

WATERLOO PARK MASTER PLAN

FINAL REPORT

OCTOBER 2009

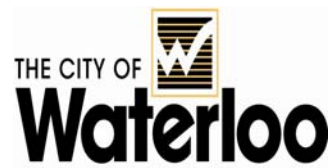


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Glossary of Terms

WPMP	Waterloo Park Master Plan
WP	Waterloo Park
MP	Master Plan
City	Corporation of the City of Waterloo
Task Force	Waterloo Park Master Plan Special Project Task Force
PWS	Public Works Services
WPC	Waterloo Park Committee
UW	University of Waterloo
WLU	Wilfred Laurier University
R&LSMP	Recreation and Leisure Services Master Plan
OP	Official Plan
WMRC	Waterloo Memorial Recreation Complex
RTI	Rapid Transit Initiative
LRT	Light Rail Train
IPW	Interior Perimeter Walkway
FDB Drive	Father David Bauer Drive
EMP	Environmental Management Plan
CNR	Canadian National Railway

Introduction

The urban context enveloping Waterloo Park (Park) has significantly changed since 1989 when the last master plan for the Park was completed. Significant physical changes around the Park are attributable to redevelopment initiatives (transformation of former industrial lands to residential/commercial/institutional uses) and intensification in the urban core. The population demographics have changed as well – the City's rapidly expanding population base and increasingly aging population is diverse in its cultural composition and related interests. In addition, new park trends have emerged over the past 20 years that expand upon the traditional role of parks as places of recreation and visual assets. Parks are evolving and are now also seen as contributors to broader urban policy objectives related to job opportunities, youth development, public health, cultural centres, community development and the natural environment. In light of these changes, the City of Waterloo (City) initiated the Waterloo Park Master Plan (WPMP) in order to keep the Park's programs and infrastructure current with the evolving needs of the community.

This report describes the conceptual context of the WPMP that will be used to guide the future development of Waterloo Park over the next 20 years and beyond. The WPMP is visually illustrated by the preferred concept plan which describes the following:

- The uses proposed for the park (retention and repositioning of existing historical uses in combination with new evolving community interests), and
- The preferred location for the uses.

A supporting implementation strategy is structured to allow Council and staffs to plan, fund and execute individual project initiatives over an extended period of time that collectively work toward the long term vision identified for Waterloo Park. The report has been divided into the following primary sections and summarizes the process that led to the development of the preferred concept plan and associated implementation strategy.

- **SECTION 1 –PLANNING PROCESS** – describes the planning process, the public engagement methods employed and a summary of the feedback received and how it was addressed in establishing the preferred concept plan.

- **SECTION 2 – VISION, GUIDING PRINCIPLES AND OBJECTIVES** – outlines the fundamental focus of the WPMP centres around achieving a vision for Waterloo Park that is structured around a series of guiding principles and site specific objectives.
- **SECTION 3 - DESIGN BRIEF** – describes the design context of each activity area that makes up the preferred concept plan.
- **SECTION 4 – IMPLEMENTATION STRATEGY** – defines a list of project initiatives to be implemented within streams that collectively work toward achieving the preferred concept plan, and
- **SECTION 5 – WATERLOO PARK COMMITTEE MANDATE** – defines the revised mandate of the Waterloo Park Committee in the implementation of the WPMP.

1 Planning Process

The City in collaboration with the University of Waterloo School of Urban and Rural Planning (UW) established a community-based approach to the WPMP that:

- Involved the public in the formulation of the planning process,
- Allowed the public to define public participation methods for each step of the process, and
- Engaged the public in the decision making throughout the process.

The implementation of these planning process directives was incorporated into a draft work plan for the WPMP. A Terms of Reference document was generated outlining the creation of the Waterloo Park Special Project Task Force (Task Force) – the principal advisory body composed of members of the public responsible for overseeing the delivery of the Master Plan. On October 22, 2007 14 members were appointed to the Task Force by City of Waterloo Council. The draft work plan for the WPMP was updated to reflect the input of the Task Force and involved seven planning steps divided into three main phases. A description of the work plan steps undertaken by the Task Force in the delivery of the WPMP is summarized in *Table 1-1, WPMP Work Plan*. The work plan describes the activities undertaken, deliverables produced, public participation techniques employed and timelines for each of the planning steps overseen by the Task Force.

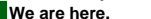
1.1 Alignment with Recreation and Leisure Services Master Plan

The WPMP was carried out during the development of the City's Recreation and Leisure Services Master Plan (RLSMP). Coordination efforts were undertaken to align the site specific master plan for Waterloo Park with the principles and strategic directions, policies and other relevant dimensions of the encompassing RLSMP. The RLSMP recognizes Waterloo Park as a highly valued and recognizable park that is going to experience significant pressure for a variety of recreation and leisure activities due to intensification. Specific recommendations were made related to the retention of the parks multi-use function recognizing that the aged sites or venues may need repositioning to reflect community interests and needs. The recommendations specific to Waterloo Park in the RLSMP read as follows:

- **That the City of Waterloo retain Waterloo Park as a venue for a variety of passive and active recreational uses. That the existing balance between these two forms of use will need to be assessed with the Waterloo Park Master Plan to achieve an effective balance and to preserve the natural heritage and environmental character of the venue, and**
- **That any dislocation of current uses in Waterloo Park be undertaken on an integrated basis with related recommendations in the Recreation and Leisure Services Master Plan, ensuring such resources are replaced where market trends and demand analysis within the Master Plan or based on future assessments support continuing need.**

Table 1.1 WPMP Project Work Plan and Schedule

	TASK #	ACTIVITY	DELIVERABLE	PARTICIPATION TECHNIQUE	SCHEDULE*
PROCESS DEFINITION	Step 1 - Preliminary Organization				
	Task 1.1	Research Case Study Examples/Literature Review	Case Study Examples of Park Master Plans, Publication Examples of Public Participation Processes	Project Library	Feb.-07
	Task 1.2	Establish Communication Links	Stakeholder List, COW Website Development	COW Website, Municipal Council Committee	Feb.-07 through Mar.-07
	Task 1.3	Formulate Public Participation Guidelines for Park Planning and Management	Draft Public Participation Framework Guidelines Document		Mar.-07
	Task 1.4	Identify Public Values and Interests	Stakeholder Interviews, Public Survey, Interview/Survey Summary	Stakeholder Interviews and Community Survey	Mar.-07 through Sept.-07
	Task 1.5	Solicit Public Input on Proposed Planning Process, Public Participation Techniques and Project TOR	Project Registration, Newsletter #1, Powerpoint Presentation, Newspaper Ad, Workshop Summary	Newsletter #1, Public Workshop, Focus Group Discussions	April 21, 2007
	Step 2 - Plan Initiation				
	Task 2.1	Prepare Project Plan and Special Project Task Force Terms of Reference	Draft/Final TOR Document, Project Plan and Schedule		May-07 through Oct.15-07
	Task 2.2	Obtain Public Input on Draft Project Plan/Task Force TOR	Incorporate Comments in Draft TOR Document		Sept.10.-07 through Sept.19-
	Task 2.3	Obtain Municipal Council Endorsement of Project Plan/Task Force TOR	Council Report, Powerpoint Presentation	Council Meeting	October 1, 2007
Task 2.4	Present Council Endorsed Project Plan/Task Force TOR to Public	Outline of Project Plan, Task Force TOR and application process for Task Force	Workshop/Open House	October 3, 2007	
Task 2.5	Seek Nominations for Board Membership	Task Force Membership Application Form, Newspaper Ad		Oct.10-07 through Oct.16-07	
Task 2.6	Council Appointment of Public Task Force Members	Council Notice		October 22, 2007	
PLAN DEVELOPMENT	Step 3 - Information Assembly				
	Task 3.1	Collect Background Information and Compile in Background Information Report	Various Maps, Figures, Graphs, Tables to Describe Existing Condition	Interviews/Meetings with Staff and other Resources	Aug.-07 through Oct.-07
	Task 3.2	Task Force Briefing by Project Team	Project Plan and Schedule, Summary of Stakeholder Interviews, Surveys and Workshop, Background Information Report	Task Force Meeting #1, Project Team Meetings	November 14, 2007
	Task 3.3	Summarize Stakeholder/Survey Results	Summary of Public Input	Task Force Meeting #2 and #3	Nov.2-07 through Dec.12-07
	Task 3.4	Review of Background Information and Existing Park Amenities	Summary Table of Existing Park Amenities and Associated Recommendations	Task Force Meeting #2 through #6	Dec.12-07 through Feb..25-08
	Task 3.5	Identification of New Park Elements	Summary Table of New Park Elements	Task Force Meeting #7 and #8	Mar.19-08 through Apr..23-08
	Step 4 - Scenario Development				
	Task 4.1	Develop 3 Concept Layouts and Associated Program Elements	Outline of 3 Concept Layouts	Task Force Meeting #9 and #10	Apr.23-08 through May 22-08
	Task 4.2	Inform Municipal Council on Background Information and 3 Concept Layouts and Associated Program Elements	Council Report, Powerpoint Presentation	Council Meeting	June 9, 2008
	Task 4.3	Public Open House	Open House Info and Ad, Open House Questionnaire, Open House Summary	Public Open House	June19 and 25-08
	Task 4.4	Review of Council/Public Open House Feedback and Results, Project Plan and Schedule Update	Updated Project Plan and Schedule	Task Force Meeting #11	July-08
	Step 5 - Building Agreement				
	Task 5.1	Evaluate and Refine Concept Layouts	Final Concept Layouts	Task Force Meeting #12, through #14, Project Team meetings, Visual Preference Survey	July-08 and Aug.-08
	Task 5.2	Develop and Apply Evaluation Criteria and Establish Preferred Concept Layout	Preferred Concept Layout, Newsletter #2	Task Force Meeting #15 and #16, Project Team Meetings, Newsletter #2	September-08
	Task 5.3	Define Preliminary Concept Plan	Preliminary Concept Plan Illustration, Evaluation Criteria Report Section	Task Force Meeting #17 through #19, Project Team Meetings	Oct.-08 and Nov.-08
	Task 5.4	Finalize Preliminary Concept Plan	Preferred Concept Plan and Visual Simulations	Task Force Meeting #20, Project Team Meetings	Feb.-09
	Task 5.5	Develop Implementation Strategy	Implementation Strategy	Task Force Meeting #21, Project Team Meetings	April-09
	Task 5.6	Propose Future for Waterloo Park Committee	Waterloo Park Committee Report	Task Force Meeting #22, Project Team Meetings	May-09
	Task 5.7	Inform Municipal Council on Preliminary Concept Plan and Implementation Strategy	Council Report, Powerpoint Presentation	Council Meeting	June 1, 2008
Task 5.8	Obtain Public Input on Preliminary Concept Plan and Implementation Strategy	Newsletter #3, Open House Info and Ad, Open House Summary, Stakeholder Interview Summary	Open House, Newsletter #3, Stakeholder Interviews, Staff Input, Committee of Council Presentations	June 24 and 25-09	
Task 5.9	Revise Preliminary Concept Plan as per Council and Public Input	Preferred Concept Plan	Project Team Meetings	July-09 and August-09	
PLAN COMPLETION	Step 6 - Approval				
	Task 6.1	Project Documentation	Draft Final Report	Task Force Meeting #23, Project Team Meetings	Jly-09 through Sept.-09
	Task 6.2	Planning Process Evaluation	Planning Process Evaluation Report	Project Team Meetings	September-09
	Task 6.3	Inform Municipal Council on Final Report and Obtain Endorsement	Council Report, Powerpoint Presentation	Council Meeting	October-09
	Step 7 - Implementation				
Task 7.1	Disband Planning Task Force			October-09	
Task 7.2	Annual Progress Report			Budget Approval Period	

Tasks Completed
 We are here.

* Dates noted are approximate and will be adjusted throughout the project by the Project Team as required.

1.2 Alignment with Region of Waterloo Rapid Transit Initiative

The Region of Waterloo Rapid Transit Initiative (RTI) is undertaking the development of a regional light-rail system that links Waterloo, Kitchener and Cambridge. The final route identified by the Region passes through Waterloo Park within the existing CNR railway corridor. The RTI light-rail system is a significant project that will have a large impact on Waterloo Park. The Task Force has acknowledged the possibility of the light-rail train system passing through Waterloo Park by integrating it into the preferred concept plan and aligning project initiatives that will address the integration of the LRT system in the Park within the implementation strategy.

The design of the RTI light-rail train system through Waterloo Park will need to be coordinated with the Region to ensure that the physical design of the railway corridor and crossings are carried out in a manner that is compatible with the open space character of the Park while meeting the required standards for safety and accessibility. Design considerations related to the character of the railway corridor were identified and included the use of a vegetated surface within the railway corridor, the use of soft vegetative buffers to delineate the corridor, the burying of power lines and the use of low noise trains with low impact lights. Strong opposition to hard engineered design elements like concrete barriers and chain link fence within the railway corridor through the Park was noted to the RTI team. The integration of the RTI light-rail train system will impact the following related project initiatives:

Promenade, relocation of route alignment; Farmstead, adjustment of physical infrastructure to accommodate relocated Promenade; and Internal Perimeter Walkway, crossings of the RTI light-rail train system.

1.3 Overview of Public Engagement Process

A public engagement process was developed specifically for this project by the Task Force in collaboration with City staff and the University of Waterloo Planning Department, as part of the Sustainable Waterloo Initiative. Public engagement was strategically integrated into the planning process from the outset of the project. The primary engagement methods employed included:

- Stakeholder Interviews and Community Surveys,
- Public Input Sessions and Questionnaires,

- Project Web Site, and
- Newsletters.

1.3.1 Stakeholder Interviews and Community Survey

Extensive stakeholder interviews of existing park users, agencies, Councillors, Committees of Council, universities, City staff to name just the major groups along with broader community surveys were carried out at the beginning of the project in an effort to clearly understand:

- The real and perceived current issues, problems, deficiencies, limitations, weaknesses, conflicts, missed opportunities, etc...associated with the park,
- The variety of ways in which the park is utilized, and
- The direction in which the community would like to see the park move in.

The initial opinions gathered from 43 stakeholders and 141 community surveys were instrumental to the development of the preferred concept plan. A list of the stakeholders interviewed is outlined in *Appendix 1.1, List of Stakeholders*. A summary of the stakeholder interviews and community survey data is outlined in *Appendix 1.2, Summary of Public Input*.

1.3.2 Public Input Sessions

The public was consulted at major project milestones to confirm that the decisions of the Task Force are in line with the broader community interests for the Park. Public input sessions were organized to solicit feedback at the following stages of the master plan:

- Plan Initiation – April 21, 2007 – the public was asked to comment on the planning process and participation techniques for the project,
- Scenario Development – June 19 and 25, 2008 – the public was asked to comment on the three concept layouts and associated program elements, and
- Building Agreement – June 24 and 25, 2009 – the public was asked to comment on the preferred concept plan and implementation strategy.

Feedback from the public was obtained through questionnaires. The feedback received was summarized and presented to the Task Force for review and consideration. A summary of the public input received within each stage of the master plan is outlined in *Appendix 1.2, Summary of Public Input*. Modifications were made to address specific

planning related issues brought forth by the public. In addition to the public input sessions noted above, other public events like the City of Waterloo Town Hall Meeting, 150th Celebrations and a number of events in Waterloo Park (Medieval Fair, Afro Festival, Arts Festival, baseball tournaments and soccer games) were attended in an effort to capture community wide feedback on the work being put forth by the Task Force.

1.3.3 Project Web Site

A project web site was established to keep the public abreast of events and project related information throughout the course of the planning process. In addition, the web site permitted the public to register for automatic updates on the Master Plan. A total of 235 people took advantage of the automatic updates and were provided regular notices of upcoming events and new information. The web site was also used to solicit feedback by posting the community survey and the questionnaires used at the public input sessions.

1.3.4 Newsletters

Newsletters were generated and used to communicate the progress of the Task Force at each of the major project milestones. The newsletters described the initiatives being put forth for Waterloo Park by the Task Force and outlined the venues for public input. A total of three newsletters were produced and focused on the following:

- Vision and Guiding Principles - invitation for public input session/workshop to define planning process and participation techniques,
- Concept Layout Options – summary of public input session feedback on concept layout options, and
- Preferred Concept Plan and Implementation Strategy – invitation for public input session to provide input on preferred concept layout and priorities related to implementation of project initiatives.

A copy of each of the newsletters is contained in *Appendix 1.3, Newsletters*.

1.4 Feedback on Preferred Concept Plan and Implementation Strategy

The focus of this report section is to summarize the feedback received on the preferred concept plan and associated implementation strategy being put forth by the Task Force for the WPMP. The feedback was derived from the following engagement efforts:

- Stakeholder Follow-up Interviews (existing park users, agencies, Councillors, Committees of Council, universities, City staff as an example of major groups),
- Public Input Session, June 24 and 25, 2009 at the Waterloo Memorial Recreation Complex; and Waterloo Arts Festival, June 13 and 14, 2009 in Waterloo Park, and
- Committees of Council Presentation Feedback.

Target questions were developed to generate specific feedback on the preferred concept plan and implementation strategy. The public was asked to identify the following:

- The most positive aspects of the plan that had the greatest appeal,
- The weakest aspects along with suggestions for improving them, and
- What aspects of the plan would they implement first and why?

The feedback has been catalogued and addressed by the Task Force in some capacity. Specific feedback related to any suggested improvements have been reviewed and addressed by the Task Force in the preferred concept plan and are described in detail below. A number of detail design specific comments were received and have been captured in the design brief section of the report.

1.4.1 Committee of Council Feedback

Presentations were made to a number of Committees of Council to solicit feedback on the preferred concept plan and implementation strategy. Committees were asked to provide a formal response outlining comments specific to their Council approved mandate. A list of the Committees and the feedback comments received along with a description of how the comment was addressed is provided in *Appendix 1.3, Summary of Public Input*.

1.5 Analysis of Public Input

The feedback received on the preferred concept plan is predominantly supportive. There are a number of initiatives within the preferred concept plan that received broad-based endorsement. The initiatives centred on the following:

1. Creating a high profile formal Festival Area in the Park able to host venues that appeal to the evolving interests of the ever expanding cultural composition of our growing community,
2. Promoting the interior perimeter walkway as the principal organizing element that internally connects the various activity areas to one another, strengthens the connection between the east and west side of the park, and promotes strong external linkages to the surrounding context,
3. Giving priority to the pedestrian experience by limiting vehicular access to the core of the park, strategically situating parking lots to the periphery of the park in association with target activity areas,
4. Making the park open and accessible to all by phasing out programmed sports fields, and
5. Adding a youth play area complete with skate board plaza and other pick-up play opportunities like baseball, soccer and basketball to better serve this segment of the population.

The suggestions received for improving the concept plan were predominantly focused on design specific issues related to aspects of the proposed activity areas. These design related issues will be addressed by Staff in the future as specific project initiatives are implemented and move into the design phase. Other suggested improvements to the preferred concept plan centred on the following:

1. Not phasing out of all programmed sports fields,
2. Ensuring that the City follows through with the proposed commitment to retain programmed sports fields until alternate improved fields can be provided elsewhere,
3. Not removing the bandshell without providing a interim facility until the Festival Area is developed and the performance building is built,
4. Resolving the noise issue before investing money in promotion of some of the proposed activity areas like the festival area, and

5. Resolving the lack of funding to support the master plan.

The implementation strategy developed by the Task Force was well received. The feedback was consistent with strong support for the creation of the Festival Area, Open Unstructured/Youth Play Area and Promenade. A more detail description of the implementation strategy is outlined in Section 5, Implementation Strategy.

2 Vision, Guiding Principles and Objectives

The direction of the Master Plan is based on a long term vision for Waterloo Park – “The Jewel of our City”. The vision recognizes the geographical and historical importance of Waterloo Park and the eclectic list of uses, events and activities that the Park has supported. The Master Plan outlines an ambitious plan that is intended to direct the development of the park over the next 20 years and beyond. The vision is a conceptual blueprint that addresses the following:

- Responding to intensifying urban context and related pressures around the Park,
- Renewing aged sites and venues,
- Addressing evolving park trends, and
- Integrating new expressed needs and interests of the community for the Park.

An extensive amount of information was gathered to allow informed decisions to be made about the future of the Park. The information gathered is outlined in *Appendix 2.1, Background Information Report*. The background information describes the inventory of eight site specific aspects of Waterloo Park associated with the existing planning context, natural features, land uses, amenities, circulation and connections, parking, utilities and topography that make up Waterloo Park. In addition, an inventory of the existing building assets and sport/non-sport related facility utilization trends in the Park was undertaken and subsequently analyzed. The analysis provided a clear picture of the condition of the existing building assets and related infrastructure so that the Task Force could form an opinion on their viability.

The focus of this section of the report is to outline the vision statement and supporting guiding principles and objectives that were generated to focus the development of the Master Plan.

The preferred concept plan was ultimately derived from the application of these focused directives, extensive public input and the interpretation of the background information.

2.1 Vision Statement

The Task Force developed a vision statement that articulates what the master planning process will work toward achieving for Waterloo Park. The Task Force vision statement reads as follows:

“Waterloo Park, the “Jewel of the City”, will be the City’s premier open green space that is visually and physically integrated into the urban fabric of Uptown Waterloo. The Park will incorporate environmentally sound and sustainable principles and be a people oriented place that appeals to and provides a variety of experiences to all. “

2.2 Guiding Principles

The guiding principles are the core values that directed the master planning process in pursuit of the vision statement. The Task Force generated the following guiding principles:

- Respect and honour the natural environment and enhance the significant landscape features of Waterloo Park,
- Incorporate sound and sustainable environmental practices,
- Promote uses/activities that:
 - Promote healthy living and allow for leisure and relaxation,
 - Harmoniously facilitate the needs of diverse groups,
 - Incorporate local art and culture,
 - Accommodate year round use of the Park,
 - Provide educational opportunities,
 - Address accessibility, and
 - Take into account demographic trends.

- Generate safe, flexible and dynamic spaces that offer a variety of spatial experiences from small intimate to large interactive spaces,
- Facilitate safe movement of park users and give priority to the pedestrian experience,
- Profile water as a common design element,
- Seek to commemorate the rich cultural and historical heritage associated with Waterloo Park, and
- Establish guidelines for evaluating public-private partnerships in the Park.

2.3 Objectives

The Task Force developed a list of objectives that describe initiatives geared toward achieving the above defined guiding principles for Waterloo Park. The objectives have been organized and catalogued into the following key aspects:

2.3.1 Planning Context

- Define Waterloo Park as the premier City-wide park situated in the urban core of the City with a variety of open space opportunities that are diverse and appeal to the evolving interests/needs of the community,
- Rezone existing Industrial designated land in the Park to Open Space (former Canbar property),
- Advocate for the acquisition of the property located at the south-west corner of the Park (Father David Bauer Drive and Westmount Road) and convert it to Open Space if and when it comes available, and
- Incorporate the potential Rapid Transit Initiative light-rail transit route along the CNR railway corridor and advocate for the development of one Rapid Transit Initiative light-rail transit stop in the Park (non-peak hour stop).

2.3.2 Natural Areas

- Create an urban park that consists of a variety of landscape settings:
 - Arboretum – managed environment with a diverse array of landscape settings ranging from forest to manicured lawns: generate open

understory along edge of park to increase visual penetration; focus on bio-diversity; support plant communities/specimen trees for interpretation/educational opportunities, and

- Themed horticultural gardens – create themed gardens in high profile areas of the Park to enhance activity areas/programmed uses.
- Improve the visual character of the Park edge by creating visually appealing, well defined, recognizable Park frontages,
- Enhance and protect the ecological function and increase the profile of the existing natural features in the Park in a managed and sensitive manner
- Naturalize the channelized section of Laurel Creek adjacent to UW Parking Lot 'C',
- Advocate for a long term management solution for Silver Lake/Laurel Creek that would enhance and protect its ecological function and increase its profile in the park, and
- Inventory and classify the existing natural areas of the Park and develop a management strategy for its utilization as an urban park.

2.3.3 Land Uses

- Improve the balance of uses between the East and West side of the Park,
- Create versatile dynamic spaces that are able to accommodate several complementary uses,
- Create multi-use spaces that can accommodate a variety of unstructured play activities,
- Explore opportunities for more unstructured free leisure play by phasing out of organized sports in the park (soccer, baseball and cricket). Organized sports would be relocated only if:
 - An alternate location becomes available elsewhere, and
 - The relocation is supported by the R&LS Master Plan.
- Establish venues and amenities with a focus on:
 - Arts, culture, and heritage,
 - Children's play and learning, and

- Youth play.
- Establish a formal festival area for the celebration of the rich diversity in our community,
- Integrate both formal and temporary performance spaces throughout the park,
- Retain Eby Farmstead and change the focus of the facility to:
 - Profile domestic farm animals and increase interactive opportunities,
 - Incorporate educational opportunities, and
 - Reduce the dependency on live animals by utilizing themed animal sculpture with play and water features that are both interactive and educational.
- Establish a “Community Green” as a common gathering area that can support a variety of compatible activities/uses and takes advantage of the lake frontage setting adjacent to Silver Lake,
- Integrate an outdoor market venue into the Park (an element of a multi-functional space - not a stand alone use),
- Create children’s play venues that incorporate interactive playground and water play elements (playgrounds/features that provide recreational, educational and interpretive opportunities),
- Establish a youth play area with active recreational components that include a skateboard park, basketball courts, and baseball and soccer fields,
- Continue to promote picnicking,
 - Establish formal picnic spaces with amenities to support larger structured community/ethnic/corporate/institutional gatherings, and
- Look for opportunities to improve integration of leased facilities in the Park.

2.3.4 Amenities

- Rationalize the viability of the existing building assets based on the findings of the facility condition assessment,
- Establish new or retain existing building assets that:
 - Address a defined community need associated with the park,

- Improve utilization of the park on a year round basis,
- Are open and accessible to all (i.e. no single interest groups),
- Utilize sustainable building practices.
- Provide amenities that support and improve the viability of park uses (i.e. washrooms, concession booths/buildings, seating, etc.),
- Incorporate a skating rink (pick-up hockey and free form skate),
- Incorporate game oriented activities that appeal to a broad cross-section of the community (outdoor chess, bocce ball, backgammon, etc.),
- Incorporate water features at strategic locations in the Park associated with activity areas (i.e. fountains, streams, ponds, water play features, etc.), and
- Generate opportunities to profile public art in the park:
 - Profile art that allows for interpretation/interaction/education opportunities.

2.3.5 Circulation and Connections

- Give priority to the pedestrian experience through the elimination or significant reduction of vehicular access to the interior of the park,
- Create a continuous pathway in the interior of the Park around its perimeter,
- Create an internal pathway network that addresses the following:
 - Effectively connects internal facilities,
 - Establishes a minimum of two physical connections between the East and West side of the Park,
 - Links the Park to the surrounding context, and
 - Creates pathways that cater to a wide range of park users (walkers, runners, bikers, roller bladders', etc.).
- Integrate the Promenade with the Region of Waterloo Rapid Transit Initiative adjacent to the CNR railway corridor and promote it as the primary multi-use north-south pathway,
- Advocate for the establishment of a boulevard setting along Father David Bauer Drive and Seagram Drive along park frontage.

2.3.6 Parking

- Limit wherever possible parking to the perimeter of the Park and establish formal parking lots at strategic locations associated with activity areas, and
- Advocate for the development of on-street parking along Father David Bauer Drive and Seagram Drive along park frontage.

2.3.7 Utilities

- Consolidate and rationalize all existing utility infrastructure,
- Electrical – establish below grade where possible, continue to promote Wonders of Winter light show as a festival event, and
- Stormsewer – incorporate stormwater management facilities to treat and control surface water discharge from the Park to the receiving waters in the Park (Laurel Creek/Silver Lake).

3 Design Brief

The design brief describes the context of the preferred concept plan illustrated in *Figure 3.1, Preferred Concept Plan*. The preferred concept plan is a conceptual blueprint to be used to guide the long term development of Waterloo Park. It identifies the preferred location of and spatial relationships between the target uses being proposed for the Park and the circulation system that links the uses to one another and the surrounding urban fabric. The main focus of the design brief is to outline the following:

- The uses being proposed within the defined activity areas, and
- The criteria to be considered in the future development of part or all of the activity areas.

The design brief should be utilized by staff to establish a framework for the detail design of project initiatives that support the implementation of the preferred concept plan. The following describes the key aspects of the preferred concept plan in detail.

3.1 Activity Areas

The target uses for Waterloo Park have been organized and defined within specific activity areas. The activity areas were derived from a list of desirable historical uses that are to be retained and new open space interests brought forth by the public. The

activity areas are situated at strategic locations in the Park based on their ability to satisfy defined spatial relationships related to accessibility, adjacency (i.e. compatibility with other uses), the environment, safety, serviceability, visibility and history. The identified location of the activity areas illustrated in *Figure 3-2, Preferred Concept Plan – Activity Areas* generates the most compatible internal configuration that also relates well to the evolving external conditions presented by the surrounding urban context. The concept plan shows the approximate extent of the activity areas proposed for Waterloo Park broken down between the east and west side of the park as follows:

East Side

- **Farmstead Area** - family style farmstead that profiles domestic farm animals,
- **Open Unstructured/Youth Play Area** - multi-purpose open space that can accommodate a variety of unstructured play/leisure activities geared toward the youth,
- **Picnic Area** - dedicated group picnic area with supporting amenities on the east side,
- **Oval** – original historic part of the Park with opportunities for a variety of unstructured play/leisure activities, and hosting of civic events,
- **Community Green Area** - outdoor gathering area that can support a variety of compatible activities/uses with a strong physical and visual link to Silver Lake geared toward adults, and
- **Silver Lake** – principal water feature in the Park with strong physical and visual linkages to activity areas and surrounding urban context.

West Side

- **Festival Area** - principal outdoor performance area in the Park. The Festival Area builds upon the parks long history hosting festivals, concerts and community events,
- **Ecological/Education Area** - facility that profiles ecological principles associated with Laurel Creek and its associated floodplain and technologies that have a direct impact on our living environment,
- **Picnic Area** - dedicated group picnic area with supporting amenities on the west side,

- **Arboretum Area** – variety of landscape environments and features that collectively envelope the park and reinforce the "urban oasis" character, and
- **Train Station Common** – outdoor gathering area that functions as a main visual entrance to the Park from Uptown.

A detail description of the activity areas is outlined in the Design Criteria section that follows.

3.2 Circulation and Linkages

The circulation system was developed to:

- Create a stronger connection between the east and west side of the park,
- Form a strong internal connection between the proposed activity areas, and
- Ensure the activity areas linkage to the surrounding urban context.

The internal circulation system and associated external linkages are identified in *Figure 3-3, Preferred Concept Plan – Circulation and Linkages*. The interior of the park and the circulation system that facilitates public access to the park is a motor vehicle free zone. Vehicle access to the Park is restricted to parking lots along the outside fringe of the Park directly adjacent to the proposed activity areas. Any vehicular access to the interior of the park is limited to emergency and operation/maintenance vehicles only. Provisions have been incorporated into the circulation system to permit occasional vehicular access to allow people with disabilities and the elderly to continue to take advantage of seasonal events like the Wonders of Winter light show. The following describes in detail the proposed circulation system and linkages associated with the concept plan for Waterloo Park.

3.2.1 Rapid Transit Initiative

The Rapid Transit Initiative (RTI) if implemented is tentatively scheduled for construction in 2014 and 2015. The preferred concept plan for Waterloo Park acknowledges the possibility of the RTI light-rail system passing through the Park. The preferred concept plan shows the RTI light-rail system and a relocated Promenade, the major north-south trail between Uptown and the University Lands, adjacent to the north side of the railway corridor. The RTI light-rail system will dramatically increase the profile of the Park particularly for those in the community that are not aware of all or part of the Park. In

addition, the preferred concept plan identifies the inclusion of a “non-peak-hour” stop in the Park that gives transit riders an option to actually get off at the Park. The centralized location shown for the stop offers transit users a direct access to activity areas that typically draw the greatest and most frequent users. The stop is being advocated for because it reinforces the validity of Waterloo Park as a distinct community based open space destination. Associated benefits of the stop in the Park are as follows:

- Provides an alternate means to the private vehicle for getting to the park which in turn reduces the demand for parking,
- Creates a convenient means of accessing the Park particularly for the younger population, and
- Increases the profile of the Park and the uses proposed along the transit corridor.

3.2.2 Internal Circulation

The internal circulation system is organized around the multi-use **Interior Perimeter Walkway (IPW)** that takes full advantage of the entire park proper. The IPW loop has been conceptually laid out so that it can be implemented in sections as activity areas are developed. The IPW loop is a fundamental organizing element that internally links all of the activity areas to one another and to and from which external connections are made. In all cases, access to the IPW is from public right-of-ways and not private property. Once implemented to the full extent shown in the concept plan, the IPW loop is approximately 2.8 kilometers in length and offers access to additional alternate pathway routes within each of the activity areas. A significant outcome of the IPW layout is the establishment of two formalized crossings of the railway corridor. The crossing points are being proposed where the IPW loop intersects the RTI corridor and Promenade.

These crossings ensure the IPW loop is continuous which in turn dramatically increases the connectivity between the east and west side of the Park. Refinement of the IPW layout is expected during the detail design stage to take advantage of existing site features, proposed design elements of each activity area and the RTI light-rail system.

The conceptual profile of the IPW loop involves the creation of a five metre wide hard-surfaced multi-use trail. The profile of the pathway may vary in a number of locations depending on how it is integrated into the activity areas. For example, the IPW assumes an expanded role in the Festival Area with the integration of a fountain feature, seating walls, games area and gardens. The surface of the walkway is to be marked to identify dedicated zones for leisure walking and more active recreational activities like cycling and rollerblading. Opportunities are to be investigated during detail design of the pathway to look at the integration of a non-paved soft surface as part of the walkways profile to better accommodate joggers. The walkway is to be constructed to a road standard so that it can accommodate emergency service vehicles.

The existing **Promenade** is the principal north-south link connecting Uptown to the University Lands. This existing pathway through the Park is one of the busiest in the Region and is shared with the City of Waterloo's Laurel Creek Trail and the national TransCanada Trail. The Promenade runs parallel to the CNR railway corridor on the east side. The existing Promenade alignment is partially situated within the CNR railway corridor. The concept plan shows the Promenade relocated slightly to the east outside of the CNR railway corridor. The relocation is being suggested whether or not the RTI light-rail system is built or not. The relocation will avoid future conflicts with whatever uses are suggested for the CNR railway corridor if the RTI does not move forward. The Promenade should be actively integrated with the RTI light-rail system as a natural extension of the transit corridor. The integration of the Promenade with the RTI corridor will need to be coordinated with the Region if the RTI moves forward both from a design and construction perspective. The physical design of the RTI corridor will need to reflect the softer and greener open space character of the Park.

The Promenade, like the IPW loop, is a major organizing element along which a number of activity areas have been oriented. The Open Unstructured/Youth Play Area and Farmstead Area are two important activity areas that take advantage of the Promenade frontage. These activity areas are physically and visually linked to the Promenade to maximize their exposure. Transit users that chose to access the Park along the Promenade have two options to link to the IPW and the remainder of the Park on both the east and west side of the RTI light-rail system corridor.

The Promenade will utilize the existing self-weathering pedestrian bridge to cross Laurel Creek.

The Promenade terminates at Seagram Drive to the north and the Caroline/Erb Street intersection to the south. A mid-block crossing will be required on Seagram Drive in conjunction with an RTI light-rail system road crossing. An entry feature should be considered at Seagram Drive to demarcate the Park proper. The southern end of the Promenade offers a direct physical link to Uptown. However, the design challenge will be to establish a much more pedestrian friendly and distinct connection to Uptown through this congested intersection. Any improvements that may be made to the intersection by the Region associated with the development of the RTI light-rail system should be coordinated with the City to address the pedestrian experience. A significant entry feature is proposed at the southern Promenade entrance to the Park to improve the visual connection of the Park from Uptown. The entry feature should also acknowledge the presence of the Canadian Clay and Glass Gallery and the Perimeter Institute, two distinct destinations with immediate access along the Promenade from Uptown.

The enhancements planned for the re-located Promenade involve paving the pathway and creating a dedicated pedestrian and bicycle lane separated by a tree lined landscaped median. The conceptual cross-section of the Promenade from east to west is outlined in *Figure 3.4, Conceptual Promenade Profile* and involves the following: 4.0 metre wide paved pedestrian pathway, 2.5 metre wide vegetative strip with trees and lights, 2.0 metre wide paved bicycle lane and a 4.0 metre wide vegetative buffer strip situated directly adjacent to the RTI corridor. Opportunities are to be investigated during the detail design phase to look at the integration of a non-paved soft surface as part of the Promenade's profile.

The **West-side Multi-use Trail** is situated on the west side of the railway and sinuously parallels the railway corridor. The proposed 3.0 metre wide multi-use paved pathway will cater to bicycle commuters travelling between the residential area and University Lands to the south and north of the Park, respectively. This pathway alignment would allow cyclists to make the commute without having to cross the CNR railway corridor. A new pedestrian bridge would be required to cross Laurel Creek south of the existing CNR railway trestle.

The **Father David Bauer Drive Multi-use Trail** is an off-street pathway on the north side of Father David Bauer Drive. The 3.0 metre wide off-street paved pathway extends along the entire park frontage between Erb Street and Westmount Road to facilitate direct access to the Park along the parks principal street frontage. The pathway will also provide an alternate access route to Uptown via Father David Bauer Drive. Trail users would be directed past the new Balsillie School of International Affairs and connect to Caroline Street and Willis Way.

One dedicated **Service Entrance** has been identified to accommodate vehicular access for operation and maintenance purposes (primarily associated with Farmstead).

There are also a series of **Secondary Pathways** that illustrate the proposed circulation routes within each of the activity areas. The conceptual framework of the secondary pathways is outlined in detail in the Design Brief section that follows.

3.2.3 External Linkages

The external linkages shown in *Figure 3-3, Preferred Concept Plan – Circulation and Linkages* identify a series of connection points from the surrounding urban context to the Park. The desired linkages are demarcated with green arrows and include connections to existing and known future destinations around the Park. The links connect directly to either the IPW or Promenade and provide immediate and direct access to the various activity areas in the Park. The external links to the Park are from publicly owned land or right-of-ways and not from private property. In some instances, the links describe a vehicular connection to one of the parking lots situated at the periphery of the park. The IPW or Promenade has been integrated into the layout of the parking lots to seamlessly transition visitors into the pedestrian oriented interior of the Park. The formal external linkages are as follows:

Albert Street

The existing historical connections to Albert Street have been retained for pedestrian and vehicular access. Access to the Park from Central and Young Street is coordinated out of two reconfigured parking lots associated with the Oval Area and Community Green, respectively. In both cases, the IPW is directly linked to the parking lot. The Spring Street entrance has been retained but limited to pedestrian access only. Direct access is provided to the IPW that wraps around the Oval Area. These three links also accommodate access to the Park from MacGregor Public School, the mature residential neighbourhood and commercial strip on King Street situated north-east of the Park.

Barrel Yards Development

The Barrel Yards site is a proposed mixed use development at the north-west corner of Erb Street and Father David Bauer Drive (FDB Dr.) that includes a hotel, commercial office, apartments and townhouses, high-rise condominiums and live/work units. The development has been designed to include formal crossings of FDB Dr. at the Erb Street, Cooper Street and Menno Street intersection. The development is planned to house approximately 2,500 new residents and 408 surface/deck parking spaces. The residents and visitors of the development will have immediate access to Waterloo Park. Proposed links to the Park from the Barrel Yards Development address the following connections:

- Erb Street – connection to Market Square from commercial/hotel buildings in Barrel Yard development,
- Proposed Cooper Street – connection to Promenade and Perimeter Institute – crossing plaza integrated into RTI corridor to permit direct access to Perimeter Institute from proposed live-work studios in Barrel Yards development, and
- Proposed Menno Street - connection to Promenade from western extent of Barrel Yards development.

Waterloo Memorial Recreation Complex

The Waterloo Memorial Recreation Complex (WMRC) is situated opposite the proposed main entrance to the Festival Area and Park. Two formal crossings of FDB Dr. are proposed at the existing vehicular entrances to the WMRC to strengthen the connection to the Park. These links also address the desire to be able to share parking facilities for large events. The connections support the movement of commuters that live in the residential neighbourhood to the south of the Park and pass through the Park to access the University Lands to the north.

Luther Village

The residents of Luther Village reside on FDB Dr. opposite the armour stone retaining wall park frontage and are frequent users of the Park. Two formalized crossings of FDB Dr. are proposed that provide direct access to the Arboretum Area on the west side of the Park. The existing eastern most connection links the main Luther Village entrance to the park entrance where the original park gates and lights are located. The proposed second connection links the western extent of the Luther Village property to the western

most access point of the Arboretum. This western link also captures potential park users that originate from Westmount Mall and the Sun Life building to the south along Westmount Road

Westmount Road

Westmount Road is a regional road along which the Park has limited frontage. Two connections with the intent to improve and increase connectivity to the west are proposed. The existing vehicular entrance to the Park north of the Emergency Medical Services building is being retained but converted to a pedestrian only entrance. A new second connection is proposed at the intersection of University Avenue and Westmount Road. Both connections aim to capture potential park users that originate from the University of Waterloo (UW) campus to the north or the residential neighbourhoods' on the west side of Westmount Road. In both cases, the connection provides a direct link to the IPW and associated secondary pathways within the Arboretum Area.

University Avenue

University Avenue is also a regional road along which the Park has limited frontage. One mid-block connection is proposed at the northern limit of the Parks street frontage on University Avenue. The link addresses an existing desire line that originates from the UW campus. The new connection provides direct access to the IPW and secondary pathways in the Arboretum Area. The intent is that the connection will replace the existing connection that accesses the Park from UW's Parking Lot C. Investigation of the proposed mid-block crossing is to be coordinated with the City of Waterloo and Region of Waterloo Transportation Divisions to determine the technical viability.

University of Waterloo Main Entrance

The University of Waterloo has updated its master plan and identified some significant changes to the main entrance of the campus. Waterloo Park is physically and visually linked to the main UW entrance via Seagram Drive. A major pedestrian oriented connection is proposed from the main UW entrance at the visual terminus on Seagram Drive within the Park. The connection provides direct access to the IPW within the Arboretum with convenient and direct access to the Festival Area.

3.2.4 Parking

The Regional government is in the process of developing a Regional Transportation Master Plan (RTMP) that is moving toward the creation of a balanced transportation system that hopes to achieve an increased dependence on public transit, a viable alternative to personal vehicles. The Region is also planning the development of a rapid transit light-rail system that will pass through Waterloo Park. The challenge of this master plan is establishing a balance that satisfies the principles of the City's Environmental Strategic Plan by allocating an appropriate amount of dedicated green space to parking. The preferred concept plan recognizes the need for parking in the Park to support the proposed activity areas while at the same time acknowledges the potential of accessing the Park in the near future via the light-rail transit system. The layout of the parking in the Park considers the following:

- Establishing an appropriate number of permanent parking spots to support normal daily use and frequently occurring smaller events,
- Integrating the RTI light-rail system and “non-peak-hour” stop as a future alternate means of accessing the Park,
- Relying on shared use of adjacent parking facilities and public transit to support larger scale events,
- Situating parking lots along the periphery of the Park with direct access to the associated activity areas, and
- Integrating the internal circulation system with the parking lots to facilitate seamless transition into the core of the Park.

The configuration of the parking lots within each activity area facilitates clear, direct and convenient access to the Park. Refer to *Figure 3.5, Parking*, for the location of the proposed parking facilities in Waterloo Park. The concept plan illustrates the location of five paved parking lots laid out along the periphery of the Park with a capacity to support approximately 353 vehicles. There are an additional 64 spots in the Park associated with the Perimeter Institute and Canadian Clay and Glass Gallery that are available to park patrons evenings and weekends. An additional 56 parking spots have been identified for on-street parking along FDB Drive and Seagram Drive. In total, there is sufficient parking in the Park to accommodate 473 cars or about 1500 people. A 2001 parking needs assessment of Waterloo Park suggests that about 500 parking spots are more than adequate to support normal activities and most frequently occurring events.

The preferred concept plan relies on the utilization of the immediate parking inventory situated outside of the Park that is within walking distance to support the hosting of infrequent larger events in the Park. On-street parking on Father David Bauer Drive and Seagram Drive, the Waterloo Memorial Recreation Complex and the proposed new Barrel Yards parking decks and a number of other parking facilities are all situated within close proximity to the Park and could be utilized to support the larger events hosted in the Park. The UW parking lots off of Seagram Drive are part of the external parking inventory that was considered. However, no guarantee on the availability of the lots could be secured from the University given the 24-hour use of the lot by UW students and staff. In addition, a fee for the use of the UW parking lots would be incurred by park patrons. If the entire parking inventory within walking distance of the Park is considered then there are approximately 3,300 spots available. The additional parking in the vicinity of the Park could support the less frequent larger events up to about 10,000 people.

The long term goal is to provide park user with an alternate means of accessing the park that is not dependent upon personal vehicles. One option that might be available in the near future is the use of the RTI light-rail system to access the park particularly for the large community based events. The hope is that the development of the RTI light-rail system with a “non-peak-hour” stop in the Park along with improved bus routes that capture the Park will provide the public with alternate means of accessing the Park and minimizing the need to dedicate valuable open space to parking lots.

The physical layout of the parking lots was considered so that the visual appearance of the lots is consistent with the open space character of the Park. Signage to clearly communicate the location of the parking lots available in and around the Park should improve utilization of all lots. The design aspects to be considered in the detail development of the parking lots include the following:

- Lining the parking lots that face FDB Drive, Seagram Drive and Young Street with trees and vegetation to diminish the visual appearance of the hard asphalt surfaces,
- Incorporating vegetative islands to break up the hard asphalt surface into smaller less obtrusive parcels,
- Including shade trees within the lots to improve micro-climatic condition of parking lots, and

- Investigating the use of permeable hard surface to decrease surface water runoff.

3.2.5 Surface Water Management

The preferred concept plan considers how surface water is managed throughout the Park prior to being discharged to Laurel Creek or Silver Lake. The location of three stormwater management facilities is shown in the preferred concept plan. The stormwater facilities address the following potential sources of surface water: 1) East Side – the proposed stormwater facility within the Open Unstructured/Youth Play Area addresses the stormwater that is discharged into the Park from the urbanized drainage area to the north, 2) East Side of Park – the proposed stormwater facility addresses surface water generated from the Oval and Community Green Areas, and 3) West Side of the Park – the existing infiltration pond in the north-east corner of the Festival Area addresses runoff from the parking lot and other hard surfaced areas surrounding it. The exact form and configuration of the stormwater facilities and associated conveyance methods will need to be addressed during the detail design of the proposed activity areas or elements thereof that increase or alter the existing surface water patterns. The surface water runoff generated from the animal enclosures in the Farmstead will need to be given special consideration to eliminate potential of human contact. In the detail design of the parking lots, curb less edges with grass swales that direct surface water away from the parking lots should be considered. The integration of any stormwater management initiatives should be coordinated with the City of Waterloo Stormwater Division.

3.2.6 Signage

The signage being proposed for Waterloo Park is aimed at providing clarity so that users understand the composition of the Park and the related context around it. The signs should have a consistent style that is easily identifiable as a Waterloo Park sign. The signs should be strategically placed and not clutter the Park. Opportunities to integrate signs with buildings, walls and paved surfaces should be considered during the detail design of the activity areas or elements thereof. Any signage installed in the Park will aim to achieve the following:

- Identifying Waterloo Park as one of the principal open spaces in the City,
- Delineating entrances and outlining linkages to the surrounding urban fabric,

- Describing what the park has to offer in the way of activities and amenities,
- Explaining the circulation network to help people find their way,
- Learning about the historical context of the Park and surrounding area with interpretive signage,
- Delineating routes and route distances, and
- Defining parameters around the use of the park.

A major park sign is being proposed along FDB Drive at the main entrance opposite the Waterloo Memorial Recreation Complex. Similar demarcation signs are proposed at both terminuses of FDB Drive at Westmount Road and Erb Street. The focus should be on providing way-finding signage at pedestrian oriented entrances and parking lots. In addition, the way finding signage should reference to key destinations outside of the Park. An aerial photographic base map is suggested as the main reference image for the way finding signage.

Another important element of signage is communicating the travel options available along the interior perimeter walkway and related pathways. The public expressed an interest in being able to choose from a list of pathway options based on a number of decision making factors. Some of the factors to be listed on the way finding signage are as follows:

- Type of pathway (paved, stonedust, woodchip, etc.)
- Activity supported by pathway (walk, cycle, run, rollerblade, etc.),
- Pathway distances (select route based on time available), and
- Pathway experiences (themed pathways that profile certain features such as plant communities, bird watching, wetland meadows, etc.

3.2.7 Performance Spaces

Performance spaces are to be integrated into all of the activity areas in some capacity to generate multiple venues that offer a variety of experiences. A principal permanent performance space is proposed for the Festival Area that includes a dedicated building with an interior stage and outdoor performance field. Other outdoor performance spaces are proposed appropriate for the uses being suggested within each activity area. These outdoor performance venues should vary in size, be able to accommodate a temporary stage and provide access to the necessary amenities.

A detail description of the performance areas within each activity area is outlined in the Design Brief Section of this report.

3.2.8 Building Assets

The building assets in Waterloo Park are identified in *Figure 3.6, Building Assets* and include formal buildings, a bandshell, a washroom, utility sheds, gazebos, a garden pavilion, kiosk and entrance gates. The City of Waterloo Asset Management department began the process of assessing the condition of the City's building portfolio in the fall of 2007 including those in Waterloo Park. The facility condition assessment identified the deficiencies along with the corrective measures for 38 building assets in Waterloo Park. The findings of the assessment are outlined in Appendix 3.1, Facility Condition Assessment of Waterloo Park Building Assets (Map ID # in Appendix 3.1 referenced in brackets following each building asset). The vast majority of the building assets in Waterloo Park are more than 40 years old with the Eby Farmhouse (E17) being the oldest original building at 120 plus years. The Schoolhouse (E16) is approaching 200 years; however, it was originally built near MacGregor Public School and used for that purpose for approximately 22 years. Thereafter, the building was moved to Kitchener where it was used as a residence and eventually relocated to Waterloo Park. The original uses of some of the buildings have also changed over the years. Many of the smaller concession buildings, the Eby Farmhouse (E17), Schoolhouse (E16) and Lions Lagoon (E2, E3, and E5) have been modified in part or whole to accommodate a new adaptive reuse. The small size and age of some of the buildings are not adaptable to many other uses and have been relegated to storage facilities. In the development of the preferred concept plan, the existing buildings were critically evaluated based on historical value, age, building condition and required upgrades and reuse potential. The recommendations for each building asset have been divided into three categories: 1) buildings to be removed, 2) buildings to be retained in their present location and incorporated into the master plan or 3) buildings to be retained and relocated and incorporated into the master plan.

3.2.8.1 Buildings to be Removed

The majority of the buildings to be removed is located in the existing Farmstead (E7, E8, E9, E10, E11, E12, E13, E14 and E20,) and would not be removed until the area is redeveloped or partially impacted by the relocation of the Promenade. Similarly, there are a number of buildings used by the sports groups (E22, E21, E32 and W5) that would not be removed until after they have transitioned out of the Park to a new facility.

The buildings associated with Lions Lagoon (E2, E3 and E4 and E5) and the splash pad will remain until either the facility reaches its useful life and requires significant upgrades or the Community Green is developed, whichever comes first. The Bandshell (W4) was built in 1967 to commemorate the Canadian Centennial. The recommendation is to remove the building based on the following:

- High cost associated with carrying out the identified upgrades,
- Inadequate amenities to support hosting of events (storage, washrooms, electricity), and
- Negative feedback received from stakeholders who use the building (no cover or shade, not easily accessible, prone to vandalism, in floodplain)

However, based on stakeholder input, the building and concrete pad will not be removed until one of the performance venues proposed for the west side can be built (associated with Arboretum outdoor amphitheatre stage or Festival Area performance building). The Servedy (W3) on the west side (along with the Servedy Pavilion (W1)) will remain in its current location until the Picnic Area adjacent to the Festival Area can be developed. The washroom (E6) on the east side is eventually to be removed but will be retained until the Community Green and the washrooms associated with it can be developed. There are a number of buildings where the original use has changed over the years. The former Woodworkers Workshop (E15) fits into that category. This building is redundant and should be removed rather than correcting any identified deficiencies.

The buildings to be removed and the potential timing to do so is difficult to predict. Therefore, the removal of these buildings and the timing thereof will be coordinated with the Asset Management Department and Environment and Parks Services staff as the activity areas are developed. In the interim, the buildings identified to be removed are to be maintained to a standard that protects the structural integrity and safe use/operation of the buildings.

3.2.8.2 Existing Building Assets to be Retained

The building assets to be retained are those that are relatively new, have been upgraded in recent years or have a historical value. The most recent building to be added to the Park is the Service Centre (W2) on the west side that houses the City's maintenance and operation staff and equipment. The preferred concept plan proposes the conversion of this building to a use that compliments and supports the Festival Area.

Park Operation staff and a reduced service yard dedicated to maintaining/operating the Park only would be relocated to a new facility within the Farmstead. The Park Inn (E1) underwent extensive upgrades in 2005 and plays a prominent role within the Community Green in the preferred concept plan. The existing Entrance Feature/Gates (E29 and W7) have been retained and integrated into the preferred concept plan. The Grist Mill (E31) is to be retained and is actively integrated into the preferred concept plan. The TransCanada Trail Pavilion is to be retained and integrated into the redevelopment of the Promenade.

There are a select number of existing buildings that have been identified for their historical value. The buildings include the Cookhouses (E18 and E19), Jacob Eby Farmhouse (E17) and Schoolhouse (E16). These building assets have been retained and integrated into the preferred concept plan. The Cookhouses have been retained and will be integrated into the Picnic Area on the east side of the Park. Reuse opportunities in which to actively integrate the buildings will be explored during detail design of the east-side Picnic Area. Specific recommendations have been made regarding the Jacob Eby Farmhouse (E17) and Schoolhouse (E16) as follows:

1. Jacob Eby Farmhouse:

- a. The Eby Farmhouse, the original home of Jacob B. Eby whose land was purchased to create Waterloo Park in 1893, is to be preserved and retained in its current location in Waterloo Park. The Eby Farmhouse is to be integrated as a functional component in one of the identified activity areas outlined in the Waterloo Park Master Plan. The Eby Farmhouse must be integrated in such a way as to be completely open to the public and offer opportunities for profiling its historical past in the Park.*
- b. The Potters' Workshop may remain in the Eby Farmhouse in Waterloo Park until such time as an alternative use for the building is identified, funding secured and Council approval obtained. Coordination and timing of the Potters' Workshop move out of the Park is to be integrated into a short term lease agreement. The Potters' Workshop may remain in the Eby Farmhouse with the understanding that their use of the building will not hinder the implementation of the Waterloo Park Master Plan (i.e. plan to remove internal roads and to relocate parking lots).*

2. Schoolhouse:

- a. The 1820 Schoolhouse, the first schoolhouse in the area, is to be preserved and integrated as a functional component in one of the identified activity areas outlined in the Waterloo Park Master Plan. The 1820 Schoolhouse must be integrated in such a way as to be completely open to the public and offer opportunities for profiling its historical past.*

The Servery Pavilion (W1) on the west side adjacent to the Servery will be retained but relocated to one of the dedicated Picnic Areas that cater to group events. There are two freestanding gazebos in the Park - a metal one (W6) on the west side and a wooden one (E23) on the east side. The gazebos are to remain and integrated into the preferred concept plan. There are two additional wooden gazebos (E24 and E25) integrated into the boardwalk that will not be impacted until the development of the Community Green. The use of wooden gazebos in general is discouraged and lower maintenance metal structures should be utilized in the future. The pergola at the Victorian Gardens (E27) will be retained in its current location until the Community Green is developed. Design options for the parking lot associated with the Community Green Area are to be explored in order to retain and integrate the Victorian Gardens in its current location.

3.2.8.3 Proposed New Building Assets

The preferred concept plan includes a select number of new buildings that primarily provide amenities like washrooms, information booths and concession stands to support intended uses within the various activity areas. The new buildings are integrated into each activity area and situated outside of the regulated floodplain. A new permanent performance building is proposed for the Festival Area complete with a stage, flexible interior seating for up to 300 people, washrooms and storage area. The building serves a dual function by providing year-round interior space for performances along with the option of opening the building up to the larger festival field for larger outdoor events. The Farmstead includes several new buildings including two animal barns, staff office building and farmhouse complete with washrooms and concession. The Picnic Areas cater to large groups and include pavilions complete with a kitchenette and washroom facilities. The Community Green, Youth Play Area, and Festival Area include small structures that provide basic amenities.

3.2.9 Environmental Management Plan

Waterloo Park is located within the Laurel Creek Watershed within sub-watershed 319 and predominantly situated in the floodplain associated with Laurel Creek and Silver Lake. Laurel Creek enters the Park at Westmount Road in the north-east corner, flows through Waterloo Park and discharges into Silver Lake before leaving the Park near the intersection of Caroline Street and Erb Street in the south-east corner. Virtually all of Waterloo Park is situated in a constraint area outlined in the Laurel/Clair Creek Special Policy Area which focuses on maintaining flood protection and wise use of the lands that border the watercourse. The preferred concept plan recognizes the constraint area designation and has taken measures to preserve the floodway and enhance the ecological function of the natural areas that flank Laurel Creek and Silver Lake. The specific measures that address the Special Policy Area designation are:

1. Situating significant built structures outside of the defined hydraulic floodway,
2. Maintaining existing floodplain capacity,
3. enhancing and protecting the ecological function and increasing the profile of the existing natural features in the Park,
4. Increasing biodiversity across the Park with native species specific to target plant communities,
5. Decreasing the extent of the manicured lawns throughout the Park,
6. Increasing the profile of the ecological function of Laurel Creek, Silver Lake and associated floodplain environments,
7. Protecting and enhancing the Grand River Conservation Authority/Ministry of Natural Resources designated wetland,
8. Integrating stormwater management facilities into the Park to control surface water entering Laurel Creek and Silver Lake, and
9. Naturalizing the channelized section of Laurel Creek adjacent to UW Parking Lot 'C'.

An inventory of the natural features of Waterloo Park was initiated during the Master Plan to begin the process of classifying the vegetation communities that make up the Parks woodlots, wetlands, shorelines, and manicured lawns. Upon completion, the inventory information will be used to generate an Environmental Management Plan (EMP) that will focus on the preservation and enhancement of the existing vegetation

communities and guide the sensitive integration of the proposed activity areas that make up the preferred concept plan. The EMP will be completed by Environment and Parks Services staff using in-house resources.

The City has funding in place to undertake an investigative study of Laurel Creek and Silver Lake. The focus of the Laurel Creek investigation is to establish the existing condition of the stream channel and outline potential corrective measures. The following should be included in the study scope of work to address initiatives associated with this Master Plan:

- Characterize stream corridor geomorphology to establish stream bank stability and erosion potential and establish appropriate setbacks for trail network,
- Investigate naturalization potential of channelized section,
- Establish landscape treatment options for stream bank and floodway to improve visibility of Laurel Creek,
- Model hydraulic condition of Laurel Creek and define flood levels, floodplain boundaries and design parameters for installation of trails and pedestrian bridges, and
- Confirm delineation of wetland (confirmation of City of Waterloo land classification boundaries) and establish water source(s).

The focus of the Silver Lake study is to investigate and outline a strategy for addressing the siltation issue, establish short term goals that aim to improve the visual character of the silt deposits and establish a long term plan to manage the silt. In addition, the scope of work of the study should address landscape treatment options around the edge of the lake to maximize visibility of the lake and waterfowl control measures. The findings of these studies will be used to guide the development of the EMP for the Park.

3.2.10 Lighting

Any lights introduced to the Park should be sensitively and efficiently integrated at strategic locations to maximize the visual experience of the park in a safe and controlled manner while at the same time minimizing light pollution. The availability and decreasing cost of energy efficient LED lights is making this technology a viable option. Any lighting proposed for Waterloo Park should consider the use of these high efficiency lights along with the ability to generate their own power using solar panels.

3.3 Design Context of Activity Areas

The information captured here outlines the key uses within each of the activity areas, describes proposed design elements associated with the use and defines parameters to be considered in the detail design of all or part of the activity area. The framework illustrated in the preferred concept plan is a blueprint that will need to be refined and potentially modified as activity areas or components thereof move forward.

3.3.1 Festival Area

The Festival Area is situated on the west side of the Park opposite the Waterloo Memorial Recreation Complex on FDB Drive. This location was chosen for the following primary reasons:

- Situated in the highest profile location with maximum street frontage exposure along FDB Drive,
- Strong visual connection to Uptown along FDB Drive,
- Situated within close proximity to WMRC and Barrel Yards Development (shared parking for large community events), and
- Situated in close proximity to historical band shell location.

The Festival Area is being promoted as the principal outdoor performance venue in the Park with the ability to support events that draw up to 5,000 people. The Festival Area has been structured to efficiently and effectively host festivals and other community events. The Festival Area also acts as the principal entrance to the Park with the development of entrance gardens along FDB Drive. The uses being suggested to support the Festival Area are identified in *Figure 3.7, Festival Area Design Initiatives*. The suggested design initiatives and a detail description of the context of each are outlined in the following text for the Festival Area.

1. Main Entrance – main entrance to the Park and Festival Area opposite the WMRC
 - Integrate FDB Drive multi-use trail as the principal sidewalk along the street frontage, and
 - Develop linear horticultural garden parallel to FDB Drive complete with lights, fountain and/or sculpture, seating and signage.

2. Entrance Allee – main pathway leading to Festival Area from FDB Drive
 - Consists of a tree allee reinforced with a parallel row of light posts decorated with banners, and
 - Other design elements to consider along allee include: an information kiosk, signs, seats and street furniture.
3. Accessible Playground – community accessible playground
 - Incorporate recreational and active interpretive components that cater to people with and without disabilities,
 - Integrate a theme for the playground related to the festival use,
 - Integrate with waterplay area, and
 - Control access and exit to accessible playground using vegetation, seating walls, and fencing.
4. Waterplay Area – community waterplay area
 - Site waterplay area directly adjacent to the accessible playground,
 - Provide waterplay opportunities that also offers accessible components for people with disabilities,
 - Include amenities to support use like a washroom, access to a concession, seating and shade, and
 - Control access and exit to waterplay area using vegetation, seating walls, and fencing.
5. Parking Lot - parking lot for the Festival Area
 - Integrate parking into Festival Area off of FDB Drive opposite the WMRC adjacent to the Service Centre to facilitate future re-programming of the building.
6. Service Centre – building that houses use that compliments Festival Area
 - Convert into a restaurant/café with a courtyard around the building to accommodate outdoor seating,
 - Create horticultural gardens to define space around building and courtyard,
 - Incorporate washrooms for the general public, and
 - Allow for incorporation of a bicycle rental facility.

7. Festival Area Promenade – section of interior perimeter walkway in Festival Area
 - Develop interior perimeter walkway as principal east-west pathway that bisects the formal festival field from the other related design initiatives to the south,
 - Line interior perimeter walkway within Festival Area with a linear horticultural garden, games area (chess/backgammon tables, bocce courts), lights, fountains and seating,
 - Create a focal point (fountain, sculpture or other feature) where the interior perimeter walkway intersects the entrance allee from FDB Drive and the pathway from the front entrance of UW,
 - Link interior perimeter walkway to festival field with a series of pathways that pass through the linear gardens, and
 - Project platform that projects into the festival field from the interior perimeter walkway for announcing of events.
8. Market Square – outdoor square structured to accommodate vendors
 - Integrate a space that can accommodate a market square for the sale of local produce, art, crafts, and other goods.
9. Festival Field – grassed field associated with Performance Building
 - Establish a festival field to support community events and accommodate a variety of non-programmed active uses when there is no event scheduled in the space,
 - Develop sound system that is spread throughout the festival field to capture audience with a reduced volume.
10. Performance Building – principal performance building for Festival Area
 - Permanent building that can accommodate year round use with a stage, storage/washrooms and seating for up to 300 people,
 - Incorporate ability to open up face of building and utilize building as a stage for the outdoor festival field,
 - Integrate acoustical control measures into building to mitigate sound generated during events,
 - Create a stage that can accommodate a variety of events in consultation with users, and

- Utilize Picnic Area for spill over and amenities (washrooms, kitchenette, shelter) during events.

3.3.1.1 Design Considerations for Festival Area

The following outlines specific design considerations to be reviewed in the development of the Festival Area.

Circulation

The Interior Perimeter Walkway (IPW) has been integrated into the heart of the Festival Area. The IPW expands to form the Festival Area Promenade, the central east-west spine of the Festival Area that integrates the various components that make up the Festival Area. Access to the Festival Area has been made possible along the IPW with the development of a second formal crossing of the Region of Waterloo CNR railway corridor south of the existing Eby Farmstead. The development of a new pedestrian bridge across Laurel Creek will make this east-west link possible.

The Main Entrance has been integrated into the Festival Area along FDB Drive and serves as the primary entrance to both the Park and Festival Area. Pedestrians along FDB Drive are guided into the Festival Area from the Main Entrance gardens opposite the Waterloo Memorial Recreation Complex. An Entrance Allee captures the pedestrians and directs them into the core of the Festival Area. The Entrance Allee extends north into the core of the Festival Area and intersects the IPW/Festival Area Promenade. A focal point has been created at this intersection. The configuration of the focal point will be developed during the detail design stage and should consider the development of a fountain or sculpture surrounded by horticultural gardens and seating. The Festival Allee extends further north forming the eastern limit of the Festival Field, crosses Laurel Creek, intersects the northern loop of the IPW and terminates at Seagram Drive opposite the University of Waterloo campus main entrance. This north-south link allows for direct access to the Park from Seagram Drive, a public right-of-way, and the University of Waterloo parking lots situated along it. A second new pedestrian bridge is required to permit crossing of Laurel Creek along this route alignment.

The existing Victorian Gateway along FDB Drive should be retained and extended north into the Park providing direct access to the IPW and the principal new performance building. This pathway forms the western limit of the formal Festival Field.

Sound Generation

The Master Plan recognizes the localized sensitivity around the generation of sound within Waterloo Park. The Waterloo Park West Committee on Noise developed policy that outlines the process for containing and minimizing the impact of activities in the park on nearby residents without removing the ability for groups and organizations to program the Park. In response, the Festival Area has been relocated and specific design criteria are being proposed to further control and manage the projection of amplified sound within the Festival Field. Criteria for the detail design of the Festival Area include:

1. Undertaking an acoustical study to establish background noise levels and the mitigation potential of the physical features that envelope the proposed Festival Area,
2. Incorporating acoustical control measures into the design of the performance building for both interior and exterior applications,
3. Investigating sitting and orientation options for the Performance Building and Festival Field with the aim of minimize noise impacts on the surrounding neighbourhoods,
4. Developing a site specific sound system solution to control and manage amplified sound. A single point source system that requires projection of sound over extended distances should not be used. Instead, a series of point sources with specific and defined projection zones should be investigated.

Lighting

The proposed location of the Festival Field is unique in the sense that it is not significantly impacted by surrounding sources of light. The natural vegetation that surrounds the space to the east, west and north acts as a buffer filtering out a significant amount of artificial light. Care must be taken in lighting the Festival Area Promenade and Festival Field to preserve the light character of the space. The lower light level of the Festival Field is ideal for the projection of outdoor movies, a very popular and successful event in the Park.

Performance Spaces

The Festival Area has a dedicated performance building that is able to support year-round indoor performances up to 300 people. The building should contain the

necessary amenities to support a permanent performance venue. The amenities should include a stage, flexible seating area, storage facility and washrooms. The performance building needs to be able to also support outdoor venues that capture the Festival Field. The building must be designed so that it can be opened up and act as a stage for larger events. Other opportunities are to be investigated in the detail design of Festival Area to create additional performance spaces that support several venues at the same time. The other performance spaces do not need to be permanent fixtures but need to have basic amenities to host a performance. The following areas should include the ability to occasionally host a performance:

- Picnic Area pavilions
- Service Centre and patio space
- Market Green
- Splash pad

3.3.1.2 Constraints

The implementation of some of the design initiatives associated with the Festival Area will be impacted by the length of time it will take to transition out some of the existing activities/uses in the Park. The following are the constraints associated with development of the Festival Area design initiatives:

- Transitioning out of Organized Sports - the Festival Area is predominantly situated in the area that is currently occupied by two lit baseball diamonds. Development of the design initiatives dedicated to this area will not occur until an alternate location is established elsewhere in the City.
- City-wide Operations and Maintenance Activities coordinated out of Service Centre - The Service Centre houses operations and maintenance staff and equipment for both the Park and the West-Side of the City. Redevelopment of the building to support the Festival Area can not occur until
 - A suitable alternate facility is identified for the City wide operations, and
 - A suitable temporary location is identified for Waterloo Park specific maintenance/operations staff and equipment

3.3.2 Arboretum

The Arboretum encompasses a majority of the parkland on the west side of the Park and the natural areas associated with the Laurel Creek floodplain. The focus of the Arboretum is to preserve and enhance the environmental setting of the Park and profile aspects for educational and aesthetic purposes. The preferred concept plan recognizes the visual impact of the Arboretum with street frontage presence along FDB Drive, Westmount Road and University Avenue. The Arboretum Area contains design initiatives that are geared toward the passive enjoyment of the western extent of the Park. The uses being suggested for the Arboretum Area are identified in *Figure 3.8, Arboretum Area Design Initiatives*. The suggested design initiatives and a detail description of the context of each are outlined in the following text for the Arboretum Area.

1. Horticultural displays at strategic lookout locations

- Situate horticultural displays at viewing areas – one looking toward Uptown, one looking toward Westmount Road,
- Align horticultural displays with pathways at strategic locations to take advantage of sight lines, unique environmental conditions, orientation, topography, plant communities, etc...

2. Outdoor performance Area

- Integrate an outdoor amphitheatre in close proximity to existing band shell to be used for non-amplified events only,
- Integrate amphitheatre into natural topography and create an appropriate size venue based on non-amplified sound projection parameters, and
- Provide platform that can accommodate a temporary stage for events,

3. Labyrinth

- Integrate a labyrinth for quiet contemplation along interior perimeter walkway,

4. Naturalize Laurel Creek

- Naturalize channelized section of Laurel Creek
- Increase profile of and interactive opportunities with Laurel Creek,

5. Themed pathways

- Establish themed pathways that profile landscape features, specimen trees, ecological areas
- Profile themed horticultural elements on a seasonal basis

3.3.2.1 Design Considerations for Arboretum

The following outlines specific design considerations to be reviewed in the development of the Arboretum Area.

Circulation

The Interior Perimeter Walkway (IPW) loops through the Arboretum Area and provides access to the western extent of the Park. The IPW route identified on the preferred concept plan is actively integrated into the configuration of the outdoor amphitheatre and labyrinth with a strong connection to the Festival Area. The pathways associated with the Labyrinth provide access to two lookouts that offer views of Uptown to the east and Westmount Road to the west.

A series of themed walkways have been identified on the preferred concept plan and linked to the IPW. The exact route and focus of these themed walkways will need to be refined based on the findings of the Environmental Inventory. The inventory will provide a better understanding of the interpretive value of the existing natural features and the sensitivity of existing plant communities. Other site specific information will need to be considered related to the steepness of the slopes in relationship to the existing topographical relief and the sight lines of which we wish to take advantage.

Outdoor Amphitheatre

The preferred concept plan recognizes the sensitivity of the adjacent residents and has suggested an outdoor performance venue that relies on non-amplified sound only in close proximity to the existing band shell location. The stage has been relocated and the seating area reduced to match the acoustical capabilities of a non-amplified outdoor venue. The formal seating has been carved out of a smaller section of the bank that slopes down toward Laurel Creek. The design considerations related to sound generation for the Festival Area should be utilized in the detail design of the outdoor amphitheatre to manage and control noise generated from the venue. Options for the layout, sizing, temporary stage platform, seating, and orientation will need to be assessed as part of the detail design of the outdoor amphitheatre.

3.3.2.2 Constraints

The existing band shell should not be removed in its entirety until an alternate performance venue can be established in the Festival Area to replace it. The Servery on the west side along with the Servery Pavilion will remain in its current location until the Picnic Area adjacent to the Festival Area can be developed. The proposed walkways/pathways situated in the natural areas at the western extent of the Park should not be developed until staff complete the environmental inventory work and develop an Environmental Management Plan for their sensitive integration.

3.3.3 Ecological/Education Area

The Ecological/Education Area is situated on the west side of the Park on Seagram Drive near the intersection of the CNR railway crossing. This location was chosen for the following primary reasons:

- Strong street frontage presence along Seagram Drive,
- Situated along the interior perimeter walkway,
- Visible from future rapid transit initiative light-rail system corridor, and
- Situated in close proximity to large wooded areas and floodplain.

The Ecological/Education Area is being proposed to highlight the ecological function of the natural features associated with Laurel Creek and Silver Lake within the broader watershed context. A learning/demonstration centre is also being proposed to profile green technologies that impact our living environment with direct residential applications. The uses being suggested for the Ecological/Educational Area are identified in *Figure 3.9, Ecological/Education Area Design Initiatives*. The suggested design initiatives and a detail description of the context of each are outlined in the following text for the Ecological/Education Area.

1. Outdoor Classroom

- Erect outdoor classroom and employ as central organizing element for natural areas,
- Profile ecological features and routes within park, and
- Develop community garden space.

2. Interpretation/Demonstration Area

- Integrate interpretation/demonstration area with various interactive installations that highlight environmental stewardship – i.e. carbon footprint, weather station, ecological principles and others.
3. Green Technology Learning Centre Building
 - Establish demonstration/learning centre building that highlights green technologies with residential applications.
 4. Green Technology Gardens
 - Create green technology gardens that focus on plant and science based farming – i.e. plantations for wood harvesting, solar/wind farming for power generation and others.

3.3.3.1 Design Considerations for Ecological/Education Area

The following outlines specific design considerations to be reviewed in the development of the Ecological/Education Area.

Green Technology Learning Centre

The Green Technology Learning Centre was proposed to heighten public awareness of new environmentally friendly technologies that can be applied to general residential properties. Partnership opportunities with local businesses are to be explored to develop the use.

Ecological Features

The ecological features to be profiled will be derived from the environmental inventory work being undertaken by staff. Coordination with the district school board will need to take place to ensure that the ecological features align with course curriculum requirements. Interpretive and hands-on interactive venues are to be developed to maximize learning experience.

Circulation

A connection to the Ecological/Education Area is proposed off of Seagram Drive. The connection provides both pedestrian and vehicular access to the activity area. The interior perimeter walkway links this connection to the remainder of the Park.

3.3.3.2 Constraints

The implementation of some of the design initiatives associated with the Ecological/Education Area will be constrained by the length of time it will take to transition out some of the existing activities/uses in the Park. The following are the constraints associated with the Ecological/Education Area design initiatives:

- Transitioning out of Organized Sports - the Ecological/Education Area is predominantly situated in the area that is currently occupied by a soccer field. Development of the design initiatives dedicated to this area will not occur until an alternate location is established elsewhere in the City, and
- Public Interest and Support of Green Technology Learning Centre – the development of the Green Technology Learning Centre will be driven by public interest and the public's ability to secure private/corporate sponsorship to build and operate the facility.

3.3.4 Picnic Area

Picnic Areas are situated on both the east and west side of the Park. The locations were chosen for the following primary reasons:

- East Side
 - Historically used for hosting group picnics since the inception of the park, and
 - Support hosting of events in adjacent activity areas like the Oval.
- West Side
 - Associative use that supports the Festival Area, and
 - Accommodate spillover from Festival Area during large events.

Picnicking has historically occurred in the Park since its inception. Two dedicated Picnic Areas were established to service large groups like local businesses, charities, families and religious organizations that routinely make use of the Park for their events. The Picnic Areas were developed with amenities to support the hosting of the large groups. Family oriented picnics can still occur throughout the Park. The uses being suggested for the Picnic Areas are identified in *Figure 3.10, Picnic Area Design Initiatives*. The suggested design initiatives and a detail description of the context of each are outlined in the following text for the Picnic Area:

1. Picnic Pavilion

- Provide amenities to support group picnics like a picnic pavilion for shelter and a servery – a kitchenette and washrooms under the covered area.

2. Grass Play Area

- Open space for play activities associated with picnics, and
- Small scale baseball field, volleyball net and other activities to support picnic.

3. Naturalized Area

- Integrate naturalized areas around the picnic space to delineate boundaries and create natural setting for event, and
- Take advantage of existing features like views offered of Silver Lake from picnic area on East side.

3.3.4.1 Design Considerations for Picnic Area

The following outlines specific design considerations to be reviewed in the development of the Picnic Area.

Circulation

The Picnic Areas are situated in locations that are readily accessible from adjacent activity areas and the Interior Perimeter Walkway (IPW). The east Picnic Area is centrally located and connected to activity areas that compliment the hosting of large group picnics. The west Picnic Area is situated adjacent to the eastern fringe of the Festival Area. The Festival Area is connected to an array of activities that once again compliment the hosting of large picnic events.

An occasional need to provide temporary and controlled access to the Picnic Areas was identified to facilitate dropping off people with disabilities and the elderly. The temporary ability to access the Picnic Areas is possible and will need to be integrated into the detail design of the Picnic Areas.

3.3.4.2 Constraints

The constraints associated with the development of the Picnic Area are as follows:

- West Side - Transitioning out of Organized Sports - the Picnic Area is predominantly situated in the area that is currently occupied two lit baseball

diamonds. Development of the design initiatives dedicated to this area will not occur until an alternate location is established elsewhere in the City, and

- East Side – none.

3.3.5 Farmstead Area

The Farmstead Area is situated on the east side of the Park off of Seagram Drive along the Promenade. This location was chosen for the following primary reasons:

- Occupies existing location with high profile presence along Promenade/TransCanada Trail/Laurel Trail and proposed future Rapid Transit Initiative route,
- Situated within close proximity to the proposed RTI stop location in the Park, and
- Located on land that is outside of the floodplain.

The Farmstead Area is a unique attraction in the City of Waterloo that is highly valued by the community. The Farmstead Area incorporates elements that are reflective of a typical farming environment. The configuration of the existing facility has been altered to improve the environment for the farm animals, update structures to house and manage the operation, increase the interactive and learning opportunities, offer greater diversity of uses themed toward farm animals. The relocation of the Promenade will also impact the existing Farmstead Area and potentially mean relocation of enclosure fencing and barn. The uses being suggested for the Farmstead Area are identified in *Figure 3.11, Farmstead Area Design Initiatives*. The suggested design initiatives and a detail description of the context of each are outlined in the following text for the Farmstead Area:

1. Entrance and Courtyard

- Establish formal entrance and courtyard complete with seating, a themed sculptural element, drinking fountain, performance space and horticultural gardens off of the Promenade.

2. Animal Barns and Operations Office

- Erect structures to frame courtyard and service the farmstead, and
- Construct two animal barns and one barn with administrative office space.

3. Outdoor Classroom/Animal Petting Area

- Learning area with interpretive signage and interaction opportunities with animals.
4. Farm House and Patio
 - Build farmhouse with washroom/concession and outdoor seating area adjacent to sculpture garden and playground/waterplay area.
 5. Playground and Waterplay Area
 - Integrate playground/waterplay area themed to farm setting.
 6. Animal Enclosures
 - Install an animal barrier system that is almost transparent but provides the level of separation required to limit direct contact with animals, and
 - Establish appropriate enclosures size based on accepted farming practices with the best possible environment for the animal.
 7. Open Animal Pen
 - Establish an animal enclosure along the Promenade for horseback riding and other interactive opportunities.
 8. Sculpture Garden
 - Incorporate interactive sculptural elements to compliment the farm experience.

3.3.5.1 Design Considerations for Farmstead Area

The following outlines specific design considerations to be reviewed in the development of the Farmstead Area.

Circulation

The Farmstead is oriented along the high profile Promenade. Access to the Farmstead is possible from the east, west and north. The internal circulation system is oriented around the centralized courtyard. Controlled access is required for the centralized core of the Farmstead at night. The layout illustrated in the preferred concept plan uses the entrance courtyard gates, animal enclosures and buildings to enclose and control access to the core of the Farmstead Area.

The Farmstead Area is situated along the Promenade. The principal entrance to the Farmstead is situated off of the Promenade with the entire west face of the Farmstead visible from the RTI light-rail system corridor. A variety of activities like sitting, people

watching, eating and playing have been integrated into the Farmstead along the Promenade.

Service Yard

The Service Yard has been situated adjacent to the barns and operations office. The yard is to be sized to accommodate staff dedicated to the Park and any equipment required to manage the Park. A service road provides access to the yard and operations office from Seagram Drive. This is the only road where vehicle access is permitted for park maintenance staff.

Drainage

Drainage will need to be considered in the redevelopment of the Farmstead Area. The existing surface water collection system does not adequately address stormwater generated from this area. Special consideration is to be given to the management of surface water generated from the animal enclosures.

Themed Sculpture

Themed sculptural elements have been incorporated throughout the Farmstead Area. The sculpture should reflect the farmstead theme with a focus on domestic farm animals and wildlife associated with farmsteads. As an example, a herd of cows being guided into the Entrance Courtyard is illustrated in the preferred concept plan. The cow sculptures extend out into the Promenade to draw people into the courtyard. Sculpture is also proposed for the Farmhouse patio, playground and waterplay area.

Education Opportunities

Educational opportunities are to be incorporated into the programming of the Farmstead Area and aligned with local district school board curriculum. Educational elements should focus on profiling the importance of farming and the impact that farming has on our everyday lives.

3.3.5.2 Constraints

There are no constraints associated with the development of the Farmstead Area. The relocation of the Promenade will have an impact on the Farmstead Area but the extent of that impact is not known at this time.

3.3.6 Open Unstructured/Youth Play Area

The Open Unstructured/Youth Play Area is situated on the east side of the Park off of Seagram Drive along the Promenade. This location was chosen for the following primary reasons:

- Situated along Seagram Drive with strong street frontage presence,
- Presents high profile along Promenade and proposed future Rapid Transit Initiative Route,
- Situated within close proximity to universities, and
- Located an adequate distance from residential areas to mitigate potential noise conflicts.

The Open Unstructured/Youth Play Area addresses an increasing need for multi-purpose open space that can accommodate a variety of play/leisure activities. Youth oriented activities have been identified and have been oriented around the development of a skateboard facility. The uses being suggested for the Open Unstructured/Youth Play Area are identified in *Figure 3.12, Open Unstructured/Youth Play Area Design Initiatives*. The suggested design initiatives and a detail description of the context of each are outlined in the following text for the Open Unstructured/Youth Play Area.

1. Open-Play Fields

- Establish a multi-use free play field that can accommodate a variety of non-programmed active uses like soccer, baseball, Frisbee, football, etc., and
- Integrate winter uses such as ice skating.

2. Skate Board Plaza

- Investigate the integration of a skate board plaza complete with concession and washrooms, and
- Integrate sales/repair space to service the skate board plaza.

3. Basketball Courts

- Establish basketball courts.

4. Rock Climbing Walls

- Establish rock climbing/bouldering walls geared toward users with varying skill levels.

5. Entrance/Gathering Area

- Incorporate entrance/gathering area along Promenade and integrate seating, signage and drinking fountain.

3.3.6.1 Design Considerations for Open Unstructured/Youth Play Area

The following outlines specific design considerations to be reviewed in the development of the Open Unstructured/Youth Play.

Circulation

The Open Unstructured/Youth Play Area is readily accessible from the Interior Perimeter Walkway (IPW) and Promenade with strong links to the adjacent Seagram Drive parking lot and Farmstead. A central north-south oriented pathway captures users from the Seagram Drive parking lot and directs them into the core of the Open Unstructured/Youth Play Area. The central pathway extends further south and links to the adjacent Farmstead Area. Play activities proposed for the Open Unstructured/Youth Play Area have been organized along this central pathway.

The skate park has been situated along the Promenade between the central north-south pathway and the Promenade. The skateboard plaza includes a central entrance and a series of secondary entrances off of the Promenade. The entrances should be integrated with the Promenade to provide seating/viewing opportunities for spectators.

Skateboard Plaza

A skateboard plaza is situated along the Promenade and offers opportunities for natural surveillance and an elevated profile from the proposed transit corridor. Skateboarding is an evolving sport that is gaining mainstream recognition as a legitimate community based recreational activity. Trends in the design of skateboarding facilities are changing rapidly so engaging trained experts and local skateboarders is essential. The design of the skateboard plaza needs to create a dynamic facility that offers skateboarding opportunities at various skill levels ranging from experts to novices. The skateboard plaza will also need to address the needs of rollerbladers and trick bicycle riders.

Parking

Parking for the Open Unstructured/Youth Play Area is situated on Seagram Drive adjacent to the Rink-in-the-Park parking lot. The parking lot has been intentionally situated an appropriate distance from the open play fields and skateboard plaza. The separation distance discourages users from utilizing the parking lot as a natural extension of the Open Field Areas.

Stormwater Management

A stormwater management facility has been identified to address stormwater being generated from the urbanized area to the north of the Park. Stormwater flow is currently directed through an open ditch along the north side of the CNR railway corridor that originates at Seagram Drive. The stormwater is directed into the park 150 metres before it has to make an awkward ninety degree turn toward the south. Extensive erosion has occurred at this awkward junction. The stormwater is discharged to the wetland area south of the existing Seagram parking lot and eventually makes its way to Laurel Creek. The proposed stormwater management facility has been included in the preferred concept plan to address and manage the flow directed to this area of the Park.

Rink-in-the-Park

Opportunities are to be investigated to strengthen ties to the Rink-in-the-Park. One suggestion received involved the development of an outdoor lawn bowling field that could be coordinated out of the Rink-in-the-Park during the summer months when there is no curling occurring in the building.

3.3.6.2 Constraints

The scheduling constraints associated with the Open Unstructured/Youth Play Area are as follows:

- Transitioning out of Organized Sports - the Open Unstructured/Youth Play Area is predominantly situated in the area that is currently occupied by two baseball diamonds. Development of the design initiatives dedicated to this area will not occur until an alternate location is established elsewhere in the City, and
- Rapid Transit Initiative - The relocation of the Promenade associated with the development of the Rapid Transit Initiative will have an impact that is not fully known at this time.

3.3.7 Community Green Area

The Community Green Area is situated on the east side of the Park along the north shore of Silver Lake. This location was chosen for the following primary reasons:

- Takes advantage of the best views over Silver Lake,
- Raises profile of lake frontage along Silver Lake, and
- Situated within close proximity of the proposed Rapid Transit Initiative stop in the Park.

The Community Green Area is an outdoor gathering area that supports a variety of adult oriented activities/uses. The Community Green Area consists of three distinct terraces that have been integrated into the north bank of Silver Lake. Silver Lake and the context beyond its south bank form the backdrop to the views from the terraces. A strong physical connection is made along the shore of the lake offering a variety of lake front activities. Parking has been relocated to a lower profile location off of Young Street. The uses being suggested for the Community Green Area are identified in *Figure 3.13, Community Green Area Design Initiatives*. The suggested design initiatives and a detail description of the context of each are outlined in the following text for the Community Green Area.

1. Upper Terrace

- Establish an upper terrace and incorporate washrooms, information desk, seating area and horticultural gardens with a focus out toward Silver Lake,
- Integrate upper terrace into interior perimeter walkway along with centralized entrance way, and
- Create strong connection to Picnic Area above upper terrace.

2. Park Inn Concession and Lookout Patio

- Integrate Park Inn concession in upper terrace and establish outdoor patio with lookout point.

3. Middle Terrace

- Establish middle terrace approximately 1.0 metres below upper terrace and incorporate gazebo and horticultural gardens with a focus out toward Silver Lake, and
- Configure gazebo to accommodate performances.

4. Lower Terrace

- Establish lower terrace adjacent to water edge with some of the following amenities – seating areas, fountain, performance area, outdoor reading room, café, sand beach and horticultural gardens.

5. Pier

- Create pier along water edge with seating opportunities,
- Develop opportunities to utilize lake for miniature boat sailing and other water based activities, and
- Investigate water fountain feature in lake along with lights.

6. Stormwater Pond

- Integrate stormwater management facility to manage surface water flow from east side and parking lot.

7. Parking Lot

- Create parking lot with direct access off of Young Street,
- Consider alternate locations/configurations for the parking lot off of Young Street to minimize visual impact, and
- Retain and integrate Victorian Gardens in current location into layout of parking lot.

3.3.7.1 Design Considerations for Community Green Area

The following outlines specific design considerations to be reviewed in the development of the Community Green Area.

Circulation

The Community Green Area is situated along the Interior Perimeter Walkway (IPW) between it and the north shore of Silver Lake. Connections to the IPW from the Upper Terrace provide immediate access to amenities like the Park Inn concession, washrooms and information kiosk. The Lower Terrace includes connections that link to the History Walk that wraps around Silver Lake, Young Street and the Promenade. The parking lot that currently occupies the Upper Terrace has been relocated off of Young Street and physically linked to all three levels of the terraces. Ramps have been integrated into the terraces to provide access between the upper, middle and lower

levels. A connection to the east Picnic Area situated above the Community Green has been provided and offers views of Silver Lake from the highest vantage point in the Park.

Park Inn Outdoor Patio

The Park Inn has been given a prominent role within the Community Green. An outdoor space worthy of the venue has been created that offers patrons expansive views of Silver Lake and the urban context beyond. The outdoor space includes a patio and deck that wraps around the south facing walls of the building. Amenities being suggested for the outdoor space include a tree covered patio, elevated deck and small intimate performance space.

3.3.7.2 Constraints

The Community Green Area can not be fully developed until the following occurs:

- Removal of Lions Lagoon and splash pad once they have reached their useful life, and
- Relocating the existing parking lot to a lower profile location within the activity area.

3.3.8 Oval Area

The Oval Area is situated on the east side of the Park adjacent to the designated Albert/MacGreger Heritage District. This location was chosen for the following primary reasons:

- Builds upon the historical use of the oval as a performance venue, and
- Retains recognizable park space with three historical connections to Albert Street.

The Oval Area has a long standing history of hosting events. The Oval Area has hosted an eclectic array of events that have included bicycle races, motorcycle races, track and field events and musical events with attendances up to 10,000 people. In recent years, the Oval Area has been used for civic events, musical events and programmed sports (currently used for cricket and lacrosse). The preferred concept plan aims to preserve the Ovals long standing use as a performance and exhibition space. The uses being suggested for the Oval Area are identified in *Figure 3.14, Oval Area Design Initiatives*.

The suggested design initiatives and a detail description of the context of each are outlined in the following text for the Oval Area.

1. Open-Play Field

- Establish a multi-use free play field in the oval that can accommodate a variety of non-programmed active uses, and
- Wrap interior perimeter walkway around Oval Area and reinforce form of space with planting.

2. Performance Area

- Create a permanent platform that can accommodate a temporary performance platform/structure.

3. Horticultural Displays

- Incorporate themed horticultural gardens and sculpture around the oval at strategic locations along the perimeter walkway, and
- Develop interpretive signage with historical uses of the Oval Area.

4. Gazebo and Horticultural Displays

- Integrate a gazebo with supporting gardens along interior perimeter walkway for shelter, and
- Include performance venue opportunity in installation.

5. Parking Lot

- Develop formal parking lot off of Central Street to service Oval Area,
- Integrate horticultural gardens and display areas into the Central Street parking lot to transition visitors into the Oval and interior perimeter walkway, and
- Develop pedestrian link to Young Street parking lot.

3.3.8.1 Design Considerations for Oval Area

The following outlines specific design considerations to be reviewed in the development of the Oval Area.

Circulation

The placement of the Interior Perimeter Walkway (IPW) reinforces the form of the Oval and provides direct access to the displays situated around the Oval. The IPW permits

direct access to the formal parking lots (Central and Young Street lots) and links to the historical connections along Albert Street. A secondary pathway along the bottom of the east facing bank of the Oval provides access to the temporary performance platform with a link to the adjacent Picnic Area and Community Green.

Tobogganing

The east facing bank is ideally suited to tobogganing. Pathway configurations and other infrastructure should not interfere with the ability to toboggan on this hill.

Waterloo Tennis Club

Opportunities are to be investigated to strengthen ties to the Waterloo Tennis Club. The integration of the parking lots from Central Street will give the tennis club a higher profile in the Park. The Central Street Lot could be shared with the Waterloo Tennis Club patrons. The consolidated parking lot eliminates the need for road access into the Park from Central Street.

3.3.8.2 Constraints

The constraint associated with the Oval Area is as follows:

- Transitioning out of Organized Sports - the Oval Area is currently utilized as a cricket pitch. Development of the design initiatives dedicated to this area will not occur until an alternate location is established elsewhere in the City.

3.3.9 Silver Lake

The Silver Lake Area is a significant water feature situated in the south-east corner of the Park. The preferred concept plan gives Silver Lake a higher profile that offers improved access and visual interaction within the Park. The Master Plan does not make any specific recommendations related to Silver Lake and only addresses the utilization of the park land that borders it. The uses being suggested for the Silver Lake Area are identified in *Figure 3.15, Silver Lake Area Design Initiatives*. The suggested design initiatives and a detail description of the context of each are outlined in the following text for the Silver Lake Area.

1. Silver Lake

- Work toward a strategy for improving functional and aesthetical quality of Silver Lake based on the following:

- Short term goal – improve aesthetics related to silt deposits,
- Long term goal – develop a strategy to correct siltation issue, and
- Establish vegetation around lake to improve visual connection to the lake.

2. History Walk

- Continue to promote history walk around perimeter with interpretive signage, and
- Develop connection in Park at south-east corner that does not require users to leave the Park.

3. Observation Platforms

- Refine observation platforms along history walk that profile views across lake.

4. Abraham Erb Grist Mill

- Expand programmed use of building by improving building amenities like a washroom, and
- Improve connection to building.

3.3.9.1 Design Considerations for Silver Lake Area

The following outlines specific design considerations to be reviewed for Silver Lake.

Circulation

The History Walk is the principal pathway that wraps around Silver Lake. The history walk is a pathway around Silver Lake that includes a series of interpretive signs profiling uses that once occurred in and around the lake. Other pathways are used to complete the loop and include the Promenade and the pier associated with the lower terrace of the Community Green Area. The history walk has two links to Caroline Street. They are at the Grist Mill and main entrance to the Perimeter Institute. The long term goal of these links would be to extend them to the east to capture the Waterloo Public Library and an array of commercial entities in the Uptown. The direct link to the east is impacted by the four lane one-way configuration of Caroline Street. Future planned improvements to Caroline Street should consider opportunities for a formal pedestrian friendly crossing of the street at this location to improve and strengthen the link eastward. An alternative pathway link is outlined in the preferred concept plan that extends south below the Grist Mill. The new pathway route remains in the Park and requires a bridge structure at the outlet of Silver Lake to access the south side of the

watercourse. Connections to the Perimeter Institute have been identified to strengthen the link to this prominent building. The existing observation platforms along the south shore have been more actively integrated into the History Walk.

Landscape Treatment of Edge

The current edge treatment around Silver Lake limits views of the lake and shoreline. Improvements being suggested include the following:

- Create landscaped edge treatments that allow for views of the lake and shoreline in high profile locations,
- Manage the vegetation along the edge by removing dead trees, invasive and non-native species,
- Create edge condition to discourage waterfowl access to shore, and
- Plan landscaped edge treatments to generate or frame desired views.

The improvements are geared toward maintaining the integrity of the shoreline and offering a variety of spatial experiences along the shoreline of Silver Lake. The land around Silver Lake is part of a Special Policy Area designation. Any new edge treatment with the aim of improving both physical and visual access to the lake must maintain and/or improve upon the existing ecological function of and ability to protect the surface water entering Silver Lake. Any work related to the land around Silver Lake is to be coordinated with the pending studies being initiated by the City.

Perimeter Institute

Opportunities are to be investigated to strengthen the relationship between the Perimeter Institute and Waterloo Park. The Task Force would like to see the Perimeter Institute develop some gardens or outdoor installations that allude to the leading edge work being researched within the building.

3.3.9.2 Scheduling

The project initiatives associated with Silver Lake and its surrounding lands are to be addressed as part of the scope of work of the pending study of Silver Lake. The Master Plan for Waterloo Park is to be updated to reflect findings of study.

3.3.10 Train Station Common Area

The Train Station Common Area is situated on the east side of the Park in the north-east corner of the Erb Street and FDB Drive intersection. This location was chosen for the following primary reasons:

- Prominent street frontage along Erb Street and FDB Drive, and
- Close to Uptown with visual and physical connections.

The Train Station Common Area was illustrated in the preferred concept plan for two reasons: 1) to strengthen the physical and visual connection of Waterloo Park to Uptown, 2) provide a major entry feature to signify the presence of Waterloo Park, and 3) create an alternative means of accessing Uptown via FDB Drive. The Train Station Common Area retains the Train Station and offers a pedestrian oriented open space with opportunities to sit, eat and people watch. The uses being suggested for the Train Station Common Area are identified in *Figure 3.16, Train Station Common Area Design Initiatives*. The suggested design initiatives and a detail description of the context of each are outlined in the following text for the Train Station Common Area:

1. Train Station

- Integrate train station into the community green as the Visitor and Heritage Information Centre/Train Station, and
- Provide sitting area, horticultural gardens and way-finding signage for visitors and train users.

2. Common Green with Focal Feature

- Create a entry feature to the Park that includes opportunities for sitting,
- Incorporate a focal point like a sculpture/fountain, and
- Integrate a temporary performance space.

3. Commercial Building

- Incorporate a commercial use to support and service the community green area.

4. Uptown Link

- Establish a formal alternate pedestrian route to Uptown along FDB Drive to Willis Way that captures the Balsillie School and Seagram Lofts along the way.

3.3.10.1 Design Considerations for Train Station Common Area

The following outlines specific design considerations to be reviewed in the development of the Train Station Common.

Circulation

The Train Station Common Area is situated along FDB Drive and the off-road multi-use trail. The internal circulation is oriented off of the FDB Drive multi-use trail and provides access to the core of the activity area. An internal linear path has been established parallel to the railway corridor and provides access to the Train Station, commercial building and common green. The linear path is a central organizing element with a focal point at the west end and an entrance off of Erb Street at the east end. A treed alley provides access off of FDB Drive and is lined with outdoor seating areas associated with the commercial building.

3.3.10.2 Constraints

There are a number of constraints that will impact the implementation of the Train Station Common Area. The constraints are as follows:

- Museum Parking Lot – The Museum Lot currently and the 82 parking spots it provides occupies the majority of the Train Station Common. The elimination of this parking lot will need to be coordinated with the Uptown Parking Strategy and the City of Waterloo Economic Development Department, and
- Train Station – The Train Station houses the City of Waterloo Visitor and Heritage Information Centre and the Waterloo Central Railway. The Waterloo Central Railway runs a steam train to St. Jacobs from of the Train Station between April and November. The impact of the Rapid Transit Initiative light-rail system on the rail line and the use of the continued use of the Train Station is not known at this time.

4 Implementation Strategy

The implementation strategy for the Master Plan is structured to allow Council and staff to plan, fund and execute individual project initiatives over an extended period of time that collectively work toward the long term vision identified for Waterloo Park. The implementation strategy allocates specific project initiatives derived from the Waterloo

Park Master Plan in a comprehensive and fiscally responsible manner. The intent is that the implementation strategy is updated on a regular basis to reflect changing financial conditions and evolving community interests. The Task Force is suggesting that Council be updated on the progress of the implementation strategy on an annual basis and that the implementation strategy be reviewed and modified every five years and brought forth to Council for approval.

4.1 Funding Streams

The Task Force developed a list of individual project initiatives for each of the proposed activity areas identified in the preferred concept plan. Refer to *Table 4-1, Project Initiatives by Activity Area* for a list of the project initiatives for each of the activity areas. The list was utilized by the Task Force to select specific project initiatives and prioritize them into appropriate funding streams. The implementation strategy is divided into three streams that identify a specific list of project initiatives based on the following criteria:

4.1.1 Stream 1

Stream 1 is a list of proposed project initiatives to be implemented within the existing 10-year Council endorsed Approved Capital Budget (2008-2010) and Capital Forecast (2011-2017). A capital budget of \$1,013,000 is allocated to the Implementation of the Master Plan between 2008 and 2017. Refer to *Table 4-2, Stream 1: List of Project Initiatives with Endorsed Capital Funding (2008-2017)* for a description of the individual project initiatives within Stream 1.

The strategy for Stream 1 involved the Task Force identifying the project initiatives with the highest priority and establishing a scope and scale for the initiatives that fit within the available capital funding for the implementation of the master plan. The outcome of that exercise identified project initiatives in 2009 and 2010 that are dedicated to the removal of aged building structures, the improvement of way-finding signage and the implementation of environmental initiatives that aim to improve biodiversity, improve the visual character of the Park and establish low maintenance grass areas. The focus after 2010 involves the establishment of project initiatives specific to the Festival Area that have broad-based community appeal. The project initiatives are staggered every other year so that two-years worth of capital funding can be allocated to the establishment of:

- A community accessibility playground,

- A formal parking lot on the west side of the Park adjacent to the community accessible playground and Festival Area, and
- A section of the perimeter pathway that would create a second track crossing point linking the east side of the Park to the Festival Area on the west side of the Park.

The Region of Waterloo Rapid Transit Initiative (RTI) has identified the existing CNR rail corridor that bisects Waterloo Park as the preferred route for a potential light-rail system. The RTI route is going to have a significant impact on the existing Promenade (TransCanada Trail/Laurel Creek Trail) that parallels the east side of the CNR rail corridor through the Park. The Task Force identified the redevelopment of the Promenade, the primary north-south pathway that links Uptown to the University Lands, as a high priority project initiative. The Task Force is allocating two years worth of capital funding to its redevelopment. The timing of the Promenade project initiative is aligned with the potential RTI tentatively scheduled for construction in 2014/15. Other project initiatives in Stream 1 are organized to accommodate the RTI schedule. Additional funding is identified in Stream 2 to support implementation of a greater scope of work associated with the integration of the Promenade with the RTI.

4.1.2 Stream 2

Stream 2 is a list of project initiatives related to broad-based linked projects that may occur within the City/Region before 2017 that impact the Park but do not have any or sufficient capital funding allocated within the current 10-year capital budget/forecast. Refer to *Table 4-3, Stream 2: List of Linked Project Initiatives with No Endorsed Capital Funding (2008-2017)* for a description of the individual project initiatives, tentative time frames for implementation and funding. Staff will prepare project sheets for the list of unfunded project initiatives and integrate them into the City of Waterloo capital budget review process for consideration. The broad-based linked project initiatives identified by the Task Force are as follows:

1. Region of Waterloo Rapid Transit Initiative (RTI)

The Task Force identified the Promenade, the busiest trail section in the Region, as the highest priority project initiative in Stream 2. The Task Force predicts that additional funding will be required to address the redevelopment of the Promenade as the RTI is implemented through the Park. The Task Force is suggesting that cost sharing opportunities be pursued with the Region to facilitate the integration of

the Promenade adjacent to the RTI corridor, crossing of the RTI corridor within the Park, inclusion of the non-peak hour event stop in the Park and ensuring that the visual character of the RTI is in keeping with the Park setting. The Task Force is assuming that the impact to the Park related to the RTI may involve the following:

- Promenade - a significant portion of the existing Promenade pathway and related infrastructure that parallels the existing CNR rail corridor on the east side of the tracks may need to be relocated/adjusted, and
- Farmstead – a portion of the existing animal pen fencing and associated landscaping may need to be relocated/adjusted to accommodate relocated Promenade pathway.

2. Recreation and Leisure Services (R&LS) Master Plan Initiatives

The R&LS master plan was completed and approved by Council in the later part of 2008. The R&LS and WPMP occurred simultaneously and a coordinated effort was undertaken during the planning process to ensure that initiatives related to Waterloo Park were consistent and aligned in both master plans. The Task Force has integrated project initiatives identified in the R&LS master plan related to Waterloo Park into the preferred concept plan for the Park. The Task Force has identified the high priority project initiatives from the R&LS master plan that have broad-based community appeal. The Task Force would like to see funding allocated to the following project initiatives related to Waterloo Park derived from the R&LS master plan:

- Reference is made to the development of three splash pads in the City, one is dedicated to the Central District in which Waterloo Park resides, target years identified for the initiative include 2011 or 2014 or 2017,
- Reference is made to the development of a centrally accessible community skate board facility, the use has been integrated into the Youth Play Area, target year in 2011, and
- Reference is made to the development of Community Trails and Cycling Routes, the interior perimeter walkway, West-Side Multi-use Trail, FDB Drive Multi-use Trail and Promenade identified for Waterloo Park would fit into this category, this is an annual initiative.

4.1.3 Stream 3

Stream 3 is a list of project initiatives to be implemented as future capital funds come available beyond the current 10-year capital budget/forecast window or if additional funding can be secured. Refer to *Table 4-4, Stream 3: Task Force List of Proposed Project Initiatives with NO Endorsed Capital Funding* for a description of the individual project initiatives. The list of project initiatives is in no particular order and there is no priority indicated. The order in which the project initiatives will be implemented is dependent upon a logical progression that works toward the long term vision for Waterloo Park, the level of future funding and evolving interests, needs and support of the community. Staff will prepare project sheets for the list of unfunded project initiatives and integrate them into the City of Waterloo capital budget review process for consideration.

4.2 Other Initiatives in Support of Master Plan

The Task Force has identified a list of project initiatives in *Table 4-5 – Other Initiatives in Support of Master Plan* that require coordination of staff resources across a number of business units. The table outlines the project initiative to be undertaken that relate to the implementation of the Master Plan for Waterloo Park, the Staff resources required to carry out the project initiatives and the timing of the effort. No new capital funding is required to complete the project initiatives outlined.

4.3 Funding Avenues

The Task Force is suggesting that alternate funding avenues be pursued to supplement the current approved capital budget amounts. The alternate funding avenues may include but are not necessarily limited to:

- Exploring partnerships,
- Organizing fundraising efforts,
- Applying for provincial/federal infrastructure money, and/or
- Securing additional City of Waterloo funding from:
 - The Development Charges By-law when it is re-opened in 2012, and/or
 - Capital Budget when new 3-year budget is established in 2011.

Additional Funding to Support Implementation of Master Plan

The existing capital budget of approximately \$100,000 annually was used in the development of the proposed implementation strategy. The capital funding amount allocated to the 123 hectare park has not increased since 1989 when the last master plan was completed. The allocated capital funding for the implementation of the WPMP does not reflect the breadth and scope of work required to maintain the existing aging infrastructure or address in any significant way the development of the proposed future uses for the Park. The allocated capital funding is low when compared to other municipal parks of a similar stature. As an example, the City of Kitchener is investing about \$300,000 annually on Victoria Park which is about half the size of Waterloo Park. The Task Force is proposing a phased increase in the capital funding amount of \$50,000 annually over a five year period starting in 2011. The Task Force is targeting an annual capital budget of \$350,000 by the year 2015 to implement the proposed project initiatives associated with the Master Plan over a shorter period of time.

Table 4.1 List of Project Initiatives

Ref. ID	Initiatives
A	Festival Area
A-1	Splash Pad
A-2	Accessibility Playground/Splashpad Washroom
A-3	Accessibility Playground
A-4	Games Zone (chess, bocce, backgammon)
A-5	Market Green
A-6	Relocate Bauer Parking Lot
A-7	Entrance Garden and Walkway
A-8	Service Centre Conversion to a Restaurant and Outdoor Patio Space
A-9	Permanent Interior/Exterior Performance Building
A-10	Festival Grounds and Interior Perimeter Walkway Gardens
A-11	Interior Perimeter Walkway Section
A-12	Natural Area Lands - Low Maintenance Grass Rough
A-13	Install way-finding signage
B	Farmstead
B-1	Farmstead Proper
B-1.1	Livestock Barns (small and large)
B-1.2	Administrative Office
B-1.3	Fenced Enclosures (no chain link fence)
B-1.5	Animal Petting Area
B-1.6	Outdoor Classroom
B-1.7	Walkways
B-2	Farmhouse
B-2.1	Concession
B-2.2	Washroom
B-2.3	Outdoor Patio and Covered Deck
B-3	Entrance Courtyard
B-4	Animal Display Area and Horseback Riding Enclosure (Stone Wall)
B-5	Playground and Splash Pad
B-5.1	Sculpture Garden
B-6	Service Road and Yard
B-7	Natural Area Lands - Low Maintenance Grass Rough
B-8	Install way-finding signage
C	Arboretum
C-1	Interior Perimeter Walkway Section
C-2	Secondary Pathways
C-3	Labyrinth and Gardens
C-4	Amphitheatre and Temporary Stage Platform

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C-5	Father David Bauer Drive Themed Horticultural Gardens and Observation Points
C-6	Demolish Bandshell and Restore Landscape
C-7	Natural Area Lands - Low Maintenance Grass Rough
C-8	Themed walks
C-9	Themed Horticultural Gardens
C-10	Install way-finding signage
D	Youth Play Area
D-1	Skateboard Plaza
D-1.1	Building with Retail, Concession and Washroom Space
D-2	Basketball Courts (3 Half-courts)
D-3	Rock Climbing Wall
D-4	Soccer Fields/Baseball Field
D-5	Stormwater Pond and Natural Area Lands
D-6	Seagram Drive East Parking Lot and Entrance
D-7	Neighbourhood Park Gathering Area
E	Picnic Area - East Side
E-1	Picnic Area
E-2	East Pavilion with Servery Space and Washroom
E-3	Eby Farmhouse
E-4	Secondary Trails
E-5	Natural Area Lands - Low Maintenance Grass Rough
E-6	Demolish Woodworkers Shop and Restore Landscape
F	Picnic Area - West Side
F-1	Picnic Area
F-2	West Pavilion with Servery Space and Washroom
F-3	West Pavilion with Servery Space and Washroom
F-4	Secondary Trails
F-5	Natural Area Lands - Low Maintenance Grass Rough
G	Oval
G-1	Oval Proper
G-2	Temporary Stage Platform
G-3	Interior Perimeter Walkway and Associated Secondary Pathways
G-4	Interior Perimeter Walkway Horticultural Gardens/Covered Pergola
G-5	Central Street Parking Lot
G-6	Tennis Club Walkway
G-7	Natural Area Lands - Low Maintenance Grass Rough
G-8	Install way-finding signage
H	Community Green
H-1	Park Inn Outdoor Patio and Deck
H-2	Interior Perimeter Walkway
H-3	Upper Terrace
H-4	Intermediate Terrace and Horticultural Gardens

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H-5	Lower Terrace - Green and Beach Frontage
H-6	Lower Terrace - Reading Room and Concession
H-7	Young Street Parking Lot and Pedestrian Entrance
H-8	Natural Area Lands - Low Maintenance Grass Rough
H-9	Stormwater Pond
H-10	Shoreline Frontage - Hard Edge
H-11	Shoreline Frontage - Soft Edge around Silver Lake
H-12	Water Fountains
H-13	Install way-finding signage
I	Promenade
I-1	Promenade Pathway Configuration and RT Corridor Crossings
I-2	Interior Perimeter Walkway Section and Bridge Crossing
I-3	West Side Multi-use Trail
I-4	RT Stop in Park
I-5	RT Crossing Infront of PI
I-6	Entrance to Park from Uptown Adjacent to CCGG
I-7	Entrance to Park from Barrel Yards at Laurel Creek Crossing
I-8	Install way-finding signage
I-9	Adjust and Correct Wonders of Winter Infrastructure
J	Ecological/Education Area
J-1	Demonstration Building - Green Architecture
J-2	Pavilion and Exhibition Space
J-3	Interpretive Demonstration Gardens
J-4	Seagram Drive West Parking Lot and Entrance
J-5	Renewable Energy Field (solar, wind)
J-6	Interior Perimeter Walkway Section and Secondary Pathways
J-7	Themed Pathways (Nut Walk, Lilac Grove, Dogwood Glen, etc...)
J-8	UW Entrance
J-9	Natural Area Lands - Low Maintenance Grass Rough
K	Rail Station Common
K-1	Commercial Building
K-2	Landscape Common
L	Father David Bauer Drive Streetscape Improvements
L-1	On-street Parking Spaces
L-2	Boulevard Enhancements
M	Seagram Drive Streetscape Improvements
M-1	On-street Parking Spaces
M-2	Boulevard Enhancements
N	Father David Bauer Drive Multi-use Trail
N-1	Trail from Westmount Road to west extent of Barrel Yards
O	Silver Lake and Laurel Creek
O-1	Shoreline Management Strategy for Laurel Creek and Silver Lake

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O-2	Laurel Creek Naturalization of Channelized Section
O-3	Long Term Plan for Addressing Silt in Silver Lake
P	Environmental Management Plan
P-1	Complete Inventory of Existing Environmental Features
P-2	Implement Strategy in stages

Table 4-2 Stream 1: List of Project Initiatives with Endorsed Capital Funding (2008-2017)

\$1,013,000 (\$963,000 (2009-2017) plus \$50,000 carry forward (2008))		
Project Initiatives	Resources	Timeframe
1. Remove Aged Building Assets		
a. Demolish band shell and former woodworker building and restore area	<ul style="list-style-type: none"> Utilize \$25,000 of \$52,000 from 2009 approved capital budget funding allocated to MP Implementation Staff will manage delivery of project and coordinate effort with Asset Management Department 	Initiate in 2009 and implement in 2009 and 2010
2. Install Way-finding Signage		
a. Develop and install signage to improve way finding within and around park	<ul style="list-style-type: none"> Utilize \$27,000 of \$52,000 from 2009 approved capital budget funding allocated to MP implementation Staff will manage delivery of project 	Initiate in 2009 and implement in 2010
3. Environmental Management Strategy Initiatives		
a. Carry out environmental Management Strategy Initiatives <ul style="list-style-type: none"> Woodlot management to improve visual penetration into the park Initiate pilot to investigate low maintenance grass areas Planting to promote greater biodiversity and plant themes 	<ul style="list-style-type: none"> Utilize \$50,000 of \$50,000 from 2008 carry forward approved capital budget funding allocated to MP Implementation Inventory and classification will be carried out by Parks and Environment staff Staff will manage delivery of project 	Complete inventory in 2009/2010 and initiate implementation in 2010

Project Initiatives	Resources	Timeframe
4. Festival Area		
<ul style="list-style-type: none"> • Accessibility Playground • Develop design for entire playground • Implement in stages based on available funding 	<ul style="list-style-type: none"> • Utilize \$209,000 of \$209,000 from 2010 and 2011 approved capital budget funding allocated to MP Implementation to plan, design and implement • Investigate alternate funding sources or partnership opportunities for additional \$200,000 • Staff will manage delivery of design project and utilize in-house design resources available 	<p>Initiate design in 2010. Establish costs and construct initial stage in 2011</p>
<ul style="list-style-type: none"> • Relocate Bauer Parking Lot 	<ul style="list-style-type: none"> • Utilize \$221,000 of \$221,000 from 2012 and 2013 approved capital budget funding allocated to MP Implementation to plan, design and implement 80 stall parking lot • Staff will manage delivery of design project and utilize in-house design resources available 	<p>Initiate design in 2011. Establish costs and construct in 2013</p>
5. Promenade Pathway		
<p>a. Promenade Pathway Region of Waterloo Rapid Transit Initiative route through Waterloo Park may require relocation of most or all of existing Promenade route</p>	<ul style="list-style-type: none"> • Utilize \$210,000 of \$210,000 from 2014 and 2015 approved capital budget funding allocated to MP Implementation and \$50,000 from 2013 Trails and Bikeways Capital Budget to plan, design and implement • Design effort will be coordinated with Waterloo Region Rapid Transit Initiative Design Team • Additional funding request identified for 2014/2015 	<p>Initiate design in 2012. Establish costs, seek additional funding and construct in 2014/2015. Align with Region schedule</p>
6. Perimeter Pathway		
<p>a. Section from Promenade to Festival Area (bridge plus 230 metre length of pathway)</p>	<ul style="list-style-type: none"> • Utilize \$228,000 of \$228,000 from 2016 and 2017 approved capital budget funding allocated to MP Implementation and \$90,000 from 2016 approved capital budget allocated to Pedestrian Bridge Replacement Program to plan, design and implement • Staff will manage delivery of design project and utilize in-house design resources available 	<p>Initiate design in 2015. Establish costs and construct in 2016 and 2017</p>

Table 4-3 Stream 2: List of Linked Project Initiatives with NO Endorsed Capital Funding (2008-2017) – Rapid Transit Initiative and R&LS Master Plan Study

Project Initiatives	Resources	Timeframe
<p>1. Promenade Pathway</p> <p>Region of Waterloo Rapid Transit Initiative route through Waterloo Park may require relocation of most or all of existing Promenade route</p> <p>a. Develop phasing plan for implementation of prioritized list of Promenade Pathway components:</p> <ol style="list-style-type: none"> 1. Pedestrian Walkway (920 metre length (400 metres east + 520 metres west of Laurel Creek)) 2. Bicycle Trail (520 metre length west of Laurel Creek) 3. Lighting (conduit and lights) 4. Wonders of Winter Integration (conduit and outlets) 5. Landscaping (trees, shrubs, herbs and grasses) 6. Integration of Activity Areas along Promenade (Farmstead, Youth Play Area) 	<ul style="list-style-type: none"> • Scope of work and associated costs/funding pending Rapid Transit Initiative impact on Promenade • explore cost sharing opportunities with the Region for integration of station, rail corridor crossings, pathway relocation, lighting and landscaping. • Staff will manage delivery of design project and utilize in-house design resources available • Design effort will be coordinated with Waterloo Region Rapid Transit Initiative Design Team • Project initiative will be coordinated with R&LS staff (trails network) 	<p>Preliminary design in 2011, detail design in 2012 and construct in 2014 and 2015. Align with Waterloo Region Rapid Transit Initiative project schedule</p>
<p>2. Farmstead</p> <p>Region of Waterloo Rapid Transit Initiative route through Waterloo Park may require relocation of most or all of existing Promenade route</p> <p>a. Adjust Farmstead to Accommodate Promenade Walkway realignment</p>	<ul style="list-style-type: none"> • Scope of work and associated costs/funding pending Rapid Transit Initiative impact on farmstead • Adjust farmstead fencing and infrastructure to accommodate Promenade walkway realignment • Staff will manage delivery of design project and utilize in-house design resources available 	<p>Implement farmstead project initiatives in stages Align with Promenade project (will have impact on existing farmstead). Promenade project scheduled for 2014 and 2015 construction</p>

Project Initiatives	Resources	Timeframe
3. Festival Area		
a. Area Splash Pad	<ul style="list-style-type: none"> • R&LS Master Plan suggests one splash pad in the Central District and suggests \$200,000 from City and \$200,000 from fundraising • Staff will manage delivery of design project and utilize in-house design resources available • Project initiative will be coordinated with R&LS staff 	R&LS master plan suggests 2011, 2014 or 2017 as implementation years. Implement as existing Lions Lagoon splash pad ages and needs replacement
4. Youth Play Area		
a. Skate Board Plaza	<ul style="list-style-type: none"> • R&LS Master Plan Implementation Framework recommendation suggests \$400,000 from City and \$200,000 from fundraising for skate board plaza • Staff will manage delivery of design project and utilize in-house design resources available • Project initiative will be coordinated with R&LS staff 	R&LS master plan suggests 2011 as implementation year Align with implementation of Promenade Project scheduled for 2014 construction

Table 4-4 Stream 3: Task Force List of Proposed Project Initiatives with NO Endorsed Capital Funding

Project Initiatives	Resources	Timeframe
1. Interior Perimeter Pathway		
Implement sections of 2,800 metre long Interior Perimeter Walkway as associated Activity Areas are developed	<ul style="list-style-type: none"> • Staff will manage delivery of design project and utilize in-house design resources available • Project initiative will be coordinated with R&LS staff 	Implement in stages
2. Farmstead		
Implement components of entire Farmstead	<ul style="list-style-type: none"> • Funding need to be determined based on specific scope of work 	Implement in stages
3. Arboretum		
a. Labyrinth and Gardens	<ul style="list-style-type: none"> • Funding need to be determined based on specific scope of work 	
b. Secondary Pathways	<ul style="list-style-type: none"> • Funding need to be determined based on specific scope of work 	
c. Amphitheatre and Temporary Stage Platform	<ul style="list-style-type: none"> • Funding need to be determined based on specific scope of work 	
4. Festival Area		
a. Entrance and Walkway	<ul style="list-style-type: none"> • Funding need to be determined based on specific scope of work 	
b. Washroom	<ul style="list-style-type: none"> • Funding need to be determined based on specific scope of work 	
c. Market Green	<ul style="list-style-type: none"> • Funding need to be determined based on specific scope of work 	
d. Games Zone	<ul style="list-style-type: none"> • Funding need to be determined based on specific scope of work 	
e. Festival Area Performance Building	<ul style="list-style-type: none"> • Funding need to be determined based on specific scope of work 	
5. Youth Play Area		
a. Basketball Courts	<ul style="list-style-type: none"> • Funding need to be determined based on specific scope of work 	
b. Soccer Fields	<ul style="list-style-type: none"> • Funding need to be determined based on specific scope of work 	

Project Initiatives	Resources	Timeframe
6. Parking Lots		
Implement individual parking lots as associated Activity Areas are developed	<ul style="list-style-type: none"> Funding need to be determined based on specific scope of work 	Implement in stages
7. Eco/Education Area		
Implement entire Eco/Education Area	<ul style="list-style-type: none"> Funding need to be determined based on specific scope of work 	Implement in stages
8. Picnic Areas		
Install pavilions in Picnic Area as adjacent Activity Areas are developed	<ul style="list-style-type: none"> Funding need to be determined based on specific scope of work 	Implement in stages
9. Community Green		
a. Park Inn Outdoor Patio	<ul style="list-style-type: none"> Funding need to be determined based on specific scope of work 	
10. Train Station Common		
a. Entry Feature along Father David Bauer Drive	<ul style="list-style-type: none"> Funding need to be determined based on specific scope of work 	
11. Heritage Buildings		
a. Restore Eby Farmhouse and investigate public use opportunities of building	<ul style="list-style-type: none"> Funding need to be determined based on specific scope of work 	
b. Restore Schoolhouse and integrate into an activity area	<ul style="list-style-type: none"> Funding need to be determined based on specific scope of work 	

Table 4-5 Other Initiatives in Support of Master Plan

Project Initiatives	Resources	Timeframe
<p>1. Develop Implementation Plan for Environmental Management Plan based on Project Initiatives</p> <p>a. Management of existing and proposed natural areas, woodlots, wetlands, shorelines, and manicured parkland</p> <p>a. Update tree inventory and planting program</p> <p>b. Investigate tree dedication program</p>	<ul style="list-style-type: none"> • Staff will manage delivery of project and utilize in-house resources where available • Staff will present study findings and funding requirements to Council for consideration and incorporation into capital budget process 	<p>Initiate in 2009</p>
<p>2. Silver Lake Study & Upstream Implementation</p> <p>a. Investigate stream channel conditions and outline corrective measures of Laurel Creek upstream of Silver Lake</p> <p>b. Outline naturalization strategy for channelized section of Laurel Creek</p> <p>c. Investigate and outline strategy for addressing siltation of Silver Lake</p>	<ul style="list-style-type: none"> • Utilize 2009/2010 approved capital budget funding of \$118,000/\$186,000 allocated to Silver Lake/Laurel Creek Studies within Environmental Services Department • Staff will manage delivery of project. • Staff will present study findings and funding requirements to Council for consideration and incorporation into capital budget process 	<p>Study work phased over two year period between 2009 and 2010</p>
<p>3. Waterloo Park Committee (WPC)</p> <p>a. Research and report on partnership and sponsorship opportunities to support delivery of project initiatives</p> <p>b. Develop business plan and communication strategy to support target uses</p>	<ul style="list-style-type: none"> • No anticipated cost to support investigation • Staff liaison will work with WPC and coordinate effort with other City departments • WPC/Staff will present investigation findings to Council for consideration 	<p>Initiate upon establishment of WPC in 2009</p>
<p>4. Discuss Food Delivery Opportunities within Waterloo Park with Food Services Provider</p> <p>a. Carry out market research to establish need and food focus</p> <p>b. Develop business plan to support Park Inn, Conversion of Service Centre and various concession stands in Waterloo Park</p>	<ul style="list-style-type: none"> • No anticipated cost to support discussions with Food Services provider • Staff will work with Food Services provider and coordinate effort with other City departments • Staff will present discussion findings and funding requirements to Council for consideration and incorporation into capital budget process 	<p>Initiate in 2010</p>

Project Initiatives	Resources	Timeframe
<p>5. Explore Redistribution of City-wide Operations out of the Park</p> <p>a. Establish impact of phasing out west-side City-wide operations and snow melt area</p> <p>b. Define operation yard requirements for Park only</p> <p>c. Establish potential timeframes</p>	<ul style="list-style-type: none"> • No anticipated cost to support explore redistribution options and time lines • Staff will coordinate effort with PWS staff and other City departments • Staff will present exploration findings to Council for consideration 	<p>Initiate in 2010</p>
<p>6. Review Preparation of City-wide Outdoor Sport Field & Diamond Strategy</p>	<ul style="list-style-type: none"> • No anticipated cost to support preparation of strategy • A cross-section of R&LS & PWS staff are prepared to undertake the in-house study of outdoor sport fields and diamonds • Staff will present strategy to Council for consideration 	<p>Initiate in 2009</p>
<p>7. Collaborate with Region on Rapid Transit Initiative (RTI) through Waterloo Park</p> <p>a. Coordinate planning and design issues associated with RTI Route through WP</p> <p>b. Establish cost implications of the RTI route through WP to the City and outline cost-sharing opportunities</p>	<ul style="list-style-type: none"> • No anticipated cost to support discussions with Region Rapid Transit Initiative (RTI) team • Staff will coordinate effort with PWS and other City departments • Staff will present discussion findings and funding requirements to Council for consideration and incorporation into capital budget process 	<p>Initiate in 2009 and maintain discussions with RTI project team. Detail design tentatively scheduled for 2012 followed by construction in 2014 and 2015</p>
<p>8. Update Zoning</p> <p>a. Undertake rezoning of former Canbar/Exbar parcel from Industrial to Open Space</p>	<ul style="list-style-type: none"> • Utilize 2009 approved capital budget funding allocated to MP implementation • Staff will manage delivery of project 	<p>Initiate in 2010</p>
<p>9. Carry out Detailed Survey of WP</p> <p>a. Carry out a detailed topographic survey of WP to support project initiatives</p> <p>b. Update survey as MP initiatives are implemented to keep drawing current</p>	<ul style="list-style-type: none"> • No anticipated cost to support survey of WP • Staff will manage delivery of project and utilize in-house survey crew to generate detailed base map for future design work 	<p>Initiate in 2009 and survey areas to be developed in advance of initiating design work</p>

5 Waterloo Park Committee Mandate

Background

The Waterloo Park Committee (WPC) was originally established to advise Council on the implementation of the recommendations associated with the 1989 Waterloo Park Master Plan. The Waterloo Park Master Plan Special Project Task Force was established by Council in October of 2007 to act as the principal advisory body during the planning process of the Master Plan. In addition, Council asked the Task Force to consider the future status of the Waterloo Park Committee once the WPMP process is complete. The Task Force will be dissolved upon the completion of the Master Plan process. The Task Force is recommending that the WPC continue to oversee the implementation of the Master Plan. The Task Force has generated a revised mandate for the WPC that is outlined in Appendix 5.1, Waterloo Park Committee Mandate. The revised mandate differs from the original in the following capacity:

- Increase the membership to 7 to capture diverse community organizations/interests in Waterloo Park,
- Expand mandate to include an advocacy role to increase profile of the Park,
- Expand mandate to assist staff in identification of partnership opportunities, and
- Redefine annual reporting requirements to keep Council abreast of the community's utilization of Waterloo Park.

Goals

The goal of the WPC is to collaborate with the City of Waterloo in the implementation of the Waterloo Park Master Plan (2009).

Objectives

The objectives are intermediate or short term targets that are carried out to achieve the ultimate goal. The WPC objectives include the following:

1. Contribute input into the implementation of the prioritized list of master plan initiatives based on defined capital funding for Waterloo Park.
2. Contribute input into the implementation of the prioritized list of master plan initiatives based on defined operation and maintenance funding for Waterloo Park.

3. Participate in the prioritization of planning and construction initiatives on an annual basis.
4. Collaborate with staff to investigate partnership opportunities to support project initiatives identified in 2009 Master Plan and ongoing operations of the Park.
5. Participate in the development of a communication strategy to promote the community services offered by Waterloo Park.
6. Report back to Council on an annual basis with a summary of:
 - a. Capital improvements carried out and initiatives scheduled for subsequent year (based on 2009 Master Plan),
 - b. Planning and construction initiatives for subsequent year and long range plan covering the following three years,
 - c. Environmental initiatives undertaken associated with the Environmental Management Strategy for Waterloo Park,
 - d. Operation and maintenance highlights associated with Waterloo Park,
 - e. Major events hosted in Waterloo Park,
 - f. Identified partnership opportunities, and
 - g. Identified issues and recommended mitigation measures.