

KITCHENER GROWTH MANAGEMENT STRATEGY

“PLANNING FOR A HEALTHY KITCHENER”



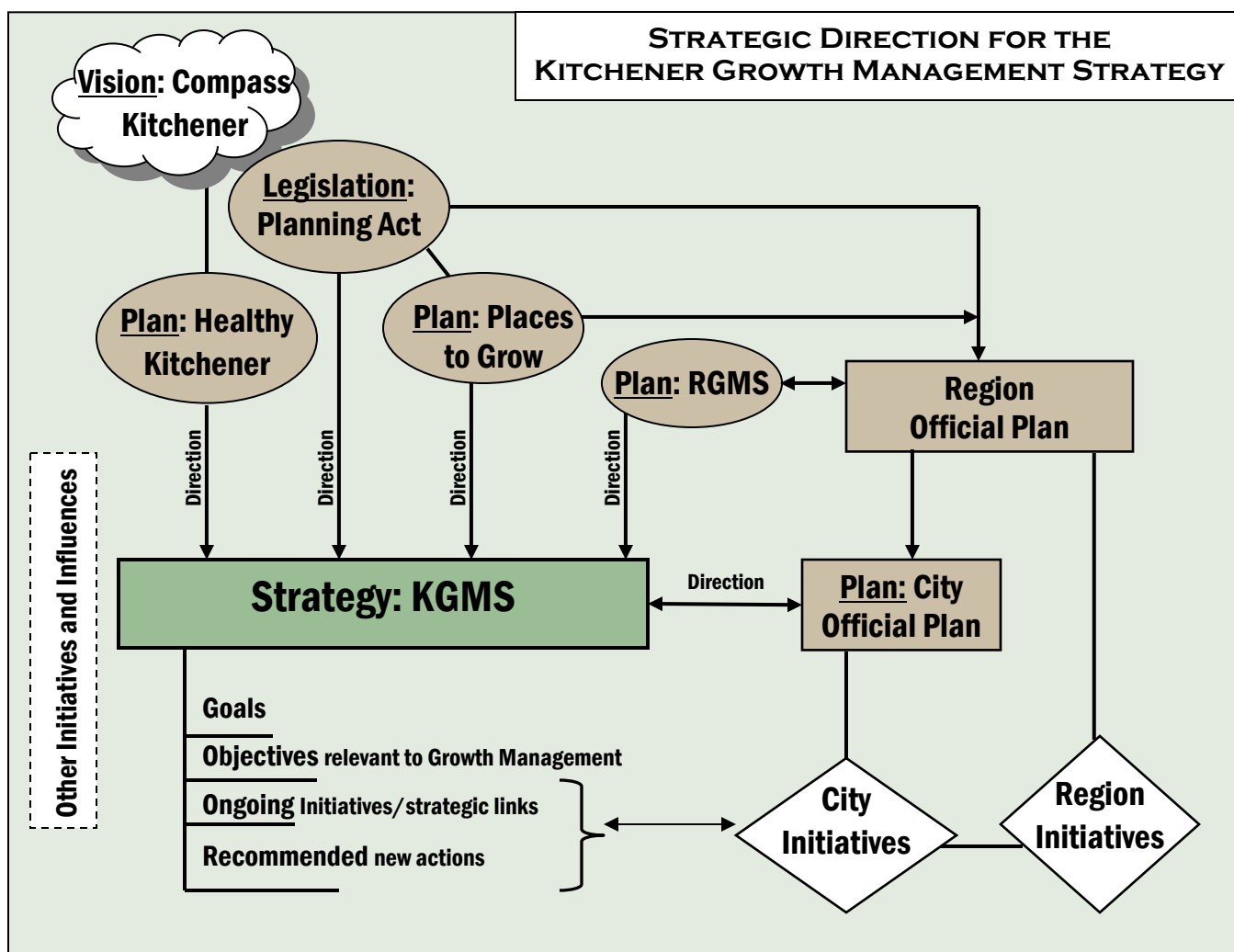
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DOCUMENT STRUCTURE

This Kitchener Growth Management Strategy (KGMS) document is organized into 5 sections:

- **Overview**
- **Major Findings**
- **Vision and Strategic Direction**
- **KGMS Goals**
- **Kitchener Tomorrow**

The **Overview** explains why Kitchener developed its own Growth Management Strategy and describes the major considerations. The **Major Findings** section is a summary of the background and community engagement phases of the project. The **Vision and Strategic Direction** section identifies the higher level initiatives that provide the strategic basis for preparing the KGMS. These initiatives are shown in the diagram below. The **KGMS Goals** section outlines objectives, ongoing corporate initiatives/linkages and recommended new actions. **Kitchener Tomorrow** describes a planning vision of Kitchener in the future.



What is the Kitchener Growth Management Strategy (KGMS)?

The KGMS is an integral part of a suite of strategic documents that support the City of Kitchener Strategic Plan. The strategy provides a long-term framework for planning where and how future residential and employment growth can be accommodated in Kitchener. To ensure that growth contributes positively to our quality of life, the KGMS coordinates the provision of infrastructure and services with new development. The goals and actions support the Government of Ontario's growth plan and the Regional Growth Management Strategy (RGMS). The KGMS introduces an ongoing growth management program that allows us to adjust and evolve our planning framework as other Regional and City projects develop and circumstances change.

OVERVIEW

Kitchener is a successful community that will continue to grow. Kitchener is the largest city in Waterloo Region, an area that has one of the most robust economies in Canada. Kitchener has been a leader in managing growth in the past and it is now necessary to be even more strategic about it. A comprehensive Kitchener Growth Management Strategy (KGMS) is needed in order to address a new provincial planning framework, updated growth projections, higher public expectations and an expanding list of competing choices for growth-related services and resources.

Kitchener is expected to grow by as many as 100,000 people and 40,000 new jobs by 2031. There are tremendous growth pressures in all areas of the city. This growth requires major investments in infrastructure and the provision of social and recreational services. It is not possible to develop in all growth areas at once. The coordination, timing and associated cost of growth-related services needs to be clearly understood before making decisions on where and how fast we grow. It will also be necessary to comply with specific intensification and density targets mandated by the Government of Ontario through Places to Grow: Growth Plan for the Greater Golden Horseshoe 2006.

A comprehensive Background Study was developed in order to understand of all of the opportunities and challenges facing Kitchener. The Background Study includes a review of the legislative parameters of what municipalities are mandated to do, and measures the capacity for growth and intensification relative to Provincial targets.

The Strategy that follows includes an identification of the major findings of the project, indicates the vision and strategic directions for preparing the Strategy and outlines six goals that encompass the ongoing and new initiatives required for implementation. The Strategy concludes with Kitchener Tomorrow, a look into what the city will be like with the KGMS in place. This Strategy will help form the basis for Kitchener's new Official Plan.



MAJOR FINDINGS

As a result of the work completed for the KGMS Background Study and through community engagement several general findings emerged.

☑ Kitchener is well positioned to meet the Places to Grow intensification target

Using the Provincial Built Boundary Line method, Kitchener has historically exceeded the minimum intensification level requirement. In the next several years it is expected that the required level could continue to be achieved; however over time it will become more challenging until the City's supply of greenfield land runs out. Areas already identified for intensification in Kitchener's Official Plan have the potential to accommodate the projected intensification growth to the year 2031 under current zoning. Major projects such as rapid transit will create additional intensification opportunities. As a result it is not necessary for Kitchener to devote a lot of effort in identifying new intensification opportunities at this time.

☑ Kitchener is well positioned to meet the Places to Grow density targets

Kitchener's Urban Growth Centre (UGC) currently has a density of 131 residents and jobs per ha (RJs/ha) which is the second highest density for a downtown area in the Greater Golden Horseshoe outside of Toronto. There are numerous additional intensification opportunities so that it is realistic for Kitchener to achieve the required target of 200 RJs/ha.

In 2007, the City of Kitchener approved a new approach for suburban development. The Neighbourhood Design Initiative is a tool that provides the basis for new subdivisions to be designed in a way that is consistent with Places to Grow. Kitchener may have appropriate locations to achieve the greenfield density target and these will be further explored.

It is estimated that Kitchener will have sufficient capacity for intensification and greenfield development in order to accommodate growth projections to 2031.

☑ Effective intensification cannot be achieved through targets alone

Kitchener is blessed with numerous intensification opportunities. However, many of the intensification opportunities are not obvious and many potential intensification properties are not owned by development interests.

Supportive policies and tools are needed to motivate the development industry to take advantage of Kitchener's intensification opportunities. In addition, concrete revitalization efforts are needed in order to create an urban environment where people will want to live, work, visit, shop and recreate. Superior urban design is necessary for getting the larger community to embrace intensification.

☑ Effective greenfield development cannot be achieved through targets alone

Kitchener is also blessed with numerous greenfield opportunities. One of the most important features of the KGMS is to ensure the coordination of initiatives and activities related to greenfield development to ensure complete communities. Also, appropriate locations to achieve greenfield density targets will need to be identified.

☑ **Kitchener's approach to staging of development needs to evolve**

Kitchener's current staging of development process focuses on greenfield development. This process needs to be expanded in order to give proper consideration to development opportunities in the built area and to enhance the coordination of initiatives.

☑ **A high order data management system is needed in order to effectively measure density and intensification indicators, and to monitor their performance**

A new data management system was developed in order measure Kitchener's current and past performance on density and intensification relative to Provincial targets. It was not possible to extract the necessary data from previous data bases. The new data management system is dynamic which will enable continual monitoring.

☑ **Stronger links between the Development Charge process, the long range Capital Budget and the evolved staging of development process will enable Kitchener to be even more strategic about its investments in infrastructure, and therefore able to deliver complete communities sooner**

The KGMS provides the opportunity to enhance the link between the timing of development and the City's Capital Budget and Development Charges processes. Through this coordination, the City can more effectively invest in infrastructure and deliver complete communities sooner.

☑ **Greenfield development will continue throughout the next planning horizon but it will accommodate a smaller percentage of growth and will look different. The future supply of single detached dwellings may be lower than current demand.**

Well planned greenfield development provides many benefits and Kitchener continues to have a supply of land within the City Urban Area that could be developed through the next planning horizon. The total supply of lots and blocks for new dwellings is relatively strong. However, a significant portion of the supply is for multiple dwellings and the estimated supply of lots for future new single detached dwellings is dwindling.

In order to achieve the minimum density target for new greenfield subdivisions it is apparent that more higher density forms of housing will be required in addition to a greater mixture of land uses. New single detached dwellings will continue to be built but will account for a smaller percentage of new construction.

☑ **Through "Who-are-you-Kitchener?" and community engagement during the KGMS, we've heard**

...that we needed to do even more to manage growth, and the community wants to be further engaged on growth and development matters. There is an appetite for strengthening environmental initiatives as well as doing more for the arts, culture and affordable housing.



VISION AND STRATEGIC DIRECTION

The KGMS supports the following **community vision**:

“Together, we will build an innovative, caring and vibrant Kitchener with safe and thriving neighbourhoods.” *Compass Kitchener (2000)*

The **strategic direction** for preparing the KGMS emerges from five primary sources.

Municipal Responsibility, Proper and Orderly Development – Ontario Planning Act

A municipal Council in carrying out its responsibilities under the *Ontario Planning Act* shall have regard to matters of provincial interest. As of 2008, these matters consist of 17 items including, “the orderly development of safe and healthy communities, the adequate provision of a full range of housing, employment opportunities, the conservation of natural and cultural resources, the promotion of sustainable development and the appropriate location of growth and development.” (*Ontario Planning Act*)

Complete Community (Better Choices, Brighter Future) – Provincial Places to Grow

“Complete communities meet people’s needs for daily living throughout an entire lifetime by providing convenient access to an appropriate mix of jobs, local services, a full range of housing, and community infrastructure including affordable housing, schools, recreation and open space for their residents. Convenient access to public transportation and options for safe, non-motorized travel is also provided.” (*Places to Grow Growth Plan*)

Healthy Community – A Plan for a Healthy Kitchener

“The quality of our community life is important because we derive physical, mental, spiritual and emotional sustenance – vitality and well-being – from our involvement in community. A community that provides for these basic needs for all of its members, and maintains strong and positive relationships both within and outside the community, is a healthy one.” (*A Plan for a Healthy Kitchener*)

Planning Our Future – Regional Growth Management Strategy (RGMS)

“Planning for the future is something that the people in this Region have taken seriously... Accommodating growth while preserving much of what makes this area so special has been high on the agenda for many years. It has also made this Region a leader across the country...If we are successful; we will have guaranteed to our children a healthy and vibrant community which takes the best of what we have and builds on it.” (*RGMS*)

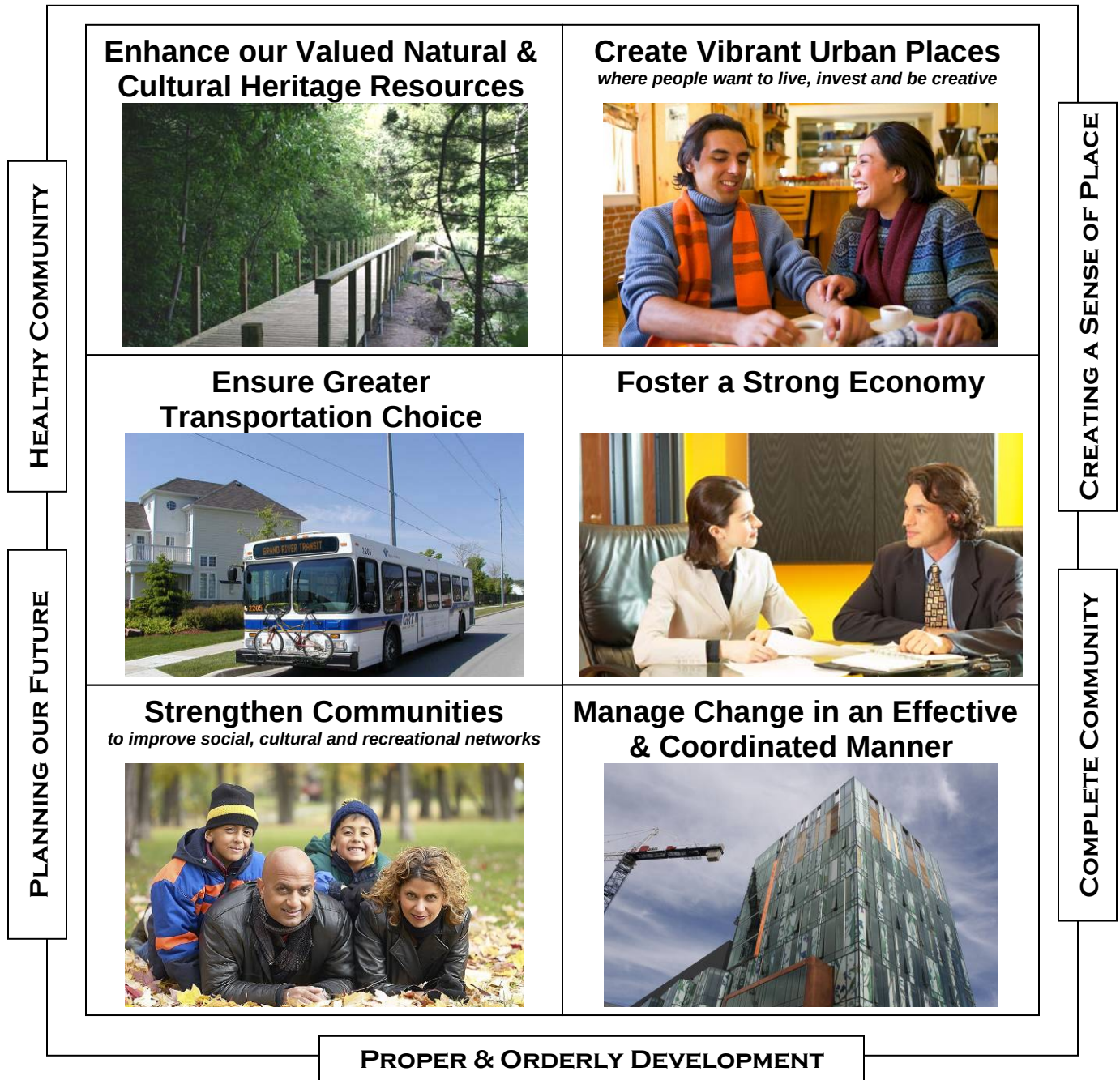
Creating a Sense of Place – Kitchener Official (Municipal) Plan

The Plan provides a framework for the creation of a safe and healthy urban environment with opportunities for people to satisfy their social, economic and psychological needs and to maintain and conserve the integrity of their natural and cultural heritage.

The KGMS builds on the above and provides a long-term framework that is specific for the City of Kitchener to plan where and how future residential and employment growth can be accommodated.

KGMS GOALS

The KGMS comprises six overarching goals that apply to managing growth and development. These goals support the Region of Waterloo's Growth Management Strategy and are adapted for the Kitchener context. Each goal includes objectives relevant to growth management, a list of ongoing initiatives and recommended new actions for the Kitchener of tomorrow.



Goal 1: Enhance our Valued Natural and Cultural Heritage Resources

Conservation of our natural environment is vital to the quality of life of the Kitchener of tomorrow. Additionally, the conservation of historical resources is needed to contribute to understanding and enhancing our cultural identity. The City is engaged in significant efforts to enhance both our natural and cultural heritage. As we grow, the linkage between these elements and the location and design of new growth is ever more important.



Objectives Relevant to Growth Management:

- Conserve significant natural environment features, systems and networks.
- Provide local level solutions to help improve our air and water quality.
- Implement energy conservation measures for the municipality and promote the benefits to the community.
- Ensure new development limits its impact on water/wastewater systems.
- Identify and conserve cultural heritage resources.
- Recognize and plan for the incorporation of cultural heritage resources prior to greenfield development.
- Balance intensification objectives with the conservation of heritage buildings.

Major Ongoing Initiatives/Corporate Linkages:

- › [Strategic Plan for the Environment](#) and Implementation Plan
- › Natural Lands Acquisition Fund
- › [Local Environmental Action Fund \(LEAF\)](#)
- › [Citizen's Guide for Air Quality – 5 Best Bets](#)
- › [Heritage Conservation District Plans and Part IV Designations](#)
- › Kitchener Heritage Inventory
- › [New Heritage Register](#)
- › [Designated Heritage Property Grant Program](#)
- › Park and Open Space Master Plan
- › [Community Design Guidelines](#) (Urban Design Manual)

Recommended Actions:

1 Prepare a Consolidated Local Greenlands Network

Following the completion of the Region of Waterloo's Greenlands Strategy and the new Regional Official Plan, Kitchener's "Greenland network" needs to be further evaluated in order to determine what additional actions and new Kitchener Official Plan policies are needed in order to conserve and enhance locally significant resources.

2 Strengthen Official Plan Policies for the Built Environment to be more "green"

Municipalities can directly affect the built environment which is cited as a major contributor to climate change. All policies that impact the built form should be reviewed and updated as part of the Official Plan Review to incorporate the "best green practices" and "green building techniques" wherever feasible.

3 Implement Official Plan Policies by adding more "green" to the Urban Design Manual

Establish additional design guidelines in various sections of the City's Urban Design Manual to implement Official Plan policies regarding "green building" techniques. Provide details of specifications and tools to promote "green buildings".

4 Water Management: Implement Subwatershed/Functional Study Recommendations

Continue the practice of water management study, balance and implementation from subwatershed or functional drainage study recommendations in growth areas, especially those within water recharge areas identified by the Region of Waterloo. Enhance this practice by requiring a water management plan as part of the supporting documentation for new greenfield development. Water management plans will help provide for the protection of recharge areas through proper infiltration and other techniques. For non-recharge areas, investigate increased usage of 'grey water' techniques.

5 Integrate the Heritage Inventory/Registry with the Growth Management Plan

Identify the cultural heritage resources that are located in each intensification area and greenfield growth district. Find ways to integrate with the biannual growth management plan. Identify the opportunities and constraints.

6 Identify Cultural Heritage Landscapes

Identify potential cultural heritage landscapes in Kitchener and integrate with the Growth Management Plan and the new Official Plan.

Goal 2: Create Vibrant Urban Places

building communities where people want to live, invest and be creative

The urban design direction in Kitchener is to invest greater emphasis on built form and place-making. The aim is to create walkable neighbourhoods with access to high quality amenities that include a mixture of land uses and a range of housing and transportation options. The urban fabric should enable a community to grow and thrive. Well-located and well-designed public places should be established.



Objectives Relevant to Growth Management:

- Add a combination of 10,000 new residents and jobs to the Urban Growth Centre from 2008-2031, with a target of 66% of those as residents in order to increase the ratio of residents to jobs to at least 40:60.
- Continually increase the focus of growth to the intensification areas identified through the KGMS and that new intensification areas be added only as necessary.
- Determine and implement the urban amenities that can make Kitchener's intensification areas successful, including access to natural lands.
- Focus streetscape improvement projects in intensification areas.
- Add elements to the urban fabric that enables the city to create, attract, retain and develop talent.
- Ensure a mixture of land uses, densities, housing and transportation options.
- Continue to grow in designated greenfield areas for this planning horizon.

Major Ongoing Initiatives/Corporate Linkages:

- › [Urban Design Manual](#) and Revisions
- › [Neighbourhood Design Initiative](#) and Implementation
- › [Design Brief for Suburban Development & Neighbourhood Mixed Use Centres](#)
- › [Downtown Design Policies and Guidelines](#)
- › Mixed Use Corridor [Zoning](#) and [Design Guidelines](#)
- › Implementation of Commercial Policies (Mixed Use Node Design Guidelines, etc.)
- › [King Street \(Downtown\) Master Plan](#)
- › Fischer Hallman Design Study
- › [Encouraging Development for Growth Efficiency \(EDGE\)](#) Program
- › [Economic Development Investment Fund \(EDIF\)](#)
- › [Downtown University Campuses](#) and [Centre Block Redevelopment](#)
- › [Upper Storey and Façade Improvement Grant Programs](#)
- › [Your Kitchener Market](#)
- › Community Improvement Plans
- › Annual Streetscape Improvement Projects
- › Crime Prevention through Environmental Design (CPTED) Implementation
- › [Culture Plan II](#) and [Public Art Policy](#)

Recommended Actions:

1 Establish Minimum Density Requirements for Major Intensification Areas

Certain intensification sites within nodes, corridors or downtown locations should have a minimum density regulation in the zoning where this does not already exist. This will prevent prime intensification opportunities from being squandered. The new Official Plan will include policies that protect against “down-zoning” in prime intensification areas.

2 Undertake an Intensification Area Detailed Review

Conduct a more detailed review of Intensification Areas, specifically the Mixed Use Nodes and Corridors to assist with growth planning in these areas. This could include:

- Continue to refine land use and development assumptions and capacity analysis based on specific parcels and more detailed analysis.
- Review development charges and incentive programs for intensification areas.
- Identify specific amenities for attracting and complementing intensification.
- Review existing parking standards and consider implementation of Transportation Demand Management principles.
- Identification, prioritization and coordination of streetscape improvements in intensification areas and timing with redevelopment.
- Review infrastructure required to support intensification (see Action 2A).
- Review the draft Region Official Plan regarding proposed ‘Reurbanization Corridors’ and transit network changes with respect to intensification areas.
- Conduct a high level review of the Nodes/Corridors with respect to the overall urban structure/morphology and confirm detailed boundary refinements.

2A Analyze Sanitary and Engineering Infrastructure City-wide Capacity

Proceed with conducting a city-wide analysis of the existing sanitary sewer capacity. Incorporate with the KGMS and growth management plan. Identify any servicing constraints, required upgrades and include in future Development Charges Studies/By-laws. Prepare analysis for storm sewers and city water infrastructure.

3 Investigate the Role of Fischer Hallman Road south of Westmount Road

Determine the feasibility of establishing new greenfield mixed use nodes and corridor on Fischer Hallman Road between Westmount and Plains Road. This could help achieve greenfield density targets and establish an important transit link for the southwest side of the City. This would follow any recommendations from the Fischer Hallman Design Study which will help determine the role of the corridor. A new Planning Community could be established and higher priority given to the lands. Amendments to the Official Plan and direction regarding development applications in the area may be required.

4 Develop an “Intensification Opportunity” Product

Provide an inventory of vacant land and intensification opportunities that could be utilized by builders and development interests that are looking for sites. Also, make known the opportunities in existing neighbourhoods (SSIOs) so there are no surprises.

Goal 3: Ensure Greater Transportation Choice

As our community grows we need to ensure that it is growing in the right locations that provide a range of travel options, including transit. Transportation choice is an important goal for the community. The ability to conveniently walk, cycle, drive or take transit to reach daily destinations is important for creating healthy and complete communities.



Objectives Relevant to Growth Management:

- Focus intensification to support the Central Transit Corridor/Rapid Transit system.
- Implement a transportation demand management plan.
- Incorporate cycling planning and infrastructure for destination travel.
- Work with the Region on transportation matters.
- Require transit-oriented development, including alternatives to ground-oriented housing, along existing and planned transit routes.
- Contribute to improving air quality and other environmental objectives.

Major Ongoing Initiatives/Corporate Linkages:

- › Preparation of a City Transportation Demand Management (TDM) Plan
- › Cycling Advisory Committee
- › [Neighbourhood Design Initiative](#)
- › Participation in [Pedestrian Charter Steering Committee](#)
- › Participation in Regional Walkability Initiatives (Public Health)
- › Participation in [Rapid Transit Environment Assessment](#)
- › Participation in [Regional Transportation Master Plan](#)

Recommended Actions:

1 Implement City Transportation Demand Management (TDM) Plan

Following approval of a City TDM Plan, implement the recommended items.

2 Prepare a City Transportation Master Plan

Following the completion of the Regional Transportation Master Plan, the City should identify the specific implications for Kitchener in a City Transportation Master Plan should include TDM, cycling and walkability. Link the plan to the KGMS and new Official Plan.

2A Implement a Cycling Route Installation Plan

Following the identification of cycling routes in a Master Plan, establish a clear implementation plan for what routes should be improved for cycling connections, with timing priority given to routes to major destinations.

Goal 4: Foster a Strong Economy

Kitchener's economic development will contribute to a strong regional economy. The City of Kitchener shall continue to capitalize on the economic advantages of the area and the strategic locations for businesses to thrive as the urban economy further diversifies. Attracting and retaining a talented workforce demands a range of business opportunities and community amenities. Accessibility to places of work should be enhanced.



Objectives Relevant to Growth Management:

- Distribute a range of employment opportunities throughout the city to reduce commutes and improve ease of access.
- Locate large employment in the Central Transit Corridor and Urban Growth Centre.
- Help the private sector capitalize on industrial development opportunities.
- Assist with the redevelopment of brownfield lands and adaptive reuse of buildings.
- Continuously develop and implement economic development strategies.

Major Ongoing Initiatives/Corporate Linkages:

- › [2007-2010 Economic Development Strategy](#) and Implementation Items
- › [Downtown Strategic Plan](#)
- › [EDIF](#) and [EDGE](#) Economic Development Programs
- › [Business Development](#) Program
- › [Cluster Strategies](#) (Arts and Culture, Biotechnical, etc.)
- › Completion of [City Business Park](#) Development
- › Support for Creation of [Prime Industrial Lands](#)

Recommended Actions:

1 Prepare a Comprehensive Employment Lands Review

Proceed with a Comprehensive Employment Lands Review in 2009 for the new Official Plan. This review would include 2 parts: Inventory and Analysis. The inventory can build on the Industrial Land Strategy 2000, the Region Non-Residential Land Budget and the KGMS. The analysis should include an investigation of current employment areas including the Mill-Courtland, North Ward and Breithaupt areas, protecting lands for future skilled employment and identifying lands that could potentially convert to other uses.

2 Engage in Infrastructure Funding Discussions with Other Levels of Government

Continue to work on opportunities to ensure an adequate share of funding is provided for inter-regional travel (new Hwy 401 connection, GO service), infrastructure, energy, etc.

Goal 5: Strengthen Communities

to improve the social, cultural and recreational networks

The social and cultural elements that bind people and communities together cannot be ignored. This is especially true in a city that is becoming more diverse and with changing demographics. The network of social, cultural and recreational institutions will directly impact our quality of life. The intent is to enhance our planning and program delivery to provide opportunities for improvements in our health and social well-being.



Objectives Relevant to Growth Management:

- Help foster a culture that continually improves the local community and potentially provide larger-scale benefits.
- Provide recreational amenities and programs to cultivate a healthy lifestyle.
- Plan for changing demographics and cultural needs.
- Create excellent places to play.
- Provide neighbourhood focal points within walking distance of most homes.
- Plan for and support increased diversity.
- Encourage a regional distribution of affordable rental housing.
- Plan for improved universal accessibility in the physical environment.
- Pace development with the ability to provide the community infrastructure needed to serve existing and new neighbourhoods to ensure complete communities.
- Forge strong partnerships with municipalities, institutions and non-profit groups.

Major Ongoing Initiatives/Corporate Linkages:

- › [Plan for Healthy Kitchener](#) Implementation
 - › Key Performance Indicators/[Citizen's Report Card](#)
- › Barrier-free Design Guidelines (Urban Design Manual)
- › [Neighbourhood Design Initiative](#) Implementation
- › Parks and Open Space Master Plan
- › [Leisure Facilities Master Plan \(LFMP\)](#)
- › [Diversity](#) Strategy
- › [Public Art Policy](#)
- › [Culture Plan II](#)
- › [Accessibility Plan](#)
- › Contribution to [Regional Public Health](#) Initiatives

Recommended Actions:

1 Conduct Long Range Planning

Prepare additional study into future changing demographics and impacts on municipal decisions. Consider aging in place, young demographics in Kitchener, diversity and immigration. Relate to other initiatives and monitor.

2 Enhance the implementation of Future Park and Leisure Facility Planning

Establish an improved program for forecasting future park and recreation facilities requirements and link to the KGMS. The Parks and Open Space Master Plan update should be linked to the KGMS. Determine the best locations for community facilities in growth areas, especially the southwest portion of the city. Investigate the creation of a future parks/facilities database or database linkage with annual growth management plan.

3 Compile a Community Infrastructure Plan

In response to the policies of the Places to Grow Growth Plan and recognizing the jurisdiction of other governments, investigate the need to look at city level initiatives related to: health, social, cultural, affordable housing, safety/ security and education. Identify related works completed or underway to date and additional works that may be required to form the plan. Analyze the issues and gaps. Determine where enhancements are required at the regional or other government level. Ensure that development is paced with the ability to provide and maintain community infrastructure through linkages with the growth management plan.

4 Proceed with a Neighbourhood Development & Community Sustainability Strategy

Investigate the operation of Community Centres and links with the social and recreational programming needs of citizens. Provide a strategy for new directions, implementation, and plans for future adaptation to changing needs, demographics and multiculturalism.

5 Distribute Affordable Housing – Greenfield/Intensification Areas

Establish targets for the provision of affordable rental housing. Work with the Region regarding the sharing of affordable rental housing throughout the region. Enhance Official Plan policies and specific implementation tools that will promote affordable rental housing opportunities in a variety of locations throughout the City, that include both greenfield and intensification areas.



Goal 6: Manage Change in an Effective and Coordinated Manner

Coordination and prioritization are two key elements of the KGMS. Kitchener has the capacity and opportunities to accommodate growth. Now we need to ensure that it is done in the most effective way possible. This not only involves implementing provincial and regional growth planning objectives but also the objectives of managing change at the local level to ensure that the quality of life for citizens is enhanced. The intent is to coordinate land use planning with infrastructure development, transportation, energy management and community infrastructure in a fiscally responsible manner.



Objectives Relevant to Growth Management:

- Implement the Provincial Policy Statement, Places to Grow Growth Plan, and the Regional Growth Management Strategy through growth management in Kitchener.
- Utilize Kitchener's greenfield development strategically.
- Ensure that a plan is in place to monitor and achieve the region-wide 40% intensification target by the year 2015.
- Ensure strategic investment of new infrastructure.
- Evolve the Staging of Development into a new Growth Management Plan, including a priority analysis of how each growth area relates to the KGMS goals.
- Understand and plan for the financial impacts of growth.
- Link the timing of development more closely with the Capital Budget and Development Charges process.
- Improve the integration of land use planning, engineering infrastructure, transportation and energy conservation.
- Value local based decisions.
- Plan for, anticipate and communicate the "maturing" of the community prior to final build-out of greenfield areas.
- Establish an ongoing communication program between the City and citizens regarding awareness of what growth management means for Kitchener and to foster a culture that appreciates the positive benefits of urban intensification.

Major Ongoing Initiatives/Corporate Linkages:

- › Development Charges Background Study and By-law
- › Capital Budget and Forecast
- › Accelerated Infrastructure Renewal Program
- › Annual Delegated Approval Authority Report
- › GIS: Staging of Development Tables and Mapping
- › Community Engagement Strategy
- › Public Participation Policy

Recommended Actions:

1 Establish an Ongoing Growth Management Program

Growth management will be an ongoing initiative. Similar to other municipalities, Kitchener should establish growth management as part of the work program. The Development and Technical Services Department should coordinate the program. The work program would include continual refinements to the KGMS background information, improve dynamic capabilities and reporting. The KGMS information would be made available to other divisions/departments to conduct further study and to link with other initiatives. An important component would be to prepare an annual monitoring report and a biannual growth management plan.

1A Prepare an Annual Growth Management Monitoring Report

Monitoring of Places to Grow targets will be required. The achievement of progress on the KGMS goals and recommended actions will be necessary. A significant amount of work was completed to establish a new dynamic database system for tracking the city's capacity for growth. Therefore, part of implementing the KGMS is a growth management monitoring report. Formats should be explored for internal and potentially external access to dynamic information. An annual report should be produced. Standard assumptions and terminology will be explored with the Region.

1B Prepare a Biannual Growth Management Plan

Together, the monitoring report and a growth management plan will form the evolution of the Staging of Development with improvements to both aspects – data and plan analysis. The growth management plan will be prepared every two years and form the basis for determining the relative priorities of development in intensification and greenfield areas, provide a mechanism to help achieve the intensification target, allow for enhanced coordination of initiatives and provide a strategic plan for growth-related Capital Forecast infrastructure and linkage with the Development Charge process.

2 Assess the Designated Greenfield Area and Density Achievement

Identify the density in subdivision plans in Kitchener since June 16, 2006 to understand the starting point in relation to the greenfield density target that is to be further established. Investigate opportunities for the most appropriate locations to achieve higher density in the designated greenfield area. Prepare this analysis to inform the Region of Waterloo's Land Budget and Official Plan (ROP). Following approval of the target in the ROP, include greenfield density target(s) in the new Kitchener Official Plan. This will confirm the adequacy of the Designated Greenfield Area and may lead to identification of new nodes or corridors.

3 Explore the Feasibility and Merits of Establishing a Long Term Urban Reserve

There is adequate greenfield land in Kitchener and the Region for the near term but there may be strategic advantages in identifying an urban reserve beyond 2029. The southwest portion of Kitchener (those lands within the municipal boundary but not identified as City Urban Area in the Region Official Plan) could be a candidate area. This action will not be initiated until there is a commitment to construct a Great Lake water supply, or alternate technology, and it is clear there are no conflicts with the Regional Official Plan. In addition, more information on environmental constraints, servicing opportunities, transportation options, long-term intensification objectives and other matters would be required.

Deferred pending approval of Region of Waterloo Official Plan (2029)

4 Link the KGMS with the Development Charges Study and Capital Budget & Forecast

Utilize the KGMS information in the preparation of the new Development Charges Background Study 2009. The KGMS and the Growth Management Plan can then be used as the strategic document for addressing growth-related Capital Budget items starting in the 2010 budget process.

5 Implement Phase III - Growth Management Communication Plan

The Phase I Communication Plan involved initial awareness of what the provincial and regional growth plans may mean for Kitchener and what some of the challenges are for a growing Kitchener. Phase II included additional awareness and some input into the formulation of the strategy. Following completion of the strategy, it is important to continue ongoing communication campaign to help work with citizens as the city and community culture evolves. Phase III – ongoing communications – can build upon the initial Citizen's Assembly on Growth Management and should coordinate with regional and provincial communication initiatives. Part of the communication initiatives should include preparing the community for the eventual build-out of greenfield areas (when Kitchener becomes a "mature city") and to develop a user-friendly guide to the KGMS.

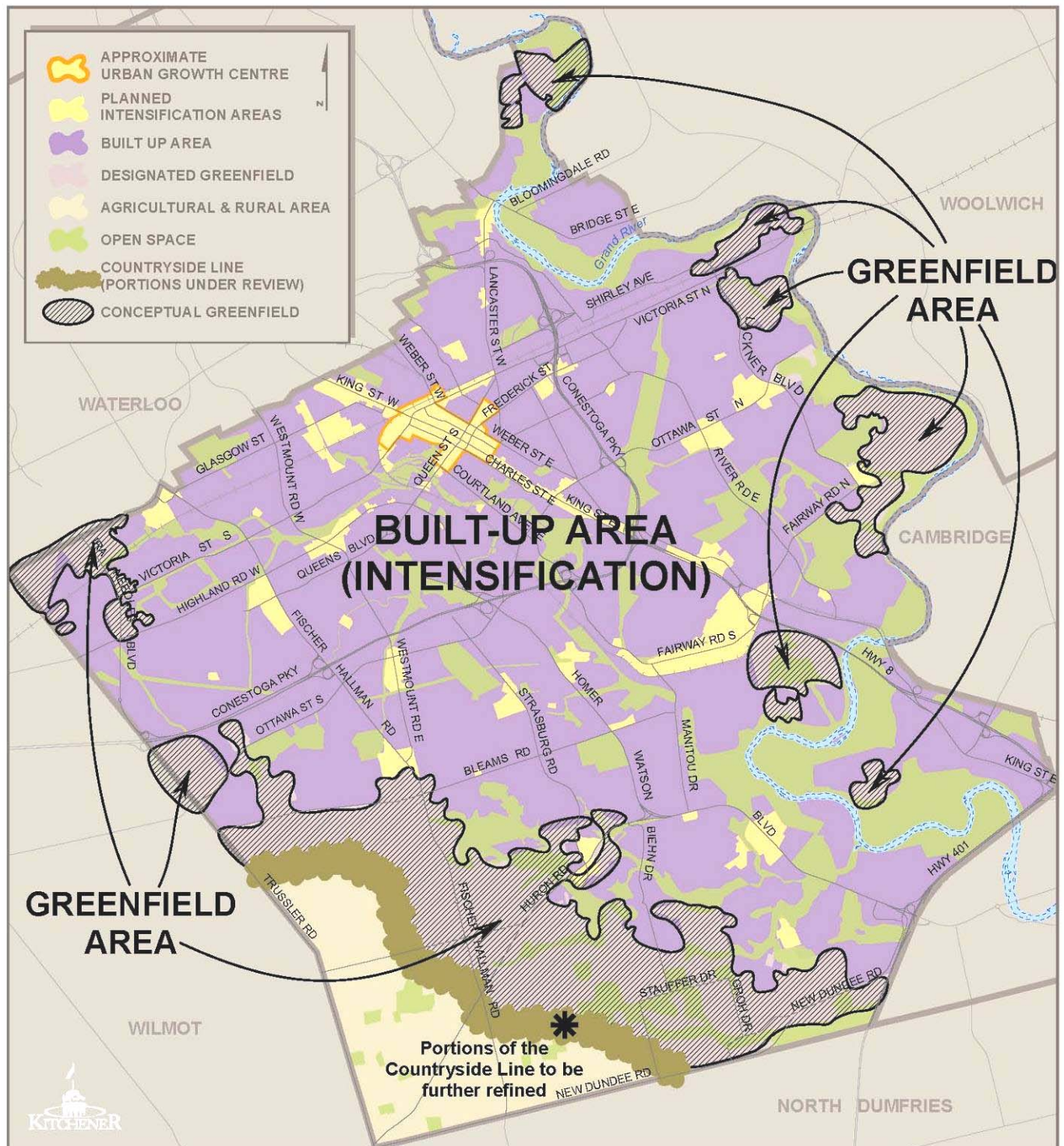
6 Investigate Public/Private Partnerships

Identify additional public/private partnerships to achieve KGMS objectives. This may include dedications or land exchanges for natural or cultural heritage resources, enhanced bonusing, energy conservation projects, provision of new forms of housing and other opportunities.

7 Initiate the New Official Plan

The new Kitchener Official Plan should be undertaken utilizing the KGMS and other supporting documents that may be required. Include consideration of recommended actions from the Kitchener Growth Management Strategy.

KITCHENER GROWTH PLAN MAP



Built Boundary for the Growth Plan for the Greater Golden Horseshoe, 2006 Queen's Printer for Ontario, 2008.
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KITCHENER TOMORROW

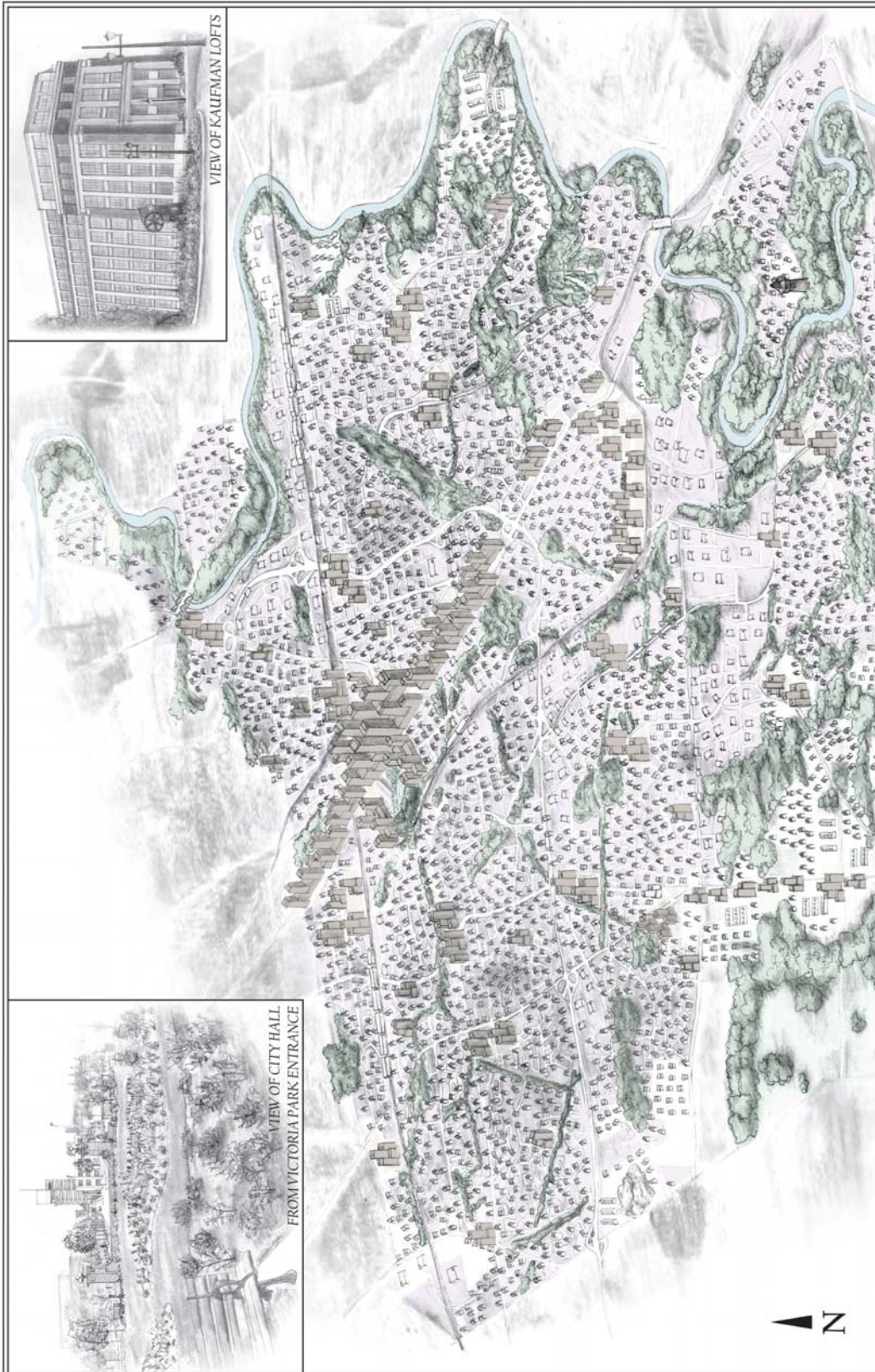
Kitchener will be a healthy, thriving city. Kitchener will continue to have balanced growth with an ever increasing emphasis on intensification that maximizes the use of our existing infrastructure and services. A high proportion of development in the Region of Waterloo will occur in the greenfield and intensification areas of Kitchener. The planning and development of new neighbourhoods will be done in a coordinated manner and we will have complete communities. Residents will have convenient access to employment, shops and recreational amenities.

Growth should add value to the community. It should support existing engineering infrastructure, schools and community centres. It should bring new people, new employment opportunities, new parks and new ideas. Growth should contribute to a greater range of transportation choice and not clog auto-dominated streets. Growth should infuse the community with diversity, new public places and contribute to a sense of place. Growth should be planned in a way that respects our natural and cultural environment and that does not negatively impact our drinking water supply. Growth should be healthy.

New development will include all land uses and will be increasingly focussed in the Urban Growth Centre (Downtown), the Mixed Use Corridors that are primarily major streets that enter the downtown and Mixed Use Nodes throughout the city. At the neighbourhood level, old industrial, brownfield sites will be cleaned-up and redeveloped into new, well-designed urban environments. There may be infill and minor intensification on other smaller sites throughout the city; however the strong emphasis is on maintaining, and improving our stable neighbourhoods.

Kitchener tomorrow will be more walkable, more transit-supportive and ultimately more 'urban' while still striving to keep a high quality of life. Creativity and diversity will be celebrated. Kitchener will be recognized. Kitchener will effectively manage growth.





CITY OF KITCHENER, ONTARIO, CANADA
A SYMBOLIC BIRD'S EYE VIEW OF THE POTENTIAL CITY OF 2031

January 2009
Prepared by Tsugumi Kanno
BMI / PACE Architects

"Kitchener Tomorrow" is a conceptual drawing of what the city may symbolically look like with growth planned according to the Kitchener Growth Management Strategy to the year 2031. It is based on continued redevelopment in the city's urban growth centre, mixed use nodes and corridors along with development in the remaining suburban areas of the city, including new mixed use and higher density areas. A strong emphasis is placed on environmental conservation. Urban density is concentrated in the King Street central transit corridor area where it is well served by rapid transit. The depiction is prepared in a manner that is similar to the historic bird's eye view drawings of Berlin-Kitchener from the late 1800s.

CITY OF KITCHENER
PLANNING DIVISION -
LONG RANGE AND POLICY PLANNING



KGMSJ

