

## **Acknowledgements**

### **Executive Summary**

#### **1.0 Introduction**

- 1.1 The Master Plan Study Area
- 1.2 The Steering Committee

#### **2.0 Summary of Phases One and Two**

- 2.1 Concepts A and B
- 2.2 Public Consultation Process
- 2.3 Review and Evaluation Process (include Open Space Management Study)
- 2.4 Draft Master Plan Concept

#### **3.0 Purpose of Phase Three**

- 3.1 The Vision
- 3.2 Factors for further Study

#### **4.0 Project Phasing Strategy**

- 4.1 Opportunities for Linkage/ Partnership
- 4.2 Phase One
- 4.3 Phase Two
- 4.4 Phase Three: Detailed Assessment of Mill Pond

#### **5.0 Implementation Strategy**

- 5.1 Implementation and Phasing Plan- 10 year timeline
- 5.2 Committee Formation
- 5.3 “New Urban Identity” Implementation
- 5.4 Initial Project Completion for Phase 1

#### **6.0 Capital Cost Estimates**

#### **7.0 Compendium Remarks and Next Steps**

### **SCHEDULES**

- a) Work Plan Chart
- b) Map 18- Concept
- c) Map 19- Architectural Impression Panel
- d) Map 20- Project Phasing
- e) Implementation and Phasing Plan Strategies- 10 yr. timeline, Phase 1, 2 & 3
- f) Capital Cost Estimates - Phase 1, 2 & 3

### **APPENDIX**

Key disciplines, specialists and consultants

**ACKNOWLEDGMENTS**

The Hespeler Village River Activation Master Plan is a reflection of a considerable amount of guidance, advice and assistance made available throughout the study and planning process. The consultants wish to thank the following for their constructive participation and direction offered to us in the preparation of this study:

**Steering Committee**

Clare Apon

LACAC- (Local Architectural Conservation  
Advisory Committee)

Ken Boyle, Chair

Hespeler Village Neighbourhood Association

Art Clarke

CARAC- (Core Areas Revitalization  
Advisory Committee)

Councillor Rick Cowsill

Councillor

Ed Gazendam

Hespeler Healthy Community Coalition

Karen Grant

CARAC- (Core Areas Revitalization  
Advisory Committee)

Tim Hilborn

Hespeler BIA- (Business Improvement Area)

Franco Karas

East Hespeler Neighbourhood Association

Jim King

Commissioner of Community Services

Lorrie Minshall/ Nancy Davy

Grand River Conservation Authority

Greta Najcler

CEAC- (Cambridge Environmental  
Advisory Committee)

Bryan Pinder

Cambridge Trails Advisory Committee

Russell Schultz

Rivers-N-Trails

Julie Snowdown, Vice Chair

Silverheights Neighbourhood Association

Wendy Wright

Commissioner of Planning Services

**Hespeler Village Stakeholders**

Karen Grant

Company of Neighbours

Melissa Cheater

Hespeler Teen Music Society

Popcorn House Community Resource Centre

Cambridge Youth Advisory Council

Cambridge Senior's Centre

Jim Lavell, Principal

Jacob Hespeler Secondary School

Silverheights Public School

Woodland Park Public School

Hillcrest Public School

Our Lady of Fatima School

Helen Pieper

Ancient Mariners Canoe Club

Diane Pirrie, President

Hespeler Horticultural Society

Harold Ash, President

Royal Canadian Legion

Tim Hilborn

Hespeler Village Business Improvement Area

Sandy Forsyth / Ed Gazendam

Hespeler Healthy Community Coalition

Hespeler Village Neighbourhood Association

East Hespeler Neighbourhood Association

Leo Wesseling	Silverheights Neighbourhood Association
Cathy Buchanan, Secretary	Optimist Club of Hespeler
Les Holdaway, Owner	Rotary Club of Cambridge (Preston-Hespeler)
Paul Langan, Resident	Black Bridge Mill
	Queen Street

### City of Cambridge, Planning Services Department

Wendy Wright	Commissioner of Planning Services
Alain Pinard	Director of Policy Planning
Albert Frootman	Senior Planner and Project Manager

In addition to the above individuals, the consultants also wish to thank the many individuals and public interest groups who have participated, formally and informally, advised and assisted our team and shared their opinions and insights throughout the study process.

#### **Acting Consultants:**

##### ***EDA Collaborative Inc.***

Study Director	Patrick Li
Back-up Study Director	Bruce Cudmore
Co-Study Coordinator	Mike Colangelo
Co-Study Coordinator	Lara Tarlo
Senior Environmental Planner	Uwe Wittkugel
Assistant Study Coordinator	Shonda Wang

### Economic Development and Public Consultation Specialist

##### ***Quadra Consulting Group***

Visioning and Public Consultation	Peter Meyer
-----------------------------------	-------------

### Heritage Architecture and Urban Design Specialist

##### ***Salter Farrow Pilon Architects Inc.***

Heritage Architecture	Tye Farrow
	David Wood

### Municipal Engineering Specialist

##### ***Cumming Cockburn Limited***

Ian Rawlings
--------------

### Marine Structural Engineering Specialist

##### ***SHAL Consulting Engineers Inc.***

Marine Structural Engineering	Tom Hluchan
-------------------------------	-------------

## **EXECUTIVE SUMMARY**

The Hespeler River Activation project was initiated in Summer 2002 as part of efforts to revitalize the Hespeler Village Core Area by improving its relationship with the river. A considerable amount of research (data collection and site analysis of physical and natural resources) and work set the foundation for this project, including identification of an initial vision and a set of priorities (as outlined in the terms of reference) by various community stakeholders/ members. ***The project goal is to establish a Hespeler Village River Activation Master Plan for the City of Cambridge, which strategically uses the Speed River in the interests of fostering and improving social, environmental and economic well-being.*** Since the inception of the project, consultation with key stakeholders and the community has remained an essential part of the process.

The Phase One Report, *Community Activation: Establish the Vision* and the Phase Two Report, *Towards A: Development of Strategic Alternatives* precede this final, Phase Three Report.

In addition to providing background information on the master planning process, the Phase Three report, *Concept, Implementation Strategy, and Final Report*, contains a detailed phasing timeline, cost estimates, and implementation strategy. The report also includes a discussion regarding factors for further study, and recommendations for a detailed environment assessment process for the Mill Pond.

The Phase Three Report is organized in such a way as to provide a “stand alone” document, which provides the rationale and outlines the process underpinning the Master Plan concept. However, the previously mentioned reports provide a comprehensive record of the consultation, research and analysis of previous phases, which shaped the Master Plan.

## **1.0 INTRODUCTION**

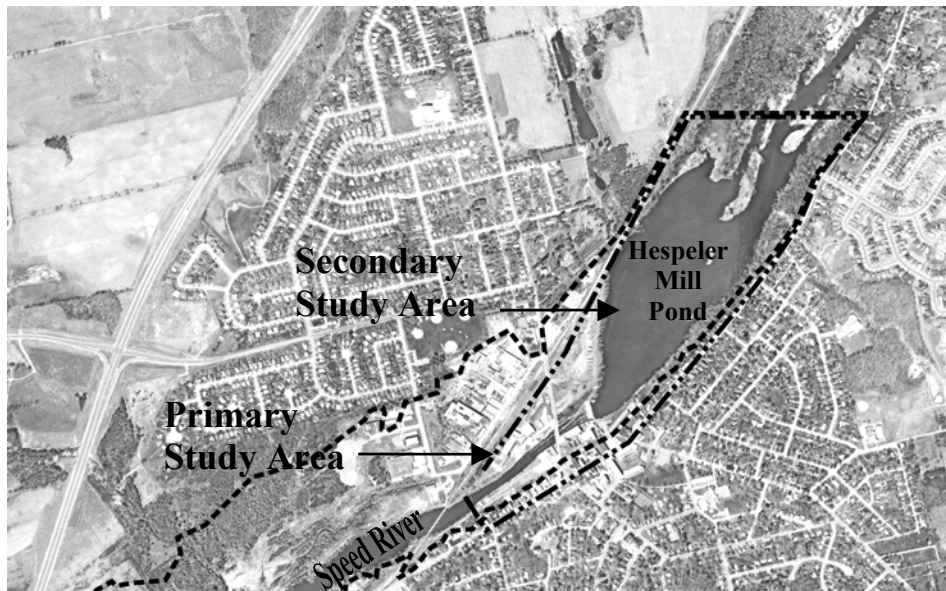
The Hespeler Mill Pond and Speed River are the focus and geographic centre upon which the Hespeler community has been established. The master plan process began from the recognition that the Pond is of historical significance to the community, and could be reactivated into a more meaningful focal point.

The purpose of the project is to promote the revitalization of the Hespeler core area by establishing a Hespeler Village River Activation Master Plan, which strategically uses the Speed River in the interest of fostering and improving social, environmental, and economic well-being. The Hespeler Village Core Area, primarily defined as Queen Street, has existing attributes that should be enhanced and protected, while at the same time introducing elements that will be economically and aesthetically viable.

As part of Phases One and Two, extensive consultation sessions were held with stakeholders and the community. Following these sessions, strategic alternatives were developed into one concept plan. Phase Three further articulates and the Master Plan concept and the process for phasing and implementation. Phase Three also includes preparation and presentation of the Draft and Final Master Plan reports to Council.

### **1.1 The Master Plan Study Area**

The primary study area includes the core area, part of the Speed River, the Mill Pond and adjacent residential and industrial lands east and west of the pond. The secondary study area includes the flood plain that extends just beyond the primary area.



## **1.2 The Steering Committee**

A committee of local area representatives (see Acknowledgements) was formed to help guide the decision making process for the River Activation Master Plan. The Steering Committee was able to listen, review and provide comments and suggestions throughout the entire River Activation Master Plan process. The Steering Committee, along with the consultants and the City of Cambridge representatives, and the community residents helped to shape and form the new initiatives for Hespeler.

## **2.0 SUMMARY OF PHASES ONE and TWO – Master Plan Preparation**

*(See Schedule A- Work Plan Chart)*

Phase One included tasks which were vital in shaping the Strategic Alternatives of Phase Two. Consultation with stakeholders and the public have been an integral and necessary component in formulating the Master Plan. The Walking Tour, Public Workshops and Visioning meetings have resulted in the development of an informed, dynamic vision. The Phase One and Phase Two Questionnaires, Newsletters, and other opportunities for communication have also been helpful in providing insights to allow the process to move forward.

At the completion of Phase One, the initial vision was endorsed by the Steering Committee. The consultants continued to work with the findings of both Phase One and Phase Two meetings and workshops to synthesize an appropriate range of design alternatives for review and evaluation by the Steering Committee. Phase Two, focuses primarily at the arrival of the design alternatives. This report further explains the methodology of the public consultation and participation process, and a descriptive account of input to the project based on a series of meetings with the Steering Committee, Technical Advisory Committee, Stakeholders and the public at large.

## **2.1 Master Plan Concepts A and B**

The two concepts were initially presented at a public meeting, held on January 9, 2003, to generate feedback, which eventually led to the preparation of a final, preferred concept. This concept then went through a process of further review and was refined with input from the Steering Committee, Technical Advisory Committee, Stakeholders, and the public, via another set of presentations and public consultation.

### **Concept A**

The overall theme of Concept A is the enhancement of the natural environment. Selective dredging of the Mill Pond, and creation of marsh wetlands would form islands for the wildlife. The goals of this concept include improving the quality of the Pond, strengthening green corridors and open spaces, improving views of the river, and improving trail connections.

A number of passive recreation elements are proposed. These include a trail system to link existing trails and to create new access points to the River and the Pond. Residents could use these pathways for activities such as walking, jogging, and cycling, and cross-country skiing during the winter months. Active recreation elements are also proposed. The areas labelled “active recreation” on the plan would include soccer fields, indoor recreational facilities/skateboard park, and kayak and canoe launches.

Residents would be able to explore the extensive natural area using a pedestrian boardwalk system that includes a loop around the Hespeler Mill Pond. A trail bridge crossing at the northern end of the channel would create an additional pedestrian linkage across the Pond. Proposed cultural facilities include event tents for large gatherings at social events and annual holidays such as Canada Day.

### **Concept B**

Concept B combines economic development with environmental enhancement. This concept promotes a long-range plan involving the re-use and conversion of existing industrial buildings, from industrial land use to commercial and residential uses. This strategy would help maintain an employment base and attract visitors to the Hespeler Village Core Area.

This mixed-use concept would also include public open spaces, including passive and active green spaces adjacent to the core and along the water’s edge. Outdoor gathering areas for large cultural events and festivals would be created to allow local residents of all ages to socialize and meet one another. The plan also allows possibilities for green spaces for active sporting events, picnic areas, and boat launches to be mixed with recreational activities, such as an indoor skateboard park. An extensive trail system/boardwalk is also proposed, which would link the surrounding residential neighbourhoods to the Core Area through enhanced green corridors.

## **2.2 Public Consultation Process**

### ***Public Meeting, January 9, 2003***

The first public meeting was designed as a strategic planning activity to provide stakeholders with an opportunity to express concerns, identify challenges, and communicate their visions for the future. The main goals of the meeting were established as an opportunity to present two master plan concepts, and to provide comments on the concepts, priorities for action, and any new ideas. Each group presented the results from their discussions in a plenary session.

During the same meeting, a questionnaire was distributed to all participants to provide an alternative means of providing response and input to the concepts presented. The questionnaire prompted respondents to think about their likes and dislikes regarding Concept A and Concept B. They were also asked to rank these items based on a level of importance and the specific design ideas they wished to see implemented.

Comments regarding both Concept A and B showed a positive response to the opportunity for enhancement and revitalization occurring in Hespeler Village. Access and amenities related to Mill Pond are appreciated, however, respondents were also concerned about any environmental and ecological damage. Respondents stressed that development would have to be a balance of change and sensitivity to habitat, wildlife, and history.

Information regarding the costs of each element was requested, to allow the public to make a more informed decision regarding priorities of action. As pleased as residents were that money and energy was being committed towards improving the quality of life for Hespeler Village residents, they also hoped there would be sufficient funds dedicated to *continuing* and *maintaining* the project, and any new implementations.

### ***Public Open House, April 3, 2003***

As refinement of the design concepts continued, a Public Open House provided another opportunity for the community to interact with and contribute to the project, receive clarification on the process to date, a summary of feedback generated from previous meetings, the concepts as they have developed into the draft Master Plan concept, phasing plans, and architectural impressions of the design.

Comments received from the public open house were very positive. The majority of respondents communicated that the whole concept was appealing, and some commented that the Final Concept was an extremely well thought out plan. In general, comments received during the open house thematically mirrored many of the comments received to date, and the Open House attendees appreciated the account of such comments in the concept presented.

## **2.3 Review and Evaluation Process**

### ***Steering Committee Meeting, February 17, 2003***

The purpose of this meeting was to update the Steering Committee with regard to the public input and feedback received from the previous public meeting and for the Consultant to present the draft Master Plan concept for their review and comments. Along with the draft Master Plan, a more detailed design concept was presented for the proposed parkland area. David Wood, of Salter Farrow Pilon Architects, presented the architectural components of the Master Plan concept, emphasizing the potential future reuse of existing industrial buildings. The Steering Committee identified a suggested list of priorities, as follows:

- Guelph Avenue Bridge aesthetic improvements
- An urban square
- Detailed ‘core’ area of the plan (projects on either side of the bridge including the park)
- Aesthetic/ visual improvements (banners, ground planters)
- Enhancement of Ellacott Lookout through selective clearing of vegetation to improve views.

***Technical Advisory Committee Meeting, March 20, 2003***

The Technical Advisory Committee raised the idea of removing the Mill Pond dam as a possible solution to improving water quality and increase flow rates. This approach has been taken when dealing with other water ways and would have to be given consideration as part of any environmental assessment process for works to remediate the Mill Pond.

It was determined early on in the master planning process that the Mill Pond dam would remain in the design concept because the dam itself is in good condition. There is no apparent need for action in terms of structural improvements. Removing the dam would result in the loss of the Mill Pond. The visual aesthetic, cultural value and appeal of the Speed River through the Hespeler Core Area would be adversely affected (see Section 4.3 regarding the proposed detailed assessment phase).

***Steering Committee Meeting, March 20, 2003***

An updated draft Master Plan concept was presented to the Steering Committee addressing the comments received from the previous meeting. Aside from graphic alterations to the presentation boards, discussion focused on the feasibility of the proposed boardwalk in the Mill Pond. Any alterations, disturbances or additions to the Mill Pond, including the boardwalk, would be dependent on detailed environmental assessment and study. The consultant made it clear that in their previous project experience, similar concepts facing similar challenges have proven successful.

***Meeting with the Grand River Conservation Authority Staff, March 31, 2003***

Discussion was primarily focused around environmental issues concerning the Mill Pond. The GRCA had clearly communicated, at an earlier date, that any work or disruption in the Pond would require an extensive environmental assessment study. Patrick Li of EDA Collaborative presented the draft Master Plan and phasing/ implementation diagram. Both parties agreed that future considerations for the Mill Pond and environs would need to be examined in a watershed context. Further, other groups, such as water managers and fisheries management groups, have an interest in the water quality upstream and downstream of the site. The GRCA acknowledged and support the following goals for this project:

- Improvement of water quality in the Mill Pond;
- Enhancement of the associated wetlands;
- Improvement of public access; and,
- Facilitate public knowledge of natural values to be found within the area.

As stated earlier, any decisions regarding design details to achieve the above mentioned goals would be dependant on information to be generated by an environmental study process. This process would need to include detailed inventories, technical analysis, public consultation, and an assessment of the feasibility of incorporating a boardwalk within the Mill Pond.

## 2.4 Draft Master Plan Concept

*(See Schedule B- Map 18- Concept and Schedule C- Map 19- Architectural Enhancements and Conversions)*

The draft Master Plan concept was conceived as a result of feedback obtained throughout the design process. Comments and opinions gained from public meetings, a Public Open House, Technical Advisors and Steering Committee members helped revise and improve the draft Master Plan. Design elements that were well received from Concept A and Concept B remained in the Master Plan. Combining economic development with environmental enhancement ('new urban identity') was a realistic and do-able design approach. Key elements of the draft Master Plan design are as follows:

- Strengthening the downtown core through intensified urban uses;
- Providing public open space adjacent to the core including, but not limited to, passive and active recreational uses;
- Introducing urban aesthetic landscape improvements, such as street/ bridge vegetation, lighting, banners and murals;
- Revitalization of existing buildings into mixed-use (commercial/ residential) developments;
- Wildlife sanctuary wetland enhancement; and,
- Interpretive boardwalk system linkage.

Many comments and suggestions were received from various committee groups and local residents, which were all given equal review and discussion. However, not every idea could become part of the Master Plan. From a design and implementation perspective, certain ideas were unfeasible and beyond the scope of this particular study. For example, an earlier suggestion to remove the dam structure in the Mill Pond was discarded for the following reasons:

Dam removal (-):

- The pond would dry up and eventually disappear over time
- The current wetland ecosystem would be disturbed
- Recreational uses would be affected

It was determined early in the master planning process that the Mill Pond dam would remain in the design concept because the dam itself is in good condition. There is no apparent need for structural improvements. Removing the dam would result in the loss of the Mill Pond. The visual aesthetic and appeal of the downtown core would be significantly altered and the core area's identity would be affected in the process.

The final River Activation Draft Master Plan Concept is a combination of ideas and suggestions collected throughout the entire master planning process from the local community, committee members and City representatives.

### **3.0 PURPOSE OF PHASE THREE**

#### **3.1 The Vision**

From the inception of the report, the Steering Committee, Stakeholders, and the community identified the Hespeler Speed River and Mill Pond as very important features of the Hespeler Village Core Area. Detailed site assessment and analysis, including historical information, equipped the Consultant team with information to be sensitive to the context of the site and base the project on a comprehensive understanding of the natural and human heritage of the place.

Another element of the Plan was to ensure sustainable design by placing priority on the environment and ecological elements as a prime component in implementation. This was to be balanced by developing connections between the community of Hespeler Village, and surrounding areas.

The Master Plan concept recognizes and enhances the unique heritage of Hespeler Village and incorporates the projects goals. Hespeler is characterized as a “Village on the River”. The River has cultural and heritage resources that are able to support cultural and recreational facilities to be enjoyed by all residents, as well as tourist visitors. The Master Plan recognizes existing built heritage, including older and newer structures, which may be preserved and/ or regenerated. As well, the Master Plan identifies numerous river-based opportunities, including those that are active, passive, and symbolic, which benefit the Hespeler Village Core, the Hespeler community, and the City of Cambridge.

#### **3.2 Factors for Further Study**

As detailed in the Open Space Management Strategy of the Phase Two Report, maintenance of the status quo (with no improvements to the Mill Pond) is considered unacceptable (and likely impossible) in light of the increasing residential development around Hespeler Village and the continuing core area revitalization. Both scenarios will lead to an increased number of people exploring the Pond environment. Spontaneous use of the natural environment could result in further deterioration and degradation (disturbance to wildlife, erosion, etc). To prevent such development, a pro-active landscape development strategy is suggested focusing on three key development zones with specific management objectives.

The zone-specific recommendations must be seen as components of an overall strategy. For example, opening parts of the Pond environment (e.g. loop trail across Speed River) to passive recreation is compensated by rehabilitation of former riparian and upland habitat and creation of new wetland and marsh habitat in Zone 2.

To be successful, *the environmental strategy must be an integral part of the overall River Activation Master Plan strategy.* Involvement of local and regional governments, and the Hespeler community is essential. Action plans must have short as well as long-term

components. Above all, monitoring must be applied to provide feedback on the success of rehabilitation measures and to trigger program adjustments if required.

#### **4.0 PROJECT PHASING STRATEGY**

##### **4.1 Opportunities for linkages/ partnerships with other Core Area Initiatives**

The City of Cambridge is currently undertaking a number of exciting initiatives for the revitalization of its core areas. In association with Entro Communications, a way-finding and branding signage master plan is being developed for the City's core areas. Also, the City of Cambridge Transportation and Public Works Department is planning to rehabilitate the Guelph Avenue Bridge. These are both examples of projects which coincide with the Hespeler River Activation Master Plan, and have opportunities for linkage and/ or partnerships.

One of the key objectives of the Master Plan is to identify opportunities for other partnerships. Potential partnerships within the City include:

- Transportation and Public Works Department- coordination of Guelph Avenue Bridge improvements
- Core Areas Revitalization Advisory Committee Signage Sub-committee
- Community Services Department for soccer pitches

Other initiatives that will support implementation of the River Activation Master Plan are the Building Revitalization Program, a proposed new core area parking lot, and a planned Public Library expansion.

As well, some federal government departments have a mandate to support "green" initiatives, with associated sources for funding. Some of the programs currently available include:

- Environment Canada Eco- Action Fund (strongest funding possibility for project implementation);
- Environment Canada Wetland Habitat Fund; and,
- Environment Canada Green Municipal Enabling Fund (funding possibility for feasibility studies).

Parks Canada is another federal agency that has a mandate to promote Canada's natural and cultural heritage, protect ecological and commemorative integrity, and improve environmental stewardship. These funding opportunities may be in line with implementation of projects, and would require further exploration.

## **4.2 Phase One**

(See Schedule D- Map 20- Project Phasing)

The initial strategy for development and enhancement of Speed River in the Hespeler Core Area is to focus efforts within the downtown core. With the exception of improvements to Ellacott Landing, Phase One projects will focus on aesthetic improvements and enhancements to the Guelph Avenue Bridge. This is a strategic starting point for implementation as many local residents utilize and/or recognize the Bridge as a primary link between communities north and south of the Speed River. The Bridge acts as a visual reference point for the entire community, and is expected to be a strong catalyst for implementing other Phase One projects.

The start of the major park development east of Guelph Avenue may tie into any streetscape improvements associated with the Guelph Avenue Bridge enhancement. However, the land for such development must be acquired before Phase One can continue.

## **4.3 Phase Two**

As in Phase One, Phase Two projects are located within Hespeler's core area. The parkland west of Guelph Avenue will be an extension of the park to the east of Guelph Avenue (Phase One). Creating this major parkland facility in the heart of the community provides a central public open space. The park also provides recreational use and a central space for people to gather and meet, both local residents and tourists. A small park with a pedestrian bridge crossing over the Pond and Dam, towards the Phase One parkland, and an urban plaza on the southeast side of Guelph Avenue complete the major Core Area projects.

Land acquisition will be part of implementation of specific projects planned in Phases One and Two. The ability to acquire the land will affect implementation.

## **4.4 Phase Three**

Phase Three is subject to approval of detailed environmental impact studies prior to any form of Mill Pond cleaning or development. Full implementation of the Master Plan relating to the Mill Pond will require a comprehensive process of assessment and study. Therefore, this process needs to be initiated in Phase One, to allow for full project implementation to occur in the ten-year timeframe suggested. Pending any type of delay or setback, Phase Three will begin when parkland development is complete. Any work within/ surrounding the Pond would consist of selective dredging of the Pond and reuse of the material to create island formations, develop wetland habitats, introduce a pedestrian looped boardwalk system, and monitoring.

Appendix A outlines the key disciplines, specialists and consultants to be involved in assessing the feasibility of work within the Mill Pond.

The work program for Phase Three (the Hespeler Mill Pond) could follow one of the following two approaches:

**1) Implementation of the entire work program under one contract; or**

**2) Implementation through a series of independent work packages.**

1) Implementation of the entire work program under one contract.

This approach would require the least involvement by the City. The City could issue a Request for Proposal (RFP) for the entire work package and leave the implementation to the successful bidder. Given the extended time period for the overall project, there could be one umbrella contract with authorization of individual packages, as the project proceeds (e.g. (1) baselines studies, (2) completion of the Environmental Assessment and development of a rehabilitation strategy, (3) implementation).

This approach would use the Environmental Assessment process to ensure that the baseline studies are tailored to the specific objectives of the overall work. Also, coordination efforts would be minimal and communication among the various disciplines maximized.

2) Implementation through a series of independent work packages.

This approach would require significant and on-going coordination and management by the City. It may be the more economic approach, provided that the initial baseline studies are adequate. In particular, opportunities may exist to have part or all of the baseline work undertaken by such organizations as the conservation authority, universities, MNR and conservation groups. This may allow for significant cost sharing scenarios but requires coordination by the City of Cambridge to ensure the usefulness of the database for subsequent planning stages.

Following the baseline work, a consultant could be retained to conduct the EA and development of a rehabilitation strategy. Subsequently another, separate contract could be issued to have the project implemented (construction phase).

Obviously, the two approaches can be combined to various degrees depending on the development of the City's budget and staff resources over time.

## **5.0 IMPLEMENTATION STRATEGY**

The implementation strategy defines the steps required to realize the Master Plan. The following strategy outlines identification of priorities, costing, development packages, roles and responsibilities, and other key factors.

## 5.1 Implementation Timeline

The implementation plan is proposed for completion within a ten-year period.

### Phase One ■

Phase One includes the implementation of the following projects:

- Guelph Avenue Bridge Enhancements;
- Public Open Space/ Park Development (pending parkland acquisition);
- Ellacott Landing/ Lookout; and,
- Initiation of Mill Pond Environmental Assessment Studies/ Base Line Data Collection.

### Phase Two ■

Phase Two includes the implementation of the following projects:

- Public Open Space/ Park Development (continued; pending parkland acquisition);
- Riverside Park Enhancements; and,
- Public Urban Square.

### Phase Three ■

Phase Three includes the implementation of the following projects:

- Environmental Assessment Studies
  - Baseline Data Collection
  - Development of Rehabilitation Strategy
  - Strategy Implementation
  - Continued Monitoring

The project will be implemented over a ten-year timeframe, as outlined in the Annual Project Budgeting Cost Estimate chart, as follows.



## **5.2 Committee Formation**

It is recommended that a subcommittee of CARAC (Core Areas Revitalization Advisory Committee) continue to oversee the Master Plan Implementation Strategy. The subcommittee would be responsible to actively monitor, discuss, and endorse projects as they progress, and serve as an ongoing liaison between the City of Cambridge and involved parties. It is proposed that it be comprised of representatives of CARAC as well as the following organizations that have been valuable in the Master Plan process:

- Hespeler Village Stakeholders and community representatives;
- Grand River Conservation Authority (GRCA);
- Hespeler Village Neighbourhood Association;
- East Hespeler Neighbourhood Association;
- Silverheights Neighbourhood Association;
- Hespeler Business Improvement Association.

## **5.3 “New Urban Identity” Implementation**

The existing industrial lands west of Guelph Avenue and north of the railway line/corridor are to be transformed with a “new urban identity”.

The Hespeler Village Core Area can be expanded to include a “New Urban Identity” area by way of amendments to the Official Plan and Community Improvement Plan. This area would then be eligible for existing financial incentives that are part of the City of Cambridge’s Core Areas Revitalization Program.

The “New Urban Identity” identifies existing buildings and spaces that have potential for re-development and injects new uses into existing spaces. Converting existing buildings into mixed used buildings (possibility for commercial/ retail spaces at street level, office and residential spaces located above) will help revitalize the area and allow people to explore the proposed recreational areas and streetscapes.

Sheffield Street, predominantly warehouse and industrial buildings, may be revitalized through:

- Viewing the intersection of Sheffield Street and Guelph Avenue as a hub to the urban fabric;
- Architecturally influencing existing warehouse buildings on Milling Road, which will help articulate a distinct exterior, and renovation of the warehouse buildings on Sheffield Street;
- Conversion of existing buildings into mixed use buildings consisting of retail, work-live spaces;
- Focusing on Sheffield Street as the new edge of the urban fabric.

Architectural improvements on both the north and south sides of the landscape corridor may act as gateways to draw people from the urban fabric into the recreational areas and

vice versa. It is recommended that appropriate steps be taken to include this area within the designated Hespeler Village core area.

#### **5.4 Phase 1 – 2004 Implementation**

A budget of  $\pm$  \$ 350,000.00 through 2004 has been secured to begin the initial stages of project development for the Hespeler River Activation Master Plan. The following work is proposed to be undertaken in 2004:

- Guelph Avenue Bridge Enhancements (to completion);
- Ellacott Landing Lookout Enhancements – Items 1-10 of the Implementation Plan, see Appendix; and,
- Property Acquisition/Parkland Development: Phase One – Item 1 – (as above) Environmental Assessment for the site.

Work will begin with visual/ aesthetic enhancements to the Guelph Avenue Bridge. This work will be associated with bridge rehabilitation to be undertaken by the City of Cambridge Engineering Division in 2004.

Site improvements/ enhancements at Ellacott Landing will begin with rough grading/ demolitions and removals, site services, shoreline stabilization, initial pathway system down to the Mill Pond and the construction of boardwalk deck/ lookout platform. Parking lot improvements and lighting are also proposed.

An Environmental Assessment/ Soil Quality study report will be done for the proposed parkland site north east of Guelph Avenue. This study will provide a clear basis for proceeding with any clean-up, which may arise before park construction will begin. Similarly, a number of environmental studies and the collection of Baseline Data will begin for the work being proposed in the Mill Pond.

Beginning the master plan implementation strategy with these three projects will provide a catalyst for ongoing implementation into the future phases.

It is important to note that funding is only available for Year 1 of the Master Plan Implementation Strategy. No other funding has been secured at this point. Ideally, the Master Plan would be implemented over a 10 year period as described in the Annual Project Budgeting summary sheet, which sets out a sequencing of projects. Implementation of the Master Plan will be subject to a detailed capital budget review by Council, to determine how to best realize the plan.

#### **6.0 CAPITAL COST ESTIMATES**

Capital cost estimates for each of the projects within Phases One, Two, and Three are presented in Schedule E. The costing is based on recent construction costs experienced by the Consultants for similar landscape items and amenities in 2002-2003 Canadian dollars. Project information is listed by level of priority and/ or reality, from highest to lowest.

Costs are distinguished under the following categories:

- Site Preparation Work to begin construction (demolitions and removals)
- Site Work (includes hard and soft landscape items, and miscellaneous work); and,
- Environmental Assessment Studies are included where necessary.

It is important to note the following assumptions in connection with the costing:

- Costs include capital construction, staff management and contractors mark-up;
- Contingencies of 10% are intended to allow for escalation and other unforeseen conditions; and,
- Inspection and Design fees of 10% are included, however, the fees may vary depending on the size of the capital expenditure based on recent City experience.

## **7.0 CONCLUDING REMARKS AND NEXT STEPS**

The Hespeler Village community is clearly passionate towards revitalization of the Hespeler Village Core Area. Expressions of opinion, ideas, and concerns communicated throughout the consultation process have demonstrated that the Master Plan is accepted and anticipated with both a sense of optimism for change, and realism for the implementation process ahead.

A number of projects and tasks have been delineated by priority, timeframe, and cost in order for the City of Cambridge to move forward. Environmental sustainability continues to be a key component of successful project implementation, hence the recommendation for environmental studies to be initiated immediately, a key next step for the project.

The Hespeler Village River Activation Master Plan and Implementation Strategy will become the blueprint for creating and managing river-related core area improvements in the future.

Implementation of the Master Plan will provide benefits for the entire community. Successful realization of this plan will arise from the dedication and the commitment of local residents, various interest groups, design consultants, and the City of Cambridge, with direction from a new implementation committee, to see this process through.

**SCHEDULES:**

- a) Work Plan Chart
- b) Map 18- Concept
- c) Map 19- Architectural Impression Panel
- d) Map 20- Project Phasing
- e) Implementation and Phasing Plan Strategies- 10 yr. Timeline, Phase 1,2 & 3
- f) Capital Cost Estimates- Phase 1, 2 & 3

**Implementation and Phasing Strategy Plans: (Schedule e)**

10-yr timeline  
Phase 1,2 & 3

**Capital Cost Estimates: (Schedule f)**

Phase 1, 2 & 3  
Overall Totals for each Phase (1,2 & 3)  
Summary for Initial Implementation