

## CITY OF ORILLIA

**TO:** Special Council Committee – February 21, 2018  
**FROM:** Waterfront Working Group  
**DATE:** February 16, 2018  
**REPORT NO:** WWG-18-01  
**SUBJECT:** **Waterfront Development - Implementation Process**

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### **Recommended Motion**

**THAT Report Number WWG-18-01 be received as information;**

**AND THAT Council authorize expenditures for legal fees in the amount of \$30,000, for a legal opinion on the matter identified in Schedule “A” of Report WWG-18-01, to be appropriated from the Land Acquisition Reserve.**

### **Purpose**

The purpose of this report is to outline the process of presenting the next steps required to bring the Preferred Development Scenario for 70 Front Street North, and the adjacent municipally owned lands, to a development ready stage. A portion of this meeting/report will be held in closed session as there are “legal” implications related to lease agreements and land matters and there are “land” issues related to sensitive land values.

### **Background & Key Facts**

- At the Special Council Meeting held on December 1, 2017, the Waterfront Working Group (WWG) brought forward report [WWG-17-03](#) regarding the Development Analysis of 70 Front Street North.
- Council at its meeting held on December 1, 2017, passed the following motion:

“THAT Report WWG-17-03 dated November 28, 2017 from the Waterfront Working Group be received as information;

AND THAT Council support, in principle, the Preferred Development Scenario identified in the Waterfront Development Analysis Report prepared by Leith Moore of Waverley Projects Inc.;

AND THAT this support shall extend to general design principles such as low to medium density mixed use development, building height in keeping with the heights and density proposed in the Downtown Tomorrow Plan, live/work and/or commercial units along Mississauga Street East and potentially Centennial Drive and waterfront facing residential development along Centennial Drive;

AND THAT staff be directed to report on the additional information required to proceed with the next steps for the Preferred Development Scenario as outlined in Confidential Report WWG-17-04.”

## **Options & Analysis**

### **Option 1 – Recommended Option**

**THAT Report Number WWG-18-01 be received as information;**

**AND THAT Council authorize expenditures for legal fees in the amount of \$30,000, for a legal opinion on the matter identified in Schedule “A” of Report WWG-18-01, to be appropriated from the Land Acquisition Reserve.**

As directed by Council, the information provided in this report will guide Council through the next steps required when considering the implementation of the Preferred Development Scenario.

Mr. Bertolo, Director of Business Development will facilitate the discussion via a decision tree process. Minimal direction is required as a result of this process as the majority of the materials are to provide Council with information only at this time. As Council commences this process, it should be understood that the Waterfront Development Process is a complex process which will include critical paths with a variety of decisions points; depending on the decisions, there may be an impacts on the project timeline and budget.

The information related to each component will be in briefing note format and will be presented by staff as follows:

- Lease and Tenant Matters **(Closed Session)**
- Environmental - Land **(Closed Session)**
- Environmental – Stormwater
- Environmental - Land
- Parking
- Planning Approvals
- Financial Incentives
- Parkland
- Hydro Relocation
- Construction and Staging Plan

## **Financial Impact**

Should Council approve Option 1, staff would utilize \$30,000 from the Land Acquisition Reserve for legal fees related to the legal opinion noted in Schedule “A”.

## **Consultation**

This report is for information only, as such, consultation requirements have not been identified at this time.

## **Economic Development Impact**

Should Council choose Option 1, this would allow staff to move forward with next steps required to implement the Preferred Development Scenario for 70 Front Street North, and the adjacent municipally owned lands. This project has received a significant amount of interest from the development community, and the Waterfront Working Group is looking forward to bringing this project forward in the most time efficient manner possible.

## **Communications Plan**

In conjunction with the Waterfront Working Group, the Manager of Communications will continue to deliver a comprehensive communications plan to educate residents and businesses regarding the waterfront development and to promote the vision selected by Council.

Communication methods may include, but are not limited to: information on the City's website, City bulletin board ads, news release, social media posts, municipal monthly column, public open house, etc. Communication methods will be evaluated throughout the project and adjusted as required.

Additionally, the Manager of Communications will utilize the Waterfront Development mailing list which has been established to provide a direct link to community members and potential investors who have indicated an interest in this project.

## **Relation to Formal Plans, City of Orillia Policy Manual and/or Guiding Legislation**

The recommendation included in this report supports the following project/goals identified in Council's Corporate Plan:

- 2.3. Enabling Economic Development
  - Facilitate waterfront development through the Port of Orillia Area Public Realm Project.

The recommendation included in this report also supports several initiatives within the Downtown Tomorrow Plan:

- Initiative #1: Facilitate waterfront development
- Initiative #17: Extend the retail experience to the waterfront
- Initiative #21: Build new streets to the waterfront
- Initiative #28: Develop small gathering spaces and neighbourhood parks

## **Conclusion**

The Waterfront Working Group continues to meet on a regular basis to discuss details and logistics related to implementation of the Preferred Development Scenario.

The purpose of this report is to outline the process of presenting the next steps required to bring the Preferred Development Scenario for 70 Front Street North, and the adjacent municipally owned lands, to a development ready stage.

The Waterfront Working Group recommends that Council receive this report as information, and that Council authorize staff to proceed with the direction set out in Schedule "A" of this report.

### **Schedules**

- Schedule "A" – Lease and Tenant Matters **(Closed Session)**
- Schedule "B" – Environmental - Land **(Closed Session)**
- Schedule "C" - Environmental - Land
- Schedule "D" - Environmental – Stormwater
- Schedule "E" - Parking
- Schedule "F" - Planning Approvals
- Schedule "G" - Financial Incentives
- Schedule "H" - Parkland
- Schedule "I" - Hydro Relocation
- Schedule "J" - Construction and Staging Plan
- Schedule "K" – Waterfront Development Project – Implementation Process
- Schedule "L" – Legal and Environmental Process **(Closed Session)**

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   Manager of Real Estate & Commercial Development

On behalf of the Waterfront Working Group Committee:

*Mayor Steve Clarke*  
*Councillor Ralph Cipolla*  
*Councillor Ted Emond*  
*Councillor Tim Lauer*

**Schedule “C”**  
**Briefing Note for Waterfront Development Report**  
**Environmental - Land**

**Summary of Issue:**

- Preferred Development Scenario proposing residential land use across both 70 Front Street North and un-assessed City-owned vacant land (between 70 Front Street North and Centennial Drive).
- Current land uses are not compatible with residential land use without pursuing environmental work.

**Background:**

- The Downtown Tomorrow Plan recommended initiatives and action items to better connect the downtown core and waterfront areas.
- At present, Council’s Preferred Development Scenario for this area (70 Front Street North and vacant land) involves a concept that would require a change in land use from commercial and/or vacant land to residential land use.
- Funds were approved during the 2018 Capital budget deliberations in the amount of \$140,000 to conduct environmental due diligence work at the City-owned waterfront lands.
- Environmental conditions of the vacant land are unknown.
- An RFP closed January 24, 2018, to retain a consultant to complete environmental due diligence investigations to determine and assess site conditions on the vacant land. Work is scheduled to commence late February 2018.

**Considerations:**

- To support residential redevelopment, a Record of Site Condition (RSC) would be required as both properties would be changing to a more sensitive use with more stringent standards applicable.
- The RSC process will take around 2 years to complete. The exact timing and schedule are contingent on the complexity of the application and amount of environmental work required.

**Potential Decision Points/Next Steps:**

- For the vacant lands, environmental due diligence results will be available May/June 2018. Results will determine how and when the City will proceed.

**Schedule “D”**  
**Briefing Note for Waterfront Development Report**  
**Environmental – Stormwater**

**Summary of Issue:**

- To comply with City’s Comprehensive Stormwater Management Plan (Plan), staff have identified the need to proceed with a Class EA and Preliminary Design for Stormwater Sub-Basins 10, 11 and 12, to ensure adequacy with the Preferred Development Scenario.

**Background:**

- The Plan recommends a stormwater facility for quality and quantity control be constructed in 2022, somewhere in the vicinity of the waterfront area.
- Funds were approved during the 2018 Capital budget deliberations in the amount of \$200,000 to conduct an assessment for future development of the waterfront area.
- The City is currently developing an RFP for the Stormwater Class EA services, with an anticipated completion date of April 2019.

**Considerations:**

- The works will require an EA process be completed to address alternatives and to provide a solution.

**Potential Decision Point/Next Steps:**

- Complete the EA and build into future development plans.

**Schedule “E”**  
**Briefing Note for Waterfront Development Report**  
**Parking**

**Summary of Issue:**

- The proposed changes to the waterfront area of the Downtown, as identified in the EA for Centennial Drive and the proposed waterfront/Downtown development concept will reduce the amount of open space lands that are currently used for public parking.
- Both the Waterfront Redevelopment concept and the Centennial Drive design will need to consider the ability to facilitate parking for the surrounding land uses and determine a Transport Demand Management policy that will incorporate the existing capacities Downtown and future build out requirements.
- The boat launch located at Couchiching Beach Park is a valuable amenity for the area to allow vessels access to Lake Couchiching for day trips or special events hosted in and around the Port of Orillia. An analysis of alternative locations for the boat launch was undertaken in 2011 with the determination that there are no other viable locations available within the city due to the shallow waters near the shoreline perimeter of the lake.
- Currently, the CN rail bed lands are used to facilitate the truck and trailer parking that the boat launch attracts, however, this space will be redeveloped and essentially eliminated from the parking inventory.
- An analysis of trip generation based on land uses in the waterfront area is required to understand the applicable parking capacity requirement. This data will help formulate sound strategies and policies to either reduce travel demand, accommodate demand or redistribute the demand in space or time.

**Background:**

- Several studies and reports on the waterfront area, boat launch ramps, and/or parking facilities have examined concerns with the general consensus that the area is unorganized and if the boat launch is to remain, a more organized parking system should be established.
- The boat launch generates issues surrounding the parking of trucks/trailers used to launch the boats, particularly in peak seasons or during large events. This has been observed to be a significant contributor to the congestion of traffic on Centennial Drive and surrounding Downtown streets.
- In 2013, a Waterfront Parking Study Report was recommended to ensure the planning direction aligns with the desired outcomes of the future use.
- Through discussions in the Waterfront Working group, two main issues were identified specifically related to the boat launch;

- The chaotic/unorganized nature of vehicles with boat trailers parking in the waterfront area and;
  - The use of the ramp by non-residents who do not contribute directly to the city's tax base.
- A survey was completed in 2017 from August 21<sup>st</sup> to October 1<sup>st</sup> to understand the population that was utilizing the boat launch. Over the course of 6 weeks, the survey identified the following:

	Length of Boat (AVG in FEET)	Duration of Stay (AVG in HRS)	Residents of Orillia	Non- Residents
Average	23.17	6.27	47% (87 of 187)	53% (100 of 187)

- This survey demonstrates that 47% of the users are residents of Orillia with a large percentage of the remaining from the immediate area. It also indicates that the launch is utilized mainly for “day trips” with a small percentage requiring overnight parking.

**Considerations:**

- In order to meet the needs of the City's waterfront area and promote alternative modes of transportation, a parking strategy is required that will;
  - Provide a long term vision for parking in the Downtown;
  - Ensure adequate existing and future parking supply;
  - Ensure accessibility parking needs are met;
  - Examine potential Transportation Demand Management (TDM) initiatives;
  - Investigate parking technology opportunities;
- Other considerations include the potential to utilize the parking area near the boat launch for truck/trailer parking only, as the current open space on the CN rail bed will no longer be available.
- A traffic and parking study will need to be undertaken to understand the parking demands in the waterfront area based on the proposed land uses as well as activities that the area will generate.
- The study will evaluate the location of the boat launch and incorporate a strategy to facilitate launching of boats within the City limits, including transport vehicle parking and a financial recovery model.
- This study will determine the best management strategy and encourage alternative transportation methods while maintaining the public attraction to the local businesses and amenities of the waterfront area.
- The traffic and parking study should commence once the environmental status of the subject land is understood to ensure the appropriate land use can be included for traffic generation.

### **Potential Decision Points/Next Steps:**

- The recommendation staff would propose to Council is based on the following process model;
  - 1. Understanding the traffic and parking demands based on the preferred land uses and amenities within the parkland facilities;
  - 2. Establishing a Transport Demand Management policy that identifies potential methods to accommodate the targets within an established radial area.
  - Incorporate the preferred accommodation strategies associated with the total demand into the waterfront and/or development design area including a build out strategy of the existing Downtown parking facilities.
  
- Within a future report, staff anticipate bringing forward the following recommendation:

“THAT a budget of \$50,000, funded equally from the Parking Reserves and Land Acquisition Reserves, be approved to undertake waterfront area traffic and parking analysis that will identify a strategy based on best management practices for Transport Demand Management.

AND THAT the traffic and parking analysis commence in July upon completion of the waterfront area environmental investigations with the final report completed by December 2018.”

**Schedule “F”**  
**Briefing Note for Waterfront Development Report**  
**Planning Approvals Required**

**Summary of Issue:**

- An Official Plan Amendment and Zoning By-law Amendment will be required to implement the proposed Concept Site Plan once the environmental due diligence has been completed.

**Background:**

- The subject lands are designated Downtown Area – Central Core Intensification Area, in part, and Parkland and Major Open Space, in part, with the lands located in the Height Overlay with a minimum height of 2 storeys and a maximum height of 4 storeys with the option of up to 6 storeys with height bonusing under Section 37 of the *Planning Act*.
- The subject lands are zoned Mixed Use Intensification Holding One (C4i-H1), in part, Mixed Use Intensification (C4i), in part, and Open Space One (Public Park) (OS1), in part, under Zoning By-law 2014-44, as amended. The lands zoned C4i are also subject to the Height Overlay Zone.

**Considerations:**

- Changes to the City’s Official Plan and Zoning By-law will be required to implement the Concept Site Plan.
- The specific changes required to the Official Plan and Zoning By-law to implement the Concept Site Plan are outlined in Appendix “A” to this Briefing Note.
- Pre-consultation with the Ministry of Municipal Affairs is required for the Official Plan Amendment.
- The planning process for the Official Plan Amendment and Zoning By-law Amendment can be run concurrently and the planning process is expected to take 4 to 6 months to complete. However, the planning process should not be commenced until the Phase 1 and 2 Environmental Site Assessments have been completed for municipally-owned Waterfront Redevelopment Lands. It is anticipated that the balance of this work will be completed by May of 2018, thus enabling the planning process to begin as early as June of 2018 and completed before the end of 2018.
- The 2018 fees for the two applications total \$7,965. The City does not typically pay application fees to itself, but in a small number of cases, funds in the amount equivalent to the Official Plan Amendment and Zoning By-law Amendment application fees has been deposited into the Planning Division’s operational

budget revenues, funded from the proceeds of the associated land sale. This approach was used on the sale of two of the former public school sites.

### **Potential Decision Points/Next Steps:**

- It is anticipated that in a future report to Council, staff will bring forward recommendations outlining the necessary changes to the City's Official Plan and Zoning By-law to implement the Concept Site Plan with any associated planning application fees to be paid for from the City's Land Acquisition Reserve.
- Until the environmental due diligence is completed and the Concept Site Plan solidified, it is premature to embark on a planning process to change the applicable Official Plan policies and Zoning By-law provisions.
- The absolute earliest a planning process could be undertaken would be June of 2018 and the planning process is expected to take 4 to 6 months to complete.

### **Appendix "A" – Summary of Amendments to the Official Plan and Zoning By-law**

#### **Official Plan**

The following amendments to the Official Plan should be considered to facilitate this redevelopment:

##### Changes to the Schedules:

- Amend Schedule A to re-designate City-owned land between Tecumseth Street and Neywash Street from Parkland and Major Open Space to Downtown Area.
- Amend Schedule B to re-designate City-owned land between Tecumseth Street and Neywash Street to Central Core Intensification Area with Height Overlay.

##### Changes to Policies:

- Allow new single detached dwellings.
- Allow secondary dwelling units in new single detached dwellings, semi-detached dwellings, and townhouse dwellings and allow secondary dwelling units to locate in detached accessory structures associated with a single detached dwelling, semi-detached dwelling or townhouse dwelling.
- Add a new policy to permit maximum building heights, as-of-right, in accordance with the City's 2015 Port of Orillia Area Public Realm Plan and remove the height bonusing provisions.
- Add a new policy to exempt all non-residential development from minimum parking requirements. Note: This may result in the need for the City to acquire and develop new Public Parking Lots in the Downtown.
- Remove location criteria for multiple unit buildings, townhouses and apartment buildings in the Downtown Area.

- Prohibit the use of vinyl siding and mirrored or tinted glass and encourage the use of stone, brick, and decorative concrete in the Downtown Area.

## **Zoning By-law**

### Changes to Schedules:

- Amend Schedule A to rezone City-owned land between Tecumseth Street and Neywash Street from Open Space One (OS1) to Mixed Use Intensification (C4i).
- Amend Schedule C to rezone City-owned land between Tecumseth Street and Neywash Street to Downtown Area and Height Overlay.
- Amend Schedule A to remove the Holding One (H1) subject to confirmation that the proposed redevelopment will comply with the *Environmental Protection Act*.
- Amend Schedule A to add a site-specific Holding (H) Symbol to the privately-owned lands municipally known as 6 Front Street North, 64 Front Street North, and 107 Neywash Street to require the submission of a Streetscape Plan in conformity with the City's Master Redevelopment Plan for the area.

### Changes to Zone Provisions:

- Allow new single detached dwellings and allow secondary dwelling units in new single detached dwellings, semi-detached dwellings, and townhouses and associated detached accessory structures.
- Implement area-specific zone provisions for new single detached dwellings, townhouses, apartment dwellings, and live-work units with respect to minimum lot size, minimum lot frontage, minimum and maximum setbacks, maximum lot coverage, minimum landscaped open space, and maximum building heights.
- Establish site-specific landscaped buffer areas and landscaped screening strips.
- Exempt non-residential development from the minimum parking requirements.
- If visitor parking, bicycle parking, and/or Barrier Free parking spaces are not required to be provided in accordance with the City's Zoning By-law, then site-specific amendments to these zone provisions will be required.
- Exempt all residential uses in this area from the maximum 50% of the front or rear yard for parking areas to accommodate the proposed rear lane housing.

**Schedule “G”**  
**Briefing Note for Waterfront Development Report**  
**Financial Incentives**

**Summary of Issue:**

- Financial incentives could be offered to help facilitate the redevelopment of the municipally-owned Waterfront Lands.

**Background:**

- The subject lands are located within the Downtown Tomorrow Community Improvement Plan (CIP). The Tier 1 and 2 Financial Incentive Programs are in effect which offer:
  - Feasibility/Design Study Grant Program
  - Façade Improvement Program
  - Building Improvement Grant Program
  - Residential Grant Program
  - Fees Grant Program
- The Development Charge Grant Program is a Tier 3 program which is currently not in effect. This program could cover up to 100% of the City Development Charges normally payable for “catalytic projects” which meet at least three of the following criteria:<sup>1</sup>
  - Increase in assessment value of at least \$2.5 million.
  - On a brownfield site greater than 0.4ha (1 acre) in size.
  - Incorporates exemplary urban design and/or maintains heritage character of the area.
  - Achieves LEED certification or other City recognized standard.
  - Include a minimum of 25% affordable residential units and a minimum of 10 affordable residential units.
  - Project size and scale will spur redevelopment in nearby area.

**Considerations:**

- In terms of incentives that could be offered to facilitate the redevelopment of the municipally-owned Waterfront Lands, the most impactful financial incentives that could be offered would be to not charge developer(s) Parkland Dedication Fees and City Development Charges.
- It is estimated that approximately \$700,000 in Parkland Dedication Fees and \$1,675,000 in Development Charges would be applicable if the site is redeveloped in accordance with the Concept Site Plan.

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<sup>1</sup> Note: The availability of grants from the Development Charge Grant Program is dependent on the balance of funds in the reserve and competing projects. As such, there may not be sufficient funds to cover all of the applicable Development Charges.

- The City's Downtown Tomorrow Community Improvement Plan (DTCIP) has been implemented to facilitate the redevelopment of the City's Downtown. The Development Charges Grant Program has not yet been enacted but is contemplated as a Tier 3 program. Council could choose to advance the Tier 3 Development Charges Grant Program to not charge developer(s) City Development Charges on these lands (which would be funded from the DTCIP Reserve Fund). The starting balance in the DTCIP Reserve Fund in 2018 is \$638,723 (which includes the 2018 Council approved contributions minus grants approved in 2017 but not yet paid). If the developer(s) of these lands applies to the Development Charges Grant Program, then a report would be brought forward to Council which would include an evaluation of the proposal, an overview of the financial impact of a potential grant, and the grants impact on the sustainability of the program.
- Parkland Dedication Fees have not been included as a grant program in the Downtown Tomorrow Community Improvement Plan (DTCIP), but either the Parkland Dedication By-law could be amended to exempt these lands from the By-law or the DTCIP program could be amended to offer this additional grant.
- Council could direct that staff to make the necessary changes to the Parkland Dedication By-law and/or DTCIP program to exempt developer(s) from paying these fees, as has been done for Affordable Housing and Industrial. If the City were to amend the Parkland Dedication By-law to exempt these lands from the by-law, then the City would lose approximately \$700,000 in funds that could have otherwise been used to reinvest in new parks and parks infrastructure.
- If the Parkland Dedication Fees and Development Charges for these lands were included in the DTCIP Grant Program, then approximately \$2,375,000 would need to be budgeted to reimburse the respective funds for lost revenue.
- The City is currently in the process of preparing an "Expression of Interest" for the Provincial Development Charges Rebate Program, which if the City is selected as a beneficiary of this program from the Province, there will be Provincial dollars to enable the City to not charge City Development Charges to developers who construct new, market rentals. If the City is a successful beneficiary of this Provincial program, then consideration should be given to how the Development Charges Rebate Program could be applied to these lands to assist with its redevelopment.

### **Potential Decision Points/Next Steps:**

- It is anticipated that in a future report to Council, staff will bring forward recommendations outlining Council's options with respect to offering financial incentives to assist with the redevelopment of these lands.
- If Council directs staff to provide financial incentives, then the necessary legislative changes over the course of 4 to 6 months at the same time the planning process is being undertaken. However, the earliest budgeting for the

funds could occur would be as part of the 2019 budget process taking place in February of 2019 with the new Council.

- It is premature at this time for Council to provide direction on financial incentives it wishes to offer for the redevelopment of the municipally-owned Waterfront Lands until the environmental due diligence has been completed and the Concept Site Plan has been solidified.

**Schedule “H”**  
**Briefing Note for Waterfront Development Report**  
**Parkland**

**Summary of Issue:**

- The proposed changes to the waterfront area of the downtown, as identified in the Environmental Assessment (EA) for Centennial Drive, in addition to the proposed waterfront/downtown development will impact the waterfront park, marina, boat launch, parking, and public access to Lake Couchiching.
- The City of Orillia has invested significant dollars into these lands and future investments for features, such as a refrigerated skate trail, have been planned.
- To ensure the impacts on the parkland and the associated public amenities are mitigated, a park design plan exercise should be completed in tandem with these ongoing studies.
- The proposed waterfront/downtown development concept should be expanded to include the park and to demonstrate how the impacts to this important public open space will be managed/mitigated.

**Background:**

- The formal, organized public spaces of Couchiching Beach Park and Centennial Park are located on the east side of Centennial Drive. These public spaces are a fundamental part of the character of downtown Orillia and the synergy between the waterfront, the marina, and the downtown help to ensure vibrancy and economic stimulus.
- Understanding the impact the waterfront development plans will have on the park, the marina, and the synergistic relationship between this area and the downtown should be considered before final plans are approved. The waterfront park, the festivals hosted here, and the draw that public waterfronts have in attracting tourism is fundamentally important to Orillia.
- The quality of the park renders this area much more likely to attract investors, residents and visitors. High quality open space creates a place that is memorable and continually draws people and activity.
- Creating a Master Plan or Design Plan for Couchiching Beach Park, Centennial Park and Veterans’ Memorial Park was recommended in the 2014 Parks Recreation Culture Master Plan as a Short-term Planning Objective.

**Considerations:**

- As the City of Orillia urbanizes and the population increases, the pressure for adequate parkland, waterfront and public open space will rise. The development plan for the waterfront includes creating housing directly across from the park, which will significantly increase the amount of people both living in the area and

utilizing the park space. As this area becomes busier, the park will be required to accommodate more people and activities.

- There is presently a shortage of parking throughout the summer as the park is currently not large enough to accommodate all of the users, vehicles, trailers, etc. This existing condition will become a more significant issue with the new development consuming the existing overflow parking area.
- To ensure the proposed development plan and road realignment does not have negative long term impacts to the waterfront and the downtown, a plan for the remaining parkland should be created that demonstrates how the park is going to adequately support the more densely developed and heavily used waterfront that this plan contemplates.
- Various amenities or improvements to the parkland in this area have recently been added or considered, all of which would be evaluated/reviewed as part of the design plan process, these include:
  - The Orillia Waterfront Centre.
  - Adding a refrigerated Skate Trail.
  - Replacement of the Fishing Pier.
  - Adding a kayak launch with consideration for parking and a drop-off area.
  - Trail layout and connections through the waterfront area.
  - Bus layby for Island Princess drop off.
  - Playground at beach.
  - Greenhouse replacement.
  - Centennial Drive future expansion through Veterans Park.
  - Boat Launch and parking requirements.

These amenities and their associated infrastructure must be included in a design plan for the waterfront parklands.

- Protecting Orillia's waterfront is critical to attracting investment and economic development. Residential development and a more urbanized form of development adjacent the parklands at the base of Mississaga Street will help to create a stronger and more competitive downtown core. This should be balanced with providing adequate space for parks and open spaces to continue to provide recreational and tourism opportunities as incentives for investment. As such, before the proposed development plan and exact road realignment is finalized, the development concept should be expanded to include the park and to demonstrate how the impacts to this important public open space will be mitigated. It is anticipated that a design plan process would take approximately 6 months to complete.

#### **Potential Decision Points/Next Steps:**

- It is anticipated that in a future report to Council, staff will bring forward the following recommendation:

“THAT a budget of \$75,000 be established to undertake a waterfront park design plan for Couchiching Beach Park/Centennial Park/Veterans Park.

AND THAT the budget be funded equally from the Land Acquisition Reserve, the Park Development Reserve and the Development Charges Reserve.”

**Schedule "I"**  
**Briefing Note for Waterfront Development Report**  
**Hydro Relocation (OPDC)**

**Background:**

- In 2015, the City approached OPDC to investigate burying or relocating the overhead wires along Centennial Drive as part of the City's Downtown Tomorrow Community Improvement Plan (DTCIP).
- As an alternative to burying the overhead lines and a potential cost saving measure, OPDC proposed that the 44kV sub-transmission and main distribution feeder lines on Centennial Drive be relocated to Matchedash Street, bypassing the waterfront area.
- Some distribution lines would still be required to be buried along Centennial Drive for system redundancy and to feed existing customers along the waterfront.

**Summary of the Issue:**

- To date, OPDC actively participates on the Waterfront Working Group in support of the City's downtown plan and continues to provide comments and feedback as it pertains to OPDC's existing electrical infrastructure, as well as providing input/comments on various options being discussed.
- The most critical issue for OPDC is obtaining the City's final scope and engineering plan for the road reconstruction and future development, in order to determine the scope of work for placing new/relocating existing electrical infrastructure and begin engineering.

**Considerations:**

- **Safety:**
  - The safety of both the public and utility workers is the most critical consideration.
  - The chosen design solution must ensure compliance with safety standards and that the power system can be operated and maintained without restrictions.
  - To achieve this, all new and existing utility infrastructure (e.g. water, sewer, gas, telecom) needs to be properly identified to ensure adequate clearances are met as defined by utility safety standards when determining the location of power system equipment.
- **Reliability:**
  - The design solution has to factor in service continuity during the occurrence of a system event (e.g. the power system must have more than one supply point).
  - Expected restoration time must also be considered to minimize service interruptions.
- **Future Servicing:**

- The DTCIP will likely result in new growth in the downtown core. By moving electrical facilities underground, if not planned and designed appropriately, it may become extremely difficult and expensive to connect new customers at a future date, potentially discouraging new development.
- The design solution should factor in adequate future system capacity and provisions to service future customers.

**Potential Decision Points/Next Steps:**

- As previously indicated to the Waterfront Working Group, subject to final scope, considerable engineering work will be needed to address all the factors discussed above and complete OPDC's electrical design.
- Additionally, a detailed construction plan should be developed, as OPDC will need to operate and maintain the existing system during construction activities.
- The timelines for construction will be clearer when the detailed engineering has been completed; however, ongoing consideration must be given to how the construction will proceed.
- For instance: will the project will be a single phase continuous build or constructed in phases, new build vs modifying existing plant, etc.

**Schedule “J”**  
**Briefing Note for Waterfront Development Report**  
**Construction and Staging Plan**

**Summary of Issue:**

- A complex sequence of construction activities will need to occur systematically to achieve the desired servicing and transportation networks that will support the ultimate development configuration of the Downtown.
- Specific construction activities that are required include;
  - Realignment of Centennial Drive;
  - Relocation of the Trunk Sanitary Sewer;
  - Reconstruction of Front Street;
  - Reconstruction/extension of Neywash Street to intersect with Centennial Drive;
  - Extension of Coldwater Road to Intersect with Centennial Drive;
  - Reconstruction/Extension of Mississauga Street to intersect with the new alignment of Centennial Drive;
  - Reconstruction/Extension of Colborne Street from Front Street to the Waterfront;
  - Construction of new local sanitary collector sewers;
  - Construction of a sanitary sewage pumping station;
  - Relocation of the underground hydro facilities.

**Background:**

- To ensure consistency with the vision set out in the Downtown Tomorrow Plan, Council has adopted a Waterfront Development Analysis to understand the preferred development activities within the Downtown Core. This included a market sounding to identify demands, preferred land uses and land assembly options.
- In order to create the optimal land assembly scenario, Centennial Drive will need to be realigned to provide more marketable land parcels.
- Within the preferred alignment of Centennial Drive lays a sanitary trunk sewer that travels under the CN rail bed. Due to its elevation and alignment, the trunk sewer will need to be relocated.
- It has been determined that the preferred location of the sanitary sewer is to be fit within the profile of Front Street. This will provide the best suited conditions for elevation and routing as well as provide an opportunity to replace the aging infrastructure that lies within Front Street.

### **Considerations:**

- Construction project planning is critical through the activity sequencing from 2019-2023.
- Significant consideration needs to be given to the sequencing of construction to ensure an efficient and effective progression through the construction stages.
- Construction phasing is critical to minimize public impact, maintain access to the commercial and residential areas as well as maintain the servicing link for all existing infrastructure.
- Utility relocations will need to be considered as part of the Centennial Drive design process to understand whether it's preferred to maintain the infrastructure onsite or re-route the "high capacity" facilities to alternative routes.
- The environmental condition of the soils within the development land will have an impact on the land uses. Until this is understood, the appropriate infrastructure requirements cannot be forecast.
- The servicing infrastructure within the development blocks will need to be understood prior to construction.
- The construction phasing will need to consider the available locations to store materials and equipment. Typically this is identified by the contractor in order to provide an effective construction execution plan.
- Specific areas owned by the city could act as potential lay down areas however this will be evaluated and proposed to the city by the successful contractor.
- Consideration could be given to adding a clause to any City land sales agreement that specifies that the new owner is to negotiate in good faith with any City retained contractors for use of any vacant lands for temporary material and equipment storage.

### **Potential Decision Points/Next Steps:**

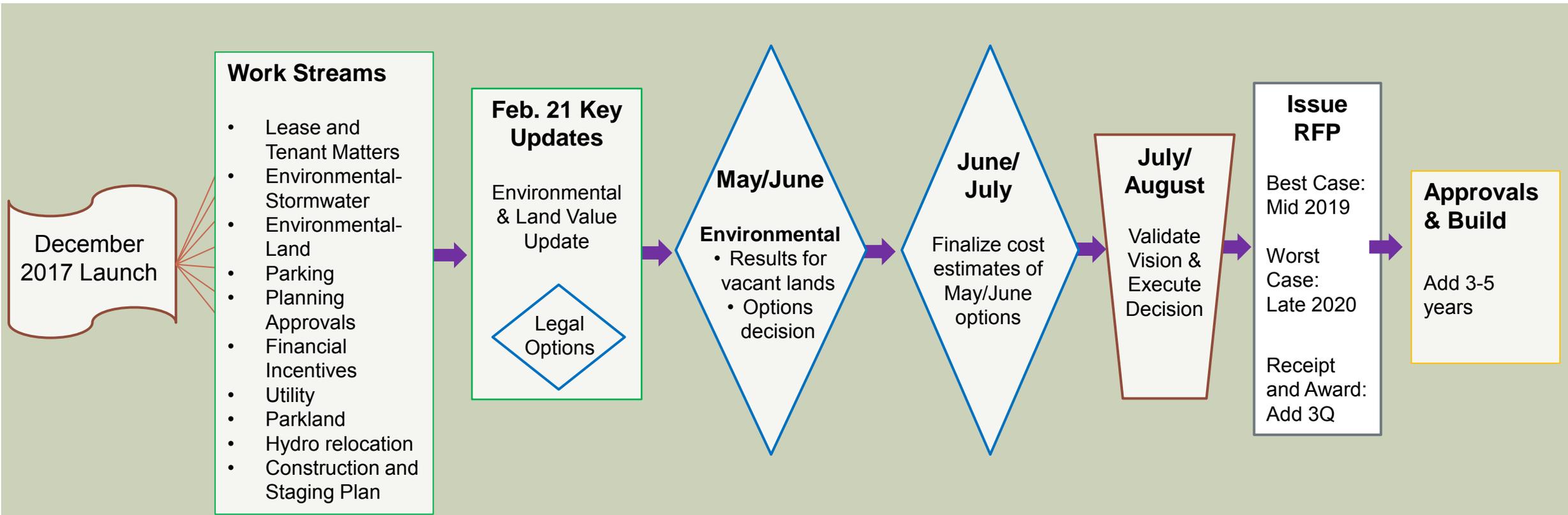
- It is recommended that a detailed construction execution plan is submitted by the successful contractor prior to construction.
- Detailed and regular construction schedules identifying critical path and milestones will need to be incorporated into the tender documents and delivered by the successful contractor(s).
- A project manager for the construction phases is recommended to ensure that the project has minimal social impacts and maintains agreed cost and scheduling commitments.
- Appendix ~~AA~~ attached identifies the preliminary construction sequencing for all capital activities in the Waterfront Area.

### Appendix "A" Waterfront Infrastructure Construction Schedule

Item	2019												2020												2021												2022																																			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec																								
<b>Front Street Construction</b>																																																																								
Tendering/Contract Award																																																																								
Phase 1 - Queen Street to Colbourne Street																																																																								
Phase 2 - Colbourne to Neywash																																																																								
Hydro Relocation from Centennial Drive																																																																								
<b>Sanitary Pump Station Construction</b>																																																																								
Tendering/Contract Award																																																																								
Construction																																																																								
<b>Centennial Drive Construction</b>																																																																								
Tendering/Contract Award																																																																								
Removals, rough grading																																																																								
Local collection sewers																																																																								
Road extensions - Colborne																																																																								
Road extensions - Coldwater																																																																								
Road extensions - Neywash																																																																								
Surface Works, intersections																																																																								

# SCHEDULE “K”

## WATERFRONT DEVELOPMENT PROJECT– IMPLEMENTATION PROCESS



Note: Blue diamonds represent decision points. Flow diagram item sizes do not imply magnitude of content (ie; small diamond does not mean small decision)