

Region of Waterloo
Planning, Development, and Legislative Services
Economic Development

To: Planning and Works Committee
Meeting Date: March 7, 2023
Report Title: Charles St. Terminal Visioning Process, Community Consultation & Technical Studies

1. Recommendation

For Information.

2. Purpose / Issue:

This Report provides an update to Reports PDL-ECD-19-03, PDL-ECD-20-07, and PDL-ECD-22-08 on work underway as part of the Charles Street Terminal Visioning project, including: community engagement, both feedback shared to date and upcoming engagement opportunities, and the status of technical studies.

3. Strategic Plan:

The visioning process for the Charles Street Terminal re-development supports several Strategic Plan Focus Areas and Imperatives in the 2019-2023 Strategic Plan including: Thriving Economy Objective 1.1; Environment and Climate Action Objectives 3.1 and 3.5; Healthy, safe and inclusive communities Objective 4.2 and 4.5; and Responsive and engaging public service Objectives 5.1.

4. Report Highlights:

- a) The Charles Street Terminal Visioning Project aims to deliver a redevelopment plan based on four (4) community driven guiding principles which have been approved by Council, including Affordable Housing; Climate Action; Equity, Diversity and Inclusion; and, Thriving Economy.

- b) Ongoing Community Engagement: Building on the four community-driven guiding principles, staff continue to listen and learn from community through a series of engagement activities to determine bold ideas for the site. These activities range from surveys and street team interviews to targeted stakeholder labs. Community feedback across different Regionally led initiatives including the Community Safety and Well Being Plan (2022) and the Indigenous Space Needs Study (2023)

have identified the significance of the Charles Street Terminal in community, and the feedback is being incorporated into the visioning process for the site.

- c) **Technical Assessments:** A series of technical studies are underway to establish baseline site conditions, which will inform the visioning process and development opportunities on the Site. Environmental Site Assessments and a Preliminary Geotechnical Investigation were completed for the site. Initial results identify the presence of soil and groundwater concerns on the site, which will require full or partial remediation prior to development of the land. Both City and Regional Staff are currently working with the consultant to evaluate the results of the studies.

5. Background:

On November 5, 2019, Planning and Works Committee authorized Regional staff to initiate the development of a strategy and vision for the future use of the former bus terminal site as a mixed-use development outlined in Report PDL-ECD-19-03.

On August 11, 2020, Planning and Works Committee authorized a project budget to commence the required technical site studies and community consultation to prepare the site for disposition, with a direction to report back with an updated community consultation plan outlined in Report PDL-ECD-20-07.

On June 7, 2022, Planning and Works Committee received report PDL-ECD-22-08 for information on the initial findings of the public online engagement survey, which garnered over 1,000 responses on climate action, affordable housing, economic prosperity, and equity, diversity and inclusion. Commentary also emphasized the importance of equity in the process, and a strong desire for community-based, community-driven engagement opportunities.

This report provides an update on the status of the works program for the project.

Environmental Considerations

MTE Consultants Inc. were engaged to complete both Environmental and Geotechnical analysis of the site in the summer of 2022. The work program commenced on site in September 2022, with final on site sampling and analysis completed in November 2022. Draft reports issued have identified environmental concerns in both soil and groundwater at the site. These results are not considered dissimilar to other urban infill sites with former industrial uses either on, or in proximity, but do verify the complexity of the re-development program, and the need for a Remediation Action Plan.

Remediation of soil contaminants is an achievable outcome on site, where groundwater contaminants will need to be managed through a risk assessment and on site management process.

Investigations to date indicate soil contamination was generally identified at shallow depths of less than 1.5 metres below ground surface, and included exceedances of the applicable standards for lead, petroleum hydrocarbons, and polycyclic aromatic hydrocarbons (PAHs). Deeper soil contamination was identified at one borehole location at a depth of 2.3-3.4 metres below ground surface, which is attributed to waste from past demolition of buildings. Elevated concentrations of parameters related to road salt application were also identified throughout the site, which are not a concern for RSC filling but will be a consideration for excess soil management during future redevelopment.

Groundwater contamination related to chlorinated solvents was identified on the Site. The analysis was not able to identify a source of contamination on the site. Localized exceedances related to metals (cobalt and zinc) and acid/base/neutral compounds (ABNs) were also identified in groundwater.

A preliminary Remediation Work Plan and Cost Estimate is being prepared by the consultant to outline how environmental concerns could be addressed for the property. Regional and City staff must consider the options available, including whether this work is completed by the Region and City, or as part of the development program led by the future proponent of the land. Other factors considered include timelines; costs; development restrictions; liability to the public, liability to City and Region; ownership structure; excess soil management; and, brownfield funding eligibility.

Staff will bring a report back to Council for direction on the preferred approach to environmental remediation of the site.

Geotechnical Considerations

The MTE report provided recommendations related to site preparation, excavations, dewatering, foundation design, site servicing, and pavement structure. These recommendations will inform future design analysis. The final report will be provided to plan takers through the formal RFP process, to inform submissions.

Technical Study Work Plan

Technical design and landscape studies, along with financial modelling, disposition strategy, and market analysis will commence in the spring to help guide the path toward re-development. This work will occur concurrent to the ongoing Multi-stakeholder and community engagement work over the course of the spring and summer. Regional staff will bring back recommendations to Council at key milestones including the approach to environmental remediation, and disposition to the market in 2023.

The current thinking is to advance the site to disposition through a two-phase Request for Proposal process in 2024, which would identify an industry partner to develop the land. This approach is subject to feedback and analysis gained through this next phase

of work, and final direction from Council.

Staff continue to work with the City of Kitchener on the details of a Memorandum of Understanding for ownership and cost sharing.

6. Area Municipality Communication and Public/Stakeholder Engagement:

Area Municipality Communication:

Regional staff have established an integrated working group with the City of Kitchener with representation from both organization's Planning, Economic Development, Housing, Equity Services, and Communications departments. The group is comprised of seven (7) Regional staff, and six (6) City staff, and meets on regular basis.

Per the direction outlined in the June 2022 report to Council, the composition of this working group structure will be expanded to include members of the public with the addition of (5) Community Connector roles. These paid, temporary positions will bring broader community voices with relevant expertise or lived experience to the planning table.

The Working Group sets the framework for community engagement, and direction on analysis of technical findings, and informs the recommendations which will move forward to Council.

City staff are aware of and have reviewed this report coming forward to Regional Council, and will be communicating these materials with City Council in alignment with council meeting timelines.

Concurrent to this project, the Region-led work around Indigenous space needs proposes a series of findings coming out of their engagement work over the last half of 2022. The recommendations put forward from that Study, will be considered in developing the future vision for the terminal site.

Public/Stakeholder Engagement:

Phase 1 – Broad Community Survey on Values (Late fall 2021)

The public engagement campaign for the redevelopment of 15 Charles Street began in late 2021 with the launch of an online, broad public survey. This survey, which yielded approximately 1,000 responses served to validate that the priorities, or guiding principles, established by the City of Kitchener and Region which include economic prosperity, affordable housing, environmental sustainability and equity, diversity and inclusion.

In addition to the work led by the Region and City, ReAllocateWR and Land Back Camp co-founders have called on the Region of Waterloo to "support and lead alongside the Indigenous community in advocating for an Indigenous community hub in the heart of

Kitchener." They continue to seek support for this direction through a documentary, events and a public petition.

Phase 2 – Identifying Needs by Community (Summer – Fall 2022)

The second phase of the Region-led community engagement was developed to 'meet community where they are'. Through the summer and early fall of 2022, facilitators – Street Teams - were stationed at prominent locations and meeting places in downtown Kitchener (market, central library, bus stations, Victoria Park, Blues Fest, and Gaukel Street) and conducted short-burst interviews with people using downtown amenities. An online companion survey was also provided to people who wanted to share privately. Just over 500 responses were collected. The summarized insights indicated the desire for:

- affordable and supportive housing options,
- space for Indigenous, Black, racialized and 2SLGBTQ+ peoples groups;
- community space with indoor and outdoor options (with a majority of responses emphasizing need for an Indigenous Community Space);
- creation of a multimodal site with housing, healthcare services, retail and community space.

Phase 3 – Stakeholder Labs & Expansion of the Working Group (Winter – Spring 2023)

In addition to the users of downtown amenities that the Street Teams targeted, nine additional distinct stakeholder groups have been identified as priority for tailored conversations. These groups include:

- ***Downtown Kitchener business community*** (BIA Board & Membership, Greater KW Chamber of Commerce)
- ***Downtown Neighbourhood Associations***
- ***City of Kitchener's Economic Development committees*** (Downtown Action Advisory Committee, Economic Development Advisory Committee)
- ***Environmental Group(s)*** (City of Kitchener's Environmental Advisory Committee, Sustainable Waterloo Region, TransformWR)
- ***Housing Group(s)*** (City of Kitchener's Housing and Homeless Steering Committee, housing providers and partners)
- ***Arts & Culture*** (City of Kitchener's Arts and Culture Advisory Committee, downtown-based arts and culture organizations)
- ***Youth under 18**** (Children and Youth Planning Table, and Smart Waterloo Region Innovation Lab)
- ***Post-secondary students and stakeholders***
- ***Members of the urban Indigenous community, and of other equity-deserving communities*** (Black and racialized groups, members of 2SLGBTQ+ communities)

These sessions have been designed to facilitate deeper conversation into curated topics dependent on the participants. Generally topics will include affordable housing, economic prosperity, sustainability, community space and equity-driven initiatives, and will examine how stakeholders envision the incorporation of these into a potential development.

In tandem to these sessions, the Working Group is also working to broaden its membership to include five Community Connectors and at least one community-based facilitator. The purpose of these roles will include both broadening reach to ensure members feedback is gathered from as many relevant stakeholders as possible, and to ensure that engagement with priority community members is conducted with best practices for that group.

There is a call for expressions of interest to join the Working Group on the project's Engage page currently.

Phase 4 – Design Workshops and Activations (Spring – Fall 2023)

While specific next steps will be determined shaped on the feedback collected through both the stakeholder meetings, and through ideation with the newly expanded Working Group members, we anticipate future engagement to be through more dynamic applications like design workshops and place-making activations. Examples may include historical walking tours, on-site installations, design competitions, charrette workshops.

7. Financial Implications:

The funds allocated for this work (\$800,000) were initially approved in the Region's 2022 budget. Costs incurred to date on this project amount to \$228,300, leaving a balance of \$571,700. The Region's approved 2023-2032 Economic Development Capital Program includes \$571,700 (2023 - \$346,700 and 2024 \$225,000) for the Charles Street Disposition (Project 99088) to be funded from the General Tax Supported Capital Reserve.

Expenditures to prepare the site for EOI / RFP and disposition will be incurred over the next 12-18 months, with the City of Kitchener contributing their proportionate share toward up front technical work, apportioned on the split in land ownership.

Of the total costs incurred to date, \$48,300 has been directed to community facilitation and engagement initiatives, with \$142,400 being expensed in association with environmental and geotechnical investigations, and the balance on land survey and other communications costs.

Cost associated with additional consultation efforts including funding of the Community Connector roles and Community Facilitator(s), along with remaining technical studies will be absorbed within the current approved budget.

Should the disposition of land move forward through an RFP Award process, staff will provide recommendations on the allocation of proceeds of sale, which could include the refunding of the General Tax Supported Capital Reserve.

8. Conclusion / Next Steps:

The Working Group will continue to advance technical study work, financial modelling, urban design analysis, and community engagement over the course of 2023.

Staff will report to Council at key milestones in the project plan, and provide recommendations seeking direction on approach to environmental remediation, and the land disposition strategy in the coming months.

The Working Group will continue listening and learning from the conversations underway across various Region and City-led initiatives around the visioning for Kitchener's downtown, community needs, indigenous space needs, and other planned project specific outreach with stakeholders and in community.

9. Attachments:

Appendix A: Glossary of Terms

Appendix B: Presentation slide deck, Planning & Works Committee March 7, 2023.

Prepared By: Sarah Millar, Manager Land Portfolio (Economic Development & Housing)

Angela Olano, Manager Communications & Community Engagement
(Planning, Development & Legislative Services)

Reviewed By: Matthew Chandy, Director Innovation and Economic Development

Approved By: Rod Regier, Commissioner, Planning, Development & Legislative Services

Appendix A - Glossary of Terms

Technical Term Glossary Charles Street Terminal Visioning

Affordable Housing: In Canada, housing is considered “affordable” if it costs less than 30% of a household's before-tax income

Brownfield: A site which contains environmental contamination either in the ground or buildings due to the operational activities of a previous land use, where the extent of the contamination rendered the property vacant, under-utilized, unsafe, unproductive or abandoned.

Boundary and Topo (topographic) Survey: A boundary survey is a formal means of defining the boundaries of a property. It is primarily concerned with determining the corners of a parcel of land. Topographic surveys are plans that show the physical properties of a site, including vertical elevations or contours, as well as physical details above, on and below the ground.

Coal gasification plant: Coal gasification is a process by which coal is converted into a fuel gas rich in hydrogen and carbon monoxide. A by-product of the coal gasification process is coal tar. The historic handling and storage of large volumes of coal tar often led to the contamination of soils and groundwater in the area of former plants.

Cultural Landscape Study: A study of a defined geographical area that may have been modified by human activity and is identified as having cultural heritage value or interest by a community, including Indigenous communities.

Design Charrettes: a collaborative and interactive process during which community and other stakeholders create and/or review options that explore a variety of design ideas.

Easements: An Easement is a right enjoyed by a dominant tenement over a servient tenement, for a purpose other than general use or occupation. An Easement runs with the land and binds all subsequent owners.

Environmental Site Assessment: Investigations used to assess the environmental condition of a property. A Phase One ESA involves a records review, site inspection, and interview to identify any potentially contaminating activities on the site or surrounding properties. A Phase Two ESA typically involves sampling of soil and/or groundwater at the site to determine if any of the identified potentially contaminating activities have resulted in contamination.

Excess Soil Management: The process of finding suitable reuse or disposal sites for soil dug up during construction activities which must be moved off-site because it cannot be reused at the development site.

EOI: Expression of Interest from potential developers, partners and investors.

Engineering/Service Capacity: determining proposed land development servicing and infrastructure requirements and establishing criteria for engineering works.

Financial Modelling/Disposition Strategy: Financial modeling outlines financial implications for various scenarios. A disposition strategy includes transferring administration and control, sale, conditional sale, Crown lease, water lot lease, licence of occupation, land use permit, beach management agreement, or easement of land.

Financial proforma analysis: projections of future expenses and revenues.

Geotechnical analysis: this analysis evaluates the stability and strength of the ground, including slopes and soil deposits, groundwater, assess risks such as soil aggressivity to buried concrete, and help to determine what type of foundations and earthworks would be required within a project.

Infill Sites: refers to building within unused and underutilized lands within existing development patterns, typically but not exclusively in urban areas.

Land Back: the Indigenous-led movement to reclaim stewardship over traditional lands and ecosystems, protecting them for generations to come, requiring settlers to repair the harm colonialism has done and continues to inflict on Indigenous people by returning control over ancestral territories back to its stewards, allowing them to begin restoring their connection to ancestral lands in meaningful ways.

LT Management: Long term management

Mixed-use development: characterized as pedestrian-friendly development that blends two or more residential, commercial, cultural, institutional, and/or industrial uses.

Poor quality fill: indicating a lower quality of soil that could impact future construction methods.

Raft slab: thick steel reinforced slab that is integrated with steel reinforced beams, which are dug into the ground for added strength and support to a structure.

Record of Site Condition (RSC): a document that summarizes the environmental condition of a property, based on the completion of environmental site assessments, and which is filed to the Province of Ontario's Environmental Site Registry.

Remediation: addressing pollution or contaminants identified in either water (both ground water and surface water) or soil through a variety of methods, which could include excavation and/or removal or cleaning of the material to be suitable for development.

Environmental Risk Assessment (RA): a scientific tool that can be used for the assessment and management of environmental contamination to support RSC filing. An RA would develop Property Specific Standards, which are often less stringent than generic standards, by considering site-specific characteristics and implementing Risk Management Measures (RMMs) to reduce exposure and risk to acceptable levels.

Development Request For Proposal (RFP): document that describes the scope of a project and solicits bids from development vendors to fulfill the request.

Schematic design: the phase of the project during which the confirmed requirements and desires determined in the pre-design phase are resolved into physical, architectural form.

Soil bearing capacity: the capacity of soil to support the loads that are applied to the ground above.

Urban design analysis: urban design analysis focuses on the shape and form of spaces, as well as people's experiences of a place. Urban planning focuses on how these spaces function in an effective way to make people's lives better

Urban Growth Area: a regional boundary established to control urban sprawl by mandating that the area inside the boundary be used for intensification of urban development and the area outside be preserved in its natural state or used for agriculture.

CHARLES STREET TERMINAL VISIONING

March 7, 2023

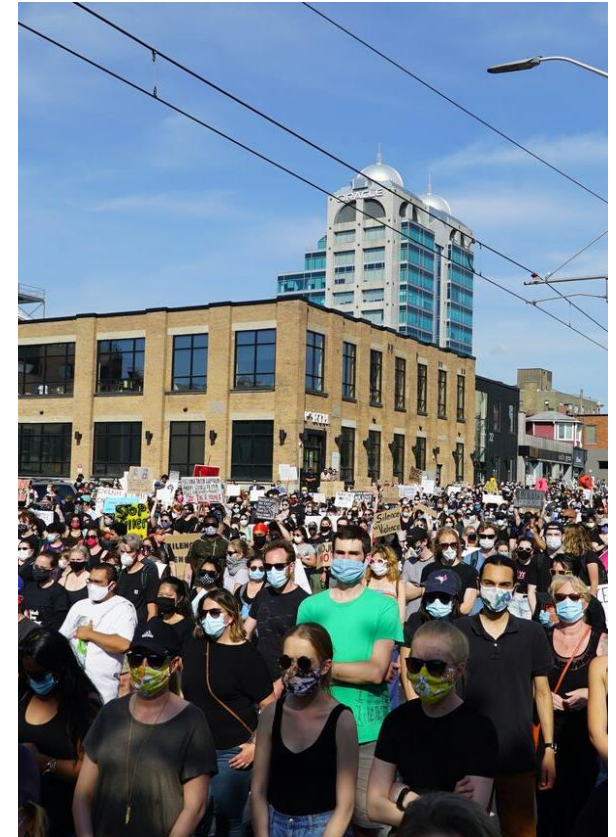


The Land

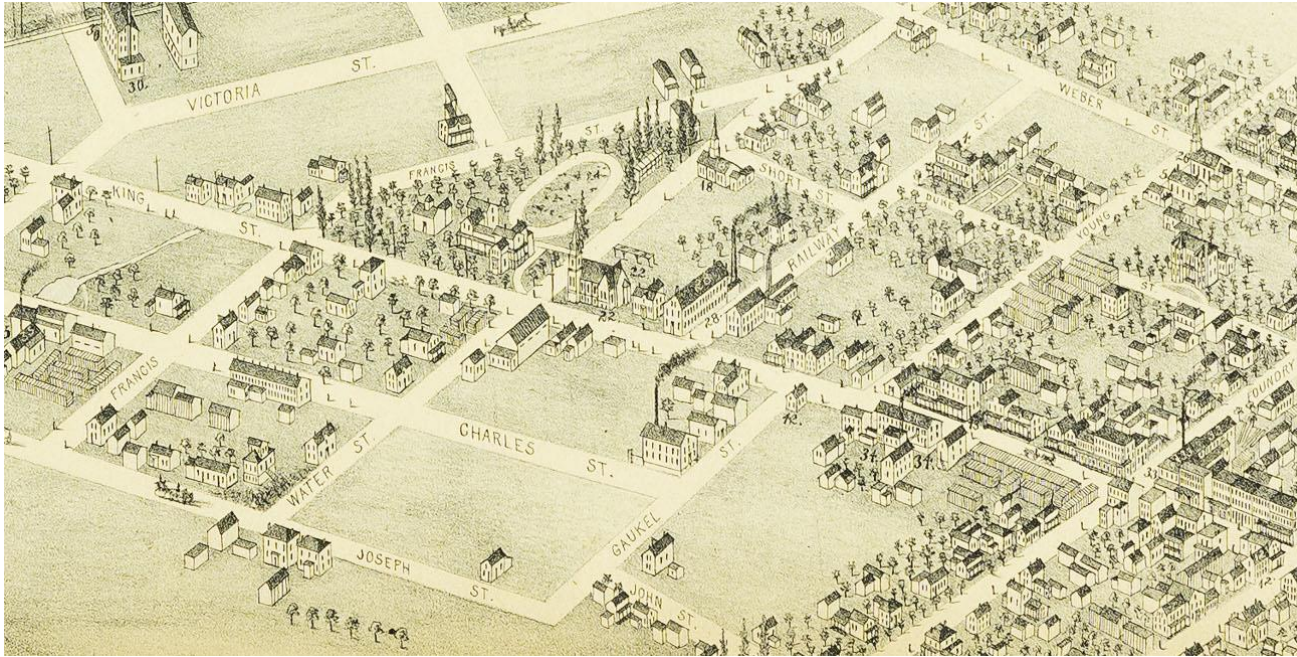
The Charles Street Terminal located in downtown Kitchener, Ontario is a settler development built on the Haldimand Tract and the traditional territory of the Attawonderonk, Haudenosaunee and Anishinaabe Peoples, and most recently the home of O:se Kenhionhata:tie Land Back Camp. The stewardship and contribution of First Nations, Métis and Inuit peoples is a living history and culture that the Region of Waterloo is committed to learning, celebrating and integrating.

This site matters

- On November 5, 2019, the Planning and Works Committee authorized Regional staff to initiate the **development of a strategy for the future use of 15 Charles St W**, 2.94 acres of vacant land in an Urban Growth Centre owned by the Region (88%) and the City of Kitchener (12%).
- *At the heart of things*: development, community, policy
- Opportunity to advance four shared community priorities: 1. affordable housing, 2. climate action, 3. equity, diversity and inclusion, and 4. a thriving economy.



A History of Development



Notes:

1880's – 1950's: Berlin Gas Commission operated a coal gasification plant on Gaukel Street between Charles and Joseph Streets.



Notes:

1940's – 1985: *Bullas Building*

2000-2019: Kitchener Transit and Cambridge Transit were merged. It became the GRT Transit Hub and Greyhound Bus Terminal.

2019: Completion and launch of ION, GRT's Light Rail Transit System, shifts the centre of transit in Waterloo Region, ending operations of the Charles Street Bus Terminal. The central Victoria Park ION Station is located 130 meters from the terminal

2020-2021: Grand River Hospital Temporary COVID Testing and Vaccination Centre

2022: Filming site and subject of documentary *Recollections and Imaginings*.

References:

- *Jon Fear, 2014 Guelph Mercury "Flash from the Past: Bullas Bros. site now holds Kitchener bus terminal"*
- *rych mills, 2020 Waterloo Region Record "Flash From the Past: Lonely Girls sit out the pandemic at Kitchener's Centre in the Square"*

Charles Street Terminal Visioning Process

Charles Street Terminal Visioning Process

Overview

Guiding Project Framework(s):

Region of Waterloo Community Safety and Wellbeing Plan and process framework, Kitchener planning policies, Regional Official Plan, City of Kitchener Strategic Plan, Region of Waterloo Strategic Priorities, Kitchener Downtown Visioning Work, Children & Youth Planning Table impact survey

Completed and ongoing items include:

- **Council Direction to initiate development strategy November 2019**
- **Council Direction to commence technical studies and consultation August 2020**
- Land Back co-founders presentation to committee Nov 2021
- Guiding Principles community survey Dec 2021
- Technical Studies began 2021 (ongoing)
- CST Working Group: Region and City Staff
- Equity engagement initiatives including community connectors and community-based facilitator
- **Council Report June 2022**
- Community-inspired engagement (ongoing)
- Street Teams community conversations and survey
- Technical Studies (ongoing)

Upcoming items include:

- **Council Presentation March 2023**
- Stakeholder Engagement Labs
- Community Connectors to join CST Working Group
- Community-based facilitator engagement
- Integration of feedback from newly released engagement results (RoW Indigenous Space Needs, CoK Downtown Visioning, Region-wide Culture Planning)
- **Analysis of Environmental and Council direction spring 2023**
- Design Analysis and ongoing Technical Studies
- Onsite community experiences
- Financial modeling
- Community input on design options
- **Staff recommendation on disposition and RFP fall/winter 2023/2024**
- **Expression of Interest / Request for Proposal process 2024**

Collaborative Approach

Charles Street Terminal Working Group

The Working Group, including Region of Waterloo and City of Kitchener Staff, sets the framework for community engagement, and direction on analysis of technical findings, and informs the recommendations which will move forward to Council. Expansion of the working group in 2023 to include community representatives with cross-disciplinary expertise who will work alongside staff to strengthen community involvement in the visioning process, and create space for residents to help inform future engagements.

Members include:

Region of Waterloo Staff

Matthew Chandy, Innovation & Economic Development
Fauzia Baig, Equity, Diversity & Inclusion
Kara Mclean, CAOs Office
Sarah Millar, Land Portfolio (ED & Housing)
Ashley Graham, Land Portfolio (ED & Housing)
Angela Olano, Community Engagement & Communications
Mistie Brown, Community Engagement & Communications
Melissa Mohr, Community Planning

City of Kitchener Staff

Cory Bluhm, Economic Development
Garrett Stevenson, Community Planning
Tina MaloneWright, Community Planning
Sue Weare, Community Engagement
Philip Price, Communications
Andrew Ramsaroop, Equity, Diversity & Inclusion, Housing

Community Engagement: what we've heard so far

Community-informed Approach

- **Community Survey #1: Advancing Community Values**
 - Affordable housing, Climate action, Equity, diversity and inclusion, and A thriving economy.
- **Street Teams Conversations and Survey #2: Identifying Needs**
 - Affordable and supportive housing options,
 - Space for Indigenous, Black, and racialized groups, and 2SLGBTQ+ peoples
 - Community space with indoor and outdoor options; emphasis for an Indigenous Community Space
 - Creation of a multimodal site with housing, healthcare services, retail and community space

Community-led Engagement

- **O:se Kenhionhata:tie Land Back Camp**
- **Aligning & incorporating feedback gained through other work**

Community-Centered Engagement

Equitable, community-driven engagement

This approach includes:

- Expand project communications to acknowledge the traditional history of the land.
- Acknowledging and incorporating to the engagement work led by community
- Expanding the CST Working Group to include community voices.
- Working with a community-based facilitator to lead meaningful engagement with priority communities including Indigenous, Black and racialized communities, and youth.
- Gathering insights from key community stakeholders including Downtown Kitchener Business Community, Downtown Action Advisory Committee, Downtown Neighbourhood Associations, Housing and Environmental Groups, Youth & Post-Secondary students and Arts & Culture groups.
- Incorporating insights and recommendations from the Indigenous Space Needs work currently underway.

2023 Engagement Timeline

Activity	Timeline	Notes/Insights
EngageWR Project Page update	Ongoing	Update Engage page to include new title "Charles Street Terminal Visioning", project information reviewed/approved by council to date, Land Acknowledge, historical context and upcoming engagement opportunities. Share updated information as it becomes available.
Community Connectors	Spring 2023	Expansion of the CST Working Group in 2023 will include (5) contracted community representatives titled Community Connectors to reflect project's guiding principles.
Stakeholder Labs	Spring 2023	Stakeholder Labs to generate insights from 8 key stakeholder groups identified by CST Working Group beginning in March 2023.
Community-Based Facilitator	Spring 2023	To foster conversation with communities underrepresented in engagement work including Indigenous, Black and racialized communities, and youth.
Engagement Experiences on site	Summer/Fall 2023	Guided by the expanded CST Working Group, experiences will invite council, stakeholders and community members on site for connection, education, reflection and participation in visioning a new era for the site.
Design Charrettes Attributes & Considerations	Summer/Fall 2023	Facilitated stakeholder and community conversations around site-specific attributes and considerations for the vision document beginning late summer 2023.

Technical Work Overview

Technical Work: Completed

Activity	Timeline	Notes/Insights
Compiled Boundary and Topo Survey	Completed	Completed physical boundary survey which establishes property boundaries, identifies any physical features on the land and outlines legal lot fabric including easements and property ownership.
Background Best Practice & Community Need Research	Ongoing	Ongoing work to build foundational knowledge and complete asset mapping and community needs analysis.
Phase One Environmental Site Assessment (ESA), Phase Two ESA, and Preliminary Geotechnical Study	Start: July 2022 Completed: Spring 2023	<p>MTE Consultants draft findings identify soil and groundwater contamination on the site (not dissimilar to other urban infill sites with former industrial uses either on or in proximity) which requires a Remediation Work Plan prior to development of the land.</p> <p>Evaluation of options to achieve a Record of Site Condition (RSC) is underway. Factors include:</p> <ul style="list-style-type: none"> • Timelines; costs; development restrictions; liability to the public, liability to City and Region; ownership structure; excess soil management; and, brownfield funding eligibility. <p>Staff will bring a report back to Council for direction.</p> <p>Geotechnical observations related to site preparation, excavations, dewatering, foundation design, site servicing, and pavement structure were also provided.</p>

Environmental & Geotechnical Findings

- Shallow soil contamination related to lead and hydrocarbons, generally at depths of less than 1.5m below surface.
- Deeper soil contamination at one location attributed to waste from past demolition of buildings.
- Road salt impacts also present in soil throughout site.
- Excess soil management during future construction will need to involve disposal of contaminated soil to landfill.
- Groundwater contamination related to chlorinated solvents (no on site source identified) as well as localized metals and acid/base/neutral compounds.
- Geotechnical findings and recommendations will inform future design analysis.

Technical Work: Upcoming

Activity	Timeline	Notes/Insights
Engineering / Servicing Capacity	Spring/Summer 2023	Evaluation of servicing strategy for the site and capacity constraints. Work to be requested as part of a consultant team early in 2023.
Design Concepts & Massing Analysis	Spring/Summer 2023	Schematic design analysis of options, including both form and internal space allocations. This work will be based on feedback through community engagement process and informed by technical studies. Work to be requested as part of a consultant team early in 2023
Cultural Landscapes Study	Spring/Summer 2023	Cultural heritage analysis of the site and surrounds to inform the design analysis. Informed by the City of Kitchener's Cultural Heritage Landscape work.
Financial Modelling - Disposition Strategy (Feasibility)	Spring/Summer 2023	Financial proforma analysis of potential development scenarios to inform opportunity on the site. This work will be completed alongside design analysis as part of a consultant team early in 2023.
Planning	Spring/Summer 2023	Ongoing work internally, led by City and CST group and in coordination with other studies underway.

Project Budget (2023-2032 Capital Program)

- Total project budget \$800,000 (approved in 2022)
- Costs incurred to date: \$228,300
 - Community Facilitation \$48,300
 - Environmental & Geotechnical \$142,400
 - Land Survey \$15,640
 - Other background work \$21,960
- Budget Allocation Remaining \$571,700

In Summary

This project presents a significant opportunity for the Region and City of Kitchener to establish a bold new use for the terminal site.

- The site has a complex industrial history. Re-development will require remediation and risk assessment to manage identified contamination. The Region and the City must take the time needed to evaluate the appropriate path forward.
- This is a long-term re-development program; current community needs identified in visioning work would require interim solutions.
- Consultation in community, including key stakeholders and underrepresented priority groups is ongoing and evolving.
- Technical work including design analysis, financial modelling and disposition strategy will continue over Spring / Summer.
- Staff will report back with recommendations on environmental remediation and disposition strategy for the site throughout 2023.