initiatives that would lay the groundwork for the subsequent Plans, minimize repetition and fit more reasonably with staff resourcing. The initiatives include:

The Manager of Long Range and Policy Planning will be the Project Manager for the overall project. The staff lead and working team for each initiative is identified in the sections below. Individual work programs for all five corridor-wide initiatives have been prepared as part of Phase 1 and will be further refined before each initiative begins. Each initiative will have its own process for review of the material by others and for project support. This will be further identified in each work program/Terms of Reference.

Interim direction, urban design guidelines, and transportation demand management will involve various levels of community engagement.

5.2 Interim Direction

It is anticipated that there will be continued redevelopment interest in properties that are in proximity to rapid transit station stops before each Station Study Area Plan can be completed. In order to provide some guidance for development proposals to meet, or not prejudice, the objectives for these transit-supportive locations it may be necessary to implement some interim direction utilizing one or more options/tools. A public process to consult stakeholders is required before any formal interim direction, such as an amendment to the existing Official Plan and/or Zoning By-law, can be applied.

During PARTS – Phase 1, the zoning of all properties within the station study area was reviewed. Based on currently permitted uses and zoning regulations, a general risk assessment was undertaken to determine the potential type of development or redevelopment applications that may be proposed in these areas. It was determined that the current legislative framework would permit development and redevelopment that would not entirely fit with the general objectives of transit-supportive areas.
A review of interim direction strategies in both Canadian and American municipalities was also undertaken. Generally, the mechanism and level of protection afforded by interim direction measures was largely based on the perceived risk, the timing for Station Study Area Plan completion, and available resources.

**Types of Interim Direction**
A general analysis of potential interim direction implementation mechanisms and tools were evaluated.

While limiting the potential risk of development and redevelopment applications that do not meet the long-term vision for station areas is a driving force behind the review, it was also necessary to consider the potential impacts including limiting development investment and interest in station areas, additional timing and costs to the development industry, as well as potential risk of an appeal of any interim changes to the legislative framework.

<table>
<thead>
<tr>
<th>Type of Interim Direction Implementation</th>
<th>Ability to Influence Development Applications</th>
<th>Risk of Development that is not Transit-Supportive or Transit-Oriented</th>
<th>Potential to Limit Development or Investment</th>
<th>Additional Cost/Time to Landowner or Developer</th>
<th>Additional Staff or External Resourcing Requirements in Phase 2</th>
<th>Length of Time to Reach Implementation</th>
<th>Risk of an Appeal to the Ontario Municipal Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do Nothing</td>
<td>➡️ ➡️ ➡️</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
</tr>
<tr>
<td>New Official Plan</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
</tr>
<tr>
<td>Interim Control By-law</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
</tr>
<tr>
<td>Holding Provision (Zoning By-law)</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
</tr>
<tr>
<td>Amendment to current Official Plan</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
</tr>
<tr>
<td>Special Use Provisions (Zoning By-law)</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
</tr>
<tr>
<td>Special Provision Regulations (Zoning By-law)</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
<td>● ● ●</td>
</tr>
</tbody>
</table>

**Do Nothing**
This approach was used as the baseline scenario and all other interim direction opportunities were evaluated against this option. With no ability to influence development and redevelopment applications in the interim, this approach would result in the greatest risk of development and redevelopment applications not meeting the long-term intent of station areas. There are no resourcing requirements associated with this approach and there is no time or cost implications for the development industry.
**Kitchener’s Draft New Official Plan**

Interim Direction policies have been included in the City’s *draft new Official Plan* to address development and redevelopment applications within *major transit station areas*. The review of Secondary Plans contained in the *Official Plan* is not part of the current *Official Plan* review as these plan areas share a similar geography with the *station study areas*. Relying on general policies in the *Official Plan* that promote intensification and transit-supportive densities would be not be comprehensive in scope and may result in policies that are not be able to be implemented due to a wide variety of constraints that will not be known until Station Study Area Plans are completed. Implementing *Official Plan* policies to address interim direction does not absolve the issue of existing permissions in the Zoning By-law. This work is largely completed and would require no additional resources to implement. The *draft new Official Plan* is not yet adopted by Kitchener Council and the approval of the *draft new Official Plan* by Waterloo Region Council may be appealed.

**Interim Control By-law**

This approach would place a temporary freeze on some land uses while the station area plans are completed. The by-law can only be imposed for only a year, with a maximum extension of another year. This approach would have the greatest influence on development and redevelopment applications; however the temporary freeze may delay investment and development in the station areas. This approach would require staff resources, may take some time to obtain approvals, and it is appealable which may delay this and other work.

**Holding Provisions in the Zoning By-law**

A Holding Provision would continue to allow future uses for land or buildings but delay development until Station Study Area Plans are completed. An amendment to the current *Official Plan* would also be required to implement new holding provision policies. While the application of a Holding By-law is not subject to appeal, the required *Official Plan* amendment is. Further, a refusal or indecision on an application to lift the Holding Provision By-law is subject to appeal. This would have the greatest influence over development and redevelopment applications as the holding provision would restrict development until Station Study Area Plans are completed. Additionally, where an applicant can demonstrate that their application meets the long-range intent of the station area, staff could review a site specific zone change application to lift the holding provision for the applicable property. Said applications are an additional cost to the developer.

**Amendment to the current Official Plan**

Until such time as the *draft new Official Plan* is fully approved, there is an opportunity to implement the Interim Direction policies form the *draft new Official Plan* into the current *Official Plan*. Again, these policies do not absolve the issue of existing permissions in the Zoning By-law. However, this work is largely completed and would require like resources to implement. While there would no additional cost to developers, the intent of the policies may not be achieved where the existing zoning permits the proposed use.

**Special Use Provisions in the Zoning By-law & Special Regulation Provisions in the Zoning By-law**

Creating special use provisions and special regulation provisions in the Zoning By-law will be most influential on development and redevelopment in the interim. The development of those special regulations will require staff resources and may not be timely to implement across the greater station areas. These types of regulations can be applied by property characteristic such as location or size, or by zone category. While these changes are not expected to result in additional time or cost for the
development industry, the special regulations may discourage some forms of investment and development interest. The changes to the zoning by-law would be subject to appeal.

Station Study Area Specific Interim Direction
The work program for each of the Station Study Area Plans will be unique. Due to the individual development pressures and timing of each Station Study Area Plan program, specific interim direction may be applicable for each of the six station areas.

Working Team
Senior Planner (Policy Section) - Lead Planner (Development Review)

Deliverable
A staff report will be presented to a Committee of Council outlining a recommendation for interim direction, including any required amendments to the legislated framework. Formal notice and a public process are required.

5.3 Communications Approach
The community is already experiencing the impacts of rapid transit and it will be important to communicate what the City is doing to plan and prepare neighbourhoods that are near LRT station stops before it is operational. Most importantly, the overall approach and level of detail for community/stakeholder engagement in the individual Study Area Plans needs to be determined. An overall Communications Approach should also consider:

- Communicating the proposed timing for the Study Area Plans
- Coordinating with adjacent municipalities
- Communicating to community members about what it means to be inside or outside of the recommended Study Area or being located in a lower priority Study Area;
- Communicating that there will be focus areas which will have areas that will be affected by future change and areas that will be “stable”
- Recommending actions and tools for the individual Station Study Area Plans

Prior to the commencement of each individual Station Study Area Plan, a more detailed Communication Action Plan should be prepared that utilizes the overall Communications Approach and applies specific actions related to the location and stakeholders.

At least three types of community engagement options have been identified at this time. A preliminary review of the options is discussed below and will be further refined (along with the consideration of any other options or a hybrid approach) prior to the recommendation of a preferred approach.
Option 1 – Traditional, low cost campaign
This communications strategy would use existing tools that are readily available to staff and would include an online and traditional print campaign. There would be minimal paid advertising (1 or 2 ads in newspapers) and direct email to existing mailing lists (advisory committees, affiliated groups etc.). The tools would include:

- Posters, Flyers
- Media outreach
- Editorial content in City Talk, Your Kitchener
- SMS, Social media, surveys and polls (hard copies and on-line), E-newsletter
- Intranet and internet pages

The benefits of this option would be lower costs compared to the other options, the use of existing tools, and a higher likelihood of utilizing existing resources.

The negatives of this option are that there will be minimal communication, not enough frequency to have the desired effect of engagement and limited use of new technology for visual illustration of the project.

Option 2 – Augmented traditional campaign
This communications strategy would use the same methodology as Option 1 but with additional resources. Accordingly, it would use the same existing tools and methods as Option 1, however the methodology would be more intensive, i.e. multiple ads, radio advertising, direct mail, “manned” and “un-manned” booths for information sharing. The tools would include:

- Tactics identified in Option 1, plus the following:
  - Direct mail
  - On-site signage
  - A physical hub for engagement
  - Print, Radio, TV advertising

The benefits of this option would be communication of a greater frequency which would be more effective than the traditional low-cost Option 1. With this option there is a greater chance of reaching the target audience and achieving more participation.

The negatives of this option are that the costs would be moderate (greater than the traditional campaign) and could increase depending on the duration of the project. It would mean that additional staff resources would be required in order to implement this option.

Option 3 – Extensive community engagement campaign
This communications approach would use tools not currently employed and used by City of Kitchener. This option would require new technology and tactics like online town halls and web streaming of public meetings. It would involve intensive personal engagement, such as a dedicated resource doing outreach in the community or on-site engagement such as going to the station locations and doing walking tours. The tools would include:
• Tactics identified in Option 1 and 2, plus the following:
  o Virtual town hall events, enhanced online engagement (using tools like Placespeak, ScribbleLive, Uservoice)
  o Experiential learning, bus tours, bike tours etc.
  o Live streaming of public meetings
  o Video

The benefits of this option would be an increased effectiveness of messaging and communicating with the community. The City would be demonstrating leadership in community engagement and generating participation and valuable input into the Station Study Area Plan process. This approach would provide more convenience to some participants.

The negatives of this option are that this communications approach will involve a high cost, would require additional staff resources and there are no guarantees that the additional efforts will engage more people and increase participation in the Station Study Area Plans.

Working Team
Senior Planner (Policy Section) - Lead
Communications & Marketing Associate
Deputy CAOs

Deliverable
A staff report will be presented to a Committee of Council in March or April 2014 that provides further detail on the communication options and will include a recommendation for a preferred approach.

5.4 Urban Design Guidelines
The preparation of corridor-wide urban design guidelines will provide efficiencies considering the likelihood that similar design objectives and guidelines will be expected in each of the station study areas. It is anticipated that a similar approach to the Mixed Use Corridor (MUC) Design Guidelines will be utilized (overall objectives and guidelines followed by area specific guidelines). In fact, the existing MUC guidelines may be incorporated into the PARTS corridor-wide guidelines.

Working Team
Senior Planner (Urban Design) - Lead
Urban Designer
Planner (Development Review)
Project Assistant (Planning - 3D Modeler) if available

Deliverable
It is expected that the guidelines will be in the form of an Urban Design Brief and will be incorporated with changes to the City’s Urban Design Manual.

5.5 Sanitary Sewer Capacity Analysis
Further assessment of future sanitary sewer capacity is recommended. The City has a model of the sanitary sewer system and the current estimated capacity. Various scenarios have been considered if future development was to occur under current zoning conditions. A high level review was undertaken as part of PARTS Phase 1 which did not identify any major known issues with the system should future...
growth occur in the immediate term. As part of PARTS Phase 2, a range of general density targets will be explored in concert with the sanitary model. It is expected that with each Station Study Area Plan, a more detailed review of sanitary impacts and requirements will be explored for development scenarios. It is important to consider the connected system and not each area in isolation.

Working Team
Senior Planner (Policy) – Lead
Engineering Technologist
GIS Technician

Deliverable
A high level sanitary analysis of all station study areas will be completed which will serve as the sanitary infrastructure baseline data for development scenarios during the Station Study Area Plan process.

5.6 Transportation Demand Management
Developing corridor-wide Transportation Demand Management (TDM) guidelines will help identify consideration for planning for transit and active transportation during the Station Study Area Plan process. This work will include researching best practice. General guidelines will be developed as part of Phase 2 and further refined at the Station Study Area Plan process; depending on the location of the station area, the planned modal split, and the function of the station stop.

Working Team
TDM Coordinator – Lead
Planner (Development Review)
Policy Analyst (Planning)

Deliverable
A document that includes a summary of best practices, objectives, directions, peer review comments and recommendations. Based on this overall document, each Station Study Area Plan will then add TDM recommendations that are specific to each area and context.

6.0 Related Initiatives
Cultural Heritage Landscape Study
The City of Kitchener is intending to undertake a study to further identify, evaluate and document Cultural Heritage Landscapes (CHLs) within the city in 2014-2015. Several existing and candidate CHL locations are in station study areas. The implications and timing of this study should be coordinated and considered as Station Study Area Plans progress.

Schneider Creek Floodplain Modeling and Regulated Limit Update
The Grand River Conservation Authority, in consultation with the Region of Waterloo and the City of Kitchener, is undertaking a technical modeling update and review of the Regulated Limit for a portion of the Schneider Creek Floodplain (floodway and flood fringe) that is within the Rockway Stations Study Area. This work is currently ongoing and should be completed prior to the initiation of the study for the Rockway Station Area. Further consideration of potential implications, options and policy approaches, and/or mitigating measures should be further reviewed and refined during that Study Area’s work program.
Comprehensive Review of Employment Lands (CREL) Update
Since the completion of the CREL in 2010, an additional station stop was identified at the intersection of Mill Street and Ottawa Street South, within the Rockway Stations Study Area. The draft new Official Plan contains policies that guide the conversion of employment lands within a major transit station area. As the CREL originally did not contemplate the opportunity for lands surrounding the Mill ION station stop to convert from employment use, further review of this area should be considered during the five year update of the CREL. At that time, further study should confirm whether the City can continue to meet long term employment land needs should some of the lands in Rockway Stations Study Area be considered for other uses.

7.0 Station Study Area Plans
Station Study Area Plans are a comprehensive review that ensures that future growth in the City’s station study areas is appropriate, organized, and transit-supportive. While the project will be led by Planning staff, this multiple disciplinary undertaking involves staff from across the Corporation, property owners, residents, external agencies, and development interests. Efforts are being undertaken now to develop a long term strategy to ensure that as communities continue to grow and evolve, change will be in keeping with the neighbourhood vision.

As part of Phase 1, a review was undertaken to better understand the characteristics and existing conditions for each of the six station study areas. A summary of the existing condition data is outlined in Volume 2.

The Station Study Area Plans process will involve testing and analyzing long term future growth scenarios for the station study areas that will be developed through a process involving a variety of stakeholders, including internal staff, property owners, residents, external agencies, and development interests. These stakeholders will be consulted and invited to participate in shaping their community by being involved with Station Study Area Plans through a variety of means.

Simplified Station Study Area Work Flow
A planning process will be undertaken for the five LRT station study areas by 2017. The proposed timing below (and attached to this report as Appendix A) is based on the analysis and prioritization conducted throughout Phase 1 along with considering the balance between the objective of completing the Plans in a timely fashion and workload/resources.

- Central (September 2014 to December 2015)
- Midtown (Fall 2015 to Spring 2016)
- Rockway (Winter 2016 to Winter 2017)
- Fairway and Block Line (Fall 2016 to Spring 2017)

Each Station Study Area Plans process, including the scope and magnitude of studies and work (deliverables), will be tailored to the unique characteristics of each plan area. Prior to the beginning of each Station Area Plan, a detailed work plan will be developed. The implementation of the Station Study Area Plan will vary depending on the scope of the recommendations determined at the end of the process. The intent is to build on the many interrelated works that are already underway or completed rather than revisiting or duplicating these efforts.

### Potential Deliverables of a Station Study Area Plan

- A Study Area Report
- Confirmed Vision and Guiding Principles
- Study Area Map(s) [potentially with refined boundaries]
- Development Scenarios and a Preferred Plan
- Land Use Master Plan
- Density Targets
- Built Form Plan [Floor Space Ratio and Building Height ranges and Build-to-Lines]
- 3D Model/Visualizations
- Area-Specific Urban Design Guidelines
- Streetscape Master Plan(s) / Public Realm Plan
- Circulation and Connectivity Plan
- Area-Specific Transportation Demand Management and Parking Plan
- Park, Open Space and Community Infrastructure Plan
- Natural and Cultural Heritage Resources Framework
- Technical Analysis, including: Market Implications, Engineering Infrastructure Review, Transportation Implications, etc.
- Summary and Analysis of Community/Stakeholder Input
- Recommendations that may be included within the Report or as a follow-up action: Official Plan Amendment/Secondary Plan Amendment, Zoning By-law Amendment, Update to the Urban Design Manual, Prioritization of Future Capital Projects, Update(s) to Financial Incentive Programs / Community Improvement Plans, etc.
The completion of the Station Study Area Plans may also be implemented or aligned with updates of many City and Regional Corporate Initiatives, Policy Documents, and Plans including:

- Transportation Master Plan (including TDM Plan)
- Multi-use Pathways and Trails Master Plan
- Cycling Master Plan
- Parks Strategic Plan
- Leisure Facilities Master Plan
- Economic Development Strategy
- Downtown Strategic Plan
- Community Improvement Plans
- Kitchener Natural Heritage System Technical Background Report
- Culture Plan/ Cultural Index
- Official Plan/Zoning By-law

- Regional Transportation Master Plan and Active Transportation Plan
- Regional Context-Sensitive Road Corridor Design Guidelines
- Regional Affordable Housing Strategy

Predecessors
There are a few key tasks that should be conducted prior to the public launch of each Plan and/or as a predecessor to certain tasks within the project.

Detailed Communication Action Plans
Each geographic area will have different stakeholders and different business and neighbourhood groups. Building on the overall Communications Approach, prior to the public launch of each Station Study Area Plan a more Detailed Communication Action Plan specific to the location and timing of actions should be prepared.

Official Notice
At the beginning of each Plan, a formal public notice should be considered. There may be benefit and efficiency to conduct some Plans using a Master Plan Environmental Assessment process and combining with Official Plan and Zoning By-law Amendments.

Cultural Heritage Assessment
The continued identification of cultural heritage resources within each Study Area is important. The preference is to have as much known information, including potential listing on the Municipal Heritage Register, prior to the preparation of land use/development scenarios.
7.1 Central Stations Study Area Plan (2014 – 2015)

The Central Stations Study Area Plan process will be a collaborative exercise involving various stakeholders, including property owners, residents, business owners, and development interests. Work will be undertaken in accordance with an approved Communications Strategy.

As part of PARTS – Phase 1, the prioritization of the six station study areas was completed. As a result of that review, it was determined that the Central Station Study will undergo a Station Study Area Plan process first. In keeping with the “most ready” prioritization principle, much of the work needed to complete a prototypical Station Study Area Plan is already completed in the Central Station Study Area. The Central Station Study Area comprises the City’s Downtown as well as periphery of the Downtown.

The focus of the Central Station Area Plan will be to reaffirm the vision, strategies, policies, regulations and guidelines applicable in the Downtown. It is anticipated that there will be no major changes to the vision, strategy or policies that apply to the Downtown. While some work will be involved with minor updates to the regulations and guidelines that apply throughout the Downtown, the main thrust of these changes will be to simplify and update these documents so that they align with the current vision, strategic plan and policies for the Downtown.

Additionally, lands within the station study area outside of the Downtown will be reviewed to determine if changes are required to the legislative framework to achieve the long-term vision of the Station Study Area Plan. Some visioning and master planning work will be done for the areas that are within the Central study area that are likely to be influenced by the rapid transit system that are just beyond the limits of the Downtown. The main thrust of this work will be to provide a clear direction for the future of these areas. It is not certain at this time whether further deliverables will arise from that exercise.

Work required for the Central Stations Study Area Plan process will begin by confirming the function of all station stops within the Central Station Area Plan. Based on the planned function of the station stops, the purpose of the Central Station Area plan will be confirmed. The Vision and Goals of Station Study Area Plans developed in PARTS – Phase 1 will be tailored to the Central Station Study Area Plan process.

Main Components of the Central Station Study Area Plan

As part of the project planning exercise for Central in Phase 1, the main components of the Station Study Area Plan have been identified and are attached to this report as Appendix B. This work will depend on, and build on, the proposed to be completed as part of the corridor-wide initiatives in Phase 2. Additional information and direction on some of the main components is provided below.

Detailed Communication Action Plan

Once the overall Communication Approach is determined, a Detailed Communication Action Plan specific to the preparation of the Central Stations Study Area and Plan will be developed. Depending on the strategy that is chosen, additional communication tools may be added to encourage the engagement and participation of the community in the Central Area. The development of the detailed actions will be part of the work program for the Central Station Area Plan and will commence in advance of actual work on the Plan itself.
Land Use Master Plan and Technical Review
This component will be one of the main deliverables and will involve a variety of tasks, such as:

- Confirmation of the focus area boundary (Station Area Plan boundary)
- Identification of minimum and maximum density targets for the focus area
- Evaluation of transportation impacts on local streets, including access considerations
- Conducting a comprehensive technical analysis of the preferred land use plan
- Evaluation of the preferred land use plan using the City’s sanitary sewer model
- Identification of improved pedestrian, transit, and automobile connections
- Identification of new public places, including park improvements and new open spaces

Urban Design Guidelines
Building on the work that will be undertaken in Phase 2, location-specific guidelines for the Central Station Area will be added to the overall Urban Design Guidelines/Brief. This may include:

- Identification of key locations and preparation of specific guidelines for implementation (similar to the format of the existing Mixed Use Corridor Urban Design Guidelines)
- Review and update (if required) the existing Urban Design Guidelines for the Downtown
- The creation of new guidelines for lands on the periphery of Downtown (if required)
- Preparation of Streetscape Master Plans as a link between the guidelines and implementation through municipal streetscape projects and private development adjacent to certain streets
- Other built form and landscape level plans for specific features

Transportation Demand Management (TDM) and Parking Plan
Building on the Phase 2: Corridor-wide Initiative, a plan for TDM actions and an approach to parking provision and regulations that is specific to the context of the Central Stations Study Area will be developed. This may include:

- Direction for TDM-friendly zoning and site designs
- Specific actions or requirements to implement TDM
- Options and recommendations for parking management that can be incorporated in the Zoning By-law and/or other implementation approaches (including parking maximums, shared and a reduced parking provisions, utilization of the TDM checklist, etc)
- Additional information for TDM support programs

Market Analysis
The market implications/analysis for the various development scenarios in the Central Study Station Area Plan will be reviewed. This will build on information gained from the Community Building Strategy and numerous other market studies from the downtown and central area. It will review trends; potential areas for future growth along with analysis based on the short-term and long-term context and will culminate in statements regarding the preferred alternative.

Cultural Heritage Assessment
Following through with the identification and preliminary review of existing and potential cultural heritage resources in Phase 1, candidate properties will continue to be evaluated and progress through the City’s listing process. This process includes reporting to Heritage Kitchener and Council.
ongoing evaluation of properties within the Central Stations Study Area is progressing in a prioritized manner. First, a review of candidate properties within the Central focus area will be undertaken. Following that review, candidate properties within the influence area surrounding the Central focus area will be further studied and evaluated. There will also be an opportunity to review or make recommendations on any remaining candidate properties as part of the Station Study Area Plan process.

Implementation Measures
The Station Study Area Plan will provide direction for the future growth in the Central station study area, which will be implemented in a variety of ways, and may include:

- Official Plan Amendment
  - Land use designations, density requirements and policies that are transit-supportive
  - Modification of existing Secondary Plans and/or creation of new Secondary Plans
- Zoning By-law Amendment
  - Land use permissions, density requirements, parking, setbacks and regulations that are transit-supportive
  - Modification of property-specific zoning which may include special provisions
- Update Intensification Areas on the Kitchener Growth Management Plan
- Update the City’s Urban Design Manual to implement transit-supportive design guidelines
- Recommendations for identifying and prioritizing future capital projects, such as streetscape improvements, servicing upgrades, public art provision, public space creation, etc.

Central Stations Study Area Plan: Project Management
The preferred approach is to prepare the Central Stations Study Area Plan with an internal Project Manager and Working Team along with the assistance from others, such as the Region of Waterloo. Several technical components of the Study will require external consultant assistance. Several business units at the City, the Ward Councillor(s), agencies, and other stakeholders will be part of the Project Review. This project is to be considered through the City’s Corporate Business Planning process.

Prior to beginning the project in September 2014, a Project Charter, detailed task list, any Terms of Reference for the Working Team and Project Review, and any Terms of Reference for technical review and consultant assistance should be prepared based on the draft work from Phase 1. An outline of the suggested project team structure and potential responsibilities that are to be considered in the formulation of the Project Charter and Terms of Reference is included in Appendix B of this report.
7.2 **Midtown Station Study Area Plan (2015-2016)**
The Station Study Area Plan exercise for Midtown will include consultation with the City of Waterloo to ensure consistency and comprehensive land use planning.

7.3 **Rockway Stations Study Area Plan (2015-2016)**
The results of the Schneider Creek Floodway and Floodplain study will be a key consideration for the Rockway Station Study Area Plan. The Rockway station study area will also need to have regard for Regional Wellhead Protection Policies, which may also be subject to changes as a result of recent changes in provincial legislation.

7.4 **Fairway Station Study Area (2016-2017)**
It is anticipated that this Station Study Area Plan will commence in conjunction with the Block Line Station Study Area Plan exercise as these two station study areas form a linear corridor along Fairway Road and share an influence area.

7.5 **Block Line Station Study Area (2016-2017)**
At this time, there are no known ongoing or outstanding related projects that must be completed prior to the commencement of this Station Study Area Plan.

7.6 **Sportsworld Station Study Area (2017+)**
As light rail transit will not be extended to this station study area as part of the initial ION construction, a detailed work program will not be developed for this station study area at this time.
Appendix A – PARTS Work Program Summary (Phase 2/Station Study Area Plans)
## Appendix A: PARTS - Phase 2 (Corridor-Wide Initiatives) & Station Study Area - Proposed Work Program

<table>
<thead>
<tr>
<th>ID</th>
<th>Task Name</th>
<th>2014</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Jan</td>
<td>Mar</td>
</tr>
<tr>
<td>1</td>
<td>Phase 2: Corridor-Wide Initiatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Central Stations Study Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Midtown Station Study Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Rockway Station Study Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Fairway Station Study Area</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Block Line Station Study Area</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix B – Draft Work Program for Central Stations Study Area Plan
<table>
<thead>
<tr>
<th>ID</th>
<th>Task Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Prepare Detailed Communication Action Plan</td>
</tr>
<tr>
<td>2</td>
<td>Public Launch, Webpage, Notice of Starting Plan, OPA, ZBLA (&amp; Master Plan EA?)</td>
</tr>
<tr>
<td>3</td>
<td>Public/Stakeholder Engagement</td>
</tr>
<tr>
<td>4</td>
<td>Vision and Guiding Principles</td>
</tr>
<tr>
<td>5</td>
<td>Complete Heritage Listing/Review Process</td>
</tr>
<tr>
<td>8</td>
<td>Prepare Future Scenarios</td>
</tr>
<tr>
<td>13</td>
<td>Review Future Scenarios</td>
</tr>
<tr>
<td>14</td>
<td>Circulation</td>
</tr>
<tr>
<td>15</td>
<td>Market Analysis</td>
</tr>
<tr>
<td>16</td>
<td>Engineering Infrastructure</td>
</tr>
<tr>
<td>17</td>
<td>Transportation Review</td>
</tr>
<tr>
<td>18</td>
<td>Community Infrastructure Review</td>
</tr>
<tr>
<td>19</td>
<td>Cultural Heritage Implications</td>
</tr>
<tr>
<td>20</td>
<td>Natural Heritage Implications</td>
</tr>
<tr>
<td>21</td>
<td>Built Form Review</td>
</tr>
<tr>
<td>22</td>
<td>Departmental and External Agency Review</td>
</tr>
<tr>
<td>23</td>
<td>Identification of Preferred Alternative</td>
</tr>
<tr>
<td>24</td>
<td>Preparation of Preferred Alternative</td>
</tr>
<tr>
<td>25</td>
<td>Technical Analysis of Preferred Alternative</td>
</tr>
<tr>
<td>26</td>
<td>Circulation</td>
</tr>
<tr>
<td>27</td>
<td>Market Analysis</td>
</tr>
<tr>
<td>28</td>
<td>Engineering Infrastructure</td>
</tr>
<tr>
<td>29</td>
<td>Transportation Review</td>
</tr>
<tr>
<td>30</td>
<td>Community Infrastructure Review</td>
</tr>
</tbody>
</table>

Appendix B: Central Stations Study Area Plan - Proposed Work Program
<table>
<thead>
<tr>
<th>ID</th>
<th>Task Name</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td>Cultural Heritage Implications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Natural Heritage Implications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Built Form Review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>Departmental and External Agency Review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>Refinement of Preferred Alternative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>Identification of Supporting Plans and Implementation Measures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>Preparation of Supporting Plans and Some Implementation Measures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>Official Plan Amendment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>Zoning By-law Amendment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>Urban Design Guideline Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>3D Massing Model</td>
<td></td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>Circulation and Connectivity Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>Community Infrastructure Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>44</td>
<td>Transportation and Parking Enhancement Plan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>Infrastructure Recommendations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>46</td>
<td>Specific Streetscape Master Plans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>47</td>
<td>Prepare Station Area Plan Report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>PSIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>Council</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Appendix B: Central Stations Study Area Plan - Proposed Work Program

Page 2
Appendix B – Project Management Outline for Central Stations Study Area Plan

The Project Manager is intended to be the Senior Planner (Urban Design) and the role may include:

- Managing most aspects of the Central Stations Study Area Plan process
- Facilitating and participating in the two-way exchange of information, including with the Project Director and other interested stakeholders
- Coordinating the completion of the work tasks outlined in the Project Work Plan
- Leading the Working Team
- Facilitating engagement with all stakeholders
- Assisting with implementation of the Detailed Communication Action Plan

The Working Team will be made of internal staff. Members will be asked to attend project meetings and collectively may be responsible for:

- Assisting with implementation of the Detailed Communication Action Plan
- Collecting and disseminating information that can assist in addressing issues, challenges and consultations with stakeholders
- Providing existing data, studies, advice and feedback that can assist in completing tasks
- Discussing the different approaches to achieving project objectives and share best practices from their discipline
- Attending team meetings and engage in discussion where required
- Providing information that can assist in addressing issues and challenges
- Reviewing materials, presentations, reports and documents
- Participating in stakeholder engagement
- Provide direction on certain issues

**Working Team**: Senior Planner (Urban Design) – Project Manager, Manager of Downtown Development, Manager of Infrastructure Asset Planning or designate, Transportation Demand Management Coordinator, Urban Designer, Heritage Planner, Planner (Development Review Section), GIS Technologist

While the majority of the work will be completed by the Work Team, there likely will be additional resourcing required to complete some of the tasks in the Central Station Area Plan.

Project Review would include internal staff, the Ward Councillor(s), and agencies that will review work that is completed by the Working Team. The responsibilities may include:

- Reviewing and commenting on draft materials, presentations, reports and documents
- Participating in stakeholder engagement where required

Project Resources include internal staff that will:

- Assist in the preparation of draft and final materials, presentations, reports, and documents
- Attend public engagement meetings for assistance where required
- Perform administrative tasks where required
Appendix C – Glossary of Terms

**Adapted Bus Rapid Transit (aBRT)** – includes buses driving in regular traffic, but given special features to make them faster, consistent and convenient.

**Central Transit Corridor** – the area within which the rapid transit system will run.

**Community Building Strategy** – a Region of Waterloo initiative that identifies key directions for building communities and moving people within, to, and from the central transit corridor.

**Corridor Wide Stations Study Area** – is comprised of all of the lands which make up the focus areas, influence area and Sportsworld draft station study area.

**Draft New Official Plan** – the proposed new Official Plan for the City of Kitchener (second draft - 2013)

**Focus Area** – lands which due to their proximity to an LRT station stop require further study in the immediate term (2014-2017).

**Growth Plan for the Greater Golden Horseshoe (Growth Plan)** – a framework for implementing Ontario’s vision for building stronger, prosperous communities by better managing growth in the Greater Golden Horseshoe to 2031. The Greater Golden Horseshoe includes the City of Kitchener.

**Influence Area** – Lands which are outside of a focus area but contribute to the role and function of a station study area.

**Light Rail Transit (LRT)** – includes electric trains running along tracks on rapidways separate from regular traffic.

**Major Transit Station Area** – the area formed by an 800m radius (“as the crow flies”) from an LRT station stop.

**Metrolinx** – an agency of the Government of Ontario created to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area.


**Planning Around Rapid Transit Stations (PARTS)** – Kitchener’s Stations Study Area Plan project.

**Rapid Transit** – A public transportation system operating for its entire length primarily on an exclusive right-of-way. It includes systems operating at-grade and systems operating on elevated or underground facilities.

**Rapid Transit System** – the Region of Waterloo’s rapid transit system running within the central transit corridor.

**Regional Official Plan** – the Official Plan for the Region of Waterloo approved in December 2010 (currently under appeal).

**Station Stop** – includes adapted bus rapid transit (aBRT) and light rail transit (LRT) platforms.

**Station Study Area** – Lands within the corridor wide stations study area that are comprised of one focus area and surrounding influence area(s), with the exception of Sportsworld which does not have defined focus area or influence area in PARTS Phase 1.
This report is supplemented by
Planning Around Rapid Transit Stations (PARTS)
Volume 2: Existing Conditions and Background Information