Regional Municipality of Waterloo

Committee of the Whole

*Addendum Agenda

Tuesday, May 26, 2020

Closed session 9:00 a.m.

Open session 10:00 a.m.

This meeting will be held electronically

150 Frederick Street, Kitchener, Ontario

1. Motion to go into Closed Session

That a closed meeting of Committee of the Whole be held on Tuesday, May 26 at 9:00 a.m. electronically in accordance with Section 239 of the “Municipal Act, 2001”, for the purposes of considering the following subject matters:

   a) the security of the property of the municipality

   b) proposed or pending acquisition of land and receiving of advice that is subject to solicitor-client privilege in the City of Cambridge

   c) proposed or pending acquisition of land and receiving of advice that is subject to solicitor-client privilege in the City of Waterloo

   d) * information supplied in confidence and negotiations carried out on behalf of the municipality

   e) *labour relations

2. Motion to Reconvene into Open Session

Should you require an alternative format please contact the Regional Clerk at Tel.: 519-575-4400, TTY: 519-575-4605, or regionalclerk@regionofwaterloo.ca
3. Declarations of Pecuniary Interest under The “Municipal Conflict Of Interest Act”

4. Presentations

4.1 Josipa Pentrunić, Ph.D., President & C.E.O, CUTRIC re: TES-TRS-20-12, Energy Friendly Transit System Recommendation Report

Recommendation:

That the Regional Municipality of Waterloo approve the electric bus strategy as set out in TES-TRS-20-12 dated May 26, 2020 and direct staff to take the following actions:

1. No longer purchase buses powered exclusively by diesel engines beginning with the 2021 bus procurement.
2. Purchase six electric buses in 2022 and five electric buses in 2023;
3. Draft the 2021-2030 capital program to reflect incremental bus replacement costs and equipment costs associated with the electric bus strategy;
4. Reduce the current order of 12m conventional diesel buses by four (4) and proceed with a tender to purchase four (4) 9 metre mid-size lower emission conventional transit buses;
5. Review the results of the pilot electric buses in 2024 and update the zero emission vehicle strategy at that time.

4.2 *HRC-ADM-20-05, Pandemic Recovery Planning Framework (Staff Presentation)

Recommendation:

That Regional Council endorse the proposed Pandemic Recovery Planning Framework as described in report HRC-ADM-20-05.

5. Delegations
<table>
<thead>
<tr>
<th>Consent Agenda Items</th>
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<td>Items on the Consent Agenda can be approved in one motion of Committee to save time. Prior to the motion being voted on, any member of Committee may request that one or more of the items be removed from the Consent Agenda and voted on separately.</td>
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6. Request to Remove Items from Consent Agenda

7. Motion to Approve Items or Receive for Information

| 7.1 Regional Road 4 Ottawa Street Reconstruction - Fischer-Hallman to International Place, City of Kitchener – Information Package in Advance of Public Consultation (Information) |
| 7.2 CSC-CHS-20-04, Update on Third Party Review of Regional Children’s Centres (Information) |
| 7.3 TES-TRP-20-09, Cambridge to Toronto (Union Station) GO Train Feasibility Study – Phase 2 Interim Update (Information) |
| 7.4 HRC-ADM-20-03, Service Review 2019 – Progress Update on Action Items (Information) |
| 7.5 TES-DCS-20-11, Ottawa Street Improvements Fischer-Hallman Road to Alpine Road, City of Kitchener Amendment to Consulting Services Agreement |

**Recommendation:**

That the Regional Municipality of Waterloo amend the Consulting Services Agreement with MTE Consultants Inc. for the Ottawa Street improvements from Fischer-Hallman Road to Alpine Road, in the City of Kitchener to add additional fees in the amount of $196,000 plus applicable taxes for a revised total upset fee of $771,664 for design services as described in report TES-DCS-20-11, dated May 26, 2020.

7.6 TES-DCS-20-12, C2020-04 Consultant Selection – Schedule C Class Environmental Assessment (EA), Design, and Contract Administration and 3297327
Construction Inspection Services for Trussler Road (Regional Road 70), Bleams Road (Regional Road 56) to Yellow Birch Drive, Township of Wilmot and City of Kitchener

**Recommendation:**

That the Regional Municipality of Waterloo enter into a Consulting Services Agreement with Associated Engineering (Ont.) Ltd. to provide engineering consulting services for a Schedule C Class Environmental Assessment (EA), design, and contract administration and construction inspection services for Trussler Road (Regional Road 70) from Bleams Road (Regional Road 56) to Yellow Birch Drive at an upset fee limit of $1,175,100 plus applicable taxes for both the EA and preliminary design and detailed design and tendering phases, with contract administration and construction inspection services to be paid on a time basis, as described in report TES-DCS-20-12, dated May 26, 2020.

7.7 **PDL-LEG-20-20**, Authorization to Expropriate Lands (1st Report) for Improvements on Dundas Street from Hespeler Road to Franklin Boulevard, in the City of Cambridge

**Recommendation:** See pages 90 to 91

7.8 **PDL-LEG-20-21/PDL-AIR-20-03**, Surplus Declaration of 25-year Leasehold Interest in the Lands Comprising Approximately 32,000 Square Feet at the Regional Municipality of Waterloo Airport

**Recommendation:**

That the Regional Municipality of Waterloo:

(i) Declare a 25 year leasehold interest in the lands comprising approximately 32,000 square feet at the Regional Municipality of Waterloo Airport as depicted in Appendix “A” to Report PDL-LEG-20-21 dated May 26, 2020 (the “Leased Lands”) surplus to the needs of the Region pursuant to the Region’s Property Disposition By-law 95-034; and

(ii) Approve an increase of the term of the current Lease of the Leased Lands with Hangar Lot 8 Inc. from twenty (20) years to twenty-five (25) years, as described in PDL-LEG-20-21/PDL-AIR-20-03 dated May 26, 2020.
7.9 COR-FFM-20-04, Extension of the Agreement with the City of Waterloo Regarding Use of Waterloo Parking Structure

**Recommendation:**

That the Regional Municipality of Waterloo enter into an amending agreement with the Corporation of the City of Waterloo to further extend an existing option to purchase a share of a parking structure owned by the City of Waterloo and used by the Region of Waterloo, as outlined in report COR-FFM-20-04 dated May 26, 2020.

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**Regular Agenda Resumes**

8. Reports – Joint Reports

8.1 CSD-HOU-20-09/COR-TRY-20-52, Supportive Housing of Waterloo Capital Grant Request (For Direction)

**Recommendation:**

That the Regional Municipality of Waterloo take the following action with respect to the King-Victoria Transit Hub project as described in Report COR-FFM-20-05 dated May 26, 2020:

a) Endorse the preferred design (as shown in Appendix A) to be progressed further into Design Development;

b) Enter into an Agreement with WZMH Architects to complete Design Development services for the project at an upset limit fee of $1.1 million plus applicable taxes;

And that staff be directed to:

c) Pursue an increase to the original funding agreement with the Province of Ontario, additional funding from other federal and/or provincial programs and any other funding source as appropriate for incremental costs associated with the project; and
d) Incorporate incremental costs of this project into the draft 2021-2030 capital program in accordance with the funding strategy approach outlined in this report.

9.2 **COR-TRY-20-54**, Community Personal Protective Equipment Co-Operative Grant Request

**Recommendation:**

That the Regional Municipality of Waterloo approve a $50,000 grant to the Waterloo Region Personal Protective Equipment (PPE) Co-operative as set out in report COR-TRY-20-54 dated May 26, 2020.

9.3 **COR-TRY-20-55**, 2020 Regional Tax Levy Remittances

**Recommendation:**

That the Regional Municipality of Waterloo amend By-law 20-12, being a By-law to Establish and Levy Rates of Taxation for Regional Purposes for the Year 2020, as set out in Appendix ‘A’ attached to Report COR-TRY-20-55 dated May 26, 2020 to allow the Regional Treasurer to provide an interest-free extension of the required 2020 tax levy remittances owed by the area municipalities to the Region provided that:

- The area municipality implements a property tax deferral program in 2020 and/or waives interest/penalties on property taxes outstanding as a result of the COVID-19 pandemic;
- Any remittance extension is proportionate, or approximately proportionate, to the amount and timing of the property tax deferral and/or waiver of interest and penalties granted;
- Any remittance extension takes into consideration Provincial funding supports and programs provided to the area municipalities; and
- The extension does not exceed December 1, 2020; and

That a certified copy of the approved by-law be forwarded to the area municipalities.

10. Reports – Planning, Development and Legislative Services

10.1 PDL-LEG-20-24, Surplus Declaration and Re-Conveyance of Fee Simple “1 Foot Reserves” to Meyers Group Inc. Pertaining to 150 Greenbrier Road, Cambridge and to 2546912 Ontario Inc. Pertaining to 180 Greenbrier Road, Cambridge

Recommendation:

That the Regional Municipality of Waterloo declare surplus and approve the following disposition of the fee simple interest in certain lands, being “1 foot reserves” provided in connection with Planning Act approvals, subject to completion of the surplus declaration process pursuant to the Property Disposition By-law 95-034 to the satisfaction of the Regional Solicitor as outlined in report PDL-LEG-20-24 dated May 26, 2020:

a) Transfer to Meyers Group Inc. the lands described as Part of Lot 7, Concession 9, being a Part on a draft Reference Plan as depicted in Schedule “A” to Report PDL-LEG-20-24 to be registered on title, in the City of Cambridge, being part of PIN 03844-1228 (LT), and

b) Transfer to 2546912 Ontario Inc. the lands described as Part of Lot 7, Concession 9, being a Part on a draft Reference Plan as depicted in Schedule “A” to Report PDL-LEG-20-24 to be registered on title, in the City of Cambridge, being part of PIN 03844-1228 (LT).

10.2 PDL-CPL-20-14, Addendum to Report No. PDL-CPL-20-06, Regional Submission to Proposed Regulatory Changes under the Aggregate Resources Act

Recommendation:

That the Regional Municipality of Waterloo approve an addendum to Report No. PDL-CPL-20-06 dated March 24, 2020, as detailed in Report No. PDL-CPL-20-14 dated May 26, 2020, and that this report be forwarded on to the Ministry of Natural Resources and Forestry as part of the Region’s response to the Province’s proposed regulatory changes under the Aggregate Resources Act, Environmental Registry of Ontario Posting No. 019-130.
11. Reports - Chief Administrator Office

11.1 *CAO-SPL-20-02, Community Safety and Wellbeing Plan

Recommendation:

That the provincially mandated Community Safety and Wellbeing Planning process be utilized as the framework to develop a recovery plan for the community supports needed following the impact of COVID-19. And that the membership of the Community Safety and Wellbeing Advisory Committee be expanded to include additional Regional Councillors and others as needed, as outlined in report CAO-SPL-20-02 dated May 26, 2020.

12. Information/Correspondence

13. Notice of Motion

a) Take notice that I, Councillor Sean Strickland, intend to introduce the following motion to be dealt with at the Committee of the Whole meeting to be held on May 26, 2020:

Whereas the COVID-19 pandemic is a public health and economic crisis and

Whereas the loss of life due to the pandemic has been heart wrenching and of great public concern and

Whereas we are thankfully seeing an increased slow down in the spread of COVID and

Whereas the Ontario government is gradually opening up our economy and

Whereas it is vitally important as we move into the next phase of pandemic control and economic recovery that the region of Waterloo position ourselves to aid in the economic recovery of our community, therefore

Let it be resolved that the region of Waterloo form an "pandemic recovery committee" that in consultation with public health reports directly to regional council and includes representation from Regional Councillors.

b) Take notice that I, Councillor Helen Jowett, intend to introduce the following motion to be dealt with at the Committee of the Whole meeting to be held on May 26, 2020:
Whereas the region of Waterloo in conjunction and in cooperation with the seven area municipalities is managing the communities’ response to the pandemic based on a plan from 2008 and,

Whereas this plan does not include a role for directly elected Regional Councillors, therefore,

Let it be resolved that following closure of this pandemic that the governance model for the emergency response plan be reviewed and amended to include representation from all directly elected officials.

14. Other Business

a) Council Enquiries and Requests for Information Tracking List
Region of Waterloo
Transportation and Environmental Services
Transit Services

To: Chair Tom Galloway and Members of Council
Date: May 26, 2020
File Code: D28-20
Subject: Energy Friendly Transit System Recommendation Report

Recommendation:

That the Regional Municipality of Waterloo approve the electric bus strategy as set out in TES-TRS-20-12 dated May 26, 2020 and direct staff to take the following actions:

1. No longer purchase buses powered exclusively by diesel engines beginning with the 2021 bus procurement.
2. Purchase six electric buses in 2022 and five electric buses in 2023;
3. Draft the 2021-2030 capital program to reflect incremental bus replacement costs and equipment costs associated with the electric bus strategy;
4. Reduce the current order of 12m conventional diesel buses by four (4) and proceed with a tender to purchase four (4) 9 metre mid-size lower emission conventional transit buses;
5. Review the results of the pilot electric buses in 2024 and update the zero emission vehicle strategy at that time.

Summary:

Transit Services has implemented a number of measures to reduce greenhouse gas emissions, including procuring hybrid electric buses, anti-idling policies, adjusting maintenance programs, using ultra-low sulphur diesel and implement the ION light rail vehicles. As outlined in TES-TRS-20-02, the next steps including determining the applicability of new propulsion technologies (battery electric buses or BEB’s).

This report presents a recommended approach to ending the use of diesel only buses and transitioning the transit fleet to zero emission vehicles. The approach ends the procurement of diesel buses, takes advantage of the environmental and operating benefits of the
established hybrid bus technology while integrating electric vehicles into the fleet as the technology matures.

While battery electric vehicles will be piloted over the next few years, hybrid electric buses will be used as an interim measure. They reduce fuel consumption and the associated emissions and will be a suitable measure until the BEB’s technology further matures and can become the main propulsion technology.

Along with the vehicle changes required, infrastructure changes are needed to support the new technology. In particular, charging equipment must be installed to “refuel” the bus. With the Northfield depot currently under construction, changes will need to be incorporated this year to take advantage of the opportunity to efficiently make the adjustments.

Another measure that will be implemented is the use of more fuel efficient and smaller 9 metre vehicles where appropriate. Report TES-TES-20-06 outlined the need to revise the Route 27 Chicopee service to allow improved service to Grand River Hospital's Freeport campus. Shorter vehicles can more effectively enter the site and with improvements in this size of vehicle, piloting of these vehicles will support this service as well as allow testing in other areas where regular service can be supported with them. The majority of routes cannot be accommodated by the smaller vehicles as enough of their trips need the capacity afforded by the standard 12 metre bus. The costs to use 9 metre buses would actually increase on those routes.

The smaller MobilityPLUS and BusPLUS vehicles currently do not have an appropriate option for alternative propulsion methods. Further analysis will be done with options for those vehicles presented in a future report.

The details and proposed timelines of the strategy are outlined in the following section.

**Report:**

Transit Services have implemented several significant measures to decrease greenhouse gases resulting from the operation of transit services in the Region. These include:

- Procuring low emission vehicle (LEV) hybrid buses (diesel/electric) since 2008 which have resulted in up to a 15% fuel efficiency compared to standard buses.
- Implementing anti-idling technology which forces automatic shutdown of all conventional buses which have been at idle for over six minutes, resulting in an annual fuel use reduction 100,000 litres.
- Introducing an enhanced engine tuning regime for all conventional buses to maximize engine performance, engine emission and fuel economy.
- Substituted fuel types in 2018 from Ultra Low Sulfur Diesel (ULSD) Gold to ULSD Clear to achieve a higher fuel economy and reduce emissions.
- Implemented ION light rail transit which is served by zero emission vehicles (ZEV).
Some of the next steps include an evaluation of the use of electric buses, expanding the use of hybrid buses in place of procuring any new diesel-only buses and a pilot of smaller 9 metre conventional buses.

At the Planning & Works Committee of March 24, 2020, Report TES-TRS-20-02 Energy Friendly Transit System Information Report was presented for information to the committee. The purpose of that report was to briefly outline the concept of electric buses and the potential applicability to Grand River Transit. The Region had engaged CUTRIC as a consultant to evaluate the potential to transition to lower carbon fuels within and across GRT’s entire bus fleet. The initial objective of the study was to evaluate which of GRT’s transit routes can effectively have electric buses deployed on. Their study will help in identify the best approach to shift to alternate energy vehicles.

Based on the previous report, staff are outlining an approach to end the purchase of diesel vehicles in favour of hybrid and electric buses. Much of the potential electric bus technology is very new and improvements are being made regularly. The energy capacity of batteries is increasing each year along with a decrease in their cost. As a result, staff see the value of shifting to the new technology, but in a measured approach so that the Region develops the most cost-effective fleet strategy to reduce greenhouse gases (GHG). With a large capital and operating cost for the vehicles and a long lifespan of about 14 years, decisions that are made now will have an impact for many years to come.

Electric Buses

One of the most effective ways to reduce GHG’s is to introduce the use of low emission vehicles (LEV’s) and, more importantly, zero emission vehicles (ZEV’s) into a fleet. GRT, with a significant fleet size in the Region, can play an important role. As outlined in more detail in TES-TRS-20-02, there are two main options being considered:

- Hybrid Electric Bus (HEB) – these combine an internal combustion engine (ICE) powered by diesel fuel with a battery-electric propulsion system to reduce emissions. These would be considered LEV’s rather than true zero ZEV’s.
- Battery Electric Bus (BEB) - these use a battery-electric propulsion system and are currently the main type of ZEV in use. They require recharging by plugging into an electric charger for an extended period, which could be from 5-20 minutes for a quick boost on-road to several hours for a full charge in-depot.

Currently there are 276 vehicles in the GRT conventional transit fleet. This includes 12 hybrid electric buses which are nearing the end of their serviceable lifespan.

It is proposed to shift away from purchasing vehicles that are solely powered by internal combustion engines (ICE) in order to reduce the emission impact of transit vehicles. In order to do so, GRT would purchase new low and zero emission bus propulsion systems between now and 2024. At that time, the strategy would be reviewed. Assuming the new technologies continue to prove suitable, adjustments would then be made to the capital budget to shift to
only ZEV’s. BEB’s would be purchased as a pilot while all other replacement buses purchased over the next few years would be hybrid vehicles. This would also include the initial purchase of articulated buses which would be purchased in 2022 as hybrid vehicles. Any additions to the fleet based on service expansion will be evaluated as part of the service expansion budget issue paper for the appropriate year and would increase the potential number of hybrid or battery electric buses that would be purchased.

It is proposed that 11 BEB’s would be purchased - 6 buses in 2022 and 5 in 2023. There are currently 4 manufacturers of electric buses in North America – Nova Bus, New Flyer Industries, Proterra and BYD. GRT currently has a 5-year contract with Nova Bus for the purchase of standard and articulated diesel and hybrid buses. This contract extends to the end of 2023. Electric vehicles are not included in this contract and so a separate tender would be required to ensure the most cost-effective BEB manufacturer is selected.

There are a number of trials at Canadian transit agencies currently comparing the various electric bus technologies. The results of these trials along with GRT’s electric bus pilot will assist the 2024 procurement process for BEB’s. Most bus manufacturers advertise a fully-charged battery capacity ranging between 200-500 kilometres, depending on the battery size. Variations to range advertised by manufacturers include the gradient of the roads travelled, how full the bus is, air conditioning / heating, weather conditions and battery depreciation over the years. Thus the actual range tends to be significantly less than advertised. Real life experience at other transit systems is showing the range of electric buses to be roughly 250 - 300 kilometres at the high end. With many GRT buses travelling 300 - 400 kilometers per day without returning to the garage, a wide spread deployment of electric buses with the current range limitations would impact the efficient deployment of vehicles. More vehicles would be required to deliver the same level of service and operating costs would increase as more vehicles would be deployed for the same level of service.

Hybrid buses do not have the same travel range limitation and therefore are a more viable vehicle to reduce GHG’s in the short term while the battery technology and capacity of BEBs improved. The Region’s hybrid bus fleet consists of 12 vehicles purchased 2008 and 2011 and they have provided reduced fuel consumption and operating costs in the range of 10-15%. Technological improvements and added control features have resulted significant improvements in fuel consumption and lower GHG emissions for the latest generation of hybrid buses. Bus manufacturers state reduced fuel consumption of up to 30%. Transit agencies are experiencing fuel consumption decreases of over 20% in every day operation. Recent features allow for some models of hybrid buses to operate in electric only mode for periods of time and in specific geographical areas.

Infrastructure

The deployment of electric buses requires charging equipment which typically is located in the transit depot. The other charging option uses over-head fast charging equipment which is located on-road usually at the end of a route.
Currently depot charging is the preferred method as it can be more readily accommodated within existing transit depots. Depot charging is also less expensive and has fewer implications on the service as on-road charging requires extended layovers during the trip possibly delaying customers, increasing transfers and operating costs.

Experience at other transit agencies has found that a system will require up to one charger for every two buses. Each night a bus would be serviced as normal and then driven to a parking bay to be charged. In some situations, once a bus is sufficiently charged it would be moved to a regular parking spot while another bus is moved into the charging location. With the installation of a full row of charging capacity and based on the initial pilot size, GRT should be able to avoid the requirement to shuffle buses.

As the electric bus fleet grows, more chargers would be added and any requirement to reposition vehicles would be avoided or reduced. At some point, all parking locations should be able to accommodate charging.

Northfield Facility

In February a tender was awarded for a new transit garage on Northfield Drive with construction underway and slated for substantial completion by June 2022. It has been designed to accommodate a pilot program for phasing electric vehicles into the GRT Fleet, this includes space to allow for charging equipment and capacity in the current electrical design for charging requirements. Although the building is designed to support this level of integration, the purchase and installation of the charging facilities was not incorporated into the scope of work.

To determine the actual charging requirements, the consulting firm IBI completed an “Assessment of Electrification Potential” report for the Region that includes a proposed phasing of the Northfield facility. This includes 4 phases – Phases 1 & 2 would each provision a lane for electric buses with each lane capable of charging 11 BEBs; Phase 3 would add solar charging capacity and Phase 4 would be the completion of the whole facility to handle electric buses. It has been estimated that the first phase would cost $1,800,000 with a similar amount for the second phase. Staff also propose that conduit be included prior to the concrete floor being installed in order to allow future charging stations to be added as required along each of the bus storage lanes. The consultant would be engaged to determine a final design and cost prior to September of this year to allow enough time to be incorporated into the construction. As this technology continues to change and improve annually, a more in-depth evaluation of phases beyond 1 and 2 is recommended.

Strasburg/Chandler Facility

Within the life of the proposed pilot program for BEB’s, the current main facility at Strasburg Road would not be equipped to handle electric vehicles. However, assuming that the review of BEB’s shows the value to continue to expand the fleet beyond 2024, this facility would need to be retrofitted with charging capability to handle the storage of BEB’s. As part of the
review of the conversion, Transit and Facilities Management staff would develop a plan and budget to make the necessary modifications.

Conestoga Boulevard Facility

Conestoga garage in Cambridge is presently operating at capacity and does not have space for all buses operating in the Cambridge service area. Further, the most recent Transit Facility Study anticipates an expanded facility or replacement of the current facility to coincide with the full utilization of the Northfield garage projected to occur in 2035. With very limited property available at the current site, a replacement facility designed with electric vehicle infrastructure in place would be a viable option. The next update of the Transit Facilities Study would take this into consideration.

CUTRIC Study

As noted in TES-TRS-20-02, the Region engaged CUTRIC (Canadian Urban Transit Research and Innovation Consortium) to conduct a study with the objective to evaluate the potential to transition to lower carbon fuels within and across GRT’s entire bus fleet. The initial objective of the study is to evaluate which of GRT’s transit routes can effectively have electric buses assigned to them and what are the environmental benefits, economic costs and other benefits. The study found that using BEB’s would save on fuel costs and GHG emissions. The impact would vary by route depending on factors such as the topography of the route, how often the bus stopped and how many riders are on the bus.

The study found that on average, the routes that were studied had a energy cost savings of $21,000 each year per bus and an emission savings of 129.5 tonnes per bus. This would translate to a savings of 40-43% of current fuel costs or roughly $4,460,000 to $4,800,000 annually along with GHG emission reductions of 27,300 tonnes.

Further study with CUTRIC is under consideration that will assist the Region in determining which combination of routes to initially implement BEB’s.

As part of the Region’s initiative to reduce GHG’s, transit staff have been working with the Region’s Environmental Sustainability Specialist to evaluate how the conversion to an electric fleet would help address those goals. If a conversion of the fleet from diesel (including hybrid electric vehicles) to BEB’s was to begin in 2025 with only ZEV’s being purchased, the fleet would be fully electric by about 2040, based on an average life span of a bus of about 14 years.

For the pilot period from 2021 to 2024, there would be a CO2 emissions reduction of 6,397 tonnes over a Business As Usual approach. The savings would be 341 tonnes in 2021, 1,440 in 2022, 2,187 in 2023 and 2,429 in 2024 compared to the annual emission estimate of 30,386 tonnes. As the fleet is converted to electric, GHG emissions would reduce by about 7% annually until the diesel buses were completely removed. This would vary by year based on how many buses were replaced in a particular year.
Heavy Duty Mid-Sized Conventional Buses

In 2018-19, GRT carried out three alternative delivery service pilots. As outlined in Report TES-TRS-19-12 it was determined that two of the pilots should be discontinued with the third one serving Freeport Hospital and Trinity Village continued until a new solution could be implemented. There are still residents with needs for the service and staff were directed to look at other potential solutions.

Report TES-TRS-20-06, dated March 24, 2020, recommended that Route 27 Chicopee be rerouted in order to provide direct, on-site service to Grand River Hospital's Freeport Campus. However, to most effectively make the modification, a 12 metre conventional transit bus is not the best option, particularly due to some of the tight turns that would be required. At the same time, the current small 8 metre 19 passenger contracted vehicles are not large enough to handle some of the trips.

As a result, it is proposed to pilot mid-sized conventional buses on this route as well as at least one other lower ridership route. These buses are typically about 9 metres in length. This will allow GRT to potentially "right-size" service delivery in a number of challenging areas while providing capital and operational (i.e. fuel reduction) cost savings and at the same time reduce the carbon footprint of the service. In the past a smaller vehicle was not necessarily seen as the best option due to the combination of shorter vehicle life cycle, prevalence of non-standard parts and relatively higher costs. However, new vehicle design options are more effective than in the past with similar parts and vehicle lifespan to full size buses.

Transit staff have successfully tested a two different models of the shorter buses on the Freeport Campus property. Hospital administrative staff are supportive of this option and transit staff are working with them to finalize the best options. As noted in Report TES-TRS-20-06, a public outreach process to GRH Freeport patients and employees and members of the community would be undertaken as part of this route adjustment.

Initially the smaller buses would still be powered by diesel engines. The market for electric buses in this size is not as mature. If it is determined further purchases of this size vehicle is desirable, electric propulsion would be identified as a significant factor in their procurement.

While some costs remain generally the same, there are some potential benefits to the slightly smaller vehicle including fuel consumption and environmental impact as will be described below. Smaller vehicles are not suitable in all locations or at all times of day. While the majority of routes are still best served by the standard 12 metre bus, or in some cases the larger 18 metre articulated bus, 9 metre buses can be selectively deployed to some services where the vehicle capacity will not be exceeded. Similarly switching off larger buses for smaller buses by time of day may lower fuel consumption for a brief period of time but this is off-set by higher operating costs and fuel consumption when exchanging the vehicles. The pilot intends to demonstrate where these vehicles might be effective.

In summary, staff evaluated these buses in the following areas:
Fuel Economy: 9 metre buses, according to test-track reports, may yield diesel fuel efficiency savings in the realm of 15-20%, depending on the road conditions in which they're used. While fleet managers in other Ontario jurisdictions operating 9 metre buses suggest such claims by manufacturers may be exaggerated, it is still reasonable to anticipate some savings due to the smaller, lighter size of the bus.

Emissions: In line with improved fuel economy, CO₂ emission reductions are reported by manufacturers of smaller diesel buses on the order of 25% as compared to conventional 12 metre models.

Reliability: Fleet managers at other transit agencies in southern Ontario (e.g. Oakville) suggest that 9 metre buses perform on par with 12 metre vehicles in terms of service reliability.

Customer and driver satisfaction: Research and testimonials from other transit agencies in Ontario running 9 metre buses (e.g. Oakville, Hamilton) suggest that there is little to no difference in customer experience between 12 metre and 9 metre buses, and staff are not aware of any driver satisfaction issues in other jurisdictions (indeed, improved maneuverability and tighter turning radii make these vehicles more appealing to some drivers). Additionally, the optics and public perception of operations in select low-demand areas may be improved by running lower-capacity buses.

Maintenance and Repair Costs: Discussions with representatives from manufacturers and other transit agencies in Ontario suggest that the availability of parts and access to manufacturer representatives is not anticipated to be problematic. While not all parts are interchangeable with those used in GRT’s existing Nova and New Flyer models, costs and delivery times for replacement parts were not identified as limiting factors by Oakville Transit.

Durability: 9 metre buses tend to score well on industry-standard integrity and durability tests simulating full loads, vertical deflection, and towing conditions. They are anticipated to have a 14 year life cycle similar to 12 metre conventional buses.

MobilityPLUS Vehicles

This review has considered the potential impact and costs associated with GRT’s conventional bus fleet. There are another 36 vehicles as part of the MobilityPLUS paratransit fleet. Three-quarters of these are diesel while the rest are gas-powered. At this point, all future purchases will be gas as that is what is available in the model currently being used. These vehicles should also be considered for transition to LEV and ZEV vehicles. With a shorter lifespan than the conventional vehicles (about 6 years compared to 14 years), this fleet could be transitioned faster. However further work needs to be done to review the state of the industry for these vehicles and the potential capital budget impact.

Currently, GRT is working with University of Waterloo researchers to pilot anti-idling
technology on the MobilityPLUS fleet. After an initial test installation, another four units are being outfitted as the initial phase. This will help to reduce emissions from this fleet.

The same consideration regarding new propulsion technology will be made for the contracted BusPLUS service. The BusPLUS contract continues to March 31, 2022 with a provision to extend for two one-year periods. As with Region-owned vehicles, we would start consideration of LEV and ZEV as these need replacing or at the commencement of a new contract.

A future report will be forthcoming that outlines the potential transition of the Mobility PLUS and the BusPLUS fleets.

Overall Strategy

2020

- Budget – through the 2021 budget, develop a process to reflect the purchase of battery electric buses and hybrid buses
- Tender for 4 mid-size heavy duty conventional buses (9 metre vehicles)
- Make necessary change orders to Northfield facility to accommodate electric vehicles

2021

- Tender for BEB’s and charging stations with anticipated purchase in conjunction with opening of Northfield facility (6 vehicles)
- Purchase hybrid buses – replace 18 retiring diesels
- Put mid-size vehicles into service on Route 27 & in Cambridge

2022

- Purchase additional 5 BEB’s
- Purchase all other conventional transit vehicles as hybrid electric vehicles:
  - replace current hybrids (6 vehicles)
  - replace all retiring diesel
  - new articulated 18 metre buses (3 vehicles)

2023

- Continue to evaluate each vehicle type as they operate or are introduced into service
- Purchase additional hybrid vehicles:
  - replace current hybrids (6 vehicles)
  - replace all retiring diesel
  - new articulated 18 metre buses (3 vehicles)
- Based on the results of using mid-size 9 metre vehicles, purchase additional vehicles of that size if appropriate

2024

- Purchase hybrid buses – replace retiring diesels
- new articulated 18 metre buses (3 vehicles)
- Review results of the BEB pilot
- Update zero emission vehicle strategy
- Update capital budget as required

2025
- Implement new ZEV strategy

Impact of Changing Propulsion Technologies

By using hybrid electric or battery electric buses as well as using shorter buses where appropriate, there are potential savings in operating and maintenance costs as well as savings in GHG emissions:

<table>
<thead>
<tr>
<th></th>
<th>Operating Cost Savings</th>
<th>Annual Maintenance Cost Savings</th>
<th>GHG Emission Savings</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Hybrid Electric Bus</td>
<td>10-15%</td>
<td>$8,200/bus</td>
<td>Up to 30%</td>
<td>From GRT experience</td>
</tr>
<tr>
<td>New Hybrid Electric Bus</td>
<td>20-30%</td>
<td>$10,000/bus</td>
<td>Up to 40%</td>
<td>Large fleet operating experience and manufacturer estimates</td>
</tr>
<tr>
<td>Battery Electric Bus</td>
<td>40-43%</td>
<td>Potentially significant (see note below)</td>
<td>98%</td>
<td>From CUTRIC study</td>
</tr>
<tr>
<td>9 Metre Bus</td>
<td>15-20%</td>
<td>No significant difference</td>
<td>25%</td>
<td>From Altoona standard testing</td>
</tr>
</tbody>
</table>

Note: BEB’s are anticipated to have noticeable maintenance savings as there are fewer parts to deal with and simpler maintenance (e.g. no oil changes required) and a lower bus to mechanic ratio. However, based on discussions with other transit agencies, while they also anticipate savings, it is still too early to estimate accurately and initial costs to deal with new technologies have kept costs from decreasing.

**Corporate Strategic Plan:**

The introduction of electric buses and 9 metre buses would support the implementation of Council’s Strategic Objective 3.1 Reduce greenhouse gas emissions and specifically, action 3.1.1 Reduce the production of organization’s (Region of Waterloo) Green House Gas emissions.
It also supports Strategic Objective 2.1 Enhance the transit system to increase ridership and ensure it is accessible and appealing to the public.

Financial Implications:

The financial implications of the strategy outlined in the report are as follows:

- **Northfield facility**: Costs associated with the installation of conduit to prepare all of the bus storage lanes for charging capability will be covered in the existing project contingency. Adding charging stations to the Northfield facility will cost approximately $1,800,000 in the first phase, based on the IBI review and consultation with similar transit agencies. Facilities Management will coordinate a further review to finalize the amount. If necessary, any additional costs in future years will be added to the Northfield Drive Construction project in the 2021-2030 Capital Program.

- **Bus Acquisition**: Based on the existing contract with Nova, diesel-powered buses cost $640,000 and hybrid buses cost $905,000 (including additional equipment that must be installed on the vehicle). Currently, electric buses are estimated to cost approximately $1,100,000. Note that the cost to power an electric bus is less and with a simpler engine design will potentially have lower maintenance costs. It is anticipated that the cost for electric buses will decrease as technology improves and their production increases. Based on current costs, adopting this strategy will require an additional $265,000 for each 12 metre hybrid bus and $460,000 for each battery electric bus. Subject to the approval of this strategy by Council, the 2021-2030 Transit capital program would need to be increased as follows:

<table>
<thead>
<tr>
<th>in $thousands</th>
<th>Incremental costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenditure</strong></td>
<td><strong>2021</strong></td>
</tr>
<tr>
<td>66025 Vehicle Replacements (Electric)</td>
<td>2,760</td>
</tr>
<tr>
<td># of buses</td>
<td>6</td>
</tr>
<tr>
<td>66025 Vehicle Replacements (Hybrid)</td>
<td>4,770</td>
</tr>
<tr>
<td># of buses</td>
<td>18</td>
</tr>
<tr>
<td>66122 Articulated Buses</td>
<td>1,260</td>
</tr>
<tr>
<td># of buses</td>
<td>3</td>
</tr>
<tr>
<td>Charging Infrastructure at Northfield Drive</td>
<td>1,800</td>
</tr>
<tr>
<td>(NEW) Project Management, Electric Bus Ancillary Equipment &amp; Software, &amp; Evaluation Studies</td>
<td>500</td>
</tr>
<tr>
<td><strong>Subtotal incremental costs</strong></td>
<td>7,070</td>
</tr>
</tbody>
</table>

Overall, an additional $23 million in funding will be required over the next four years. Staff are exploring potential funding available via programs at senior levels of government. This includes a commitment from the federal government to fund 5,000
electric buses over the next five years. Currently, GRT vehicle replacements are funded from the Investing in Canada Infrastructure Program (73%) and from the GRT Bus Reserve (27%). In the event that federal programs above do not materialize, staff will explore further funding through the Investing in Canada Infrastructure Program.

- Operating budget provision for bus replacements: The Region’s approved 2020 GRT Operating budget includes a $4,645,000 contribution to the Bus replacement reserve for future for GRT bus replacements. The target contribution based on the current diesel bus acquisition cost of $12.8 million. Existing reserve projections indicate that the bus replacement reserve contribution could reach $12.8 million with no incremental budget impact by reallocating debt servicing cost savings due to debt retirements in future operating budgets and reallocating reserve contributions that had temporarily been redirected to the Transit capital reserve. The annual reserve contribution required to fund replacement of a full fleet of electric buses will be approximately $22 million. Reaching the target for BEB replacements can be achieved gradually over the next 14 years with an annual average increase of $1,240,000. The Region has been allocating a portion of its Investing in Canada Infrastructure Program (ICIP) funding to partially fund GRT bus replacements, which will allow some financial flexibility in the early years of the transition.

- Fuel and maintenance: Assuming a 40% decrease in operating costs is achieved through fuel savings, the impact net of increased electricity costs would be a savings of approximately $4.5 million. In addition, if maintenance savings of $10,000 per bus can be achieved similar to the savings for a hybrid bus, a further savings in the range of $2.8 million could be achieved resulting in total operating and maintenance savings of approximately $7.3 million. These savings would be achieved gradually over the next 14 years as existing diesel buses are replaced.

- The net impact on the operating budget is set out in the table below:

<table>
<thead>
<tr>
<th>In $thousands</th>
<th>Current Fleet (Diesel)</th>
<th>Proposed Fleet (Electric)</th>
<th>Incremental Cost of Electric Fleet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Bus Replacement Reserve Contribution</td>
<td>$4,645</td>
<td>$4,645</td>
<td>0</td>
</tr>
<tr>
<td>Target Bus Replacement Reserve Contribution</td>
<td>12,865</td>
<td>22,000</td>
<td>9,135</td>
</tr>
<tr>
<td>Increase Required to Achieve Target Contribution</td>
<td>8,220</td>
<td>17,355</td>
<td>9,135</td>
</tr>
<tr>
<td>Net Operating Savings (Fuel less Electricity)</td>
<td>(4,460)</td>
<td>(4,460)</td>
<td></td>
</tr>
<tr>
<td>Net Maintenance Savings</td>
<td>(2,800)</td>
<td>(2,800)</td>
<td></td>
</tr>
<tr>
<td>Total Increase from 2020 Operating Budget</td>
<td>8,220</td>
<td>10,095</td>
<td>1,875</td>
</tr>
<tr>
<td>Average Annual Incremental Increase over 14 year Implementation Period</td>
<td>587</td>
<td>721</td>
<td>134</td>
</tr>
</tbody>
</table>

- 9 metre buses: A 9 metre conventional bus costs roughly $100,000 less than a standard 12 metre bus. As a smaller vehicle, the operating costs will also be slightly lower, particularly in terms of fuel costs. It is proposed to tender for the purchase of
four 9 metre buses in 2020 by removing four 12 metre buses from the 2020 order, resulting in capital budget savings in 2020 of approximately $400,000. If the pilot proves successful, future savings would also be recognized.

- Budget Issue Papers: The costing of future service expansions in the form of budget issue papers will reflect increased capital cost of vehicle additions under this strategy, subject to approval by Council.

Other Department Consultations/Concurrence:

Staff from Corporate Services (Facilities and Finance) and Planning, Development & Legislative Services have been consulted in the development of this report.

Attachments:
Nil

Prepared By: Blair Allen, Supervisor, Transit Development

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services
Region of Waterloo

Human Resources and Citizen Service

Office of the Commissioner

To: Chair Tom Galloway and Members of Council

Date: May 26, 2020

File Code: A02-30

Subject: Pandemic Recovery Planning Framework

Recommendation:

That Regional Council endorse the proposed Pandemic Recovery Planning Framework as described in report HRC-ADM-20-05.

Summary:

On March 18 the Region closed most of its buildings to the public, except for locations that were delivering essential services. This action was taken following provincial recommendations that all Ontarians who could, should stay home and non-essential workers should work remotely. This closure has been extended to May 31, 2020 and will be reviewed against Public Health direction and recommendations and Provincial policies and legislation. While the buildings were closed, the majority of services delivered by the Region continued to be provided to the community. During the Pandemic response phase, some services that had ceased or been limited have started to come back on line, such as emergency child care.

As the Province moves into its phased recovery the Region of Waterloo is focused on when and how to resume services that have been disrupted by the pandemic. Regional
staff are recommending a gradual, phased approach to service resumption that aligns with the direction provided by the Province’s defined framework stages, and reflects the best Public Health advice available. Under the proposed recovery plan, Regional buildings would re-open to the public once the Province enters phase 2 of their recovery plan, expected by mid-June. Other Regional programs and services would re-open based on program-specific triggers, many of which would be linked to the Province lifting specific emergency orders. Regional staff are currently looking at process, service and physical location changes in anticipation of increased building access to both staff, clients and citizens.

Report:

Provincial Framework for Recovery

The Province of Ontario has released a plan that will re-open businesses and services in a phased and informed way. Reopening of the Province will be gradual and will occur in stages. There will be two-to-four weeks between the launch of each stage to allow health officials to assess conditions before moving to the next one. This will determine if measures should be adjusted, loosened or tightened. The stages identified in the Provincial re-opening plan are described below.

Stage 1

In the first stage, the province will consider:

- opening select workplaces that can meet current public health guidelines
- allowing essential gatherings of a limited number of people
- opening some outdoor spaces
- continued protections for vulnerable populations

Stage 2

In the second stage, the province will consider:

- opening more workplaces with significant mitigation plans
- opening more public spaces
- allowing some larger public gatherings
- continued protections for vulnerable populations

Stage 3

In the final stage, the province will consider:

- opening all workplaces responsibly
- relaxing restrictions on public gatherings
- continued protections for vulnerable populations

As of May 19, 2020 the Province has begun Phase 1 and continues to monitor the number of cases, health system capacity, public health capacity, and ability to trace
contacts within 24 hours. These will be the drivers to move to new phases in 2 to 4 week increments based on successful achievement on the criteria noted above. If the re-opening proceeds smoothly, it is anticipated that the Province would move to Stage 2 by early to mid-June.

**Regional Framework for Recovery**

As previously described to Regional Council, the majority of the Region’s services have continued to be delivered as usual or in an alternate format during the pandemic. This has been through a combination of staff working remotely or on-site if necessary. A list of programs relatively unaffected by the pandemic is provided in Appendix A.

The Region’s pandemic response and recovery actions to-date have been based on sound public health advice and direction from both the Federal and Provincial Government, as well as regulations and orders that limit or restrict service delivery. With the release of the provincial recovery framework, Regional staff have been developing a re-opening and recovery plan that mirrors the Province’s stages and indicators for consistency and to ensure continued compliance with regulations and direction from public health professionals and the Province. The objectives of the proposed recovery plan outlined in this Report include:

- maximizing service to citizens
- ensuring health and safety of Regional employees and clients/customers
- returning laid off staff to work as soon as possible
- minimizing negative year-end financial variance

The Region’s plan has incorporated the provincial elements to ensure that the Regional plan is consistent with the provincial plan and that it takes a robust risk management approach to service delivery. The plan ensures legislative compliance with the Emergency Management and Civil Protection Act, the Occupational Health and Safety Act, public health direction under the Health Protection and Promotion Act as well as current COVID-19 testing methodology to guide any policies or program direction. The activities in each phase of the Region’s plan reflect those identified in the Province’s stages. However, due to the specific nature of Regional programs, and provincial guidance, different Regional services will enter into different “phases” of Regional recovery at different times. Public Health, for example, will remain in COVID response much longer than other services due to the nature of their work.

The Region’s pandemic recovery planning framework is based on the following guiding principles:

- Maintaining the health and safety of staff, their families and the public, following Public Health guidance where applicable;
- Treating staff and citizens/clients fairly and with respect;
• Preparing staff and the workplace for phased-in return to normal operations;
• Following a collaborative approach to ensure alignment of recovery processes with area municipalities to the extent possible;
• Developing a plan that is flexible as the situation evolves.

Corporate Elements of the Recovery framework

Program Areas have developed detailed plans for restoring affected services. There are however some key organization – wide (corporate) elements of the plan that will be in place that will impact all staff and will ensure their safety and well-being.

Human Resources

• Staff will continue to work from home if they can do so effectively
• Staff who must come to work to perform their roles, and/or return to a paid state should be given priority to attend the workplace
• Vulnerable staff members who are immuno-compromised will continue to work from home
• Continued focus on personal hygiene as a key prevention measure
• Compliance with recommended public health measures, including physical distancing
• Commitment of the ill to staying home

Health & Safety

• Maintenance of physical distancing, wherever possible, including the limitation of in-person meetings
• Use of PPE where available and appropriate (based on risk assessment), including the use of masks where physical distancing is not possible
• Use of physical barriers where there is no physical distancing possible for public interaction (based on risk assessment)
• Office protocols (e.g. kitchenette access, washrooms, elevator, stair cases) will be implemented to promote physical distancing

Facilities

• Enhanced cleaning and disinfection in workplaces and public spaces
• Building operations modifications to comply with ASHRAE recommendations for increased ventilation, filtration and humidity control
• Passive screening at all entrances
• Access control to buildings to ensure the ability to physically distance and protect those who must come to work to be able to perform their core functions
• Measures will be put in place for common locations such as elevators and stair wells to enable social distancing including decals on the floor and directional signage for maintaining building flow.
Re - Opening Regional Buildings

The Region closed most of its buildings to the public on March 18 and buildings are currently scheduled to remain closed until at least May 31 in line with provincial direction to remain at home where possible, to avoid gathering in groups of more than 5 people, and to practice physical distancing. For multi-tenant buildings at the Region the phased approach to opening outlined in Appendix B describes how each building will be re-opened to the public in a gradual, phased way. The intention is to open buildings to improve service opportunities as noted in the phases. Opening buildings may create an opportunity for congregating thereby increasing risk to staff who come to the buildings posing problems for physical distancing. Decisions to reopen should be based on service gaps that exist due to closures balanced against the risks that could arise. Consideration of what services are provided and necessary in the buildings against the risk and ability to control access to the building will be key when deciding next steps on Regional Buildings. Appendix B identifies the planned approach to re-opening multi-tenant buildings. As noted, it is proposed that most of the Region’s buildings would be re-opened to the public when the Province enters phase 2 of its recovery plan, which is expected to occur in early to mid-June.

Program Recovery Plans

As noted in Appendix A, most Regional services were minimally impacted due to the pandemic. Accordingly, there are no plans required to bring those services back on line as they have continued without issue. For the major services that have been impacted (e.g. Children’s Services, Libraries, Museums etc.), Appendix C outlines the phased plan for the reinstatement of each service.

The risk management framework and principles noted above have been factored into the plans for each area.

Resumption of In Person Council and Committee Meetings.

The Municipal Act was amended by Bill 187 to give municipalities the ability to hold Council committee meetings virtually when under an emergency declaration. Once the provincial and municipal emergency declarations are no longer in place, Council meeting rules will return to the previous stipulations including the requirement to have quorum (9 Councillors) in the Council Chambers to make decisions.

Currently the Region’s virtual meeting platform (Zoom) and our existing Council Chambers system are not fully compatible. At this time, we are not able to have a mixture of virtual and in person attendees in the Chambers. Staff are actively working towards finding a technical solution for the Chambers. If a solution is not found by the time the emergency order is lifted, Council will be required to meet in person. Staff are also reviewing the requirement to maintain physical distance between staff, Councillors and delegations in the Chambers. There are also discussions underway with the Ministry of Municipal Affairs to change the electronic meeting provisions to the Municipal Act.
Regional Support for Community Recovery

In addition to planning for the “re-opening” and recovery of directly delivered Regional programs and services, the Region will continue to collaborate with the area municipalities and many other community partners to facilitate the broader community recovery from the impacts of the pandemic. Discussions and planning for community recovery are occurring in a number of areas, including: economic recovery; community wellbeing; housing and homelessness; natural and built environments; and transportation (particularly active transportation).

As described in the sections below, for each of these areas, the Region can play a role in helping the community return to “normal” levels of activity and / or explore new approaches to programs and services to reflect learnings from, and adaptations required as a result of the pandemic. In each of these areas, Regional staff will work with existing steering committees or advisory committees to ensure Regional Councillors continue to be involved in the recovery activities. A list of Council members on the various steering and advisory committees is provided in Table 1.

Table 1: Council Members on Advisory Committees/Steering Committees

| Housing and Homelessness Steering Committee | Karen Redman  
|                                        | Karl Kiefer  
|                                        | Sandy Shantz  
|                                        | Elizabeth Clarke  
|                                        | Jim Erb  
|                                        | Geoff Lorentz  
| Regional Official Plan Steering Committee | Karen Redman  
|                                        | Helen Jowett  
|                                        | Joe Nowak  
|                                        | Tom Galloway  
|                                        | Michael Harris  
| Economic Development Committee | Jim Erb  
|                                        | Tom Galloway  
|                                        | Michael Harris  
|                                        | Dave Jaworsky  
|                                        | Helen Jowett  
|                                        | Karl Kiefer  
|                                        | Kathryn McGarry  
|                                        | Berry Vrbanovic  
|                                        | Karen Redman  
| Active Transportation Advisory Committee | Karl Kiefer  
|                                        | Geoff Lorentz  

Economic Recovery

Virtually all sectors of the Regional economy have been affected by the pandemic. Shortly after the start of pandemic-related shutdowns, the local business community came together to create the Business and Economic Support Team of Waterloo Region (BEST WR). The BEST WR leadership team consists of the CEOs of Communitech, the Greater KW Chamber of Commerce, and the Cambridge Chamber of Commerce, and is chaired by Tony LaMantia, the CEO of Waterloo Region Economic Development Corporation. BEST WR has created a number of working groups to provide advice and support to various sectors of the economy. These working groups include staff from the Region and area municipalities.

Following the Provincial guidelines for staged and gradual re-opening, some businesses are starting to re-open, and others are expected to do so as soon as permitted by the Province. It is expected that the economic recovery will be lengthy and challenging. Regional staff will continue to work with BEST WR, and area municipal staff to support local businesses through the economic recovery. Staff will report regularly to the Region’s Economic Development Committee regarding the status of economic recovery activities, and the Region’s involvement in such activities.

Community Wellbeing

Many aspects of community wellbeing have been affected by the pandemic, and the impacts have been significant for the most marginalized people in our community. During the response phase, the Community Supports control group, comprised of dozens of community partners, coordinated assistance in areas such as: food supports, homelessness, children’s services, psychosocial and spiritual supports, and animal care. Needs in many of these areas will continue during the recovery phase.

As outlined in Report CAO-SPL-20-02, Regional staff are proposing to use the Community Safety and Wellbeing Planning process to assist with the recovery efforts related to community wellbeing. This process will engage a broad range of stakeholders in exploring lessons learned from the pandemic, and will involve gathering information about short, medium and long term priorities related to community safety and wellbeing. As noted in the report, staff are proposing to expand the membership of
the CSWB Advisory Committee to include additional Regional Councilors to help guide the expanded scope of the CSWB planning process.

**Housing and Homelessness**

The pandemic guidelines to practice physical distancing, good personal hygiene, and to limit large gatherings has been particularly challenging for people experiencing homelessness, and for the operation of homeless shelters. The Region has worked closely with shelter operators and other community partners to provide appropriate services for people experiencing homelessness, with a focus on providing supports to these individuals to limit movement and “shelter in place”. Many of these solutions involved using temporary shelter locations (such as the A.R Kaufman YMCA and local motels). These solutions are not sustainable in the long term, for a variety of reasons.

Regional staff have begun discussions with shelter operators and other community partners about a “recovery plan” for the shelter system. To maintain appropriate physical distancing, and to protect the health and safety of shelter staff and residents will likely require changes to how shelter services have been provided in the past. Regional staff will continue to work with shelter providers and other community partners to develop an appropriate, sustainable plan for the shelter system. Staff will report regularly to the Housing and Homelessness Steering Committee as these plans evolve.

**Natural and Built Environments**

The pandemic response and aftermath has raised questions about a range of urban planning and management issues. These include issues such as: land use density; the need for and use of office space; work arrangements and journey to work; food security and resilience; sustainability and climate action; freight logistics and e-commerce; and need for and use of open spaces and green spaces. All of these issues have implications for Regional and area municipal planning policies.

The Region is currently in the process of reviewing and updating the Regional Official Plan (ROP), and draft policies are anticipated to be presented to Regional Council by late 2020. In updating the ROP, it will be important for the Region to consider these pandemic–related issues that may have an impact of short, medium and long-range Regional planning. As Regional staff continue their work on the ROP update, they will consult regularly with the ROP Steering Committee to ensure that relevant pandemic-related issues are appropriately considered.

**Active Transportation**

Personal mobility has been affected in various ways by the pandemic. In particular, a number of changes have been made to how transit service is provided to ensure the health and safety of transit customers and operators. Some people have also increased their reliance on walking and cycling during the pandemic, for exercise and recreation, and possibly as an alternative to transit use. Given the need to maintain physical
distancing for the foreseeable future, it is possible that cycling and walking may be increasingly popular means of transportation, physical activity and recreation. Regional staff are working with area municipal staff to better understand the active transportation trends, opportunities and challenges. The Region / area municipal working group includes planning, economic development and engineering staff, and will engage with BIASs, businesses and residents for involvement on any potential initiatives. Staff will continue to involve the Active Transportation Advisory Committee in exploring the future active transportation needs in the Region.

Regional Strategic Plan Update:

The Region developed its current Strategic Plan in late 2018 and early 2019, and the 2019 to 2023 Strategic Plan was approved by Regional Council in November, 2019. The Plan was based on extensive community input, and considerable discussion by Regional Council. It identified five Strategic Focus Areas, and a number of objectives and actions within each Focus Area.

Although many of the strategic priorities remain relevant, the pandemic has created unprecedented change globally, nationally and locally. It would be appropriate for the Region to undertake a review of the Strategic Plan in light of the many changes that have occurred in 2020. Staff propose to initiate a review and update of the Strategic Plan, likely starting in September, 2020. This update would be informed by many of the community recovery activities described in the previous sections of this report, and would be guided by the Strategic Plan Steering Committee.

Pandemic Response Review and Debrief:

After any emergency response, it is good practice to undertake a review of the response activities, to identify lessons learned, and opportunities for improvement. In the past, the Region has completed such reviews in the aftermath of emergency responses to situations such as floods, ice storms and blackouts. Staff propose to initiate a comprehensive review of the pandemic response once the Region enters phase 3 of our recovery efforts – likely in Q3 of 2020. Given the scale of the emergency response to the pandemic, it is proposed that the review would be conducted by an independent, objective third party. This person (or firm) would gather input from many of the people and groups involved in the response, including interviews with Regional Councillors, members of the various sector control groups, and other community partners in the response. The debrief report would identify what worked well, lessons learned, and recommendations for improvement.

Corporate Strategic Plan:

This report supports the Healthy, Safe and Inclusive communities and the Responsive and Engaging Public Service strategic objectives.
Financial Implications:

Staff report COR-FSD-20-15 on this agenda outlines the financial impacts of the COVID-19 pandemic on the Region’s operating budget. Due to the pandemic, the Region has experienced a tax supported operating shortfall of approximately $5 million to April 30, 2020, with some offsetting non-COVID-19 related savings of $1.2 million for a net operating position of $3.8 million. On the user rates side, water and wastewater services are operating as usual and as of yet there appear to be no significant financial impacts related to COVID-19.

Given current service levels and staffing plans, the ongoing monthly tax supported operating shortfall is in the range of $2.3 million. Staff will evaluate the financial impacts of this recovery plan in order to project a year-end operating position in a future financial impact report.

Other Department Consultations/Concurrence:

All Regional departments were consulted in preparing this report.

Attachments:

Appendix A: Services that have been less affected by the Pandemic
Appendix B: Reopening Regional Buildings
Appendix C: Service Recovery Plans by Phase

Prepared by: Jane Albright, Commissioner, Human Resources and Citizen Service
Approved by: Michael Murray, Chief Administrative Officer
## Appendix A: Services that have been less affected by the Pandemic

<table>
<thead>
<tr>
<th>Regional Service</th>
<th>Current Delivery Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation and Environmental Services (TES)</td>
<td>Design and Construction: Staff working remotely. Delivery of the capital program continues, with minor construction project deferrals for 2020 season</td>
</tr>
<tr>
<td></td>
<td>Transportation: Projects and services continue as normal. Some staff working remotely. For staff reporting to the workplace, physical distancing practices and/or PPE in place as necessary.</td>
</tr>
<tr>
<td></td>
<td>Water Services: Work continues as essential.</td>
</tr>
<tr>
<td>Community Services (CSD)</td>
<td>Senior Services: Sunnyside Home and other essential services continued to be delivered.</td>
</tr>
<tr>
<td></td>
<td>Strategic and Quality Initiatives: Work continues to promote cohesive planning and redeployment across the department. Work is being conducted remotely.</td>
</tr>
<tr>
<td>Public Health and Emergency Services (PHE)</td>
<td>Paramedic Services: Delivered as normal with significant Health and Safety Protocols including active screening of</td>
</tr>
<tr>
<td>Regional Service</td>
<td>Current Delivery Method</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Paramedics</td>
<td>Community Paramedics have been redeployed to COVID 19 response.</td>
</tr>
<tr>
<td>Planning, Development and Legislative Services (PDL)</td>
<td>Safety services are currently being maintained. Office work is being done remotely. Any flights arriving have been subject to health and safety checks and processes.</td>
</tr>
<tr>
<td>Planning</td>
<td>Staff working remotely. No limitations in service</td>
</tr>
<tr>
<td>Economic Development</td>
<td>Staff working remotely. No limitations in service.</td>
</tr>
<tr>
<td>Corporate Services (COR)</td>
<td>Staff working remotely. No limitations in service.</td>
</tr>
<tr>
<td>Treasury Services</td>
<td>Staff working remotely. No limitations in service.</td>
</tr>
<tr>
<td>Financial Services and Development Financing</td>
<td>Staff working remotely. No limitations in service.</td>
</tr>
<tr>
<td>ITS</td>
<td>Staff working remotely. No limitations in service.</td>
</tr>
<tr>
<td>Facilities and Fleet</td>
<td>Heightened safety provisions are in place for staff who are on site. Where possible remote work is happening.</td>
</tr>
<tr>
<td>Human Resources and Citizen Service (HRC)</td>
<td>Staff working remotely and attend workplaces periodically, particularly for health and safety inspections and compliance. No limitations in service.</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>Staff working remotely and attend workplaces periodically, particularly for health and safety inspections and compliance. No limitations in service.</td>
</tr>
<tr>
<td>Talent Mgmt. and Employee Services</td>
<td>Staff working remotely. No limitations in service other than in person interviewing and onboarding. New Employee Orientation for critical hires is occurring virtually including health and safety training.</td>
</tr>
<tr>
<td>Regional Service</td>
<td>Current Delivery Method</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Citizen Service</td>
<td>Staff working remotely in most cases. Additional locations to afford physical distancing.</td>
</tr>
<tr>
<td>Corporate Performance</td>
<td>Staff working remotely. No limitations in service.</td>
</tr>
<tr>
<td>Emergency Mgmt. Office</td>
<td>Staff working remotely. No limitations in service.</td>
</tr>
<tr>
<td>CAO's Office</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>Staff working remotely but attending the workplace on occasion as necessary. No limitations in service.</td>
</tr>
<tr>
<td>Strategic Planning and Initiatives</td>
<td>Staff working remotely. No limitations in service.</td>
</tr>
</tbody>
</table>
Appendix B: Reopening Regional Buildings

*Note: our phases are consistent with provincial phases to ensure that triggers for each phase are compliant with provincial regulations and direction.

<table>
<thead>
<tr>
<th>Regional Building</th>
<th>Status during Response Phase</th>
<th>Phase 1 (current) Limited reduction of Provincial restrictions on service delivery (re-opening low-risk workplaces)</th>
<th>Phase 2 (early to mid-June) Reduced Provincial restrictions on service delivery &amp; gatherings (Re-opening some offices)</th>
<th>Phase 3 (TBD) Further relaxation of Provincial restrictions on service delivery (all workplaces re-open)</th>
</tr>
</thead>
<tbody>
<tr>
<td>150 Frederick</td>
<td>Closed to the public.</td>
<td>Potential to increase number of staff working in the building. (initially approx. 20% of staff could be returned safely).</td>
<td>Open CSA service desk for limited in-person service.</td>
<td>Increased in-person services available at CSA desk and elsewhere in Regional spaces within building.</td>
</tr>
<tr>
<td></td>
<td>Delivery and contractor access through security.</td>
<td>Controlled access to the remainder of the building.  Sign in for visitors.  Increased staff working in the building (up to 35%, limited by physical distancing requirements)  TBD based on program plans and identified staffing changes.</td>
<td></td>
<td>Increased public access to remainder of the building.</td>
</tr>
<tr>
<td></td>
<td>Limited staff working in the building.</td>
<td></td>
<td></td>
<td>Further increase of staff working in the building (up to 50%, limited by physical distancing requirements)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resumption of in-person Council meetings.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Cafeteria to reopen (pending third party agreement)</td>
</tr>
<tr>
<td>Regional Building</td>
<td>Status during Response Phase</td>
<td>Phase 1 (current)</td>
<td>Phase 2 (early to mid-June)</td>
<td>Phase 3 (TBD)</td>
</tr>
<tr>
<td>------------------</td>
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</tr>
<tr>
<td>150 Main Street, Cambridge</td>
<td>Open to clients for harm reduction supplies, as a daily shelter and for methadone clinic participants. Month end check pickup and emergency checks have continued. Offering some services by appointment. Entry through back door only to manage physical distancing and occupancy. Limited staff working in the building.</td>
<td>Potential to increase number of staff working in the building. (initially approx. 20% of staff could be returned safely).</td>
<td>Open CSA service desk for limited in-person service. Allow access to lobby through front and back door. Controlled access to the remainder of the building. Sign in for visitors, clients will not sign in but rather be traced through their appointments if attending the building. Increased staff working in the building (up to 35%, limited by physical distancing requirements)</td>
<td>Increased in-person services available at CSA desk and elsewhere in building. Increased public access to remainder of building. Welcome Space re-opens with physical distancing controls. Further increase of staff working in the building (up to 50%, limited by physical distancing requirements) Café to reopen (pending third party agreement)</td>
</tr>
<tr>
<td>Regional Building</td>
<td>Status during Response Phase</td>
<td>Phase 1 (current)</td>
<td>Phase 2 (early to mid-June)</td>
<td>Phase 3 (TBD)</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-----------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>99 Regina Street, Waterloo</td>
<td>Offering some services by appointment.</td>
<td>Limited reduction of Provincial restrictions on service delivery (re-opening low-risk workplaces)</td>
<td>Reduced Provincial restrictions on service delivery &amp; gatherings (Re-opening some offices)</td>
<td>Further relaxation of Provincial restrictions on service delivery (all workplaces re-open)</td>
</tr>
<tr>
<td></td>
<td>Public Health COVID-19 Response activities in building – increased building operational hours.</td>
<td>Potential to increase number of staff working in the building. (initially approx. 20% of staff could be returned safely)</td>
<td>Open CSA service desk for limited in-person service.</td>
<td>Increased in-person services available at CSA desk and elsewhere in building.</td>
</tr>
<tr>
<td></td>
<td>Month end check pickup and emergency checks have continued.</td>
<td></td>
<td>Controlled access to the remainder of the building.</td>
<td>Increased public access to remainder of building.</td>
</tr>
<tr>
<td></td>
<td>Limited CSD staff working in the building.</td>
<td></td>
<td>Sign in for visitors, clients will not sign in but rather be traced through their appointments if attending the building.</td>
<td>Welcome Space re-opens with physical distancing controls.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Increased staff working in the building (up to 35%, limited by physical distancing requirements)</td>
<td>Further increase of staff working in the building (up to 50%, limited by physical distancing requirements)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Cafeteria to reopen (pending third party agreement)</td>
</tr>
<tr>
<td>Regional Building</td>
<td>Status during Response Phase</td>
<td>Phase 1 (current)</td>
<td>Phase 2 (early to mid-June)</td>
<td>Phase 3 (TBD)</td>
</tr>
<tr>
<td>-------------------</td>
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<td>-----------------------------</td>
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</tr>
<tr>
<td>235 King Street (third party lease)</td>
<td>Offering Services by appointment. Month end check pickup and emergency checks have continued. Delivery and contractor access through security. Limited staff working in the building.</td>
<td>Potential to increase number of staff working in the building. (initially approx. 20% of staff could be returned safely).</td>
<td>Remain closed until most restrictions are lifted. There is little ability to provide controlled access and support staff/clients in the environment.</td>
<td>In-person services available. Welcome Space re-opens with physical distancing controls. Increased staff working in the building (up to 50%, limited by physical distancing requirements)</td>
</tr>
</tbody>
</table>
Appendix C: Service Recovery Plans by Phase

Please note that Provincial direction may be different for different Regional programs. Therefore, the phases of re-opening for each program will be specific to the program as noted below. Where the Region has the ability to act independently of provincial guidelines or restrictions, services will resume based on enhancing or improving services and with appropriate health and safety guidance.

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Phase One</th>
<th>Phase Two</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand River Transit</td>
<td>As approved by Regional Council, Conventional and Mobility Plus Transit will resume with fare collection June 1 with front door boarding. Customer Service locations opened May 19th to the public to accommodate fare collection. Transit Security also resumes fare enforcement June 1.</td>
<td>Continuation of service with provision for enhanced scheduling offered to members of the public. Strict controls will be maintained.</td>
<td>Continuation of service with provision for enhanced scheduling offered to members of the public. Potential for some relaxation of strict measures where possible.</td>
</tr>
<tr>
<td>Waste Management</td>
<td>Waterloo and Cambridge waste transfer stations opened for household drop off May 4th. Bulky and large item curbside collection resumed May 25th. Staff are making temporary arrangements to provide green bins and blue boxes (for new</td>
<td>By June 15th, it is proposed that the garbage bag/container limit return back to the 4 bag/container bi-weekly limit (from the current 6 bag/container limit).</td>
<td>Following Regional phased in plans as well as Provincial direction for program offerings, staff will increase blended work schedules to allow for customer visits in person.</td>
</tr>
<tr>
<td>Program Area</td>
<td>Phase One</td>
<td>Phase Two</td>
<td>Phase 3</td>
</tr>
<tr>
<td>--------------</td>
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</tr>
<tr>
<td>Libraries</td>
<td>June 1 - curbside pick-up and drop off will start – consistent with Provincial guidelines</td>
<td>When allowed as per Provincial and Public Health Guidelines, access to library branches on a limited basis for front desk services and public computers by appointment only. Limited branch hours. Where it is possible to adhere to the strict health and safety guidelines in-person summer reading club programs may be offered beginning in mid-July with modified programming (mostly outdoor) and reduced numbers of attendees.</td>
<td>When allowed as per Provincial and Public Health Guidelines increase branch hours, introduction of limited programs with potential to resume pop-up satellite library services.</td>
</tr>
<tr>
<td>Museums</td>
<td>Under Public Health guidance and following Provincial Orders, consideration of soft opening of Doon Heritage Village for members of the public to walk around the site. Limited opening</td>
<td>When allowed as per Provincial Orders and Public Health Guidelines, opening of gallery spaces in Museum and historic sites with strict controls in place.</td>
<td>As service provision is expanded and strict measures are relaxed, where Provincial and Public Health Guidelines allow, museums will see increased hours in all historic sites and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Area</td>
<td>Phase One</td>
<td>Phase Two</td>
<td>Phase 3</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>hours.</td>
<td>Where it is possible to adhere to the strict health and safety guidelines, summer day camps may be offered beginning in mid-July with modified programming and reduced numbers of attendees.</td>
<td>museum, integration of interpretive staff and safe interactive activities where possible.</td>
</tr>
<tr>
<td>Childcare Services</td>
<td>As per Provincial orders, childcare services within Regional childcare centers are provided for essential worker emergency care only.</td>
<td>When allowed as per Provincial Orders and Public Health Guidelines, modified capacity of pre-pandemic children will commence.</td>
<td>When allowed as per Provincial direction, winding down of essential worker emergency childcare services and pre-pandemic (existing children) will be phased back into care.</td>
</tr>
<tr>
<td>Employment/Income</td>
<td>Staff will continue to work from home with provisions for onsite cheque distribution</td>
<td>Following Regional phased in plans, some staff may commence a blended work schedule (work from home and on site) as Province directs various program re-openings.</td>
<td>Following Regional phased in plans as well as Provincial direction for program offerings, staff will increase blended work schedules to allow for client visits virtually and in person.</td>
</tr>
<tr>
<td>Support</td>
<td>In anticipation of the current tentative date of July 6th for Courts to re-open, recovery preparation is taking place. Ticket payments at the POA building are ongoing operating on a reduce schedule.</td>
<td>July 6th under Provincial and Public Health Guidelines, courts will return under reduced matters plans with all staff returning to site. Ticketing payments will operate under POA building opening hours.</td>
<td>Return to normal court volumes and hours as per Legal Services phased in plan, following Provincial direction and Public Health recommendations.</td>
</tr>
<tr>
<td>Program Area</td>
<td>Phase One</td>
<td>Phase Two</td>
<td>Phase 3</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
<td>-----------</td>
<td>---------</td>
</tr>
<tr>
<td>Public Health</td>
<td>All critical services will continue to be provided by staff working on site and at home. Some urgent services are being provided on site by appointment only. Majority of staff have been and will continue to be deployed to COVID-19 response.</td>
<td>As the Province allows businesses such as dine-in restaurants and personal services to re-open, an increase in routine inspections of these premises will commence. Public Health’s primary focus will continue to be COVID-19 response.</td>
<td>NOTE: non critical/urgent Public Health services may be reintroduced and offered locally throughout each phase as per direction of Ontario’s Chief Medical Officer of Health</td>
</tr>
</tbody>
</table>
Regional Municipality of Waterloo

Regional Road 4
Ottawa Street Reconstruction
Fischer-Hallman to International Place

City of Kitchener

Information Package

Public Consultation

https://www.engagewr.ca/regionofwaterloo

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Telephone: 519-575-4735
Facsimile: 519-575-4430

There is a Comment Sheet at the back of this package. If you wish, please fill it out and submit it by one of the alternatives indicated on the Comment Sheet.

Document Number: 3273182
1. **What is the purpose of this public consultation?**

The Region is considering additional proposed improvements on Ottawa Street between Fischer-Hallman Road and International Place as described in section 2. The proposed improvements are considered a Schedule “A+” undertaking in accordance with the Municipal Class Environmental Assessment document.

This Public Consultation is a forum for you to:

1. Review the proposed design for Ottawa Street
2. Ask questions of staff from the Region of Waterloo.
3. Provide any comments you may have on the design under consideration.

Information is available and comments may be submitted by using Engage Waterloo Region (https://www.engagewr.ca/regionofwaterloo), mail, email, telephone, and/or facsimile, as shown on the cover page. Due to ongoing COVID-19 restrictions on public gatherings, no physical public consultation centre will be held for this project.

We kindly request that you fill out the Comment Sheet attached to the back of this Information Package and submit it by one of the alternatives indicated on the Comment Sheet by Wednesday, June 17, 2020. Your comments will be considered by the Project Team in conjunction with all other relevant information in confirming the proposed design for road improvements to Ottawa Street.

2. **What improvements are proposed on Ottawa Street?**

The Region previously planned to replace the asphalt surface on Ottawa Street between Fischer-Hallman Road and International Place immediately after completing the major reconstruction work between International Place and Trussler Road from 2017 to 2019. The previous plan was to leave the existing on-road bike lanes, curbs and sidewalk as is.

Subsequently, in December 2019, Regional Council approved new multi-use trails on Ottawa Street from Strasburg Road to Fischer-Hallman Road as part of the reconstruction of that section of road. New multi-use trails have also been constructed on Ottawa Street between International Place and Trussler Road.

The Region has decided to reconsider its plans for Ottawa Street between Fischer-Hallman Road and International Place to include multi-use trails on this section. This would result in about 5.5 kilometres of continuous multi-use trails all the way along Ottawa Street from Homer Watson Boulevard to Trussler Road.
Adding multi-use trails to this section of Ottawa Street would require the removal of the existing sidewalks and the removal and replacement of the existing curbs and gutters. With this additional work and the previously planned work, the Project Team has now identified the need for the following repairs and upgrades on Ottawa Street from Fischer-Hallman Road to International Place in Kitchener.

- Complete replacement of the deteriorated pavement structure.
- Replace concrete curb and gutter to remove existing cycling lane and reduce the road cross-section.
- Install a new 3.0m wide Multi-use trail on both sides of Ottawa Street from Fischer-Hallman Road to International Place and connect to existing multi-use trails.
- Upsize the existing 450mm diameter watermain to a 600mm diameter watermain, as well as removal of the existing 450mm watermain.
- Add a new 150mm diameter local watermain to provide services previously connected to the 450mm diameter watermain.
- Install a new storm sewer system in various locations along the corridor.
- Replace aging storm sewer system throughout the corridor as required.
- Reconstruct the intersections at International Place and Sunrise Centre entrance, including installation of Detectable Warning Plates to facilitate barrier-free access at all sidewalk ramp and road crossing locations.
- Relocate hydro infrastructure to accommodate multi-use trail.
- Watermain lining repair of 450mm watermain through Fischer-Hallman intersection.

Construction on this project is planned for the spring to fall period of 2021.

3. **Who is directing this project?**

This project is being directed by a Project Team consisting of staff from the Region of Waterloo, City of Kitchener, and City of Kitchener Councillor Kelly Galloway-Sealock.
4. **Why are we considering road improvements?**

Ottawa Street from Fischer-Hallman Road to International Place needs reconstruction, so it is proposed that road improvements also occur in conjunction with the reconstruction. Planned roadway improvements include new concrete curb and gutter, storm sewers where applicable, watermain upsizing and proposed multi-use trails throughout the corridor.

Please refer to Appendix A for a keyplan of the Project Area.

There are several needs driving this project. The following sections describe these needs and how the Preferred Design would address these needs:

**Deteriorated Road Condition**

The pavement condition on Ottawa Street from Fischer-Hallman Road to International Place is very poor. In general, the deterioration is due to the age of the asphalt. As part of this project, the road will be completely reconstructed.

**Curb and Gutter and Multi-use Trails**

The proposed design will provide new concrete curb and gutter within the entire project limits. Alignment of new concrete curb and gutter will be shifted inward toward the center of the road and remove the existing on-road bicycle lanes to provide room for a 3.0 metre wide multi-use trail in the boulevard on both sides of Ottawa Street from Fischer-Hallman Road to International Place.

Multi-use trails have recently been approved by Council in December 2019 on Ottawa Street from Alpine Road to Fischer-Hallman Road. These are planned to be constructed in 2021 to 2023. Once completed, Ottawa Street will have multi-use trails along the entire length from Homer Watson Blvd to Trussler Road totalling approximately 5.5 km.

Cross-section views have been developed to illustrate what the proposed improvements would look like. Typical cross-section is found in Appendix B.

**Kitchener Operations staff will provide winter maintenance on any new multi-use trail installed as part of this project. Snow clearing on multi-use trails may not always be to the full width of the multi-use trail due to equipment limitations.**

**Storm Sewer**

Installation of a new storm sewer system is proposed in various locations along the corridor. Catchbasins will need to be replaced to suit the new alignment of
the curb and gutter. Catchbasin leads will be connected to the existing storm sewer system.

During replacement of the storm sewer, any existing private drains that are encountered during the construction will be reconnected to the new storm sewer provided they conform to the Region of Waterloo’s Sewer Use By-Law. Under Regional By-Law Number 1-90 (Sewer Use By-Law), private connections are permitted to storm sewers if the discharges meet the quality criteria as outlined in Section 7 of the By-Law.

**NOTE:**
If property owners are aware of private storm sewer connections from their property to either the existing storm sewers (i.e. sump pump discharges, foundation drains etc.) you are encouraged to make this information known to the Region’s Project Manager so that by-law conformance can be confirmed well in advance of construction.

**Street Lighting**

Existing street lighting within the project limits will be reviewed to ensure it meets current Region standards.

5. **Will a new watermain be included in this work?**

Replacement of the existing distribution watermain on Ottawa Street from International Place to approximately 150m easterly to connect with previously installed watermain is proposed as part of this project. Also, water service replacements, from the main pipe to the property line, are also planned at no cost to the owner. If property owners wish to increase the size of the water service to their property beyond the standard 19mm size (i.e. to achieve increased flow) they may choose at their own cost to have this work included during this project.

This project also provides a good opportunity for property owners to upgrade their existing sanitary services. If property owners wish to increase the size of the sanitary service to their property beyond the standard 100mm size (i.e. to achieve increased flow) they may choose at their own cost to have this work included during this project.

Undertaking these improvements in conjunction with the proposed construction typically results in cost savings to the property owner as compared to undertaking the work independently at another time in the future. Subject to a
mutual agreement between the City of Kitchener and the property owner, existing water services may be upgraded from the mains under the road to the property line at the property owner’s expense

If you do wish to discuss an increase in the size of your water and sanitary services, please indicate so on your comment sheet. From this information, staff will contact you at a later date to discuss your plans and any further requirements.

Additionally, property owners may wish to consider replacing the water service on their private property (i.e. between the property line and their building) during the construction activities. Property owners can inquire to arrange this work directly with the Region’s Contractor on-site during construction but it cannot be guaranteed that the Contractor will be able to accommodate this additional work request.

Note:

If residents are aware of private water systems, drilled or dug wells or private septic systems that are in front yards adjacent to the road allowance, you are encouraged to make this information known to the Region’s Project Manager so this information can be shown on the construction plans and provisions made to protect these systems during construction.

6. Are active transportation upgrades being considered?

As mentioned in Section 4. Above the Region is proposing to construct 3.0 metre wide Multi-use Trails on both sides of Ottawa St. This is supported by the Region of Waterloo’s Transportation Master Plan, a high-level strategic plan that assesses existing and future traffic patterns and volumes throughout the entire Regional road network to determine the short and long-term needs for road improvements. Ottawa Street provides an important east-west transportation link within the City of Kitchener. The Transportation Master Plan, through its vision of sustainability, also supports measures that will improve the cycling and pedestrian networks in the project area.

The Transportation Master Plan identifies Ottawa Street as a core cycling route through its entire length within the City of Kitchener. In this section of Ottawa Street there are mainly commercial properties and limited accesses. This is a good location to consider multi-use trails as the mode of transit for cyclists and pedestrians.
The Context Sensitive Regional Transportation Corridor Design Guidelines (CDG) is a planning policy document that guides the design of Regional Roads. The CDG identifies design parameters for necessary features within road allowances such as vehicular lanes, cycling lanes, sidewalks and boulevards. According to the CDG, Ottawa Street is classified as a Neighborhood Connector – Avenue (NAV). As a fundamental part of this classification, Ottawa Street should be designed to support active transportation modes including walking and cycling.

The implementation of the features identified in the Transportation Master Plan and the Corridor Design Guidelines will enable all road users, including cyclists and pedestrians, an opportunity to travel without obstructions within this community and beyond.

7. **Is any private property required to complete the work?**

It is not anticipated that any property acquisition and/or temporary working easements are required for this project.

8. **When will construction occur and will there be detours?**

Construction on Ottawa Street from Fischer-Hallman to International Place is tentatively scheduled for late Spring to Fall 2021.

Ottawa Street will require lane closures to facilitate installation of underground sewer pipes, watermains and road reconstruction. It is expected that a single lane of traffic will be maintained in each direction during each construction stage.

Pedestrian access will be maintained for the duration of the construction. Where required if close to deep excavations, the pedestrian area will be separated from the work area by temporary fencing. Signage will be erected in order to direct pedestrians through the project area.

Fire Departments, Waterloo Regional Police and Ambulance Services will all be advised of the traffic restrictions during the construction period. Grand River Transit service (Route 22) will be maintained during construction but may use a detour route and implementation of temporary bus stop locations as required.

As is customary during Regional Road reconstruction projects, motorists will be advised of the construction timing and traffic restrictions through advance signage and through information on the Region’s web site.

9. **How will access be maintained to properties during construction?**
Access to residential/commercial driveways will be maintained to the greatest extent possible during construction. The Contractor will be required to temporarily block access to and from driveways on Ottawa Street as well as side streets for short-term periods when completing certain construction operations. Where a disruption to your driveway is expected, the Contractor is required to hand-deliver a notice at least 48 hours in advance advising you of the time and duration of the driveway disruption. If necessary, alternate parking arrangements will be made, such as provision for temporary parking on adjacent side streets.

For commercial properties, access for customers will be maintained at all times. If only one driveway access exists, the Contractor will endeavour to complete the work across the driveway in two stages where feasible in order to maintain customer access.

Property and business owners are asked to contact the site supervisor if they have any concerns in relation to access, signage or other issues during the project so it can be determined if reasonable changes or modifications can be made.

10. How will trees, driveways and lawns be affected?

It is expected that some existing trees would have to be removed during construction to accommodate the proposed improvements. It is the Region’s practice to plant two replacement trees for each tree removed as a result of any road projects. In addition to replacing any trees removed on a 2-for-1 basis, new boulevard landscaping, including salt-resistant trees and shrubs, will be included as part of the project where feasible. Any new landscaping typically occurs in a separately tendered landscaping contract in the year following construction. Any grassed areas disturbed during construction will be repaired to equal or better condition with topsoil and sod. Driveways will be re-graded as necessary in order to blend smoothly with the newly constructed roadway.

11. How will garbage / recycling be collected during construction?

During construction we ask that you continue to place your garbage and recycling boxes at the end of your driveway for pick-up as usual. When work is occurring in front of your home and garbage collection vehicles do not have access to your driveway, our Contractor will deliver your garbage and recyclables to an adjacent side street and return the empty containers afterwards. We ask that all residents mark their containers with their address for easy identification.
12. **What about dust during construction?**

The Region will be monitoring the amount of dust generated by construction activities on a daily basis. When necessary, the Region will ensure that the contractor uses proper dust suppression measures (i.e. the application of water and/or calcium chloride) in accordance with the Region’s standard practice.

13. **Will there be any impacts to the natural environment?**

As part of the design and approvals process, the Grand River Conservation Authority (GRCA) will review our design with respect to the existing wetland features along Ottawa Street. Any activity within their Regulatory Boundary will require an Alteration to Wetland Permit. Sediment and erosion control features will be designed, implemented and maintained throughout construction. Key measures of this sediment and erosion control plan will include silt fencing, temporary sediment basins and other Best Practice measures. As noted previously, the proposed improvements will include new boulevard landscaping where feasible in order to enhance the natural environment and to provide a more appealing setting for pedestrians and other right-of-way users.

This project is near Regional groundwater supply wells and as such is within the Source Water Protection Zone. The Region will investigate options to protect the groundwater with measures such as clay capping boulevards to inhibit the road salt migration into the groundwater. In addition, the Region will take all measures necessary during construction work to ensure drinking water supplies are not affected.

14. **What about working hours?**

In general, construction working hours are from 7:00 a.m. to 7:00 p.m. Monday through Friday, although the Contractor may also work on Saturdays from time to time. There may also be occasions where the Contractor is required to complete a critical work item outside of these normal working hours. Work outside normal working hours must be approved by the Region and the City of Kitchener.

15. **Will the posted speed limit be changed?**

Following construction, the Region will retain the posted speed limit of 60 km/hr on Ottawa Street within the limits of this project.

16. **What is the estimated cost of this project and how will it be funded?**
The Region of Waterloo and the City of Kitchener are funding the road improvements on this project. The estimated project cost for the Region’s share of the proposed Ottawa Street improvements is approximately $2,850,000. The City of Kitchener’s share of the proposed Ottawa Street improvements project is approximately $170,000 for the local watermain replacement as well as their share of the storm sewer replacements.

17. **When will final decisions be made for this project?**

Prior to finalizing the recommended design concept for Regional Council’s approval, the Project Team is asking for the public’s input on the proposed improvements. This Public Consultation is your opportunity to ask questions, provide suggestions, and make comments. Once your input is received, it will be used by the Project Team, in conjunction with all other relevant information, to finalize the recommended design for the Ottawa Street improvements.

The Project Team will review the public comments received and use them as input for recommending a final Design Concept for the Ottawa Street project. This Final Recommended Design Concept will be presented to the Regional Planning and Works Committee and Council in the fall of 2020 for approval. In advance of these meetings, letters will be sent to all adjacent property owners and tenants (as well as to all members of the public specifically registering for this Public Consultation or with the listed contacts) so that anyone wishing to speak to the Committee or Council about this project can do so before final approval.

18. **How can I view Project information? How can I receive further notification regarding this Project?**

All the relevant project information, notifications of upcoming meetings and contact information are available for viewing at the Region’s website at [www.regionofwaterloo.ca](http://www.regionofwaterloo.ca) or by contacting the Region’s project manager by telephone, email, mail or facsimile.


Adjacent property owners / tenants and members of the public registering for the Public Consultation will receive all forthcoming public correspondence, and will be notified of any future meetings.

19. **How can I voice my comments at this stage?**

In order to assist us in addressing any comments or concerns you might have regarding this project; we ask that you please fill out the attached Comment
Sheet and mail, fax or e-mail your comments to the Region of Waterloo not later than Wednesday, June 17, 2020.

We thank you for your involvement and should you have any questions or concerns, please contact:

Mr. Jeff Nyenhuis, P.Eng.
Senior Project Manager
Regional Municipality of Waterloo
150 Frederick Street, 6th Floor
Kitchener, ON N2G 4J3
Phone: 519-575-4735
Facsimile: 519-575-4430
Email: jnyenhuis@regionofwaterloo.ca
Appendix A
Project Key Plan

OTTAWA STREET
(REGIONAL ROAD No. 4)
FISCHER–HALLMAN ROAD TO INTERNATIONAL PL
CITY OF KITCHENER
Appendix B
Typical Cross Section

OTTAWA STREET SOUTH
FISCHER HALLMAN ROAD TO
INTERNATIONAL PLACE

OTTAWA STREET
(REGIONAL ROAD No. 4)
FISCHER–HALLMAN ROAD TO INTERNATIONAL PL
CITY OF KITCHENER
Please complete this sheet so that your views can be considered and mail, fax or e-mail your comments by Wednesday June 17, 2020 to:

Mr. Jeff Nyenhuis, P.Eng.                                   6th Floor, 150 Frederick Street
Senior Project Manager,                                     Kitchener, ON N2J 4G3
Design and Construction Division                           email: jnyenhuis@regionofwaterloo.ca
Regional Municipality of Waterloo                       Facsimile: 519-575-4430

Do you have drainage issues or special features on your property that the Design Team should be aware of?  

☐ Yes  ☐ No

Please describe


Are your sump pump discharge or roof leaders piped to the existing storm sewer or road/ditch?  

☐ Yes  ☐ No

Comment


Are you interested in upgrading your water services as part of this project?  

☐ Yes  ☐ No

Comment


Are you interested in upgrading your sanitary service as part of this project?  

☐ Yes  ☐ No

Comment


Comment Sheet
Regional Municipality of Waterloo

Ottawa Street (RR#4) Reconstruction
City of Kitchener

Other comments or concerns regarding this project: ________________

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
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_________________________________________________________________
_________________________________________________________________

Name: _____________________________________________________________
Address: ___________________________________________________________
Postal Code: _________________________________________________________
Phone Number: _______________________________________________________
Email: _______________________________________________________________

Collection Notice

Personal information requested on this form is collected under the authority of the Municipal Act and will be used to assist the Region of Waterloo in making a decision on this project. Any personal information such as name, address, telephone number, and property location included in a submission from the public may become part of the public record file for this matter. Questions regarding this collection should be forwarded to the staff member indicated above.
Region of Waterloo
Community Services
Children’s Services

To: Chair Elizabeth Clarke and Members of Council

Date: May 26, 2020          File Code: S14-20

Subject: Update on Third Party Review of Regional Children’s Centres

Recommendation:
For information.

Summary:
This report provides an update on timelines for the third party review of the Region’s directly operated child care centres (see CSD-CHS-20-01, dated February 19, 2020). Timelines have been delayed approximately six weeks due to emerging priorities resulting from the COVID-19 pandemic. Through Request for Proposals C2020-05, KPMG was awarded the consulting contract and will be completing the in-depth review.

Report:
On February 19, 2020, Regional Council approved in principle a third party review of the Region’s directly operated child care centres (see CSD-CHS-20-01). The third party review is guided by a Steering Committee, which includes five Regional Councillors (see Appendix 1 – Children’s Centre Review Steering Committee Membership). The review is based on Regional Council direction to engage a consultant to complete a third party review of the Region’s Children’s Centres to review the need for and number of centres in response to the 2019 Service Review (see HRC-ADM-20-01, dated January 14, 2020). See also HRC-ADM-20-03, dated May 26, 2020 for an update on the statuses of all 2019 Service Review projects.

To secure a consultant, Request for Proposals C2020-05 was issued on March 9, 2020 and closed on March 30, 2020. A total of three bids were received. KPMG was awarded the contract on May 12, 2020 and will be completing the in-depth review for a total cost of $124,530. With oversight and guidance from the Steering Committee, the consultant...
will work with staff to coordinate all aspects of the project and provide a range of options and recommendations regarding the future operations of the Children’s Centres.

As a direct result of emerging priorities related to COVID-19, including emergency child care, the overall timelines for the third party review are delayed approximately six weeks. Based on the adjusted timelines, the final report is estimated to be provided to Regional Council, through Community Services Committee, in late 2020. The initial project timelines included an interim report to Council in September 2020.

The adjusted project timelines are as follows:

- Finalize project plan and begin in-depth work: by early June 2020
- Conduct current state analysis and gather comparator information: June/July 2020
- Identify service delivery options and improvements and conduct stakeholder consultations: August/September 2020
- Prepare analysis and recommendations: September 2020
- Final report and presentation to Regional Council: November 4, 2020

These are preliminary timelines based on the current understanding of priorities and pressures and may need to be adjusted based on the evolving nature of COVID-19. Project timelines will be discussed regularly with the Children’s Centre Review Steering Committee. If further adjustments are required, staff will provide an update to Regional Council.

**Quality of Life Indicators:**

Licensed child care and early learning programs align with the following Quality of Life Indicators: economic well-being; social inclusion and equity; skills development; and relationships.

**Corporate Strategic Plan:**

The Third Party Review of the Region’s Child Care centres aligns with two focus areas in the 2019-2023 Corporate Strategic Plan: Focus Area 4: Healthy, Safe and Inclusive Communities, 4.1 Improve child and youth wellbeing in Waterloo Region; and Focus Area 5, Responsive and Engaging Public Service, 5.4 Ensure the Region provides value for money and long term financial sustainability.

**Financial Implications:**

The cost of the consultant is $136,983 (including a contingency in the amount of $12,453). The Province has committed an additional $6 million annually though 2020-2023 to the Audit and Accountability Fund (AAF) for large urban municipalities to...
undertake additional line by line reviews, audits, and other service reviews. Given the third party consultant was engaged before an application to the AAF was released, it is likely that the review will not be eligible for AAF funding. Staff are recommending that the Third Party Review be funded through the use of the unconditional Best Start Grant received by the province in 2006(?). In the event that provincial funding becomes available at a later date, staff will pursue available options.

Other Department Consultations/Concurrence:

Staff from Corporate Services, Finance, Facilities and Fleet Management, Procurement, Corporate Performance, and Human Resources and Citizen Services are engaged in the child care review process and provided input on adjusted timelines.

Attachments

Appendix 1 – Children’s Centre Review Steering Committee Membership

Prepared By: Bethany Wagler-Mantle, Social Planning Associate, Children’s Services

Barbara Cardow, Director, Children’s Services

Approved By: Douglas Bartholomew-Saunders, Commissioner, Community Services
Appendix 1 - Children’s Centre Review Steering Committee Membership

Jim Erb, Regional Council, Waterloo
Michael Harris, Regional Council, Kitchener (Chair)
Karl Kiefer, Regional Council, Cambridge
Geoff Lorentz, Regional Council, Kitchener
Sandy Shantz, Regional Council, Woolwich
Douglas Bartholomew-Saunders, Commissioner, Community Services
Linda Bird, Manager, Children’s Centres
Barbara Cardow, Director, Children’s Services
Shauna Caulder, Manager, Finance
Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer
Ellen McGaghey, Director, Facilities & Fleet Management
Colleen Rickert, Human Resources Business Partner, Human Resources
Arran Rowles, Director, Strategic & Quality Initiatives
Amber Sare, Manager, Corporate Performance
Matthew Sutcliffe, Director, Employee Relations
Goranka Vukelich, Executive Dean, Community Services, Conestoga College

Planning Support: Bethany Wagler-Mantle, Social Planning Associate, Children’s Services
Region of Waterloo
Transportation and Environmental Services
Transportation

To: Chair Tom Galloway and Members of Council
Date: May 26, 2020
File Code: D10-40/GO
Subject: Cambridge to Toronto (Union Station) GO Train Feasibility Study – Phase 2 Interim Update

Recommendation: For Information.

Summary: Nil.

Report:

1.0 Introduction

The Regional Municipality of Waterloo, in collaboration with the City of Cambridge, Metrolinx, and MTO is leading a Study to assess the feasibility of providing GO train passenger service from the City of Cambridge to Toronto (Union Station) via Guelph along the Fergus Subdivision which is currently owned by the Canadian National Railway company (CN). As owners of the railway facility, CN is a key stakeholder who has been engaged throughout this study, along with staff from the City of Guelph, County of Wellington, and Township of Guelph-Eramosa.

This Study was structured to be carried out in two phases with Phase 1 carrying out high-level analysis and Phase 2 carrying out a more detailed analysis based on the findings from Phase 1. To promote ease of advancement of this project, elements of Metrolinx’s Business Case were adopted in both phases of this Study.

Phase 1 was completed and presented to the Planning and Works Committee on June 18, 2019 via TES-TRP-19-09. Since that time, the majority of the work has been completed on Phase 2 of the study with completion anticipated in Summer 2020.
2.0 Review of Phase 1 Conclusions

As noted in TES-TRP-19-09, providing GO passenger rail service which connects Cambridge to Toronto would serve to accomplish the following key benefits:

- Connect Cambridge to one of the fastest growing regions in the Province;
- Enhance economic growth and investment potential within the City of Cambridge in specific, as well as the Region in general;
- Leverage investments made in local and regional transit (i.e., ION LRT Stage 2 and Kitchener GO Line corridor respectively);
- Provide opportunities for land-use intensification and transit-oriented development;
- Reduce congestion on the Highway 401; and
- Provide reliability and travel time savings.

The connection to Toronto Union Station via Guelph along the Fergus Subdivision was assessed as an alternative to previous Regional studies in 2009 and 2014 which focused on the feasibility of extending the Milton GO Line into Cambridge but ultimately identified significant barriers to implementation. The two potential GO rail service corridors into Cambridge are shown in Appendix A.

Phase 1 of this Study of the Fergus Subdivision focused on the following tasks:

- Review updated information which has become available since the 2009 and 2014 Milton extension studies were completed;
- Develop preliminary ridership forecasts for a Cambridge-to-Guelph GO train service;
- Conduct preliminary analysis for potential Cambridge GO Station locations;
- Develop possible GO train service scenarios; and
- Provide a preliminary, high-level cost estimate.

Based on the findings from the tasks carried out in Phase 1, providing GO passenger rail service between Cambridge and Toronto Union Station along the Fergus Subdivision was deemed as the most viable alternative to the Milton GO Line extension for the following reasons:

- There are potential ridership and travel time savings associated with the Fergus Subdivision route which could be achieved through ongoing investments from Metrolinx to improve service on the Kitchener GO Line;
- Connecting Cambridge to the GO rail network via the Fergus Subdivision has a higher degree of constructability and deliverability compared to the Milton GO Line extension given the ability to bypass the need for negotiations with Canadian Pacific Railway to operate along the Milton GO Line. Based on early discussions, Canadian National Railway appears to be more open to the
possibility of operating a passenger rail service along the Fergus Subdivision; and
• Based on current and future travel patterns of Cambridge and Region of Waterloo residents, the midline stations along the Kitchener GO Line between Guelph and Toronto Union Station offer a higher potential to be transformed to key destination stations for future riders, compared to the midline stations along the Milton GO Line corridor.

3.0 Goals, Purposes, and Current Progress in Phase 2

Building on the work completed in Phase 1 of this Study, Phase 2 is currently underway to advance this Study in a manner which would easily flow into the development of a Metrolinx business case for this GO rail service. Accordingly, Phase 2 of this Study is being conducted to focus on the following tasks:

• Further assessment of the candidate Cambridge GO Station locations;
• Refinement of the Fergus Subdivision service scenarios;
• Building a strategic case for this GO train service;
• Assessment of the economic feasibility of the Cambridge-to-Guelph rail service;
• Closer review of the deliverability and operability of the Fergus Subdivision service, including a review of track conditions, rolling stock technology, solutions to potential railway congestion, GO station integration, constructability and governance considerations;
• Assessment of the financial feasibility of the Cambridge-to-Guelph rail service, including high level capital cost estimation and revenue potential; and
• Establish next steps for advancing this project beyond the Feasibility Study.

To date, all of the consultation, research, analysis and preliminary conclusions have been developed for Phase 2. A draft version of the final report was circulated for review to all of the key stakeholders in February 2020, including Metrolinx, MTO, the City of Cambridge and the Region’s neighbouring municipalities. As a result of the shifting priorities in mid-March for many of the Region’s partner organizations in this Study, delays in the review of the Phase 2 draft report have ensued.

From the early indications of the work completed in Phase 2 to date (and subject to review from the project stakeholders), the findings from Phase 1 have been further validated to suggest that this project is indeed viable for providing the Cambridge GO service that aligns with the transportation planning goals and objectives for both the Region and the City of Cambridge.

4.0 Next Steps

In the short-term, the next step for this Study is to finalize the Phase 2 summary report. Given the nature of this Study and the associated subsequent steps, the Region would be remiss in proceeding without input from the key stakeholders in order to improve the
chances for success of this Study. As such, the Phase 2 summary report cannot be finalized until the key stakeholders have conducted their review and provided valuable input. Nevertheless, the Region is working towards finalizing this Study by early summer of 2020 (barring any further external delays) such that the final results can be reported to the Planning and Works Committee in late summer of 2020.

While the road map for advancing this project is still being finalized in the Phase 2 summary report, it is generally recognized that the next major milestone beyond the completion of the Feasibility Study is for Metrolinx to complete an Initial Business Case for the Cambridge GO Service. As part of the current Study, a Communications Strategy is being developed to provide recommendations for the Region regarding key stakeholder engagement to support the advancement of this project into the Metrolinx Business Case stage.

**Corporate Strategic Plan:**

Connecting Cambridge to Toronto (Union Station) with GO rail service via the Fergus Subdivision is directly related to the following strategic objectives under the Thriving Economy, Sustainable Transportation, and Environment and Climate Action focus areas:

- Create a competitive business-supportive community to help attract, retain and grow employers, talent and investments in Waterloo Region (Strategic Objective 1.1);
- Improve and better integrate roads and rail transportation services to and from Waterloo Region (Strategic Objective 2.2); and
- Reduce greenhouse gas emissions (Strategic Objective 3.1).

**Financial Implications:** Nil.

**Other Department Consultations/Concurrence:**

The Region’s Planning, Development & Legislative Services Department was involved in this Study.

**Attachments**

Appendix A – Potential Passenger Rail Corridor Connections from Cambridge (2009 Feasibility Study)

**Prepared By:** Darryl Spencer, Acting Manager, Transportation Planning

**Approved By:** Thomas Schmidt, Commissioner, Transportation and Environmental Services
Appendix A – Potential Passenger Rail Corridor Connections from Cambridge (2009 Feasibility Study)

- Kitchener to Guelph: Approx. 22.5 km
- Cambridge to Guelph: Approx. 21 km
- Cambridge to Milton: Approx. 43.5 km
- Guelph to Georgetown: Approx. 33.8 km
- Georgetown to Toronto (Union Station): Approx. 46.7 km
- Milton to Toronto (Union Station): Approx. 48.3 km
Report: HRC-ADM-20-03

Region of Waterloo
Human Resources and Citizen Service
Office of the Commissioner

To: Chair Tom Galloway and Members of Council

Date: May 26, 2020

File Code: A02-30

Subject: Service Review 2019 – Progress Update on Action Items

Recommendation:

For information

Summary:

Nil

Report:

The purpose of this report is to inform Regional Council on the progress of the action items that were being pursued by the Region as a result of the Service Review completed in 2019.

Background:

On December 11, 2019, Regional staff brought forward to Budget Committee, KPMG’s Final Report – Service Review 2019 in staff report HRC-ADM-19-08. KPMG’s Final Report, as well as the Final Service Profiles, were posted on the Region of Waterloo’s website at: Region of Waterloo Website - KPMG final report and final service profiles link

As noted in KPMG’s Service Review 2019 Report, they identified nineteen “opportunities” for the Region’s consideration involving services that are either discretionary or involve a comparatively higher cost of service delivery or represent a proportionally significant spend. As well, they also identified ‘Grants to other organizations’ as another cost-saving opportunity for Council to consider.

In KPMG’s Final Report, the “opportunity” list was broken down into the following three...
categories. Below each opportunity category contains the recommendation from KPMG’s Final Report, as well as an update concerning each of these opportunities:

1. **Cost-saving “opportunities” for which KPMG conducted further review.**

**Recommendation from KPMG’s Final Report – Service Review 2019:**

As noted by KPMG most of the “opportunities” would have significant implications, and most would require further analysis before any decisions could be made regarding implementation. Regional staff identified proposed next steps concerning each of the “opportunities” in KPMG’s Final Report which was endorsed by Council in Report HRC-ADM-20-01.

**Update:**

Updates regarding the projects that Regional Council endorsed to proceed with have been included in Appendix A. Within this appendix, each project has a list of the key project milestones as well as a brief project update. It should be highlighted that the Office of Corporate Performance continues to lead and/or track the progress of these projects and that work is moving ahead despite the COVID-19 pandemic and its impact on various service areas within the Region.

2. **Discretionary Grants to Others**

**Recommendation from KPMG’s Final Report – Service Review 2019:**

The Region provides funding support to a number of community groups and external organizations. All of the organizations depend to a greater or lesser extent on the Region’s annual grants to support their organizational viability. Staff, with the input from the Service Review Steering Committee proposed that Regional staff undertake a review of all grants by Q3, 2020 and report back to Council with recommendations in advance of the 2021 budget process. Staff would review all discretionary grants in terms of their alignment with the Region’s mandate and strategic priorities, and determine the value / impact / outcomes associated with each of the grants.

**Update:**

The update with respect to this opportunity to review discretionary grants to other organizations has been referred to as “Discretionary grants to other organizations” in Appendix A.

3. **Leading Practice Workshops**
Recommendation from KPMG’s Final Report – Service Review 2019:

Concerning the Leading Practice Workshops “opportunity list”, it was proposed that the Region explore these through workshops with KPMG and/or other experts. As noted in KPMG’s report, “municipalities and other public sector organizations are increasingly using Artificial Intelligence to assist in the delivery of municipal services. Additionally, the environmental footprint is becoming a significant priority for local government.” KPMG also notes in their final report that, that the “opportunities may not necessarily generate cost savings, but are considered long term investments in the Region”.

Update:

These workshops have been deferred because of the significant demands and challenges imposed by the Coronavirus Pandemic. Staff will pursue these workshops as time and organizational capacity permit later in 2020 and/or early 2021.

Corporate Strategic Plan:

This Service Review supports Focus Area 5, Responsive and Engaging Public Service, of the 2019-2023 Corporate Strategic Plan, ensuring organizational processes, facilities and resources will be reliable, cost-efficient and effective, and will provide excellent value to the community.

Financial Implications:

The Province has committed an additional $6 million annually through to 2022/23 to the Audit and Accountability Fund for large urban municipalities to undertake additional line by line reviews, audits and other service reviews. The Region will explore this funding option for potential future work coming out of this service review.

Attachments:

Appendix A - Service Review 2019 “Opportunity List”

Prepared By: David Young, Corporate Performance Audit Specialist

Approved By: Jane Albright, Commissioner, Human Resources and Citizen Service
## Service Review 2019 (“Opportunity” List)

<table>
<thead>
<tr>
<th>Service Opportunity Title</th>
<th>Opportunity Description</th>
<th>Council Approved Direction</th>
<th>Project Update and Key Milestones</th>
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<tbody>
<tr>
<td>Waterloo Crime Prevention Council (WRCPC)</td>
<td>Evaluate the need and service delivery approach for Crime Prevention Council services</td>
<td>Continue to support and advance the discussions that are ongoing between WRCPC and Wellbeing Waterloo Region, and report back to Council in 2020 regarding the outcome of those discussions.</td>
<td>The design team last met in February and at that time suspended further meetings until May to allow for staff to design a strategic alignment option. WRCPC has also directed their staff to develop several options to allow for comparative choices and WRCPC has contrasted and compared different opportunities. Meanwhile WRCPC, WWR and Waterloo Regional Police Services (WRPS) are working collaboratively on the Community Safety and Well-being Plan (CSWBP) mandated by the Province. Changes to the CSWBP approach and work plan are being proposed to better integrate with pandemic recovery activities (as per staff report CAO-SPL-20-02, dated May 26, 2020). Reporting back to Regional Council on the alignment recommendations is planned for September 2020. The transition to a new model with WWR and WRCPC in terms of committee membership and other engagement efforts - September – November 2020.</td>
</tr>
<tr>
<td>Social Development Services</td>
<td>Review the need for and service delivery approach for Social Development Services</td>
<td>Regional staff from Corporate Performance and Community Services to conduct this review and report to Council in 2020.</td>
<td>Contract review has begun. Agency meetings had been scheduled from March 23 - April 6. These meetings have all been canceled and will be rescheduled when agencies and the Region are &quot;back to business as usual&quot;. This will push back the timeliness by anywhere from 1 month to 4 months, depending on the length of closures and how long it takes community partners to return to more normal service delivery. After agency meetings take place, recommendations will be determined and potential meetings with the agencies may need to take place. A report and presentation to Council will be brought forward by Q4, 2020.</td>
</tr>
<tr>
<td>Region of Waterloo International Airport – Air Service &amp; Business Development</td>
<td>Re-evaluate the business practices at the Region of Waterloo International Airport for greater operational efficiency and effectiveness and revenue generation</td>
<td>Bring forward a report to Council in Fall 2020 with a recommendation regarding how to address this opportunity</td>
<td>Awaiting industrial and airline decisions that could impact the airport Report on progress and recommendations to P&amp;W in Fall 2020</td>
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<td>Museum Services</td>
<td>Re-evaluate the business model for Museums Services</td>
<td>Build on and expand the ongoing review by Cultural Services and Corporate Performance staff and report back to Council in 2020.</td>
<td>The Project Team has been created and initial data collection is complete. The next project steps will include interviews with supervisors and mapping of key business processes. Citizen feedback to inform recommendations is on hold until a future date, TBD. The proposed next steps will be to review areas for improvement and to propose and seek recommendations with a report back to Council in Q3 or Q4 2020.</td>
</tr>
<tr>
<td>Child Care Operations – Child Care Centres</td>
<td>Review the need for and the number of directly operated Child Care Centres</td>
<td>Engage a third-party consultant to conduct the recommended review in 2020.</td>
<td>The Children’s Centre Review continues to move forward and a consultant has been selected to lead the project. As a direct result of emerging priorities related to COVID-19, including emergency child care, the overall timelines for the third party review are delayed approximately six weeks. Based on the adjusted timelines, the final report is estimated to be provided to Regional Council in November 2020. These are preliminary timelines based on the current understanding of priorities and pressures and may need to be adjusted further once the full impact of COVID-19 is known. Further details about this project are available in CSD-CHS-20-04, dated May 26, 2020.</td>
</tr>
<tr>
<td>Financial Management – Property Tax Rebates</td>
<td>Review the provision of charity tax rebates to non-mandated organizations</td>
<td>Finance with input from other Regional staff to conduct the review as part of the 2020 Tax Policy Update in the spring of 2020</td>
<td>List of recipients of charitable tax rebates has been received from area municipalities. Staff are currently reviewing.</td>
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<td>Housing &amp; Homelessness System Management</td>
<td>Conduct a process review regarding the administration of Housing and Homelessness System Management Services</td>
<td>Engage a third-party consultant to conduct the recommended review in 2021.</td>
<td>Planning for RFP in Q1 2021 will begin in September 2020. The RFP will be issued and awarded in Q1 2021. Public input will take place in Q2 2021. The review will be completed with a report back to Council in Q4 2021.</td>
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<tr>
<td>Library Services</td>
<td>Evaluate alternative service delivery approaches for Library Services</td>
<td>Undertake a collaborative investigation with the four Townships regarding the most efficient and effective ways to provide Library Services in the Townships.</td>
<td>KPMG were the successful consultants. They have undertaken interviews with stakeholders and have completed an interim report. Draft Interim report was received in March 2020. The final report will be completed by the Consultant in May 2020.</td>
</tr>
<tr>
<td>Waterloo Regional Housing – Maintenance &amp; Asset Management</td>
<td>Explore the Region’s service delivery model (in-house, outsourcing or a mix) to further enhance operational efficiencies in the maintenance of Waterloo Regional Housing Assets</td>
<td>Engage a third-party consultant to conduct the recommended review in 2020.</td>
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<tr>
<td>Facilities Management Services</td>
<td>Explore the Region’s service delivery model (in-house, outsourcing or a mix) to further enhance operational efficiencies in the maintenance and management of Regional buildings and properties</td>
<td>Staff will continue to develop the RFP during the COVID-19 response but based on staff workload and potential impact on critical service levels, recommend not issuing the RFP or proceeding with the analysis until an appropriate time once Facilities operations return to normal. The RFP will be tentatively developed by Q3 2020. The RFP will be awarded 1-2 months thereafter. The third party review will take 4-6 months, with the evaluation and next steps taking an additional 2 months.</td>
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<tr>
<td>Multimedia Services – Graphic Design/Multimedia, Video, Printing</td>
<td>Review the Region’s service delivery model (centralized vs. decentralize operations, insource vs. outsourcing, or any combination) to further enhance operational efficiencies and effectiveness in delivering multimedia services while still meeting the diverse organizational needs. This review will include all program areas that provide multimedia services including GRT and Waste Management.</td>
<td>The Office of Corporate Performance with input from other Regional staff conduct an internal review of how graphic design, printing and videography services are being provided across the Region, and report back to Council in 2020.</td>
<td>The project charter has been drafted and circulated. A meeting has taken place to confirm the project charter with the Directors and Commissioners of the participating program areas. Data collection for the review has commenced. In Q3 2020, staff will conduct analysis, review areas for improvement and propose recommendations. Approval of recommendations will take place by Q4 2020.</td>
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<tr>
<td>Fleet Management</td>
<td>Conduct Regional Fleet Utilization Study</td>
<td>Conduct an initial staff review in 2020 and potential deeper dive review (potentially including Police) with a third-party consultant in 2021</td>
<td>Q1 2020 Complete utilization review &gt; Completed Q2 2020 Program area input meetings (delayed) &gt; Meeting discussions are delayed due to COVID-19 which has many operations in shut down or limited operations. If COVID-19 operational models continue to extend past May into June, the information required to complete this phase will not be completed in Q2 and will impact timing for Q3/Q4 initiatives. Q3 2020 Validate findings and opportunities &gt; Pending timeline delays due to COVID-19 Q4 2020 Report/Recommendations &gt; Pending timeline delays due to COVID-19 Note: 2021 vehicle procurement cycle which includes utilization review, is no longer in alignment with initial plans due to COVID-19.</td>
</tr>
<tr>
<td>Specialized Public Transit – Mobility Plus Operations</td>
<td>Review Mobility Plus Operations</td>
<td>Continue to support and advance the ongoing review that is taking place in 2020.</td>
<td>Project kick-off meeting held February 14, 2020. A week of discovery meetings, staff interviews, ride-alongs and data collection was held March 9-14, 2020. Interim report received, and staff are providing comments. Final report is planned for end of Q2 2020 with reporting back to Council in Q3 2020. A budget issue paper will be completed in Q3/Q4 2020.</td>
</tr>
<tr>
<td>Discretionary grants to other organizations</td>
<td>The Region provides funding support to community groups or external organizations.</td>
<td>Staff to undertake a review of all grants by Q3, 2020 and report back to Council with recommendations in advance of the 2021 budget process.</td>
<td>Continuing to research background on various Regional grants to organizations. Report to Committee in Fall 2020.</td>
</tr>
</tbody>
</table>
Region of Waterloo
Transportation and Environmental Services
Design and Construction

To: Chair Tom Galloway and Members of Council
Date: May 26, 2020
File Code: 05796(H), 7323(H)

Subject: Ottawa Street Improvements Fischer-Hallman Road to Alpine Road, City of Kitchener Amendment to Consulting Services Agreement

Recommendation:
That the Regional Municipality of Waterloo amend the Consulting Services Agreement with MTE Consultants Inc. for the Ottawa Street improvements from Fischer-Hallman Road to Alpine Road, in the City of Kitchener to add additional fees in the amount of $196,000 plus applicable taxes for a revised total upset fee of $771,664 for design services as described in report TES-DCS-20-11, dated May 26, 2020.

Summary:
In June 2017, Regional Council approved a Consultant Services Agreement with MTE Consultants Inc. ("MTE") to provide consulting engineering services for the planning and design of improvements to Ottawa Street from Fischer-Hallman Road to Alpine Road in the City of Kitchener at an upset fee of $575,664 plus applicable taxes. In December 2019, Council approved improvements to Ottawa Street including a new roundabout at Westmount Road, new multi-use trails, new bus stops, and road reconstruction. Based on the approved design, additional design effort beyond the scope of the original assignment is now required. Therefore, staff recommends that Council approve additional fees of $196,000, for an extended upset fee limit for the planning and design phases of $771,664.

Report:
1. Background

The Region of Waterloo is planning improvements to Ottawa Street from Fischer-Hallman Road to Alpine Road in the City of Kitchener. The limits of the project are shown on the Key Plan included in Appendix “A” to this report. The Region has retained the consulting engineering firm of MTE to assist with the planning, engineering design, and contract administration of this project.
On December 10, 2019, Council approved the following improvements to Ottawa Street (Report TES-DCS-19-21):

- Reconstruction of the Ottawa Street / Westmount Road intersection as a new two-lane roundabout;
- Construction of a new 3.0 metre wide asphalt boulevard multi-use trail on both sides of Ottawa Street from Fischer-Hallman Road to Strasburg Road;
- Construction of new bus stops including shelters, benches, and real-time information displays;
- Construction of new pedestrian refuge islands on Ottawa Street at Williamsburg Road, Howe Drive, Pinedale Drive, the pathway to Chandler Drive, Mowat Boulevard, Howland Drive and Elmsdale Drive;
- Reconstruction of the existing roadway base and asphalt pavement on Ottawa Street from Fischer-Hallman Road to Alpine Road;
- Construction of new designated eastbound left-turn lanes on Ottawa Street at Howe Drive, Mowat Boulevard and Elmsdale Drive;
- Construction of new designated westbound left-turn lanes on Ottawa Street at Williamsburg Road, Pinedale Drive and Howland Drive;
- Reconfiguration of the left turn lanes on Ottawa Street between Strasburg Road and the Laurentian Centre mall to improve storage and traffic capacity;
- Modifications to Strasburg Road near Ottawa Street to improve left turn capacity from Ottawa Street to Strasburg Road;
- Construction of new channelized right-turn lanes at the northeast and southeast corners of the intersection of Ottawa Street and Fischer-Hallman Road; and
- Replacement of the corrugated steel pipe culvert carrying Borden Creek under Ottawa Street with a new concrete culvert.

2. Amendment to Consulting Services Agreement

In June 2017, Regional Council approved a Consultant Services Agreement with MTE Consultants Inc. ("MTE") to provide consulting engineering services for improvements to Ottawa Street from Fischer-Hallman Road to Alpine Road in the City of Kitchener at an upset fee of $575,664 plus applicable taxes for the planning and design phases, with contract administration and construction inspection services to be paid on a time basis (Report TES-DCS-17-13 dated June 6, 2017).

Based on the approved design, additional design effort beyond the scope of the original assignment is now required for the following:

- Ottawa Street intersection improvements including a new roundabout at Westmount Road;
- Grand River Transit requirements;
- Mapping and liaison for acquisition of property required for the project;
- Utilities servicing and access for private residential housing developments; and
- Interconnection between this Ottawa Street improvement project and the proposed new pedestrian bridge crossing of Highway 7/8 from Strasburg Road.

Region staff requested that MTE provide a detailed estimate of the additional consulting fees required to complete the above noted added scope items. MTE provided an estimate in the amount of $196,000 plus applicable taxes. Staff reviewed the estimate and determined that it is fair and reasonable based on the work required and market rates for engineering services. A breakdown of the additional fees is provided in Appendix B.

Therefore, staff recommends that Council approve additional fees of $196,000, for an extended upset fee limit for the planning and design phases of $771,664. This total represents approximately 10% of the estimated construction cost, and is considered similar to other projects of this magnitude and complexity.

3. **Project Timing**

Subject to Council approval of the recommendations of this Report TES-DCS-20-11, the tentative schedule for this project is as follows:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detailed Engineering Design</td>
<td>Fall 2019 to Fall 2020</td>
</tr>
<tr>
<td>Property Acquisition</td>
<td>Spring 2021</td>
</tr>
<tr>
<td>Utility Relocations</td>
<td>2020 and 2021</td>
</tr>
<tr>
<td>Construction Start</td>
<td>Spring 2021</td>
</tr>
<tr>
<td>Base Asphalt Completion</td>
<td>Fall 2022</td>
</tr>
<tr>
<td>Surface Asphalt and Landscaping</td>
<td>Fall 2023</td>
</tr>
</tbody>
</table>

4. **Estimated Project Cost**

The estimated project cost including road works, culvert works, multi-use trails, sidewalks, engineering, utility relocations, property acquisition and associated costs is $7,692,000. This budget includes approximately $700,000 for active transportation facilities.

**Corporate Strategic Plan:**

This project supports the 2019-2023 Strategic Plan objective to increase participation in active forms of transportation (cycling and walking).

**Financial Implications:**

The Region’s Approved 2020-2029 Transportation Capital Program includes funding of $7,692,000 for this work (Project 05796 and Project 07323) in years 2020 to 2024.
inclusive, to be funded from levy supported debentures (40%, $3,100,000) the Transportation Capital Reserve (32%, $2,452,000) and the Development Charge Reserve Fund (28%, $2,140,000). Sufficient funds are available within the 2020 budget for the increase in consulting fees outlined above.

Other Department Consultations / Concurrence:
Nil

Attachments:

Appendix A     Project Key Plan
Appendix B     Breakdown of Additional Fees

Prepared By:  John Stephenson, Senior Project Manager, Design and Construction
Approved By:  Thomas Schmidt, Commissioner, Transportation and Environmental Services
Appendix A

Key Plan Showing Ottawa Street from Fischer-Hallman Road to Alpine Road

REGIONAL ROAD No 4 (OTTAWA STREET)
ALPINE ROAD TO FISCHER HALLMAN ROAD
CITY OF KITCHENER
## Appendix B

### Breakdown of Additional Fees

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ottawa Street intersection improvements, including a new roundabout at Westmount Road</td>
<td>$95,000</td>
</tr>
<tr>
<td>Grand River Transit requirements</td>
<td>$41,000</td>
</tr>
<tr>
<td>Mapping and liaison for acquisition of property</td>
<td>$36,500</td>
</tr>
<tr>
<td>Utilities servicing and access for private residential housing developments</td>
<td>$15,000</td>
</tr>
<tr>
<td>Interconnection with proposed new pedestrian bridge crossing of Highway 7/8 from Strasburg Road</td>
<td>$8,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$196,000</strong></td>
</tr>
</tbody>
</table>
Region of Waterloo
Transportation and Environmental Services
Design and Construction

To: Chair Tom Galloway and Members of Council

Date: May 26, 2020

File Code: 05616.H

Subject: C2020-04 Consultant Selection – Schedule C Class Environmental Assessment (EA), Design, and Contract Administration and Construction Inspection Services for Trussler Road (Regional Road 70), Bleams Road (Regional Road 56) to Yellow Birch Drive, Township of Wilmot and City of Kitchener

Recommendation:

That the Regional Municipality of Waterloo enter into a Consulting Services Agreement with Associated Engineering (Ont.) Ltd. to provide engineering consulting services for a Schedule C Class Environmental Assessment (EA), design, and contract administration and construction inspection services for Trussler Road (Regional Road 70) from Bleams Road (Regional Road 56) to Yellow Birch Drive at an upset fee limit of $1,175,100 plus applicable taxes for both the EA and preliminary design and detailed design and tendering phases, with contract administration and construction inspection services to be paid on a time basis, as described in report TES-DCS-20-12, dated May 26, 2020.

Summary:

The Regional Municipality of Waterloo intends to undertake a Schedule C Class Environmental Assessment (EA) and design for potential improvements to Trussler Road (Regional Road 70) from Bleams Road (Regional Road 56) to Yellow Birch Drive in the Township of Wilmot and City of Kitchener. Improvements to be considered include widening to 4 lanes, roundabouts, active transportation facilities, drainage improvements, and street lighting. A Key Plan of the project limits is included (Appendix A).

A consultant selection process was conducted in accordance with the Region’s Purchasing By-law and the Consultant Evaluation Team recommends that Associated
Engineering be retained to undertake this assignment at an upset fee limit of $1,175,100 plus applicable taxes for the EA and design, with construction inspection and contract administration services to be paid on a time basis.

Funding for this project is included in the Region’s 2020 Transportation Capital Program (TCP).

Report:

1. Background

The 2018 Regional Transportation Master Plan Update (Moving Forward) has identified the section of Regional Road 70 (Trussler Road) from Bleams Road (Regional Road 56) to Yellow Birch Drive in the Township of Wilmot and City of Kitchener for widening in the 2019-2031 timeframe. Moving Forward and the Region’s Context Sensitive Regional Transportation Corridor Design Guidelines (CDG) identify this corridor for active transportation facilities.

A roundabout was previously approved by Council for the intersection of Trussler Road (Regional Road 70) and Ottawa Street South (Regional Road 4). That roundabout will be included as part of this project. Roundabouts at Rickert Way, Bleams Road (Regional Road 56), and both Highway 7/8 ramp interchanges will also be considered as part of this project.

This project will also include consideration of other traffic operational improvements including additional lanes and signal timing at key intersections along the corridor.

Other specific project needs and improvements will also be considered through the EA process. These will include urbanization (e.g. curb and gutter, stormwater drainage, and street lighting), storm sewers, and stormwater management facilities.

The Region is also planning for the following adjacent and nearby Region projects:

- 05705 – Bleams Road (Regional Road 56) Reconstruction from Fischer-Hallman Road (Regional Road 58) to Trussler Road (Regional Road 70) with construction in 2021-2022.
- 07258 – Bleams Road (Regional Road 56) Improvements (widening) from Strasburg Road to Fischer-Hallman Road (Regional Road 58) with construction in 2021.

2. Consultant Selection

An invitation to submit Letters of Interest to provide engineering consulting services was advertised in the Record, and on both the Region and Ontario Public Buyers
Association websites, on February 14, 2020. Nine (9) Letters of Interest were submitted and evaluated by the Consultant Evaluation Team which consisted of the following staff:

- Justin Armstrong, Senior Engineer, Transportation Expansion;
- Marcos Kroker, Head, Transportation Expansion;
- Jason Lane, Senior Engineer, Transportation Expansion; and
- Tina Reay, Supervisor, Procurement.

The Consultant Evaluation Team shortlisted four (4) firms. The shortlisted consultants were asked to provide detailed Work Plans and Upset Fee Estimates for the work on this project. Two (2) of the shortlisted consultants were subsequently disqualified for improper submissions. The submissions from the following two firms were evaluated:

- Associated Engineering (Ont.) Ltd. (Kitchener), and
- WalterFedy (Kitchener).

The criteria used to evaluate the Letters of Interest and Work Plans and Upset Fee Estimates were in accordance with the Region’s Purchasing By-law and included price as a factor in the selection process. These evaluation criteria and their respective weightings were as follows:

**Quality Factors**

- Project Approach and Understanding (30%)
- Experience of the Project Manager (20%)
- Experience of the Project Support Staff (20%)
- Experience on Similar Projects (15%)

**Price Factor**

- Upset Limit Fee (15%)

Based on the review of the Work Plans, and in consideration of the combination of quality and price factors (described above), Associated Engineering (Ont.) Ltd. scored the highest of the two (2) qualified, shortlisted consultants. Therefore, the Consultant Evaluation Team recommends that Associated Engineering (Ont.) Ltd. be retained to undertake the Schedule C Class EA, design, and contract administration and construction inspection services for this assignment.

**3. Consultant’s Upset Fee**

Shortlisted consultants were requested to submit an upset fee for services required to complete the Schedule C Class EA, Preliminary Design, Detailed Design, and Tendering. An estimated fee for contract administration and construction inspection services was also submitted by each shortlisted consultant for budgetary purposes. As
is Region practice, only the upset fee limit component was used in the consultant evaluation and selection process. Associated Engineering (Ont.) Ltd.’s price was the lowest submitted of the two (2) qualified, shortlisted consultant submissions. The upset fee limit proposed by Associated Engineering (Ont.) Ltd. to complete the Schedule C Class EA, preliminary design, detailed design, and tendering is $1,175,100 plus applicable taxes. The fee provided is within the expected range of fees for this type of assignment. A breakdown of the proposed upset fee limit for this assignment is included (Appendix B).

For road widening and improvement projects such as Trussler Road, the fees required for contract administration and construction inspection services can vary significantly depending on the final design, weather conditions, unforeseen conditions encountered during construction, contractor performance, as well as other unknowns. Since an upset fee limit does not lend itself well to these types of services, it has been Region practice to pay for construction inspection and contract administration services on a time basis. The shortlisted consultants were required to submit estimated contract administration and construction inspection fees based on a fixed construction period. Based, in part, on information provided by Associated Engineering (Ont.) Ltd., staff estimate at this time that the cost for construction inspection and contract administration services will be $490,000 plus applicable taxes.

4. Schedule

Subject to Regional Council’s approval of this consultant assignment, the proposed schedule for this assignment is as follows:

- Schedule C Class EA and Preliminary Design 2020 – 2021
- Detailed Design (incl. Land Acquisition and Utility Relocation) 2022 – 2023
- Primary Construction (dependent upon property acquisition) 2024

Corporate Strategic Plan:

Widening and Improvements for Trussler Road between Bleams Road and Yellow Birch Drive would meet the Region of Waterloo Strategic Focus 2019 – 2023 objective to increase participation in active forms of transportation (cycling and walking) under the Strategic Focus Area of Sustainable transportation.

In addition, the consultant selection process meets the Region of Waterloo Strategic Focus 2019 – 2023 objective to ensure (the) Region provides value for money and long term financial stability under the Strategic Focus Area of Responsive and engaging public service.

Financial Implications:

The Region’s approved 2020-2029 Transportation Capital Program includes a budget of
$200,000 in 2020 and $5,645,000 in 2021 - 2027 for design and construction of (Region Project No. 05616) Trussler Road from Bleams Road to Yellow Birch Drive in the City of Kitchener to be funded from Regional Roads Development Charges. This is a multi year contract and there is sufficient funding in the project budget to accommodate this contract.

**Other Department Consultations/Concurrence:**

Corporate Services (Purchasing) staff were consulted in the procurement of this consulting assignment.

**Attachments:**

Appendix A – Key Plan

Appendix B – Breakdown of Associated Engineering (Ont.) Ltd. Upset Fee Limit

**Prepared By: Justin Armstrong**, Senior Engineer, Design & Construction

**Approved By: Thomas Schmidt**, Commissioner, Transportation and Environmental Services
Appendix B

Breakdown of Associated Engineering (Ont.) Ltd. Upset Fee Limit

Trussler Road (Regional Road 70)
Bleams Road (Regional Road 56) to Yellow Birch Drive
Township of Wilmot and City of Kitchener

Upset Fee for Schedule C Class Environmental Assessment (EA), Preliminary Design, Detailed Design, and Tendering:

1. Schedule C Class Environmental Assessment (EA) and Preliminary Design  $599,800
2. Detailed Design and Tendering  $575,300

Total Upset Fee Limit and Disbursements (excluding HST)  $1,175,100
Region of Waterloo
Planning Development and Legislative Services
Legal Services

To: Chair Tom Galloway and Members of Council
Date: May 26, 2020  File Code: L07-90

Subject: Authorization to Expropriate Lands (1st Report) for Improvements on Dundas Street from Hespeler Road to Franklin Boulevard, in the City of Cambridge

Recommendation:

That The Regional Municipality of Waterloo direct and authorize the Regional Solicitor to take the following actions with respect to the expropriation of lands for improvements on Dundas Street from Hespeler Road to Franklin Boulevard, in the City of Cambridge, in the Regional Municipality of Waterloo as detailed in report PDL-LEG-20-20 dated May 26, 2020:

1. Complete application(s) to the Council of The Regional Municipality of Waterloo, as may be required from time to time, for approval to expropriate land, which is required for improvements on Dundas Street from Hespeler Road to Franklin Boulevard, in the City of Cambridge and described as follows:

   **Fee Simple Partial Taking:**

   i. Part of Lots 1 and 2, Registered Plan 612, being Part 1 on 58R-20725 (Part of PIN 03814-0414 (LT)) (7 Grantham Avenue, City of Cambridge);
   
   ii. Part of Lot 41, Registered Plan D-8, being Part 2 on 58R-20725 (Part of PIN 03814-0459 (LT)) (Part of Vacant Land, Corner of Dundas Street and Beverly Street, City of Cambridge);
   
   iii. Part of Lot 31, Registered Plan D-8, being Part 3 on 58R-20725 (Part of PIN 03821-0388 (LT)) (175 Beverly Street, City of Cambridge);
   
   iv. Part of Lot 29, Registered Plan D-8, being Part 7 on 58R-20725 (Part of PIN 03818-0044 (LT)) (308 Dundas Street North, City of Cambridge);
v. Part of Lot 16, Registered Plan D-8, being Part 1 on 58R-20840 (Part of PIN 03818-0475 (LT)) (252 Dundas Street North, City of Cambridge).

2. Serve notices of the above applications(s) required by the Expropriations Act (the “Act”);

3. Forward to the Chief Inquiry Officer any requests for a hearing that may be received within the time prescribed by the Act;

4. Attend, with appropriate Regional staff, at any hearing that may be scheduled;

5. Discontinue expropriation proceedings or any part thereof, in respect of the above described lands, or any part thereof, upon the registration on title of the required documentation to complete a transaction whereby the required interests in the lands are conveyed or if otherwise deemed appropriate in the opinion of the Commissioner of Transportation and Environmental Services and the Regional Solicitor; and

6. Do all things necessary and proper to be done and report thereon to Regional Council in due course.

Summary:

NIL

Report:

Regional Council approved improvements on Dundas Street from Hespeler Road to Franklin Boulevard as part of the overall project which includes road improvements to both Dundas Street, and Main Street from Franklin Boulevard to Chalmers Street, in the City of Cambridge, on August 22, 2019 as outlined in Report TES-DCS-19-13.

Construction of this overall project is currently scheduled to occur in stages from 2020 to 2023 in the Region’s approved 2020 10-Year Transportation Capital Program. In view of the high concentration of construction activity planned to occur over the next few years on roadways in this area of Cambridge, the construction will be phased to minimize traffic disruption.

The scope of work to be completed in the current phase of construction includes the following:

• Reconstruct Dundas Street from Hespeler Road to Franklin Boulevard;

• Construct on-road cycling facilities on Dundas Street from Roxboro Road to Franklin Boulevard;
• Construct new left turn lanes on Dundas Street at Gore Street/Chalmers Avenue;

• Replace the existing traffic control signal at the intersection of Dundas Street and Beverly Street with a roundabout;

• Replace existing concrete sidewalks within the project limits and widen where feasible; and

• Relocate the existing stone retaining wall on Dundas Street to accommodate the proposed road improvements adjacent to Gore Mutual Insurance Company while maintaining the existing appearance of the wall.

The implementation of the current improvements directly impacts eight properties as shown in Appendix “A” to this report. Land acquisitions as outlined in the Recommendation are required from five of the properties and they are all for fee simple partial takings to accommodate the improvements on Dundas Street from Hespeler Road to Franklin Boulevard, including the construction of the roundabout at the intersection of Dundas Street and Beverly Street. These properties are required for 2021.

It is noted that three of the impacted properties are owned by the City of Cambridge and, due to reciprocal expropriation powers, these properties have not been included in the expropriation. Region staff have been in contact with City staff regarding the requirements for a partial taking and a negotiated agreement is expected.

All of the affected property owners, or their representatives, have been contacted by Legal Services Real Estate staff by one or more of the following means: in-person meeting, telephone, written correspondence and/or e-mail to discuss the required acquisitions and have been informed of the Region’s intention to commence the expropriation process, including this Report going forward to ensure project timelines are met. All property owners have been provided with the Region’s Expropriation Information Sheet explaining the expropriation process. A copy of the Expropriation Information Sheet is attached as Appendix “B”. The owners have further been advised it is the Region’s intent to seek a negotiated settlement prior to completion of the Expropriation process and that the process has been commenced only to ensure possession of the required lands by the date set by Project staff in order to keep the project timeline in place.

Should a negotiated settlement be reached with any of the property owners and a conveyance of the required acquisition be completed before the expropriation process is complete, the expropriation process with respect to such lands would be discontinued by the Regional Solicitor.

It should be noted that the expropriation of the lands is on an “as is” basis and upon acquisition the Region assumes all responsibility for the lands. The construction of the subject improvements is scheduled to commence in the spring of 2021.
A list of the corporate owners of the fee simple interest in the subject lands is attached as Appendix “C”. Regional staff have conducted corporate profile searches of affected corporate property owners and the directors and officers are listed for each. This list does not include tenants, easement holders or holders of security interests in the subject lands.

**Corporate Strategic Plan:**

This project supports Strategic Focus Area 2 (Growth Management and Prosperity) and specifically Strategic Objective 2.2 to develop, optimize and maintain infrastructure to meet current and projected needs. This project also supports Focus Area 3 (Sustainable Transportation), specifically Strategic Objective 3.2 to develop, promote and integrate active forms of transportation (cycling and walking).

**Financial Implications:**

The Region’s approved 2020-2029 Transportation Capital Program includes a budget of $6,762,000 in 2020 and $13,170,000 in 2021-2025 that is allocated for Dundas St, Elgin St to Hespeler Rd (project #05367) to be funded from the Transportation Capital Reserve (50%; $10,022,000), levy supported debentures (42%, $8,290,000) and the Roads Regional Development Charges Reserve Fund (8%, $1,620,000). Also, the Region’s approved 2020-2029 Transportation Capital Program includes a budget of $270,000 in 2020 and $80,000 in 2021-2023 for Dundas St N at Chalmers St N/Gore St (project #07333) to be funded from the Roads Regional Development Charges Reserve Fund.

There is sufficient funding within the overall project to fund the land acquisition.

**Other Department Consultations/Concurrence:**

Transportation and Environmental Services staff have been consulted in the preparation of this Report.

**Attachments**

Appendix “A” - Map of subject lands

Appendix “B” – Copy of Expropriation Information Sheet

Appendix “C” – Corporate Profiles of Corporate Owners

**Prepared By:** Arlene Metz, Solicitor, Property

**Approved By:** Debra Arnold, Regional Solicitor, Director of Legal Services
Appendix “B”

The following information is provided as a general overview of the expropriation process and is not legal advice. For complete information, reference should be made to the Ontario Expropriations Act as well as the more detailed information in the Notices provided under that Act.

Expropriation Information Sheet

What is Expropriation?

Governmental authorities such as municipalities, school boards, and the provincial and federal governments undertake many projects which require them to obtain land from private property owners. In the case of the Regional Municipality of Waterloo, projects such as the construction or improvement of Regional Roads sometimes require the purchase of land from private property owners. In many cases, the Region of Waterloo only needs a small portion of the private property owner’s lands or an easement for related purposes such as utilities, although in certain instances, entire properties are required.

Usually the governmental authority is able to buy the land required for a project through a negotiated process with the affected property owners. Sometimes, however, the expropriation process must be used in order to ensure that the land is obtained within a specific timeline. Put simply, an expropriation is the transfer of lands or an easement to a governmental authority for reasonable compensation, including payment of fair market value for the transferred lands, without the consent of the property owner being required. In the case of expropriations by municipalities such as the Region of Waterloo, the process set out in the Ontario Expropriations Act must be followed to ensure that the rights of the property owners provided under that Act are protected.

IMPORTANT NOTE: The Region of Waterloo tries in all instances to obtain lands needed for its projects through a negotiated agreement on mutually acceptable terms. Sometimes, the Region of Waterloo will start the expropriation process while negotiations are underway. This dual approach is necessary to ensure that the Region of Waterloo will have possession of all of the lands needed to start a construction project on schedule. However, it is important to note that Regional staff continues to make every effort to reach a negotiated purchase of the required lands on mutually agreeable terms while the expropriation process is ongoing. If agreement is reached, expropriation proceedings can be discontinued and the land transferred to the Region of Waterloo in exchange for payment of the agreed-upon compensation.
What is the process of the Region of Waterloo under the Expropriations Act?

- Regional Council considers a request to begin an application under the *Expropriations Act* to obtain land and/or an easement for a specific Regional project. No decision is made at this meeting to expropriate the land. This step is simply direction for the Region of Waterloo to provide a "Notice of Application for Approval to Expropriate" to affected property owners that the process has started to seek approval to expropriate the land.

- As stated in the Notice, affected property owners have 30 days to request a Hearing to consider whether the requested expropriation is “fair, sound and reasonably necessary in the achievement of the objectives” of the Region of Waterloo. This Hearing is conducted by a provincially-appointed Inquiry Officer. Prior to the Hearing, the Region of Waterloo must serve the property owner with a Notice setting out its reasons or grounds for the proposed expropriation. **Compensation for lands is not determined at this Hearing.** The Inquiry Officer can order the Region of Waterloo to pay the property owner up to $200.00 as compensation for the property owner’s costs in participating in this Hearing, regardless of the outcome of the Hearing.

- If a Hearing is held, a written report is provided by the Inquiry Officer to the property owner and the Region of Waterloo. Council must consider the Report within 90 days of receiving it. The Report is not binding on Council and Council may or may not accept the findings of the Report. After consideration of the Report, Council may or may not approve the expropriation of the land or grant approval with modifications. A property owner may wish to make written and/or verbal submissions to Council at the time that it is considering the Report.

- If no Hearing is requested by the property owner, then Council may approve the expropriation of the land after expiry of a 30 day period following service of the Notice of Application for Approval to Expropriate.

- If Council approves the expropriation then, within 3 months of this approval, the Region of Waterloo must register a Plan at the Land Registry Office that describes the expropriated lands. The registration of this Plan automatically transfers title of the lands to the Region of Waterloo, instead of by a Deed signed by the property owner.

- Within 30 days of registration of the Plan, the Region of Waterloo must serve a Notice of Expropriation on the affected property owner advising of the expropriation. Within 30 days of this Notice, the property owner may serve the Region of Waterloo with a Notice of Election selecting the valuation date under the *Expropriations Act* for calculation of the compensation.
• In order to obtain possession of the expropriated lands, the Region of Waterloo must also serve a Notice of Possession setting out the date that possession of the land is required by the Region of Waterloo. This date has to be 3 months or more from the date that this Notice of Possession is served on the affected property owner.

• Within 3 months of registration of the Plan, the Region of Waterloo must provide the affected property owner with payment for the full amount of the appraised fair market value of the expropriated land or easement and a copy of the appraisal report on which the value is based. If the property owner disagrees with this amount, and/or claims other compensation and/or costs under the Expropriations Act, the compensation and/or costs matter may be referred to a provincially-appointed Board of Negotiation in an effort to reach a mediated settlement and/or an appeal may be made to the Local Planning Appeal Tribunal (LPAT) for a decision. In any event, the Region of Waterloo continues in its efforts to reach a negotiated settlement with the affected property owner prior to the LPAT making a decision.
Appendix “C” – Corporate Profiles

1. 175 Beverly Street, Cambridge
   Owner: Long Holdings Inc.
   Annual Return: March 18, 2020
   Directors/Officers: Stephan Leenheer, Steven Gregory Long, Jeffrey Hewson Long

2. 252 Dundas Street North, Cambridge
   Owner: Gore Mutual Insurance Company
   Annual Return: N/A
   Directors/Officers: Carol Hunter, Randall J. Howard, Farouk Ahamed, Heidi Sevcik, Neil Parkinson, Max Blouw
Region of Waterloo
Planning Development and Legislative Services
Legal Services
Region of Waterloo International Airport

To: Chair Tom Galloway and Members of Council
Date: May 26, 2020
File Code: L07-90
Subject: Surplus Declaration of 25 year leasehold interest in the lands
Comprising Approximately 32,000 square feet at the Regional Municipality of Waterloo Airport

Recommendation:

That the Regional Municipality of Waterloo:

(i) Declare a 25 year leasehold interest in the lands comprising approximately 32,000 square feet at the Regional Municipality of Waterloo Airport as depicted in Appendix “A” to Report PDL-LEG-20-21 dated May 26, 2020 (the “Leased Lands”) surplus to the needs of the Region pursuant to the Region’s Property Disposition By-law 95-034; and

(ii) Approve an increase of the term of the current Lease of the Leased Lands with Hangar Lot 8 Inc. from twenty (20) years to twenty-five (25) years, as described in PDL-LEG-20-21/PDL-AIR-20-03 dated May 26, 2020.

Summary:

Nil

Report:

The Region entered into a ground lease with Hangar Lot 8 Inc. for a twenty (20) year term effective December 1, 2019 (the "Lease") which was executed by the Commissioner of Planning, Development and Legislative Services pursuant to the Region’s Documents Execution By-Law 18-036. The Leased Lands are located on
Apron 4 adjacent the other general aviation hangars and as shown in Appendix “A” to this Report (the “Leased Lands”).

The tenant has commenced construction of a hangar on the Leased Lands. This hangar will bring approximately 12 new aircraft to the Airport.

The tenant has requested that the term of the Lease be increased from 20 years to 25 years due to bank financing and amortization purposes. Any lease with a term in excess of 21 years is subject to the requirements of the Region’s Property Disposition By-law 95-034, i.e. that Council consider and, if so decide, declare the subject leasehold interest “surplus to the needs of the Region”, with the required public notice provided prior to such consideration.

The development area called Apron 4 on which the Leased Lands are located has been serviced since 2005 and has been marketed to potential hangar owners. There are 3 additional building lots which are in various stages of approvals.

Information regarding the subject leasehold interest has been circulated to appropriate Regional departments with no objections received and that the lands subject to the leasehold interest are not required for any Regional purpose.

The Region’s property disposition by-law requires advertising of any proposed conveyance of an interest in Regional land in a local newspaper. Region staff complied with this requirement with a newspaper advertisement which provided notice of the intended consideration of this matter (originally scheduled for the May 5, 2020 Committee meeting but deferred to the May 26, 2020 Committee meeting) and, to date, no enquiries have been received.

Corporate Strategic Plan:

The Airport Master Plan and Business Plan align with the Region’s 2019-2023 Strategic Plan objectives to plan for and provide the infrastructure and services necessary to create the foundation for economic success under Strategic Focus Area 1, Thriving Economy.

Financial Implications:

Hangar Lot 8 Inc. has paid a total of $112,718.75 pursuant to the Lease, consisting of the following charges: New Lease Fee, LL2 Development fee, Sewage & Water Connection fee, Gas Connection Fee, Hydro Connection Fee, Cost Recovery for hydro Service, and a refundable Construction Performance bond.

The ongoing estimated monthly revenue will be $587.90. The tenant is responsible for their share of property taxes, as well as hydro and water charges depending on usage.
Other Department Consultations/Concurrence:

An internal surplus land circulation was conducted by Real Estate Services staff for the subject leasehold interest to the following departments and divisions with no objections received: Housing, GRT, TE&S, Facilities, Water Services, Planning and Legislative Services.

Attachments:

Appendix “A”: Aerial map depicting the Leased Lands

Prepared By:  
Liam Legate - Solicitor (Corporate)  
Chris Wood - General Manager, Region of Waterloo International Airport

Approved By:  
Debra Arnold - Regional Solicitor/Director of Legal Services  
Rod Regier – Commissioner, Planning, Development & Legislative Services
Appendix “A”

Waterloo Region International Airport

Produced by:
Information and Technology Services - GIS
100 Frederick Street
Waterloo, Ontario N2L 4J9
©Regional Municipality of Waterloo, 2020
Author: E. Seltser
Region of Waterloo

Corporate Services

Facilities & Fleet Management

To: Chair Tom Galloway and Members of Council

Date: May 26, 2020   File Code: L04-20

Subject: Extension of the Agreement with the City of Waterloo Regarding Use of Waterloo Parking Structure

Recommendation:

That the Regional Municipality of Waterloo enter into an amending agreement with the Corporation of the City of Waterloo to further extend an existing option to purchase a share of a parking structure owned by the City of Waterloo and used by the Region of Waterloo, as outlined in report COR-FFM-20-04 dated May 26, 2020.

Summary:

Nil

Report:

The Region of Waterloo and the City of Waterloo entered into an Agreement relating to the Waterloo Parkade on July 9, 1991 which was amended by Agreement on July 10, 1992 (the “Master Agreement”). The Master Agreement was further amended by Agreements dated July 4, 2013, June 24, 2015 and June 30, 2017 (collectively “the Agreements”). The Agreements provide for the sharing of responsibility for the capital cost of the parking structure and the allocation of revenue and expenses associated with its ongoing operation in direct proportion to the number of spaces used by each party. The Region of Waterloo currently utilizes approximately 317 parking spaces or roughly 70% of the available spaces within the structure. These spaces are used for employee paid parking for staff working at the Region’s building at 99 Regina Street. The Waterloo parkade is located at 10 Willis Way, Waterloo.

The Agreements also provide that the Region may exercise an option to purchase a
proportionate share of the parking structure. The proportionate share of ownership would be equivalent to the number of spaces used by the Region as compared with the total number of available parking spaces within the structure. Given the Region’s current utilization, if the option were to be exercised, the Region would be the owner of approximately 70% of the structure as a tenant in common with the City of Waterloo, which would own the remaining share. The agreement was amended in 2017 to extend the date by which the option must be exercised to July 1, 2020. The recommended amending Agreement will extend the period within which the option may be exercised to July 1, 2021.

There have been a number of discussions with City of Waterloo staff over the last few years in order to evaluate the Region’s decision of whether or not to purchase its share of the structure. These discussions have included the determination of future capital and operating expenses, and the Region’s parking needs. A further extension of this agreement by one year would allow the Region and City of Waterloo to continue these discussions, obtain council direction on how to proceed and begin negotiations of an operational agreement.

Regional Facilities Management staff have discussed the amending agreement with their counterparts at the City of Waterloo and City staff have advised that they intend to recommend the signing of the amending agreement at an upcoming Council meeting.

**Corporate Strategic Plan:**

This agreement supports strategic objective 5.4 to ensure the Region provides value for money and long term financial sustainability.

**Financial Implications:**

There are no new financial implications from approval of the amending agreement. The initial agreements to share financial obligations according to the proportion of parking spaces occupied by each party remain in effect.

**Other Department Consultations/Concurrence:**

Staff from Legal Services and Finance have been consulted in the development of this report.
Attachments: Nil

Prepared By: Ellen McGaghey, Director, Facilities & Fleet Management

Approved By: Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer
Region of Waterloo
Community Services
Housing Services
Corporate Services
Treasury Services

To: Chair Tom Galloway and Members of Council
Date: May 26, 2020
File Code: F25-20

Subject: Supportive Housing of Waterloo Capital Grant Request

Recommendation:
For Direction.

Summary:
Supportive Housing of Waterloo (SHOW) has submitted a request to the Region of Waterloo for a capital grant in the amount of $200,000 to contribute to the acquisition of 144 Erb. St. E, Waterloo. This property was originally built in the early 1970s and has been owned and operated by the Civitan Group as an affordable seniors building since that time. The acquisition of this 24-unit seniors building will allow for expanding their provision of affordable housing needed in the community. Staff have evaluated the request within the context of the Capital Grant Framework and determined that the eligibility criteria have been met.

Report:
Capital Grants Framework

In May of 2016, Regional Council approved changes to the Community Grants program and rescinded the Policy on Grants to Community Organizations, including the section on Capital Grants. Regional Council also approved a recommendation directing the Ad Hoc Working Group on Grants to Community Organizations to report back to the Administration and Finance Committee on some further matters related to Community Grants, including a framework for Capital Grants. In October of 2016, through report
CC-16-02, Regional Council approved a Capital Grants framework to provide a common set of criteria for the evaluation of capital grant requests from community organizations.

Subject to available funding, the Region will consider requests for one-time funding to support capital projects that will benefit the residents of the Region of Waterloo following the approved Capital Grants Framework.

The Capital Grants Framework is specific to local health and social service organizations with which the Region has an on-going, established partnership and/or service relationship, and whose purpose, program and services:

- a. Provide a benefit to the Waterloo region community;
- b. Are not-for-profit;
- c. Are located/based within the geographic area known as Waterloo region; and
- d. Provide services that are available to all residents of Waterloo region.

In determining whether to approve a request for a one-time capital grant, the Region of Waterloo will consider if the acquisition of the capital asset enables the organization to:

- Serve a greater number of clients;
- Improve access to the services provided by the organization;
- Improve or enhance the financial sustainability of the organization;
- Enable the organization to provide a new service to residents of Waterloo Region that fills an identified need or gap in service.

The amount of funding from other sources for the acquisition of the capital asset and the ability of the organization to fully implement the capital project is also to be considered.

The organization must provide a business plan/feasibility study/capital campaign that demonstrates the need for the project, includes an assessment for fundraising capability, and identifies all other potential sources of funding for the project.

**SHOW Capital Grant Request**

SHOW has been providing supportive and affordable housing in Waterloo Region since 2010. The purchase of this property aligns with SHOW’s vision, which is “to create a community where affordable housing and supports are available to all.” The purchase is also in alignment with Action 1.3 of the Region’s 10 Year Housing and Homelessness Plan (10-Year Plan), “continue to invest in private, non-profit, and cooperative housing providers to develop new community housing units, beyond WRH,” and Strategic Direction 3, “facilitate the development of an appropriate range of housing options.”

The demand for affordable housing for seniors is growing as demonstrated in the 10-Year Plan, which cited the following:
The population growth rate for seniors over 65 is 21.4 per cent (overall population was 5.5%) between 2011 and 2016;
10 per cent of seniors (7,475) in Waterloo region are living with a low income;
Over 10,000 senior-led households are paying more than 30 per cent of their income on housing costs; and
As of September 2019, there were 1,104 senior-led households on the community housing waiting list (roughly one-quarter of the list at 24 per cent).

SHOW’s current portfolio includes two affordable housing properties. The property at 362 Erb Street West (2010) is a 30-unit apartment building that is part of the Region’s Supportive Housing program. The property at 402 Erb Street West (2018 - Mike’s Place) is a 9-unit affordable housing building. The planned acquisition of the property located at 144 Erb Street East in Waterloo will add 24 affordable housing units to SHOW’s housing portfolio. This location was originally built in the early 1970s and has been owned and operated by the Civitan group as an affordable seniors building since that time. A map of 144 Erb Street East is attached as Appendix 1. Plans for the new site include capital upgrades to enhance energy efficiency and increase accessibility. The request also indicates SHOW’s commitment to maintain the current level of affordability for all existing tenants ($522-$570/month). As units become vacant SHOW will establish new rent levels that target an overall rent of 80 per cent of average market rent (AMR) to ensure ongoing affordability for tenants. The new total rent revenue addresses affordability for seniors while adequately sustaining the operations of the property.

In the attached request, SHOW indicates that the final purchase price of $2,486,500 will be financed through a combination of mortgage ($1,720,000) and fundraised downpayment ($766,500). The group is seeking a capital contribution of $200,000 from the Region of Waterloo towards the downpayment amount. The SHOW Board of Directors is seeking similar contributions from the City of Waterloo and Kitchener Waterloo Community Foundations.

A copy of the letter of request from SHOW is attached as Appendix 2.

Alignment with the Capital Grant Framework

Staff have assessed the information provided in the request relative to the Capital Grants Framework. The request made of the Region meets the eligibility criteria as SHOW is a not-for-profit social services organization. The organization is located in the Region of Waterloo, provides a benefit to the Waterloo region community, and service provision is available to all residents of the Region. The request aligns with the selection criteria in that the capital asset will enable SHOW to serve a greater number of clients, improve access to their services, and address a growing need in our community for affordable housing for seniors. A capital budget has been provided showing the
expected expenditures and projected financing from all sources

In summary, the organization meets the eligibility criteria of the Capital Grants Framework and the request aligns with the selection criteria of the Capital Grants Framework. The request also aligns with past requests and approvals of capital grants for Health and Social Services organizations.

Options for Council include:

• approve the full capital grant request;
• approve a capital grant in a lesser amount; or
• take no action on the grant request.

Funding of Capital Grant Requests

Unless otherwise approved, the Capital Grants Framework establishes the maximum one-time capital grant approval at the lesser of 25% of the cost of the capital project or $50,000. While the request exceeds $50,000, the Region has, in the past, provided capital grants in varying amounts. Appendix 3 lists the organizations that have received a capital grant for the acquisition of a capital asset over the past number of years, the amount of funding, and the source of funding. Regional Council previously approved a grant of $150,000 under the current framework in 2019 for House of Friendship.

Quality of Life Indicators:

The development of affordable housing aligns with Economic Well-Being (e.g., increased access to housing); Social Inclusion and Equity (e.g., supports positively impacts participants’ level of community inclusion); and Physical and Emotional Well-Being (e.g., housing support positively impacts participants’ daily functioning).

Corporate Strategic Plan:

This report addresses the Region’s Corporate Strategic Plan 2019-2023, Focus Area 4: Healthy, Safe and Inclusive Communities and Strategic Objective 4.2 to make affordable housing more available to individuals and families.

Financial Implications:

There is no provision or designated source of funding in the Region’s 2020 budget for capital grants. Should Regional Council wish to approve a capital grant for SHOW, the following resolution is proposed:

“That the Region of Waterloo’s 2020 Capital Budget be amended to include a one-time capital grant of $_____ for SHOW to be funded from the Region’s General Tax Supported Capital Reserve.”
This reserve is the successor to the Capital Levy Reserve Fund and has been used in the past to fund other capital grant requests of this nature.

**Other Department Consultations/Concurrence:**

Nil

**Attachments**

Appendix 1 – Map of 144 Erb Street East

Appendix 2 – SHOW Grant Request for Acquisition of 144 Erb Street East

Appendix 3 – History of Region of Waterloo Capital Grants to Health and Social Services Organizations 2011 to Present

**Prepared By:** Jennifer Murdoch, Manager, Housing Programs and Development

Shauna Calder, Manager of Finance

Ryan Pettipiere, Director, Housing Services

**Approved By:** Douglas Bartholomew-Saunders, Commissioner, Community Services

Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer
Appendix 1 – Map of 144 Erb Street East
Appendix 2 – SHOW Grant Request for Acquisition of 144 Erb Street East

SHOW Request for 144 Erb Street East

How does SHOW provide a benefit to the Waterloo Region Community?

Supportive Housing of Waterloo is a registered charity with the mandate to provide housing and a continuum of supports to those who have barriers to achieve their fundamental right to safe and affordable housing. 144 Erb Street East fits our mandate through the continued provision of affordable housing for seniors. SHOW currently owns two buildings, 362 Erb St. West which is a high support (24/7) facility for those with persistent homelessness, mental health and addictions challenges. 402 Erb St. West (Mike’s Place) is a 9 unit affordable housing building and has clearly confirmed our ability to manage affordable and supportive housing in Waterloo.

How does the acquisition enable SHOW to serve a greater number of tenants?

SHOW has, over the past eight years, grown an excellent relationship with the Civitan board which knew that should the transaction proceed, we would become the owners of the building and more importantly, would be entrusted with the care of the tenants. Carrying on this legacy which was started over 50 years ago by Civitan is both an honour and a privilege as the guiding Principles on which Civitan were founded, and those that guide SHOW are very similar. Civitan currently has 24 apartments rented at a rate of $525 monthly.

How will SHOW improve access to services and fill identified needs with this acquisition?

SHOW plans to upgrade accessibility within the building while maintaining it as a lower rent building for seniors in our community. Given that our other two buildings are designated as not for profit, we pay no property taxes on those sites and a request has been made to MPAC for property tax relief on 144 Erb East should we take over this building. SHOW will also seek funding to upgrade the heating system (currently baseboard heat) to solar panels, upgrade windows and improve accessibility for everyone in the building through wider doorways, more accessible kitchens and washrooms, and through stairlifts as there is no elevator in the building. A building assessment has been completed and an initial discussion has been held with FCM (Federation of Canadian Municipalities) to discuss the Assessment and to determine steps needed to move forward to retrofit the roof, heating and other systems. FCM currently maintains a large fund for greening our housing, as does CMHC and discussions are being held with both systems. The building has adequate parking as well as outdoor space, though both the interior and the exterior of the building do require a cosmetic refresh.
How will SHOW implement the acquisition and how will it improve the sustainability of the organization? (Please see attached Cash Flow Appendix)

SHOW will purchase the building through an initial down payment of approximately $766,500 and an initial bridge mortgage of $1,720,000. We plan to fundraise the down payment through a public capital campaign. We will also request funding from the Region of Waterloo, City of Waterloo and through a social impact funding request through KW Community Foundation (Application submitted on March 26/20). The Finance Committee and the Housing Committee are confident that within the next two years the rental income will offset the mortgage payments which will be insured through a CMHC affordable housing program mortgage. Some key assumptions and needs in our financial analysis include the following:

- Achieving property tax exemption on the property
  - Our legal team has been in touch with MPAC and have prepared documentation for their review to provide us with a tax exemption. We are comfortable that this will be approved quickly as it was for our other buildings, which all have the same mandate to house people living in a mixed-income community including those living in poverty

- Gradually transitioning the monthly rents of tenants from the current rates
  - As noted in our cash flow analysis, the monthly rents will need to be increased from current levels as we experience attrition in the building. While these rents will be increased they will still be maintained at affordable levels relative to the market. SHOW has committed to the Civitan group that rents will not be raised for existing tenants for two years after the purchase is completed

- Converting a Board room to a studio apartment
  - This will create a 25th unit in the building as a studio apartment

- Raising funds through a public campaign which focus on capital funds required and operating funds needed to cover deficits in our first three years
  - SHOW has focused closely on the growth and development of our fundraising capacity, understanding that if we chose to expand our housing portfolio we would need to invest in professionals who could expand our donor base. To that end the Fundraising Committee, chaired by Mike Peasgood, has retained the services of a professional fundraising professional which has designed a capital campaign for 144 Erb Street East as well as a campaign to increase our operating funds to help better serve our tenants. The goal of the campaign is $1 million, which will help raise the down payment required as well as funds to support our work, within a three year timeline.
What is SHOW asking from the Region of Waterloo?

COVID has clearly defined the importance of maintaining housing for seniors, and ensuring that those in need of services and supports are able to access them in a timely manner.

Supportive Housing of Waterloo would like to request a grant of $200,000 to be provided by the Region of Waterloo to support the acquisition of 144 Erb Street East to maintain that property as affordable housing for seniors in our community.
## Appendix 3 - History of Region of Waterloo Capital Grants 2001 to Present

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount of Funding</th>
<th>Year Approved</th>
<th>Source of Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>House of Friendship</td>
<td>$150,000</td>
<td>2019</td>
<td>Region’s General Tax Supported Reserve</td>
</tr>
<tr>
<td>Hospice Waterloo Region</td>
<td>$250,000</td>
<td>2017</td>
<td>2017 Surplus</td>
</tr>
<tr>
<td>Shalom Counselling Services</td>
<td>$25,000</td>
<td>2015</td>
<td>Capital Levy Reserve Fund</td>
</tr>
<tr>
<td>Langs, Cambridge</td>
<td>25,000</td>
<td>2015</td>
<td>Capital Levy Reserve Fund</td>
</tr>
<tr>
<td>Innisfree House</td>
<td>200,000</td>
<td>2015</td>
<td>Capital Levy Reserve Fund</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$100k in 2015; $100K in 2016</td>
</tr>
<tr>
<td>Haven House</td>
<td>50,000</td>
<td>2015</td>
<td>Capital Levy Reserve Fund</td>
</tr>
<tr>
<td>Woolwich Counselling Center</td>
<td>25,000</td>
<td>2007</td>
<td>Operating Budget Contingency &amp; Other Financial Budget</td>
</tr>
<tr>
<td>Community Justice Initiatives</td>
<td>30,000</td>
<td>2005</td>
<td>Operating Budget Contingency</td>
</tr>
<tr>
<td>K-W Counselling Services</td>
<td>25,000</td>
<td>2005</td>
<td>2004 Surplus</td>
</tr>
<tr>
<td>Hospice Waterloo Region</td>
<td>100,000</td>
<td>2004</td>
<td>Hospital Capital Reserve Fund</td>
</tr>
<tr>
<td>K-W Multi-cultural Centre</td>
<td>50,000</td>
<td>2004/2005</td>
<td>Operating Budget Contingency</td>
</tr>
<tr>
<td>Sunbeam Res. Development Centre</td>
<td>25,000</td>
<td>2003</td>
<td>Hospital Capital Reserve Fund</td>
</tr>
<tr>
<td>Catholic Family Counselling Centre</td>
<td>25,000</td>
<td>2001</td>
<td>JSH Capital Budget/Capital Levy</td>
</tr>
<tr>
<td>(Now Carizon)</td>
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</tbody>
</table>

Excludes HSRC / Cardiac Care projects ($37.3 m), Med School ($15 m) and Conestoga College ($5.7 m).
Region of Waterloo  
Corporate Services  
Facilities & Fleet Management  

To: Chair Tom Galloway and Members of Council  
Date: May 26, 2020  
File Code:  
Subject: King-Victoria Transit Hub Project Update  

Recommendation:  
That the Regional Municipality of Waterloo take the following action with respect to the King-Victoria Transit Hub project as described in Report COR-FFM-20-05 dated May 26, 2020:  

a) Endorse the preferred design (as shown in Appendix A) to be progressed further into Design Development;  

b) Enter into an Agreement with WZMH Architects to complete Design Development services for the project at an upset limit fee of $1.1 million plus applicable taxes;  

And that staff be directed to:  

c) Pursue an increase to the original funding agreement with the Province of Ontario, additional funding from other federal and/or provincial programs and any other funding source as appropriate for incremental costs associated with the project; and  

d) Incorporate incremental costs of this project into the draft 2021-2030 capital program in accordance with the funding strategy approach outlined in this report.  

Summary:  
There have been a number of opportunities for public and stakeholder input into the King-Victoria Transit Hub project design over the last few months. This report provides a
summary of the feedback received as well as a recommendation to move forward with a preferred design option (Appendix A).

Based on the schematic design, a Class D cost estimate has been prepared for budgeting purposes. At this very early stage of design, the estimate should be considered as accurate to within +/- 20%. Significant design effort will be required to further refine the estimates. A revised cost estimate will be prepared in the fall at the conclusion of the next phase of design. The additional detailed design information available at that time will allow for better refinement of these costs and final decisions regarding the inclusion of options in the overall project scope.

As outlined in report COR-FFM-19-13, dated October 1, 2019, the current design team, WZMH Architects have been approved as the project design team. Staff has negotiated an upset limit fee of $1.1 Million for the next phase of Design Development work to be completed by October.

The current design of the King Victoria Transit Hub is estimated to be in the range of $85.2 million (base standalone building design) - $137.9 million (full design with recommended options). The amount provided for by the previous agreement with the MTO was $43 million: $33 million for the Region’s scope and $10 million for Metrolinx scope. Subject to Council approval, incremental cost will be reflected in the 2021-2030 capital program based on design selection.

Staff will review various funding sources and make applications according to program eligibility as funding streams are made available. In the absence of sufficient additional funding, staff will bring back alternatives for Council’s further consideration.

Report:

Background

The King Victoria Transit Hub (KVTH) site is planned to be a landmark development and train station connecting the Region to the Toronto-Waterloo Region Innovation Corridor. It will be a focal point for higher order transit service in Waterloo Region, connecting passengers seamlessly through the co-location of ION (LRT), GO Transit (rail and bus service), VIA rail service, intercity bus, passenger vehicles and GRT. The Transit Hub is also expected to generate ION ridership as an anchor development along the Central Transit Corridor (CTC) with transit station functions integrated with a privately developed mixed-use destination.

The project will be delivered through a Phased Integration approach as outlined in report COR-FFM-19-02 dated March 19, 2019. The Region will build the transit infrastructure immediately through a conventional procurement as the first phase in the
overall project development. The transit infrastructure will be designed and constructed to ensure the maximum flexibility for integration with future private development on the property. Future phases would involve partnerships with private developers to complete the overall project vision for a transit oriented mixed-use development.

The Phased Integration approach was selected as the preferred implementation process following the termination of a Request for Proposal (RFP) for a Master Developer to deliver the full project as outlined in report COR-FFM-18-17/COR-TRY-18-93 dated November 6, 2018.

Public Consultation:

The Project Team worked with the design advisors to identify any changes to the project requirements as a result of the Phased Integration approach. As part of that process, various site configuration and design options were explored. Two preferred design options were presented for input at a Design Approaches Public Information Centre on January 27, 2020 (COR-FFM-20-01 dated January 14, 2020). These options are also posted on engageWR.ca and were open for input from January 14 to February 17, 2020.

The team is also working closely with Metrolinx on their design for the platforms and track modifications required within the rail corridor, including the necessary closure of Duke Street. A community meeting was held on November 28, 2019 to share the rail corridor design and road closure impact with property owners and residents in the immediate neighbourhood.

All three opportunities were well attended. 37 people signed in to the Duke Street Closure Community meeting, over 75 people attended the Design Approaches Public Information Centre (PIC). The Engage WR survey was particularly effective with 1365 visitors and survey responses from 523 individuals, which includes input from the PIC. The project has also received media coverage from CTV, Rogers and the Record. The input received is summarized below and will be incorporated into design decisions moving forward.

Four key themes have emerged in the overall feedback received: design approaches, near neighbourhood concerns, transit functionality and active transportation. A summary of each is provided below and more detailed information will be published on the EngageWR site in the coming weeks.

Design approaches:

While there were a wide range of opinions on the two design concepts presented there was a very clear preference for Option 1 (Appendix A), which aligns the transit infrastructure along the rail corridor and presents a large public square at the corner of King and Victoria. This significant impact of the building and public
square at the corner was one of the key features which drove the preference for Option A.

A number of people expressed concern that the building was too small and/or missing the mixed use private development that was shown in earlier design concepts. The explanation that the site is being designed to allow for future transit expansion as well as future private mixed use development was well received and also satisfied concerns around flexibility for growth.

Some detailed comments which were mentioned a number of times included the need to ensure that the historic Rumpel Felt building appropriately incorporated into the overall development, the value of greenspace in an urban setting, the importance of including retail space, the need for covered platforms and the importance of overall accessibility.

Near neighbourhood concerns:

The near neighbours to the site are highly engaged in the success of the project, but have very specific comments and concerns which are unique to their proximity to the site.

Naturally, the necessary closure of Duke street was a significant point of discussion amongst neighbours. It was generally accepted as necessary, but neighbours expressed the importance of ensuring that the full traffic impact is understood and appropriately mitigated.

This issue also added importance to the previously identified requirements to ensure effective pedestrian & cycling connections across the rail corridor as well as addressing potential traffic congestion as a result of the hub. Neighbours expressed a strong desire for pedestrian and cycling connections at both Waterloo and Duke Street.

Neighbours were appreciative of the community room on the second floor of the Hub as well as the public square at the corner of King and Victoria.

Transit Functionality:

A number of comments and questions were raised around the effectiveness of overall site circulation, passenger pick up and drop off, parking and bus movements. These can be generally summarized that more design work is required to ensure that the transit functionality of the site is optimized. In particular, the question of how much parking is appropriate for the site raised a wide range of opinions. These ranged from those who felt strongly that as a transit-oriented development, no parking should be provided to those who felt equally strongly that a significant parking facility is needed for commuters.
Active transportation:

As in earlier consultation, the importance of active transportation connectivity and functionality was a clear priority for many. Although there were questions around specific trail connections, the feedback focussed primarily on the function of the site in relation to accessibility and ease of movement. Specifically, sufficient, effective and safe bike storage, the ability to move freely through the site regardless of whether the Hub is open and connectivity across the rail corridor were key themes.

Design Recommendation:

Based on the clear preferences for Option 1, it is recommended that the design move forward in this general configuration. The feedback from this and all previous public consultation will be incorporated into the design as the project moves forward. It is expected that there will be a number of opportunities for further input as the design progresses through the remainder of the year and beyond.

Joint Design Review Panel Input:

The Joint Design Review Panel (JDRP) acts as an independent advisory body to the KVTH Project Team, City of Kitchener Planning Division and Metrolinx. The Panel provides non-binding advice on architecture, urban design and landscape architecture for public facing infrastructure and the private development planned for the KVTH both on- and off-site.

The project team met with the JDRP on January 21 to obtain their input and insight into the overall project design. The JDRP feedback was generally positive and aligned closely with the public input outlined above. As a group, they explored the matters of design, future development and transit functionality in more detail. Some key comments are listed below for consideration in the ongoing design process:

Design

- This team will develop something impressive and a building that is going to serve the region for decades.
- Maintain a lens that this design is going to be timeless.
- Make sure the quality of architecture extends to all areas of experience. Integrate it throughout the site.
- Need to build highest quality space we can. This is an important civic project.
Future Development

• Future development needs to be considered when planning site. Don't impinge on the future surrounding buildings. Don't hem the site in with transit hub.
• Future proof the site; remove the suburban approach and focus on an urban design allowing for future development on the site.

Transit Functionality

• The site must work from day one, do not design a temporary interim solution.
• The potential to use Duke Street to service the site frees up Victoria Street and minimizes curb cuts.
• Access should be prioritized as pedestrians, cyclists, LRT, rail, bus, passenger pick up and drop off and private car.
• Access of vehicles around the site can destroy the pedestrian experience. What about moving this underground or offsite?
• Focus on 4 quadrants of access and maintaining pedestrian and cycling connections.

The feedback from the JDRP will be incorporated into the design as the project moves forward. It is expected that there will be a number of opportunities for further JDRP input as the design progresses through the remainder of the year and beyond.

Public Art:

The Region’s Public Art Advisory Committee reviewed the current design and discussed the project on February 21, 2020. The advisory panel felt that their original recommendation of a $300,000 allocation for stand-alone public art for the site remains appropriate for the current design. The advisory committee will work with the project team and designers to identify appropriate locations on the site as well as timing for a public competition process.

Cost Estimate:

Based on the schematic design, a Class D cost estimate has been prepared for budgeting purposes. At this very early stage of design, the estimate should be considered as accurate to within +/- 20%. Significant design effort will be required to further refine the estimates. This estimate also includes a number of options which could be removed as the design progresses.
### Project Element

<table>
<thead>
<tr>
<th>Class D Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Base Project Estimate</strong></td>
</tr>
<tr>
<td><strong>Optional items:</strong></td>
</tr>
<tr>
<td>1. Additional underpass in Transit Hub (near King Street)</td>
</tr>
<tr>
<td>2. Allowance for increased Environmental Sustainability beyond Region standard LEED® Silver.</td>
</tr>
<tr>
<td>3. Single level under Transit Hub</td>
</tr>
<tr>
<td>4. Off site Passenger Pick Up and Drop Off</td>
</tr>
<tr>
<td>5. Allowance for structural upgrade to allow future overbuild</td>
</tr>
<tr>
<td>6. Access road connecting to Duke Street behind Rumpel Felt</td>
</tr>
<tr>
<td><strong>Total Project Estimate (with options)</strong></td>
</tr>
</tbody>
</table>

### Associated Projects

<table>
<thead>
<tr>
<th>Class D Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Victoria Street Modifications</td>
</tr>
<tr>
<td>8. Duke Street Pedestrian Underpass (Region contribution to Metrolinx project)</td>
</tr>
</tbody>
</table>

The base project estimate is higher than the original 2014 cost estimates due to a number of factors which have changed since that time. More than half of this increase is directly attributable to the change in project delivery approach. The original estimate was based on the Transit-related features being directly integrated into a Master Developer’s mixed use building. In late 2018 the Region determined that approach had limited potential for success and ended the RFP process (COR-FFM-18-17/COR-TRY-18-93 dated November 6, 2018).

In order to ensure that this important project continued to move forward, the Region decided on a Phased Development approach which includes the direct construction of all transit functionality by the Region in advance of any private mixed use development on the site (COR-FFM-19-02 dated March 19, 2019). The resulting standalone building is necessarily larger and more complex than what was originally envisioned. Where previously there would simply have been interior walls and floors separating the Transit Hub from the private development, the current design includes 4 full exterior facades as well as a complex roof assembly. Similarly, the cost of sitework previously would have been shared with a Master Developer. In addition, the delays created by this change will add cost due to construction cost escalation. A smaller portion of the increase is...
attributable to the project delays that resulted from this change in delivery approach as well as design refinements to specific project elements.

The optional items which are also included in the cost estimate have been identified through various stakeholder consultations as potential project enhancements which would directly serve the project objectives. Specifically:

1. Additional underpass in Transit Hub building (near King Street): Metrolinx is expected to construct underpasses at Waterloo Street and at Duke Street which will provide connectivity for the neighbourhood, but will require any travellers to leave the Transit Hub building through a covered walkway to access the north platform. This third underpass near King Street will provide direct access to the North platform from the Transit Hub building and the shortest travel distance from the ION platform to the GO platform as well as providing additional connectivity for the neighbourhood. This option directly supports the neighbourhood feedback related to connectivity as well as the JDRP feedback related to full access from all quadrants and future proofing the design.

2. Allowance for increased Environmental Sustainability beyond Region standard LEED® Silver: This allowance would give the flexibility needed to incorporate innovative sustainable technologies and systems as part of the Council's commitment to reduce community-wide greenhouse gas emissions by 80% below 2010 levels by the year 2050 (report PDL-CPL-18-26 dated May 29, 2018). A specific target such as LEED® Platinum or Net Zero will be established once further design evaluation is completed.

3. Single level under Transit Hub: Construction of a single below grade level for vehicle access under the Hub will allow significant future functionality and flexibility for the site which could not be achieved once the building is completed. This would allow direct connection to emerging modes of transportation such as carshare as well as cycling, passenger pick up and drop off and vehicle rentals. As the urban density around the Hub increases over time, the ability to accommodate these functions directly onsite will become critical to the overall success of the facility. In the nearer term, it is expected that the vehicular connection will continue to be an important mode of access for the site and parking capacity will be an important consideration. This option directly supports the public and JDRP feedback to optimize the site design and minimize the impact of vehicle movements on pedestrians on the site.
4. Off site Passenger Pick Up and Drop Off: The base project includes a passenger pick up and drop off facility onsite. Once the next phase of private mixed use development moves ahead, this will likely need to be relocated. To avoid this disruption, this option contemplates the development of a passenger pick up and drop off facility in the near vicinity of the site. Additional evaluation will be required to identify an appropriate location. This option directly supports the public and JDRP feedback to optimize the site design and minimize the impact of vehicle movements on pedestrians on the site.

5. Allowance for structural upgrade to allow future overbuild: This would provide the structural elements necessary to allow additional floors to be added at a later date to a portion of the building as part of the connection to a future private mixed use development. This option directly supports the JDRP feedback to consider future development.

6. Access road connecting to Duke Street behind Rumpel Felt: The necessary closure of Duke street creates an opportunity to connect directly to the signalized intersection at Duke Street to improve vehicle movements on the site as well as traffic congestion on Victoria Street. Due to the existing grades on the site, this will require a significant retaining wall as well as protection of the historic Rumpel Felt building. This option directly supports the public and JDRP input to optimize the site design and minimize traffic congestion.

In addition to the options identified above, two other projects have been identified as critical to the overall success of the Transit Hub project:

7. Victoria Street Modifications: These modifications have the potential to increase the overall site area, provide more space for pedestrian access to the site, allow for a curbside lane for buses or passenger vehicles and increase the sidewalk width in front of the historic Rumpel Felt building.

8. Duke Street underpass: This project is required as part of the Metrolinx corridor scope of work due to the necessary closure of Duke Street and will improve neighbourhood and pedestrian connections to the site.

A revised cost estimate will be prepared in the fall at the conclusion of the next phase of design. The additional detailed design information available at that time will allow for better refinement of these costs and final decisions regarding the inclusion of options in the overall project scope.
Design Assignment:

The next design stage in the overall process is to complete the Schematic Design for the selected design option with the input received. The process will then move forward into the Design Development phase where all of the technical elements of the project are refined in more detail and final decisions are made on the overall scope of work, including which of the above options to include in the overall project. Once that is complete, the team will undertake a Detailed Design process, which includes the development of construction drawings and specifications. The upcoming Design Development phase is critical to ensuring the overall success of the project.

As outlined in report COR-FFM-19-13, dated October 1, 2019, the current design team, WZMH Architects have been approved as project design team. Staff has negotiated an upset limit fee of $1.1 Million for this next phase of Design Development work to be completed by October. Based on the nature of the project and similar experience, staff feel this fee is reasonable and appropriate.

Project Schedule:

The Design Development phase of work will be completed by October. Depending on availability of project funding and potential delays related to COVID-19, it is expected that the project will be tendered in Spring 2021 and construction will commence immediately following tender award. Construction is expected to take up to 16 months and be completed in the fall of 2022.

Funding Sources for Increased Project Cost

The current design of the King Victoria Transit Hub is estimated to be in the range of $85.2 million (base standalone building design) - $133.6 million (full design with recommended options). The amount provided for by the previous agreement with the MTO was $43 million: $33 million for the Region’s scope and $10 million for Metrolinx scope. Subject to Council approval, incremental cost will be reflected in the 2021-2030 capital program based on design selection. Several potential funding sources have been identified for the incremental cost of this project, including:

- Request additional funding from province
- ICIP funding
- Development charges (debt financing)
- Property taxes (debt financing)
- Third party contributions
- FCM Green Municipal Fund (grant/loan)

The Province previously recognized the significant regional importance of this project in the overall ‘Two way all day GO’ passenger rail service strategy and committed to funding 100% of the project as previously contemplated. It is proposed that staff be
directed to pursue additional funding from the federal and provincial governments based on increased cost and project scope. Staff will also pursue alternate funding sources if appropriate and make applications according to program eligibility as funding streams are made available. In the absence of sufficient additional funding, staff will bring back alternatives for Council’s further consideration.

**Corporate Strategic Plan:**

The implementation of the King-Victoria Transit Hub supports the Thriving Economy, Sustainable Transportation, and Environment and Climate Action focus areas in the 2019-2023 Strategic Plan by creating a competitive business-supportive community to help attract, retain and grow employers, talent and investments in Waterloo Region (Objective 1.1); enhancing the transit system to increase ridership and ensure it is accessible and appealing to the public (Objective 2.1); improving and better integrating roads and rail transportation services to and from Waterloo Region (Objective 2.2); and reducing greenhouse gas emissions (Objective 3.1).

**Financial Implications:**

The Region’s Approved 2020-2029 Capital Program includes a budget of $4,000,000 in 2020, $21,000,000 in 2021, $13,337,000 in 2022, and $2,000,000 in 2023 for the King Victoria Transit Hub (project # 90170), to be funded from the Ontario Ministry of Transportation. Subject to Council approval, incremental costs for this project will be reflected in the development of the 2021-2030 capital program based on design selection, with funding sources identified as appropriate. This will include a new funding source to provide $300,000 for public art.

Design costs of $1,100,000 recommend above can be accommodated in the existing budget, to be funded from the Ontario Ministry of Transportation.

**Other Department Consultations/Concurrence:**

Staff from Transportation and Environmental Services, Corporate Services, and Planning, Development & Legislative Services are directly involved in the project and have been consulted in the preparation of this report.

**Attachments**

Appendix A – KVTH Preferred Design Approach

**Prepared By:** Ellen McGaghey, Director, Facilities & Fleet Management

**Approved By:** Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer
Appendix A: KVTH Preferred Design Approach
Region of Waterloo

Corporate Services

Treasury Services (Procurement)

To: Chair Tom Galloway and Members of Council

Date: May 26, 2020

File Code: F18-30

Subject: Community Personal Protective Equipment Co-Operative Grant Request

Recommendation:

That the Regional Municipality of Waterloo approve a $50,000 grant to the Waterloo Region Personal Protective Equipment (PPE) Co-operative as set out in report COR-TRY-20-54 dated May 26, 2020.

Summary:

Nil

Report:

Waterloo Region is an innovative, collaborative and creative community that has a long history of people and organizations coming together to build community, address pressing social needs and dealing with emerging issues.

As a result of the COVID-19 pandemic, personal protection equipment (PPE) is very difficult to source, and when product is available prices are extremely high. A not-for-profit Waterloo Region PPE purchasing co-operative has been established, which will:

- Create an ability for community groups to place orders for PPE (masks, gloves, sanitizer, gowns, face shields etc.)
- Provide access for community organizations of every size
- Ensure competitive pricing through large volume orders
• Create a self-reporting and tracking mechanism so community organizations and practitioners may communicate their existing PPE inventory, expected needs and actual usage

• Analyze the data to ensure smart ordering

• Use private investor funds to bulk-purchase PPE items on behalf of community organizations

• Distribute PPE orders throughout the Region across all levels

• Run the Waterloo Region PPE sterilization for re-use program (which can sterilize up to 19,200 N95 masks daily)

This not-for-profit central ordering and distribution mechanism will act as the first point of contact for Regional groups requiring hard-to-find PPE. The Waterloo Region PPE Co-operative has requested that the Region of Waterloo provide a one-time $50,000 grant which will assist with start-up costs that will be incurred as they ramp up operations and begin to run the sterilization service.

The benefits to the Region of Waterloo and our community agencies that do not fall under the Local Health Integration Network (LHIN) or the Provincial and Federal Governments include the acquisition of standardized products that meet health and safety requirements, a known and trusted source of supply, and better pricing based on the high volume orders that the PPE Co-operative will be placing.

Corporate Strategic Plan:

Approval of this grant meets the 2019-2023 Corporate Strategic Plan Healthy, Safe and Inclusive Communities 4.5 – Enhance community safety and wellbeing in Waterloo Region and Responsive and Engaging Public Service 5.4 – Ensure the Region provides value for money and long term financial sustainability.

Financial Implications:

There is no 2020 budget allocation for this grant. Staff propose to borrow from the Working Funds Reserve ($15m balance) and repay the reserve over the next 12-24 months through a mark-up on the PPE as it is taken from inventory for use across regional programs. As a result, the grant is recovered through various regional operating budgets over a period of time. At the same time these operating budgets will benefit from lower PPE costs.
Other Department Consultations/Concurrence:

The Chief Administrative Officer has been consulted in the preparation of this report.

Attachments

Letter from Amber French, President Waterloo Region PPE Co-operative

Prepared By: Lisa Evans, Manager, Procurement/Chief Purchasing Officer

Approved By: Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer
APPENDIX A

Region of Waterloo

May 13, 2020

To Whom it May Concern,

For the past several months, I have been working closely with our region’s hospitals and LHIN, helping them access alternative PPE supply chains. As Managing Partner of Catalyst Capital, a tech and real estate investment firm based in Waterloo Region, I admittedly have a far-reaching network. After hearing growing concerns about the impending global PPE shortage, I began mining my network for connections to alternative supply chain resources.

What started out as placing a few “feelers,” has turned into a full-time passion project.

As global PPE shortages become more dire, the need to secure alternative supply chains has become essential to protect our frontline workers and community-at-large. LHINs, hospitals and Regional Purchasing Departments are being forced outside of their comfort zone, both in procurement options and PPE conservation methods. They are being forced work with previously unknown distributors, spending millions of dollars per PO to be competitive enough to meet minimum order thresholds.

It has taken a crisis like COVID-19 to shine a light on the shortcomings of our current system. Canada, as a country, has commoditized consumables like PPE to a point where we can’t support our own manufacturing solutions and are forced to outsource to countries like China. Now, in a time where countries have adopted an “every man for themselves” attitude, Canada has been left vulnerable, potentially unable to adequately protect its citizens and frontline workers. In addition, the many bureaucratic levels that encompass our healthcare system create sluggish response times and fragmented visibility into the needs of healthcare and service providers across regions.

Nowhere is this increased pressure and sense of panic being felt more acutely than in our community healthcare groups. While our hospitals and LHINs fall under provincial and federal mandates, entire swaths of community providers are currently not advocated for under current provisos. These groups include community physicians and specialists, shelters, group homes, public health, fire, police, charitable organizations, midwives, indigenous outreach programs and funeral homes. And the list goes on. Under the current model, these groups have always ordered as individual organizations, never having a reason to doubt their traditional supply chains. Now, with global supply drying up and distributors requiring bolster orders of millions of dollars, how is a small family office supposed to protect themselves?
Early on, we caught onto the idea of organizing a Community PPE Drive, leveraging the procurement of existing PPE stored within local businesses. This was a success, with the community pulling together and donating thousands of boxes of gloves and masks, in addition to protective eye gear, sanitizer and hundreds of home-sewn gowns. For community healthcare providers and their patients, this was a welcome infusion. However, even allocating conservatively, this supply threatens to run out in the very near future.

Watching this unfold, I automatically turned my thoughts to find a solution. Our independent healthcare providers and organizations desperately need a way to access PPE as if they were as large as a hospital buying group. I am creating a mechanism for them to do this.

Operating out of Catalyst 137, we will create a Not-For-Profit central ordering and distribution mechanism that will act as the first point of contact for Regional groups requiring hard-to-find PPE. Harkening back to our farming heritage where co-ops were the norm, we will create a modern day “PPE co-operative” for groups that fall outside of the LHINs current mandate. Private investors are stepping up and investing in a Social Impact Bond we have created in order to place bulk-PPE orders, allowing these independent community groups access to life-saving protective gear. These bulk orders will then be available to be distributed out to the community. Also essential, we will incorporate reporting capabilities for current inventory levels and projected/actual usage, gaining currently unavailable insight into community needs.

The LHIN will mandate this co-operative as the first point of contact for Regional practitioners and groups. They have agreed to “backstop” surplus purchases up to $5M, as long as the product is Health Canada compliant.

In addition, this co-operative will provide community groups with access to a PPE sterilization-for-reuse machine. This machine has the ability to sterilize up to 19,200 N95 masks per day and is also able to sterilize other PPE items such as gowns, goggles and face shields. This service will go a long way to preserving existing PPE within the community.

This co-operative is already shaping up to be a community-minded initiative, with funding interest from the Kitchener Waterloo Community Foundation and a number of local private investors, pro bono legal work provided by Gowlings, accounting/bookkeeping support provided by UW’s School of Accounting and Finance and tech support provided by Communitech and a number of local companies.

We are hoping to be operational within the span of a month, so we can start serving the needs of the community.

Although the model is self-supporting once operational, there are a number of start-up
costs that will be incurred as we ramp up operations and begin to run the sterilization service. We are seeking grant funding of $50,000 to cover some of these costs and hasten the launch of the sterilization service. I have provided our Not-For-Profit financial model and would be happy to answer any questions you may have.

I look forward to continuing to work on behalf of our community to get much needed PPE flowing into our Region.

Sincerely,

Amber French
President
Waterloo Region PPE Co-Operative

The co-operative will:

- Create an ability for community groups to place orders for hard to find PPE (masks, gloves, sanitizer, gowns, face shields, etc)
- Provide access for groups as small as a single practitioner office up to corporations and agencies
- Ensure “competitive” PPE pricing through volume orders as a cohesive buying group
- Create a self-reporting and tracking mechanism so community organizations and practitioners may communicate their existing PPE inventory, expected needs and actual usage
- Analyze this data to enable “smart” ordering
- Use private investor funds to bulk-purchase PPE items on behalf of smaller groups
- Distribute PPE orders to the Region, across all levels
- Run the Waterloo Region PPE sterilization-for-reuse program

Support from:

- South Western Ontario LHIN – advocate co-operative as first point of contact for community groups and provide a backstop for investors in the social impact bond
- Communitech & Iain Klugman – development of technology and all around support including marketing and personnel
- Gowlings – providing pro bono legal work
- University of Waterloo – providing bookkeeping and accounting
• Miovision – providing partially subsidized warehousing/operations space

• Kitchener Waterloo Community Foundation – may provide funding (pending final diligence session)

• Private Investors – many prominent business leaders in our region will support the model and provide funding to place initial PPE purchase orders.
Region of Waterloo
Corporate Services
Treasury Services Division

To: Chair Tom Galloway and Members of Council
Date: May 26, 2020  File Code: F22-00
Subject: 2020 Regional Tax Levy Remittances

Recommendation:

That the Regional Municipality of Waterloo amend By-law 20-12, being a By-law to Establish and Levy Rates of Taxation for Regional Purposes for the Year 2020, as set out in Appendix ‘A’ attached to Report COR-TRY-20-55 dated May 26, 2020 to allow the Regional Treasurer to provide an interest-fee extension of the required 2020 tax levy remittances owed by the area municipalities to the Region provided that:

• The area municipality implements a property tax deferral program in 2020 and/or waives interest/penalties on property taxes outstanding as a result of the COVID-19 pandemic;
• Any remittance extension is proportionate, or approximately proportionate, to the amount and timing of the property tax deferral and/or waiver of interest and penalties granted;
• Any remittance extension takes into consideration Provincial funding supports and programs provided to the area municipalities; and
• The extension does not exceed December 1, 2020; and

That a certified copy of the approved by-law be forwarded to the area municipalities.

Summary:

All area municipalities in the Region have waived interest and penalties on property taxes outstanding for at least three months comprising April, May and June. In addition, five of the Region’s seven area municipalities intend to implement an application-based
60-day property tax deferral program (relating to final 2020 tax instalments) for residents and businesses that are experiencing financial hardship as a direct result of the COVID-19 pandemic.

Staff recommend amending the Region’s Tax Levy By-law to allow for an extension to 2020 regional tax levy remittances that is proportionate, or approximately proportionate to the amount and timing of property tax deferrals granted, including the waiving of interest and penalties on property taxes, for a period of time not to exceed December 1, 2020. The cash flow impacts of the tax deferral and penalty/interest waiving programs in each area municipality will take into consideration the favourable cash flow impact of the Provincial deferral of the June (to September) and September (to December) education tax remittances and any other provincial financial relief.

**Report:**

Through reports COR-TRY-20-32 (March 24, 2020) and COR-TRY-20-50 (May 13, 2020) Regional Council approved a series of measures to provide financial flexibility to residents and businesses of Waterloo Region through the waiving of late payment charges, interest costs and non-sufficient fund (NSF) bank charges for three months (April, May and June). In addition, water account collection and shutoff activities for water/wastewater accounts in arrears have been suspended from April to August. These measures complemented similar actions taken by all seven area municipalities covering utility bills, property taxes and other receivables.

Additionally, five of the Region’s area municipalities intend to implement an application-based COVID-19 property tax deferral program. This would allow for the deferral of the final 2020 property tax installment payments by 60 days. For example, if the final 2020 property tax payments were due on July 1 and September 30, an approved property owner’s payment dates would be deferred to September 1 and November 30 (note that each municipality has different tax instalment due dates). Staff at the Townships of North Dumfries and Wellesley are not recommending the implementation of an application-based deferral program as they already have later final due dates compared to the other area municipalities.

**Proposed Framework for Tax Levy Remittance Deferrals**

On March 24, 2020 Regional Council approved the 2020 Regional property tax policies and rates, including the Regional tax levy payment schedule. The regional tax levy is paid by the area municipalities in nine monthly installments from April 1 to December 1 inclusive. Each area municipality bills property taxes for regional, local and education purposes on varying dates and remits the Region’s portion on the scheduled date.

The April 1st and May 1st property tax payments from the area municipalities have been made as planned. The combined April and May property tax payments to the Region
account for just under 22% of the Region's levy requirement for 2020. The majority of these property tax payments were collected by area municipalities by the end of February, before the pandemic outbreak impacted operations.

The recommendation in this report to amend the Region’s Tax Levy By-law will allow for an extension to the property tax instalment payments of participating area municipalities that is proportionate, or approximately proportionate to the amount and timing of the property tax deferral granted, including any waiver of interest and penalties on property taxes, for a period of time not to exceed December 1, 2020. The extensions would be granted without interest. Any extension calculation would take into the account the Provincial deferral of education property tax remittances made by the area municipalities.

Area Municipal Cash Flow Impacts

Cash flow impacts will vary by area municipality depending on the nature, timing and take up of property tax payment deferral and interest/penalty waiver measures put in place. For example, the level of collection of the interim property tax levy in 2020 is lower than previous years by 1% to 5% at the townships and 8% to 10% at the cities. Relative to the average level of interim levy collection in the last three years, the area municipalities have collected approximately $45 million less in 2020. The area municipalities will receive a cash flow benefit of approximately $65 million for 6 months (June 30 to December 30) as a result of the two 90 day school board remittance payment deferrals. Property tax deferral programs come into effect in July in five area municipalities.

Staff will work with the area municipality treasurers to assess the need to adjust the amount and/or timing of levy remittances to the Region by the area municipality. Regardless, the full Regional tax levy will be paid to the Region by the end of 2020.

Corporate Strategic Plan:

Nil

Financial Implications:

It is difficult to forecast the potential adjustments required for each area municipality. Levy remittance adjustments will impact the Region’s cash flow, which at this point staff believe can be reasonably accommodated. Should circumstances change materially, staff will report back to Committee for further direction. Given the timing of this report, the June 1st levy payments to the Region will be made as planned.
Other Department Consultations/Concurrence:

Staff from the Region’s Planning, Development and Legislative Services Department were consulted in the development of this report, as were the Area Municipal Treasurers.

Attachments

Appendix A – A By-Law to Amend By-law No. 20-012, a By-law to Establish and Levy Rates of Taxation for Regional Purposes for the Year 2020

Prepared By: Cathy Deschamps, Director, Treasury Services/Deputy Treasurer

Approved By: Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer
Appendix A to COR-TRY-20-55

By-Law Number 20-XXX

of
The Regional Municipality of Waterloo

A By-law to Amend By-law No. 20-012, a By-law to Establish and Levy Rates of Taxation for Regional Purposes for the Year 2020

Whereas the Council of the Regional Municipality of Waterloo enacted By-law No. 20-012, a By-law to Establish and Levy Rates of Taxation for Regional Purposes for the Year 2020, pursuant to the Municipal Act, 2001, S.O. 2001, c. 25, to raise certain sums for the 2020 taxation year ("By-law 20-012");

And Whereas the Province of Ontario declared an emergency pursuant to the Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9, as a result of the Covid-19 pandemic (the "Pandemic");

And Whereas certain Area Municipalities have implemented or will implement property tax deferral programs in 2020 as a result of the Pandemic in order to relieve financial hardship and all Area Municipalities have temporarily waived interest and penalties on property taxes outstanding;

And Whereas the Council of the Regional Municipality of Waterloo supports these property tax deferral and waiver programs as a result of the Pandemic and wishes to adjust or defer levy remittances to the Regional Municipality of Waterloo as a result thereof in accordance with the terms and conditions of this By-law;

Now Therefore the Council of the Regional Municipality of Waterloo enacts as follows:

1. By-law 20-012 is hereby amended by adding paragraph 5.1 as follows:

   "5.1 a) Notwithstanding sections 4 and 5 of this By-law, if an Area Municipality implements a property tax deferral program in 2020 and/or waives interest/penalties on property taxes outstanding as a result of the Pandemic, then the Treasurer of the Regional Municipality of Waterloo may allow an extension to that Area Municipality, without interest, to a
period of time not exceeding December 1, 2020 for the payment of the required levy to the Regional Municipality of Waterloo that is proportionate, or approximately proportionate as determined by the Treasurer of the Regional Municipality of Waterloo, to the amount and timing of the property tax deferrals and waivers granted by that Area Municipality as a result of the Pandemic, taking into consideration any Provincial tax remittance deferrals or related funding support or programs provided to that Area Municipality.

b) The extension granted pursuant to subsection a) of this section shall apply retroactively as necessary and if applicable.”

2. This By-law shall come into force and take effect immediately following third reading.

By-law read a first, second and third time and finally passed in the Council Chamber in the Regional Municipality of Waterloo this 26th day of May, A.D., 2020.


Regional Clerk

Regional Chair
Region of Waterloo

Corporate Services

Financial Services and Development Financing

To: Chair Tom Galloway and Members of Council

Date: May 26, 2020

File Code: F11-30

Subject: Periodic Financial Report – Year to Date Results to April 30, 2020 / COVID-19 Financial Impacts Update

Recommendation:

For information.

Summary:

This report provides year to date operating budget results to April 30, 2020, as summarized in the following table:

### 2020 Year to Date Operating Budget Variances ($000s)

<table>
<thead>
<tr>
<th>Service</th>
<th>Expenditure</th>
<th>Revenue</th>
<th>Net Variance</th>
<th>% of Tax / User Rate Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax Supported*</td>
<td>2,702</td>
<td>(6,513)</td>
<td>(3,812)</td>
<td>(3.3%)</td>
</tr>
<tr>
<td>Water Supply</td>
<td>869</td>
<td>47</td>
<td>916</td>
<td>4.6%</td>
</tr>
<tr>
<td>Wastewater Treatment</td>
<td>865</td>
<td>13</td>
<td>878</td>
<td>3.0%</td>
</tr>
<tr>
<td>Water Distribution</td>
<td>23</td>
<td>(31)</td>
<td>(8)</td>
<td>(0.9%)</td>
</tr>
<tr>
<td>Wastewater Collection</td>
<td>(16)</td>
<td>4</td>
<td>(12)</td>
<td>(2.4%)</td>
</tr>
</tbody>
</table>

*Excludes Waterloo Regional Police Service (WRPS)

The Region’s actual vs. budget position to April 30, 2020 for property tax supported programs (excluding WRPS) is a shortfall of approximately $3.8 million, driven primarily by impacts relating to COVID-19 totalling approximately $5.0 million. For user rate operating budgets, Water Supply and Wastewater Treatment are both reporting small...
surpluses to April 30, 2020. Water services are deemed essential and are operating as usual, and there have been no material impacts as a result of COVID-19.

This report also provides an update to the on-going monthly impact of the COVID-19 pandemic on the 2020 operating budget in terms of user fee revenue, operating expenditures and federal and provincial subsidies. A number of additional items have been analyzed and incorporated into current estimates as information has become available. The net on-going operating position is a shortfall of approximately $2.3 million per month.

It should be noted that this monthly estimate includes significant costs for Housing and Homelessness programs for which the Region has received $5.8 million in federal and provincial funding to date. The current level of incremental spending for Housing and Homelessness suggests that this funding will last until the end of August. Should additional measures be required, the $5.8 million in funding may be drawn upon at a faster rate.

Report:

Regional Council passed the Financial Management By-law (By-law 05-008) to establish the financial management framework for the Region. The By-law requires that a report to Administration and Finance Committee be prepared periodically on the Budget to Actual variances within the Operating and Capital Budgets.

This report provides year to date financial results of operating budgets to April 30, 2020, as well as an update to the on-going monthly impact of the COVID-19 pandemic on the 2020 operating budget in terms of user fee revenue, operating expenditures and federal and provincial subsidies.

Staff first began reporting on potential financial impacts related to the COVID-19 pandemic in late March. Since that time, staff have provided financial updates and various recommendations to Council as the situation has continued to evolve. These reports are outlined in the following table:
<table>
<thead>
<tr>
<th>Date</th>
<th>Report Number</th>
<th>Title of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 24, 2020</td>
<td>COR-FSD-20-08</td>
<td>COVID-19 - Preliminary Overview of Potential Financial Impacts</td>
</tr>
<tr>
<td>March 24, 2020</td>
<td>COR-TRY-20-32</td>
<td>Collection of Customer Accounts</td>
</tr>
<tr>
<td>April 1, 2020</td>
<td>COR-FSD-20-10</td>
<td>COVID-19 Financial Impact Update – Deferral of Fees and Charges Increases</td>
</tr>
<tr>
<td>April 22, 2020</td>
<td>COR-FSD-20-13</td>
<td>COVID-19 Preliminary Financial Impacts</td>
</tr>
<tr>
<td>May 5, 2020</td>
<td>COR-FSD-20-14</td>
<td>Federation of Canadian Municipalities Funding Proposal</td>
</tr>
<tr>
<td>May 13, 2020</td>
<td>COR-TRY-20-50</td>
<td>Proposed Extension of Customer Account Measures</td>
</tr>
<tr>
<td>May 26, 2020*</td>
<td>COR-FSD-20-15</td>
<td>Periodic Financial Report – Year to Date Results to April 30, 2020 / COVID-19 Financial Impact Update</td>
</tr>
<tr>
<td>May 26, 2020*</td>
<td>COR-FSD-20-16</td>
<td>COVID-19 Capital Project Review</td>
</tr>
<tr>
<td>May 26, 2020*</td>
<td>COR-TRY-20-55</td>
<td>2020 Regional Tax Levy Remittances</td>
</tr>
</tbody>
</table>

* on this agenda

1. **2020 Year to Date Financial Results**

   1.1 **Tax Supported Operating Budget**

   The Region’s actual vs. budget position to April 30, 2020 for property tax supported programs (excluding WRPS) is a shortfall of approximately $3.8 million, driven primarily by impacts relating to COVID-19 totalling approximately $5.0 million. The following table provides an overview of the year to date (YTD) variances by department.
### Tax Supported Operating Budget Variances as of April 30, 2020 ($000s)

<table>
<thead>
<tr>
<th>Department/Program</th>
<th>Expenditure Variance</th>
<th>Revenue Variance</th>
<th>Net Variance</th>
<th>Variance relating to COVID-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elected Office</td>
<td>($1)</td>
<td>$-</td>
<td>($1)</td>
<td>$-</td>
</tr>
<tr>
<td>Chief Administrator's Office</td>
<td>(26)</td>
<td>-</td>
<td>(26)</td>
<td>(2)</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>30</td>
<td>6</td>
<td>36</td>
<td>(61)</td>
</tr>
<tr>
<td>Human Resources and Citizen Service</td>
<td>87</td>
<td>18</td>
<td>105</td>
<td>21</td>
</tr>
<tr>
<td>Planning, Development and Legislative Services</td>
<td>420</td>
<td>(1,180)</td>
<td>(760)</td>
<td>(495)</td>
</tr>
<tr>
<td>Transportation and Environmental Services</td>
<td>3,464</td>
<td>(6,584)</td>
<td>(3,120)</td>
<td>(3,232)</td>
</tr>
<tr>
<td>Community Services</td>
<td>(894)</td>
<td>1,088</td>
<td>194</td>
<td>(862)</td>
</tr>
<tr>
<td>Public Health and Emergency Services</td>
<td>(399)</td>
<td>63</td>
<td>(336)</td>
<td>(369)</td>
</tr>
<tr>
<td><strong>Subtotal above</strong></td>
<td><strong>2,682</strong></td>
<td><strong>(6,590)</strong></td>
<td><strong>(3,908)</strong></td>
<td><strong>(5,000)</strong></td>
</tr>
<tr>
<td>Associated Agencies</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Waterloo Region Crime Prevention Council</td>
<td>41</td>
<td>-</td>
<td>41</td>
<td>5</td>
</tr>
<tr>
<td>Immigration Partnership Council</td>
<td>(21)</td>
<td>21</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Corporate Financial</td>
<td>(1)</td>
<td>-</td>
<td>(1)</td>
<td>-</td>
</tr>
<tr>
<td>Development Charge Exemptions</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tax Write-offs and Rebates</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Supplementary Taxes and PILs</td>
<td>-</td>
<td>56</td>
<td>56</td>
<td>-</td>
</tr>
<tr>
<td><strong>Direct Regional Services</strong></td>
<td><strong>$2,702</strong></td>
<td><strong>($6,513)</strong></td>
<td><strong>($3,812)</strong></td>
<td><strong>($4,995)</strong></td>
</tr>
</tbody>
</table>

Financial results by division, to April 30, 2020, are included in Appendix A. This Appendix outlines year to date variances and identifies the component relating to COVID-19, with explanations for significant variances. All references to year-to-date refer to April 30, 2020. The year to date operating variance is primarily driven by a lower than budgeted revenues, most notably relating to:

- **POA** – Prior to the pandemic period, revenues including red light camera (RLC) and collection revenue are estimated to be $375,000 lower than budgeted due to a decline in charges issued by enforcement agencies in the latter part of 2019 and early 2020. In addition, the YTD impact relating to COVID-19 is estimated to be a shortfall of $600,000 as charges continue to decline.
- **Waste Management** - Year to date revenue shortfall of $870,000. Poor market conditions for fibres and containers, experienced in 2019, continue to
worsen due to COVID-19 in 2020. Pre-COVID-19 revenue variances relating to recycling revenues are estimated to be $286,000. In addition, the YTD impact relating to COVID-19 is approximately $584,000, of which $154,000 relates to recycling revenues and $430,000 to a shortfall in ICI tonnage.

- **Transit Services** – Year to date revenue shortfall of $5,560,000, primarily resulting from lost and refunded revenue of $1,686,000 due to the Grand River Transit labour disruption and revenue losses relating to COVID-19 of $3,627,000.

- **Children’s Services** – YTD loss of revenues due to COVID-19 are $290,000 as a result of Child Care Centre closures.

Some of these revenue variances are partially offset by expenditures savings, however additional expenses have been incurred for various program areas. Significant expenditure variances include:

- **Transit** - Savings in operating expenditures throughout the Grand River Transit labour disruption of $1,717,000 and savings of $979,000 relating to service reductions and other discretionary savings through to the end of April.

- **Children’s Services** - COVID-19 response expenditures of $116,000 as well as Emergency Child Care costs of $267,000 to April 30, 2020.

- **Seniors’ Services** - COVID-19 response expenditures were $205,000 to April 30, 2020. COVID-19 expenditures include increased staffing and overtime costs, personal protective equipment, infection control supplies and increased security.

- **Public Health** - COVID-19 response expenditures of $138,000 relating to increased staffing costs, materials and medical and dental supplies.

- **Paramedic Services** - COVID-19 response expenditures were $462,000 to April 30, 2020. COVID-19 expenditures include increased staffing and overtime costs, personal protective equipment and infection control supplies.

It is important to note that the impact of user fee revenue shortfalls have been more immediate, taking effect by the end of March/early April and the impact of staffing adjustments and service level reductions have been phased in over time. Accordingly, the ongoing impact relating to the pandemic is estimated to be less than what has been experienced for the months of April and May, as detailed later in this report.

### 1.2 User Rate Operating Budgets

Year to date financial results for the Water and Wastewater budgets by division, as of April 30, 2020, are outlined in Appendix A. The following table summarizes the 2020 year to date expenditure and revenue variances.
User Rates Operating Budget Variances as of April 30, 2020 ($000s)

<table>
<thead>
<tr>
<th>Division</th>
<th>Expenditure</th>
<th>Revenue</th>
<th>Net</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Supply</td>
<td>870</td>
<td>47</td>
<td>917</td>
</tr>
<tr>
<td>Wastewater Treatment</td>
<td>865</td>
<td>13</td>
<td>878</td>
</tr>
<tr>
<td>Water Distribution</td>
<td>23</td>
<td>(31)</td>
<td>(8)</td>
</tr>
<tr>
<td>Wastewater Collection</td>
<td>(16)</td>
<td>4</td>
<td>(12)</td>
</tr>
<tr>
<td><strong>Subtotal User Rates Budgets</strong></td>
<td><strong>1,742</strong></td>
<td><strong>33</strong></td>
<td><strong>1,775</strong></td>
</tr>
</tbody>
</table>

### 1.2.1 Water Supply

Water Operations continue to provide uninterrupted service during COVID-19. Expenditures are somewhat lower than normal due to temporary vacancies and electricity savings resulting in a year to date surplus of $870,000. Water rate revenues are tracking close to budget in 2020 with a minimal variance. During the first weeks of the COVID-19 shutdowns (from March 22 to April 11), overall water consumption was approximately 3% lower than during the same period in 2019. Since then however, consumption has normalized and is now trending very similarly to 2019.

### 1.2.2 Wastewater Treatment

Wastewater Treatment also provides uninterrupted service during COVID-19. Operating expenditures are below budget by $865,000 primarily due to electricity savings. Wastewater revenue is tracking close to budget with a surplus of approximately $59,000 or 0.2% as of April 30, 2020.

### 2. COVID-19 Financial Impact Updates

Detailed below are updates to the on-going monthly impact of the COVID-19 pandemic on the 2020 operating budget in terms of user fee revenue, operating expenditures and federal and provincial subsidies. A number of additional items have been analyzed and incorporated into current estimates as information has become available. The net on-going operating position is a shortfall of approximately $2.3 million per month.

#### 2.1 User Fees & Charges

The COVID-19 pandemic continues to cause significant disruption to certain user fee based programs. The estimated monthly shortfall is approximately $4.9 million.
Details of this shortfall by user fee type is provided in Appendix B.

The most significant impact by far is transit fare revenue. As is being seen across the country, municipalities that operate a transit system are the most heavily impacted by the pandemic through significant decreases in ridership and in many cases need to offer transit as free in order to reduce the risk of community spread.

The Region of Waterloo approved free transit service during April and May. The transit fare revenue loss is approximately $3.6 million per month, on average. As approved through staff report TES-TRS-20-15 Fare Adjustments Related to COVID-19, dated May 13, 2020, fare collections are to resume on June 1st. GRT ridership revenue impacts estimated above are based on the free public transit service that is in effect for April and May. Although fares will be re-introduced June 1st, ridership and fare revenue over the summer is difficult to estimate and will depend on the pace, scale and scope of community recovery and reopening. In addition, revenue in the fall will be largely dependent on the status of in-person university and college classes. Staff will provide updates in future COVID-19 financial impact assessment reports based on June results.

2.2 2020 Operating Expenditures

Staff have expanded on the initial expenditure impact provided in report COR-FSD-20-13 dated April 22, 2020. Impacts on 2020 operating expenditure have been grouped into three categories: staffing adjustment savings, transit service level reduction savings, and other operating items.

2.2.1 Staffing adjustments savings

Over the course of April and May a total of approximately 310 layoff notices were provided to non-GRT staff with potential 55 redeployment opportunities. The Region continues to monitor staffing and balance respect for taxpayers with respectful treatment of employees. The on-going monthly impacts of staffing adjustments to date (excluding GRT) are estimated to total approximately $1.1 million. Details of staffing adjustments to date (excluding GRT) are provided in Appendix C. As employees start returning to work, the savings identified will decrease.

2.2.2 Public Transit service reduction savings and incremental COVID precautionary costs

The COVID-19 pandemic has had a significant impact on the Region’s transit system for both ridership levels and fare revenue. In order to address these shortfalls, several phases of transit service reductions have been rolled out since
March 23. The on-going monthly savings associated with public transit service reductions are estimated to total approximately $2 million. Details of the on-going monthly savings associated with transit service reductions are provided in Appendix D.

In order to further protect bus operators and prevent community spread, Transit Services have implemented precautionary measures such as issuing masks to drivers, enhanced cleaning measures, and additional security, which is estimated to cost an additional $30,000 per month. On a monthly basis, the $3.6 million shortfall in transit fare revenue and $30,000 in incremental operating costs will be partially offset with approximately $2 million per month in service level reduction savings. It is important to note that the impact of fare revenue shortfalls have been more immediate, taking effect in mid-March and continuing through to May 31. The impact of service level reduction savings has been phased in over time so the net impact of the pandemic on transit will be more than $1.6 million per month for at least April and May.

As approved through report COR-FSD-20-13, dated April 22, 2020, Budget Issue Papers relating to GRT Business Plan service expansion (2019 Bundle 2 and 2020) and Wilmot service expansion planned for 2020 have been deferred, which will result in net savings of $2.6 million in 2020. These savings are not factored into the monthly savings noted above.

### 2.2.3 Other operating expenditure

Aside from transit, the COVID-19 pandemic has had a significant impact on housing and homelessness programs, although it is worth noting that there should be sufficient subsidy funding from federal and provincial announcements to offset these costs for approximately six months. A number of other programs such as paramedic services, public health, childcare, and Sunnyside Home have seen increases in costs during the pandemic due to the nature of their operations. Across the organization, usage of personal protective equipment (PPE), information technology resources, and security have increased, resulting in increased operating costs. These increased costs are partially offset by some minor POA court closure and fuel savings.

Since the last financial impact update was presented through report COR-FSD-20-13, dated April 22, 2020, a number of additional expenditure impacts have been identified and analyzed including:

- **Pandemic Pay** - On April 25, the Province announced a new ‘pandemic payment’ incentive for frontline workers. Details of this program, including staff eligibility, are being reviewed. The impact on the Region’s operating
budget is being assessed in terms of potentially absorbing fringe benefits costs associated with these pay increases. The payment will only apply to hours worked and is not pensionable, and it is not available for management staff. The impact to the Region is anticipated to be minimal, as it is expected that these costs will be fully reimbursed by the Province.

- **Paramedic Services** - The COVID-19 pandemic has had a significant financial impact on Paramedic Services. Additional expenses have been incurred relating to increased staffing and overtime costs. To protect staff and patients, purchases of power air purifying respirators, gowns, masks, gloves, face shields, safety glasses and sanitizers was required. A financial claim has been submitted to the Ministry for COVID-19 costs, however a funding announcement has not yet been made. Additionally, paramedic staff will be eligible for a new pandemic payment, with the expectation that it will be fully reimbursed by the Ministry of Health.

- **Child Care** - The monthly costs of operating Emergency Child Care in the community is estimated to be approximately $520,000. Based on all communications to date, it is anticipated that where these costs cannot be accommodated within the existing Children’s Services budget, 100% provincial funding will be available.

- **Seniors’ Services** - Increased expenditures relating to COVID-19 are estimated to be approximately $210,000 per month. Expenditures include increased staffing and overtime costs, personal protective equipment, infection control supplies and increased security. To date the Region has received funding to partially offset some of these expenditures, however at this time it is not know if additional funding will be provided.

- **Public Health** - Incremental costs relating to Public Health as a result of the ongoing pandemic are estimated to be up to $100,000 per month. Costs include staffing costs, materials, medical and dental supplies, other purchased services and unscheduled run courier.

- **Electricity Rate Relief** - On May 1, the Province announced additional electricity rate relief to commercial/industrial customers for April-June. Staff are evaluating whether any of the Region’s accounts will be eligible for this relief and will report back in a future update report.

The on-going monthly impact of net increases in monthly operating expenditures related to COVID-19 are estimated to total approximately $2.7 million. Details are
2.3 Provincial / Federal Funding

A number of funding announcements have been made by the Provincial and Federal governments to help provide financial support to municipalities in order to offset increased costs related to the COVID-19 pandemic. A total of $5.8 million has been received through a combination of federal and provincial funding to support housing and homelessness and, as previously mentioned, this funding is estimated at this time to be sufficient to offset increased costs through to the end of August.

The funding allocation for the Region related to the additional funding for the health care system that was announced through the Province’s Economic and Fiscal update on March 25, 2020 is yet to be determined. This announcement included $80 million for ambulance and paramedic services. While the Region’s allocation is not known, it is reasonable to assume that funding will at least match the 50/50 provincial/municipal cost sharing formula for paramedic services. Additionally, the Province has announced $100 million in funding for ‘extraordinary costs’ in the public health sector. The Region has not been advised of its allocation, but it is likely that funding would be available to offset any local public health costs over and above existing base budgets. At this time Regional staff are working to determine if provincial funding will completely offset the additional expenses incurred. Once more information is known, an update will be provided.

As previously mentioned, the Province announced a new ‘pandemic payment’ incentive for frontline workers. Once the program requirements have been outlined, staff will include any subsidy offsets as appropriate in a future update on on-going monthly subsidy estimates.

Funding announcements from the federal and provincial government are summarized in Appendix F. The estimated monthly impact of known allocations at this time approximately $2.2 million. Details of funding allocations to the Region are outlined in Appendix G.

2.4 Summary of Operating Impacts

Taking into account current estimates of user fee revenue shortfalls, staffing adjustment and transit service level reduction savings, increased operating costs, and some federal and provincial funding, the net monthly on-going operating position is a shortfall of approximately $2.3 million per month as summarized in the following table:
Summary of operating impacts per month ($000s)

<table>
<thead>
<tr>
<th>Summary of impacts</th>
<th>Estimated monthly impact savings / (cost)</th>
</tr>
</thead>
<tbody>
<tr>
<td>User fee revenue shortfall (Appendix B)</td>
<td>($4,993)</td>
</tr>
<tr>
<td>Staffing Savings excluding GRT (Appendix C)</td>
<td>1,130</td>
</tr>
<tr>
<td>Public Transit service reduction savings (Appendix D)</td>
<td>1,972</td>
</tr>
<tr>
<td>Other Operating Costs (Appendix E – Part 1)</td>
<td>(2,817)</td>
</tr>
<tr>
<td>Other Operating Savings (Appendix E – Part 2)</td>
<td>140</td>
</tr>
<tr>
<td>Federal &amp; provincial subsidies (Appendix G)</td>
<td>2,175</td>
</tr>
<tr>
<td><strong>Net operating shortfall per month</strong></td>
<td><strong>($2,333)</strong></td>
</tr>
</tbody>
</table>

It is important to note that the impact of user fee revenue shortfalls have been more immediate, taking effect by the end of March/early April and the impact of staffing adjustments and service level reductions have been phased in over time so the year to date impacts for March and April outlined in this report are greater than $2.3 million per month shortfall going forward.

2.5 2020 Capital Projects

Staff have reviewed capital projects with a view to assessing the impact of the COVID-19 pandemic on both our ability to complete capital projects and as well as funding for capital. A separate report is included on this agenda summarizing the results of this review (report COR-FSD-20-16).

Corporate Strategic Plan:

This report aligns with Focus Area 5.4 – to ensure regional programs are efficient, effective and provide value for money.

Concluding Comments

The COVID-19 pandemic is impacting municipalities in a variety of ways depending on the nature and extent of services provided. Municipalities with transit services are being impacted disproportionately. Impacts include lost revenues, incremental costs and cash flow challenges. The Region of Waterloo’s response and plan for dealing with COVID-19 financial impacts includes:
1. Enhanced financial reporting to Committee and Council
2. A series of service-level reductions within Grand River Transit, and delays to service expansions approved in the 2020 budget
3. Reduced service levels in Museum, Library, and Child Care in accordance with provincial closure orders
4. Implementation of a phased staffing plan resulting in over 400 staff on temporary layoffs
5. Various other forms of cost containment including not filling vacant positions as well as restrictions on travel, conferences and non-mandatory training
6. Working with our area municipal partners with respect to payment of regional levies
7. Assessing the status of all 2020 capital projects
8. Advocacy to the provincial and federal governments for a municipal financial assistance plan

The majority of the Region’s services have continued to be delivered without interruption, reflecting the criticality of the Region’s role with respect to long term care, public health, paramedic services, housing and income support, water supply and wastewater treatment, transportation and transit services, policing, etc. As such, further reductions to regional services have not been implemented. The next significant step for staff will be to prepare an estimate of the Region’s 2020 year-end deficit, which will be brought forward to Council in late June. Options for dealing with a deficit include use of the tax stabilization reserve and adjusting contributions to reserves and reserve funds.

**Financial Implications:**

The Region’s actual vs. budget position to April 30, 2020 for property tax supported programs (excluding WRPS) is a shortfall of approximately $3.8 million, driven primarily by the impacts of COVID-19, totalling approximately $5.0 million. On the user rates side, the service is deemed essential and is operating as usual and as of yet, there are no lasting impacts of COVID-19.

Taking into account current estimates of user fee revenue shortfalls, staffing adjustment and transit service level reduction savings, increased operating costs, and some federal and provincial funding, the net monthly on-going operating position is a shortfall of approximately $2.3 million per month.

It is important to note that the impact of user fee revenue shortfalls have been more immediate, taking effect by the end of March/early April and the impact of staffing adjustments and service level reductions have been phased in over time.

There are additional items that have an unknown impact at this time but their impact
could be quite significant. The financial impact of several items including tax write-offs, supplementary tax revenues, payments in lieu, and development charge revenues and exemptions are not quantifiable at this time. Staff will monitor the status of these items and report back to Council as more information becomes available.

**Other Department Consultations/Concurrence:**
All departments have reviewed the financial information for the reporting period and provided input to this report.

**Attachments**

- **Appendix A** – Operating results for the period ended April 30, 2020 ($000s)
- **Appendix B** – Estimated user fee revenue loss per month ($000s)
- **Appendix C** – Staffing adjustments savings per month ($000s)
- **Appendix D** – Public Transit service reduction estimated savings per month ($000s)
- **Appendix E** – Other operating savings & costs per month ($000s)
- **Appendix F** – Provincial and Federal Funding
- **Appendix G** - Provincial/Federal funding per month ($000s)

**Prepared By:** Chris Wilson, Manager, Corporate Budgets

Cheryl Braan, Director, Financial Services and Development Financing

**Approved By:** Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer
### Appendix A - Operating results for the period ended April 30, 2020 ($000s)

#### Property Tax Supported Budget

<table>
<thead>
<tr>
<th></th>
<th>April YTD Budget</th>
<th></th>
<th></th>
<th>April YTD Actuals</th>
<th></th>
<th></th>
<th>April YTD Variance</th>
<th></th>
<th></th>
<th>April YTD COVID-19 Related Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Governance and Support:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elected Office</td>
<td>$473</td>
<td>$-</td>
<td>$473</td>
<td>$474</td>
<td>$-</td>
<td>$474</td>
<td>$(1)</td>
<td>$-</td>
<td>$(1)</td>
<td>$-</td>
</tr>
<tr>
<td>Chief Administrator’s Office</td>
<td>441</td>
<td>-</td>
<td>441</td>
<td>467</td>
<td>-</td>
<td>467</td>
<td>(26)</td>
<td>-</td>
<td>(26)</td>
<td>(2)</td>
</tr>
<tr>
<td>Corporate Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of Corporate Services</td>
<td>113</td>
<td>-</td>
<td>113</td>
<td>113</td>
<td>-</td>
<td>113</td>
<td>0</td>
<td>-</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Information Technology Services</td>
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<td>(101)</td>
<td>2,697</td>
<td>2,875</td>
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<td>2,774</td>
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<td>(77)</td>
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<tr>
<td>Facilities &amp; Fleet Management</td>
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<td>(747)</td>
<td>(21)</td>
<td>807</td>
<td>(744)</td>
<td>63</td>
<td>(81)</td>
<td>(3)</td>
<td>(84)</td>
<td>(20)</td>
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<tr>
<td>Treasury Services</td>
<td>867</td>
<td>(26)</td>
<td>840</td>
<td>725</td>
<td>(17)</td>
<td>708</td>
<td>142</td>
<td>(10)</td>
<td>132</td>
<td>-</td>
</tr>
<tr>
<td>Financial Services &amp; Development</td>
<td>1,123</td>
<td>(35)</td>
<td>1,088</td>
<td>1,077</td>
<td>(53)</td>
<td>1,024</td>
<td>46</td>
<td>18</td>
<td>64</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Subtotal Corporate Services</td>
<td>$5,627</td>
<td>$(910)</td>
<td>$4,717</td>
<td>$5,596</td>
<td>$(915)</td>
<td>$4,681</td>
<td>$30</td>
<td>$6</td>
<td>$36</td>
<td>$(61)</td>
</tr>
<tr>
<td>Human Resources &amp; Citizen Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of Human Resources &amp; Citizen Service</td>
<td>697</td>
<td>(88)</td>
<td>609</td>
<td>632</td>
<td>(88)</td>
<td>544</td>
<td>65</td>
<td>-</td>
<td>65</td>
<td>37</td>
</tr>
<tr>
<td>Talent Management &amp; Employee Services</td>
<td>513</td>
<td>-</td>
<td>513</td>
<td>471</td>
<td>-</td>
<td>471</td>
<td>42</td>
<td>-</td>
<td>42</td>
<td>-</td>
</tr>
<tr>
<td>Citizen Service</td>
<td>1,102</td>
<td>(30)</td>
<td>1,071</td>
<td>1,092</td>
<td>(30)</td>
<td>1,062</td>
<td>9</td>
<td>-</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>787</td>
<td>(273)</td>
<td>514</td>
<td>817</td>
<td>(292)</td>
<td>525</td>
<td>(30)</td>
<td>18</td>
<td>(11)</td>
<td>(18)</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal Human Resources &amp; Citizen Service</td>
<td>$3,100</td>
<td>$(392)</td>
<td>$2,708</td>
<td>$3,013</td>
<td>$(410)</td>
<td>$2,603</td>
<td>$87</td>
<td>$18</td>
<td>$105</td>
<td>$21</td>
</tr>
<tr>
<td>Subtotal Corporate Governance and Support</td>
<td>$9,641</td>
<td>$(1,301)</td>
<td>$8,339</td>
<td>$9,551</td>
<td>$(1,325)</td>
<td>$8,225</td>
<td>$90</td>
<td>$24</td>
<td>$114</td>
<td>$(42)</td>
</tr>
</tbody>
</table>

Note: positive variances indicate a surplus; negative variances indicate a shortfall.
Appendix A - Operating results for the period ended April 30, 2020 ($000s)

### Property Tax Supported Budget

<table>
<thead>
<tr>
<th>Planning, Development &amp; Legislative Services</th>
<th>April YTD Budget</th>
<th>April YTD Actuals</th>
<th>April YTD Variance</th>
<th>April YTD COVID-19 Related Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioner of Planning, Development &amp; Legislative Services</td>
<td>$242</td>
<td>$233</td>
<td>$8</td>
<td>8</td>
</tr>
<tr>
<td>Economic Development</td>
<td>690</td>
<td>660</td>
<td>29</td>
<td>29</td>
</tr>
<tr>
<td>ROW International Airport</td>
<td>1,986 (1,039) 947 2,001 (1,026) 976 (16) (13) (29) (76)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Planning</td>
<td>1,354 (303) 1,051 1,352 (295) 1,057 2 (8) (6) (8)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Council &amp; Admin Services</td>
<td>949 (236) 714 1,032 (212) 819 (82) (23) (106) (53)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POA</td>
<td>1,476 (3,039) (1,562) 1,346 (2,063) (717) 130 (975) (845) (500)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal Services</td>
<td>284 (71) 214 287 (67) 220 (2) (4) (6)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural Services</td>
<td>3,425 (244) 3,181 3,164 (94) 3,070 261 (150) 111 84</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Region of Waterloo Library</td>
<td>1,110 (1,032) 78 1,020 (1,026) (6) 89 (6) 84 58</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Subtotal Planning Development & Legislative Services** | $11,516 $ (5,963) $5,552 | $11,095 $ (4,783) $6,312 | $420 $ (1,180) $760 | $495 |

### Explanation/Update

#### Planning, Development & Legislative Services

**ROW International Airport**

Year to date revenues are lower than budget by $76,000 due to flight cancellations and lower fuel sales relating to COVID-19. The lost of revenues are partially offset by an increase in aircraft parking revenues and recovery of property taxes. Newspaper advertising and other communications are lower than budgeted.

**POA**

POA revenues including red light camera (RLC) and collection revenue are estimated to be $375,000 lower than budgeted excluding the impact of COVID-19. This is a reflection of the decline in charges issued by enforcement agencies in the latter part of 2019 and early 2020. The year to date impact of COVID-19 on revenue is an estimated shortfall of $600,000 as charges continue to decline. There have been no scheduled court appearances and no new convictions registered since March 16th, so any revenue received is either from payment of new Part 1 and red light camera tickets or fines already in default. Expense savings of $90,000 are due to the closure of courts.

**Cultural Services**

Museum locations were closed to the public on March 15th resulting in a reduction of admissions revenue estimated at $55,000 per month. The closure of the locations and programming has resulted in savings estimated at $60,000 per month. The remaining year to date savings are due to staffing vacancies that existed before the closures of the Museums.

Municipal Accommodation Tax (MAT) collections have dropped significantly in March. These collections are transferred to the reserve in the year collected.

**Region of Waterloo Library**

Expenses were tracking lower than budget due to staffing vacancies prior to COVID-19 closures of Library branches. The closure of the branches has resulted in a reduction of user fees estimated at $2,500, and reduced operating expenses estimated at $7,500 per month.
Appendix A - Operating results for the period ended April 30, 2020 ($000s)

Property Tax Supported Budget

<table>
<thead>
<tr>
<th>Service</th>
<th>April YTD Budget Exp.</th>
<th>April YTD Budget Rev.</th>
<th>April YTD Budget Net</th>
<th>April YTD Actuals Exp.</th>
<th>April YTD Actuals Rev.</th>
<th>April YTD Actuals Net</th>
<th>April YTD Variance Exp.</th>
<th>April YTD Variance Rev.</th>
<th>April YTD Variance Net</th>
<th>April YTD COVID-19 Related Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation &amp; Environmental Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of Transportation &amp; Environmental Services</td>
<td>$75</td>
<td>-</td>
<td>$75</td>
<td>$67</td>
<td>-</td>
<td>$67</td>
<td>$8</td>
<td>-</td>
<td>$8</td>
<td>-</td>
</tr>
<tr>
<td>Design &amp; Construction</td>
<td>19</td>
<td>(18)</td>
<td>0</td>
<td>17</td>
<td>(17)</td>
<td>0</td>
<td>2</td>
<td>(2)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transportation</td>
<td>14,182</td>
<td>(696)</td>
<td>13,487</td>
<td>13,672</td>
<td>(545)</td>
<td>13,127</td>
<td>510</td>
<td>(150)</td>
<td>360</td>
<td>-</td>
</tr>
<tr>
<td>Waste Management</td>
<td>16,906</td>
<td>(4,777)</td>
<td>12,130</td>
<td>16,906</td>
<td>(3,905)</td>
<td>13,001</td>
<td>0</td>
<td>(872)</td>
<td>(871)</td>
<td>(584)</td>
</tr>
<tr>
<td>Transit Services</td>
<td>59,514</td>
<td>(17,149)</td>
<td>42,365</td>
<td>56,570</td>
<td>(11,588)</td>
<td>44,982</td>
<td>2,944</td>
<td>(5,560)</td>
<td>(2,617)</td>
<td>(2,648)</td>
</tr>
<tr>
<td>Subtotal Transportation &amp; Environmental Services</td>
<td>$90,696</td>
<td>(22,640)</td>
<td>$68,057</td>
<td>$87,232</td>
<td>(16,055)</td>
<td>$71,177</td>
<td>$3,464</td>
<td>(6,584)</td>
<td>(3,120)</td>
<td>(3,232)</td>
</tr>
</tbody>
</table>

Explanation/Update

Transportation & Environmental Services

Transportation

Staffing costs are under budget by $200,000 due primarily to vacancies, unrelated to COVID-19. Other significant drivers are Traffic Signal savings of $124,000, primarily in communications, as the Region transitions away from analog service, and savings of $195,500 in horticulture and routine roads maintenance activities that have been delayed by weather. These are offset by additional expenditures relating to winter maintenance contracts and materials of $158,000 and a reduction in revenues of $61,000 for accident recoveries and sign shop billings. The final variance in winter maintenance will be dependant on the number and severity of winter events for the remainder of the year.

Waste Management

Year to date revenue shortfall of $870,000. Poor market conditions for fibres and containers, experienced in 2019, continue to worsen due to COVID-19 in 2020. Pre-COVID-19 revenue variances relating to recycling revenue is estimated to be $286,000. The YTD COVID-19 impact of $584,000 relates to recycling revenue ($154,000) and a shortfall in ICI tonnage of 4,316 tonnes (or $430,000). YTD ICI tonnage is 16,684 vs. a YTD budget of 21,000, compared to April 2019 YTD tonnage of 22,139.

Transit Services

Savings in operating expenditures throughout the Grand River Transit labour disruption of $1,717,000 were largely offset by lost and refunded revenue of $1,686,000. In addition, year-to-date revenue losses due to COVID-19 of $3,627,000 are partially offset by savings of $979,000 relating to service reduction and other discretionary savings.

Note: positive variances indicate a surplus; negative variances indicate a shortfall.
### Appendix A - Operating results for the period ended April 30, 2020 ($000s)

**Property Tax Supported Budget**

<table>
<thead>
<tr>
<th></th>
<th>April YTD Budget</th>
<th>April YTD Actuals</th>
<th>April YTD Variance</th>
<th>April YTD COVID-19 Related Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioner of Community Services</td>
<td>$ 603 $ (233) $ 370</td>
<td>$ 354 $ - $ 354</td>
<td>$ 249 $ (233) $ 16</td>
<td></td>
</tr>
<tr>
<td>Housing Services</td>
<td>26,836 (12,492) 14,344</td>
<td>27,685 (13,084) 14,600</td>
<td>(848) 592 (256)</td>
<td></td>
</tr>
<tr>
<td>Children's Services</td>
<td>22,872 (20,196) 2,675</td>
<td>23,170 (20,429) 2,741</td>
<td>(298) 231 (66)</td>
<td>(568)</td>
</tr>
<tr>
<td>Seniors' Services</td>
<td>11,953 (8,897) 3,056</td>
<td>12,456 (9,295) 3,161</td>
<td>(503) 398 (105)</td>
<td>(105)</td>
</tr>
<tr>
<td>Employment &amp; Income Support</td>
<td>11,298 (6,932) 4,366</td>
<td>10,935 (6,846) 4,089</td>
<td>363 (87) 277 (89)</td>
<td></td>
</tr>
<tr>
<td>Ontario Works Allowances &amp; Benefits</td>
<td>32,864 (32,192) 672</td>
<td>32,721 (32,378) 344</td>
<td>142 186 328 (100)</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal Community Services</strong></td>
<td><strong>$ 106,427 $ (80,944) $ 25,483</strong></td>
<td><strong>$ 107,320 $ (82,031) $ 25,289</strong></td>
<td><strong>$ (894) $ 1,088 $ 194 $ (862)</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Explanation/Update

**Community Services**

- **Housing Services**
  - Revenues are higher than budget by $613,000 which includes COVID-19 funding of $676,000. WRH rents are lower by $132,000 and offset by other revenues of $71,000 related to Homelessness programs. Expenditures are higher by $836,000 with $676,000 due COVID-19 while $160,000 is due higher costs for security, rent assistance programs and temporary overflow shelter costs for homelessness programs.

- **Children’s Services**
  - Children’s Services COVID-19 response expenditures are $116,000 plus Emergency Child Care costs of $267,000. The loss of revenues due to COVID-19 are $290,000.

- **Seniors’ Services**
  - Seniors’ Services COVID-19 response expenditures were $280,000 to April 30, 2020. One-time Ministry COVID-19 funding of $75,000 and $100,000 is included in the April YTD COVID-19 figure to arrive at a net COVID-19 cost of $105,000. Recently, the Ministry advised of an additional $64,600 in funding for COVID-19 costs, which has not been received at the time of this report. Occupancy is currently at 90% due to outbreaks/admissions, however base Ministry per diem funding will be maintained at 100% irrespective if the occupancy target drops below 97%. COVID-19 expenditures include increased staffing and overtime costs, personal protective equipment, infection control supplies and increased security. Staff have been redeployed from Community Support Services (Alzheimer programs) to Sunnyside Home, and it is expected that the funding of the Community Support Services programs will be maintained by the Local Health Integration Network/MOH.

- **Employment & Income Support Administration**
  - Employment & Income Support Administration COVID-19 response expenditures were $89,000. Year to date, staffing costs, supplies and travel & bus tickets were lower than budget by $363,000.

- **Ontario Works Allowances & Benefits**
  - To date savings of approximately $100,000 have been seen in discretionary benefits as a result of COVID-19, mainly in dental, but in other areas as well resulting from business closures related to the provincial State of Emergency. It is anticipated that savings could be in the area of $50,000 per month moving forward.

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*note: positive variances indicate a surplus; negative variances indicate a shortfall*
### Appendix A - Operating results for the period ended April 30, 2020 ($000s)

#### Property Tax Supported Budget

<table>
<thead>
<tr>
<th></th>
<th>April YTD Budget</th>
<th>April YTD Actuals</th>
<th>April YTD Variance</th>
<th>April YTD COVID-19 Related Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Health &amp; Emergency Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Resources/Medical Office</td>
<td>$2,648</td>
<td>($1,592)</td>
<td>$1,056</td>
<td>$2,648</td>
</tr>
<tr>
<td>Health Protection &amp; Investigation</td>
<td>1,662</td>
<td>(1,221)</td>
<td>441</td>
<td>1,662</td>
</tr>
<tr>
<td>Infectious Disease, Dental &amp; Sexual</td>
<td>3,496</td>
<td>(3,321)</td>
<td>175</td>
<td>3,556</td>
</tr>
<tr>
<td>Health</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Healthy Living</td>
<td>2,676</td>
<td>(2,036)</td>
<td>640</td>
<td>2,676</td>
</tr>
<tr>
<td>Child &amp; Family Health</td>
<td>3,103</td>
<td>(2,218)</td>
<td>884</td>
<td>3,042</td>
</tr>
<tr>
<td><strong>Subtotal Public Health Programs</strong></td>
<td><strong>$13,584</strong></td>
<td>($10,388)</td>
<td><strong>3,196</strong></td>
<td><strong>$13,584</strong></td>
</tr>
<tr>
<td>Paramedic Services</td>
<td>11,863</td>
<td>(6,515)</td>
<td>5,349</td>
<td>12,262</td>
</tr>
<tr>
<td><strong>Subtotal Public Health &amp; Emergency Services</strong></td>
<td><strong>$25,447</strong></td>
<td>($16,903)</td>
<td><strong>8,545</strong></td>
<td><strong>$25,846</strong></td>
</tr>
<tr>
<td><strong>Explanation/Update</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Public Health Programs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COVID-19 response expenditures of $138,000 relating to increased staffing costs, materials and medical and dental supplies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Paramedic Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paramedic Services COVID-19 response expenditures were $462,000 to April 30, 2020. The Ministry has not announced COVID-19 funding, however a financial claim of costs was provided to the Ministry. COVID-19 expenditures include increased staffing and overtime costs, personal protective equipment and infection control supplies. An assumption of 50% funding was included in the April YTD COVID-19 column to arrive at a net $231,000 cost.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal of Departments</strong></td>
<td><strong>$243,726</strong> ($127,751)</td>
<td><strong>115,976</strong></td>
<td><strong>$241,044</strong> ($121,161)</td>
<td><strong>119,884</strong></td>
</tr>
<tr>
<td>Corporate Financial</td>
<td>($1,863) ($346)</td>
<td>($2,209)</td>
<td>($1,863) ($346)</td>
<td>($2,209)</td>
</tr>
<tr>
<td>Development Charge Exemption Funding</td>
<td>5,402</td>
<td>-</td>
<td>5,402</td>
<td>5,402</td>
</tr>
<tr>
<td>Property Tax Write-offs and Rebates</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Supplementary Taxes and PILs</td>
<td>- ($5,753)</td>
<td>($5,753)</td>
<td>- ($5,809)</td>
<td>($5,809)</td>
</tr>
<tr>
<td>Tax Revenue</td>
<td>- ($189,141)</td>
<td>($189,141)</td>
<td>- ($189,141)</td>
<td>($189,141)</td>
</tr>
<tr>
<td><strong>Subtotal Corporate Financial</strong></td>
<td><strong>$3,539</strong> ($195,240)</td>
<td>($191,701)</td>
<td><strong>$3,540</strong> ($195,296)</td>
<td>($191,756)</td>
</tr>
<tr>
<td>Associated Agencies</td>
<td>2,501</td>
<td>-</td>
<td>2,501</td>
<td>2,501</td>
</tr>
<tr>
<td>Waterloo Region Crime Prevention</td>
<td>249</td>
<td>(11)</td>
<td>237</td>
<td>207</td>
</tr>
<tr>
<td>Immigration Partnership Council</td>
<td>187</td>
<td>(169)</td>
<td>17</td>
<td>208</td>
</tr>
<tr>
<td><strong>Subtotal Associated Agencies</strong></td>
<td><strong>$2,937</strong> ($181)</td>
<td>($72,969)</td>
<td><strong>$2,916</strong> ($202)</td>
<td><strong>$2,715</strong></td>
</tr>
<tr>
<td><strong>Subtotal of Tax Supported Agencies</strong></td>
<td><strong>$250,202</strong> ($323,171)</td>
<td>($72,969)</td>
<td><strong>$247,500</strong> ($316,658)</td>
<td>($69,158)</td>
</tr>
</tbody>
</table>

**Note:** Budget and actual figures reflect program expenditure net of program revenue and projections are based on best estimates. Positive variances indicate a surplus; negative variances indicate a shortfall.
Appendix A - Operating results for the period ended April 30, 2020 ($000s)

User Rate Budgets

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Year to Date Actuals</th>
<th>Variance</th>
<th>% of budget</th>
<th>April YTD COVID-19 Related Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Water Supply</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>11,330</td>
<td>10,592</td>
<td>737</td>
<td>6.5%</td>
<td>-</td>
</tr>
<tr>
<td>Development Charge Exemption Funding</td>
<td>551</td>
<td>420</td>
<td>131</td>
<td>23.8%</td>
<td>-</td>
</tr>
<tr>
<td>Capital Financing</td>
<td>8,038</td>
<td>8,038</td>
<td>-</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Revenue</td>
<td>(20,044)</td>
<td>(20,091)</td>
<td>47</td>
<td>(0.2%)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>125</td>
<td>1,040</td>
<td>916</td>
<td>4.6%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Wastewater Treatment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>15,348</td>
<td>14,556</td>
<td>792</td>
<td>5.2%</td>
<td>-</td>
</tr>
<tr>
<td>Development Charge Exemption Funding</td>
<td>1,088</td>
<td>1,015</td>
<td>73</td>
<td>6.7%</td>
<td>-</td>
</tr>
<tr>
<td>Capital Financing</td>
<td>8,177</td>
<td>8,177</td>
<td>-</td>
<td>- %</td>
<td>-</td>
</tr>
<tr>
<td>Revenue</td>
<td>(29,373)</td>
<td>(29,386)</td>
<td>13</td>
<td>(0.0%)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>4,760</td>
<td>5,638</td>
<td>878</td>
<td>3.0%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Water Distribution</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>740</td>
<td>717</td>
<td>23</td>
<td>3.1%</td>
<td>-</td>
</tr>
<tr>
<td>Capital Financing</td>
<td>140</td>
<td>140</td>
<td>-</td>
<td>- %</td>
<td>-</td>
</tr>
<tr>
<td>Revenue</td>
<td>(891)</td>
<td>(860)</td>
<td>(31)</td>
<td>3.5%</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>11</td>
<td>3</td>
<td>(8)</td>
<td>(0.9%)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Wastewater Collection</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>409</td>
<td>425</td>
<td>(16)</td>
<td>(4.0%)</td>
<td>-</td>
</tr>
<tr>
<td>Capital Financing</td>
<td>69</td>
<td>69</td>
<td>-</td>
<td>- %</td>
<td>-</td>
</tr>
<tr>
<td>Revenue</td>
<td>(490)</td>
<td>(494)</td>
<td>4</td>
<td>(0.9%)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>12</td>
<td>(0)</td>
<td>(12)</td>
<td>(2.4%)</td>
<td>-</td>
</tr>
</tbody>
</table>

note: positive variances indicate a surplus; negative variances indicate a shortfall
## Appendix B – Estimated user fee revenue shortfall per month ($000s)

<table>
<thead>
<tr>
<th>Revenue source</th>
<th>Estimated monthly user fee revenue shortfall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public transit fare revenue</td>
<td>($3,600)</td>
</tr>
<tr>
<td>POA/Red Light Camera revenue</td>
<td>(560)</td>
</tr>
<tr>
<td>Waste Management revenues</td>
<td>(255)</td>
</tr>
<tr>
<td>Child care centre fees</td>
<td>(185)</td>
</tr>
<tr>
<td>Housing rent</td>
<td>(100)</td>
</tr>
<tr>
<td>Airport fees and charges</td>
<td>(119)</td>
</tr>
<tr>
<td>Museum admissions</td>
<td>(55)</td>
</tr>
<tr>
<td>Parking recoveries</td>
<td>(47)</td>
</tr>
<tr>
<td>Planning application fees</td>
<td>(9)</td>
</tr>
<tr>
<td>Library Services</td>
<td>(2)</td>
</tr>
<tr>
<td>Interest &amp; penalties</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Total estimated revenue loss per month</strong></td>
<td><strong>($4,933)</strong></td>
</tr>
</tbody>
</table>
Appendix C – Staffing adjustments savings per month, excluding Public Transit ($000s)

<table>
<thead>
<tr>
<th>Description</th>
<th>Estimated monthly savings</th>
<th>Approx. Staff Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-critical positions held vacant</td>
<td>$370</td>
<td>70</td>
</tr>
<tr>
<td>Delayed/cancelled summer student positions (effective early May)</td>
<td>$285*</td>
<td>110</td>
</tr>
<tr>
<td>Non-GRT Staffing savings (effective early April) Phase 1</td>
<td>$205</td>
<td>179</td>
</tr>
<tr>
<td>Non-GRT Staffing savings (effective late April/early May) Phase 2A&amp;B</td>
<td>$270</td>
<td>129 (55 redeployment opportunities)</td>
</tr>
<tr>
<td><strong>Total staffing savings per month (excluding GRT)</strong></td>
<td><strong>$1,130</strong></td>
<td></td>
</tr>
</tbody>
</table>

*tax levy impact only; user rates staffing adjustments savings due to reduced student placements are an additional $18,000 per month.
## Appendix D – Public Transit service reduction estimated savings per month ($000s)

<table>
<thead>
<tr>
<th>Description</th>
<th>Estimated monthly savings/(cost)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LRT contract savings – effective March 17 (frequency reduced to 15 min from 10)</td>
<td>$31</td>
</tr>
<tr>
<td>Conventional ~ effective March 23 (4%)</td>
<td>172</td>
</tr>
<tr>
<td>Conventional ~ effective April 20 (19%)</td>
<td>851</td>
</tr>
<tr>
<td>Conventional and LRT – effective May 17/18 (3%)</td>
<td>332</td>
</tr>
<tr>
<td>GRT fuel savings</td>
<td>446</td>
</tr>
<tr>
<td>MobilityPLUS and Taxi Scrip services reductions to reflect demand</td>
<td>150</td>
</tr>
<tr>
<td>LRT electricity savings</td>
<td>20</td>
</tr>
<tr>
<td>Enhanced cleaning, PPE, security costs</td>
<td>(30)</td>
</tr>
<tr>
<td><strong>Total Public Transit service reductions savings per month</strong></td>
<td><strong>1,972</strong></td>
</tr>
</tbody>
</table>
## Appendix E – Other operating costs & savings per month ($000s)

### Part 1 – Costs

<table>
<thead>
<tr>
<th>Cost Description</th>
<th>Estimated monthly costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing and homelessness programs (offset by federal and provincial funding until approx. end of August)</td>
<td>(1,400)</td>
</tr>
<tr>
<td>Emergency Child Care Centres</td>
<td>(517)</td>
</tr>
<tr>
<td>Increased Paramedic Services costs</td>
<td>(316)</td>
</tr>
<tr>
<td>Increased Seniors’ Services costs</td>
<td>(210)</td>
</tr>
<tr>
<td>Housing subsidies</td>
<td>(125)</td>
</tr>
<tr>
<td>Increased Public Health costs</td>
<td>(100)</td>
</tr>
<tr>
<td>Additional security costs</td>
<td>(70)</td>
</tr>
<tr>
<td>Personal protective equipment</td>
<td>(60)</td>
</tr>
<tr>
<td>IT resources and network capacity</td>
<td>(10)</td>
</tr>
<tr>
<td>Waterloo Region Housing Vacancy Losses</td>
<td>(9)</td>
</tr>
<tr>
<td>Incremental pandemic pay for frontline workers</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Subtotal other operating costs per month</strong></td>
<td><strong>(2,817)</strong></td>
</tr>
</tbody>
</table>

### Part 2 – Savings

<table>
<thead>
<tr>
<th>Savings Description</th>
<th>Estimated monthly savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>POA court-closure savings</td>
<td>65</td>
</tr>
<tr>
<td>Non-GRT fuel price savings</td>
<td>45</td>
</tr>
<tr>
<td>Electricity savings</td>
<td>30</td>
</tr>
<tr>
<td><strong>Subtotal other operating (savings per month</strong></td>
<td><strong>140</strong></td>
</tr>
</tbody>
</table>
### Appendix F – Provincial and Federal Funding

<table>
<thead>
<tr>
<th>Program</th>
<th>Funding Amount</th>
<th>Description of eligible costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reaching Home (Housing) – Federal Funding</td>
<td>$2,167,623 for 2020-21. This funding is in addition to the Region’s base 2020-21 allocation.</td>
<td>Support COVID-19 response capacity and to help prevent infection from spreading amongst those experiencing, or at risk of experiencing, homelessness.</td>
</tr>
<tr>
<td>Social Services Relief Funding</td>
<td>$3,350,700 in 2020-21 through the Community Homelessness Prevention Initiative (CHPI). This funding is in addition to the Region’s base 2020-21 CHPI allocation.</td>
<td>Support a diverse range of vulnerable people in need in the community, including people living in community housing, supportive housing, people with low incomes, social assistance recipients, or others who require social services support as well as those that are experiencing homelessness during the pandemic.</td>
</tr>
<tr>
<td>Ministry of Health – Local Health Integration Network</td>
<td>$300,000 for Housing &amp; $100,000 for Community Support Services</td>
<td>Funding provided for housing supports / addictions program and for Community Support Services (i.e. Alzheimer programs, supportive living).</td>
</tr>
<tr>
<td>Ministry of Health – Public Health 'extraordinary costs'</td>
<td>To be determined</td>
<td>A provincial allocation of $100 million has been identified for additional costs related to COVID-19. At this time the Region’s allocation of this funding is unknown; it is likely that funding would be available to offset any local public health costs over and above existing base budgets.</td>
</tr>
<tr>
<td>Ministry of Health – Paramedic incremental costs</td>
<td>To be determined</td>
<td>A provincial allocation of $80 million has been identified for additional costs related to COVID-19. At this time the Region’s allocation of this funding is unknown.</td>
</tr>
<tr>
<td>Ministry of Health - Long Term Care</td>
<td>$75,000 (for March and April)</td>
<td>Sunnyside Home - Emergency funding to provide resources for screening, staffing relief and personal protective equipment (PPE).</td>
</tr>
<tr>
<td>Ministry of Health - Long Term Care</td>
<td>$64,600 (for May)</td>
<td>Additional COVID Prevention and Containment Funding.</td>
</tr>
<tr>
<td>Program</td>
<td>Funding Amount</td>
<td>Description of eligible costs</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Ministry of Health - COVID-19 Pandemic Related Spending (Housing)</td>
<td>$30,200</td>
<td>On a one-time basis, unspent 2019-20 MOH funding can be used across the MOH-funded supportive housing portfolio to support expenditures related to COVID-19. Unspent 2019-20 funding can be used for expenditures incurred by the Ministry-funded supportive housing program. 2020-21 Ministry funding for COVID-19 related expenditures can be used to support business continuity and the safe delivery of services.</td>
</tr>
<tr>
<td>Free child care services for front line workers</td>
<td>To be determined</td>
<td>The Region is currently coordinating the provision of emergency child care for front line workers including hospital and paramedic services. This includes the opening of two Regionally operated child care centres and home child care. Plans are currently being developed to expand the options to community operators. The Province has verbally committed to funding any costs related to the provision of these services that can not be accommodated within the existing child care budget.</td>
</tr>
<tr>
<td>Wage subsidy for frontline workers</td>
<td>To be determined</td>
<td>Communications have been received to indicate the positions that will qualify for this benefit and include staff at Sunnyside Home, Public Health, Paramedic Services as well as Shelter operations in the Region. Each individual ministry is developing a system for these payments and once further communication has been received an update will be provided to Council.</td>
</tr>
<tr>
<td>Program</td>
<td>Funding Amount</td>
<td>Description of eligible costs</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>--------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Discretionary Benefits</td>
<td>$600,000</td>
<td>The provincial government has announced additional discretionary benefits funding for those currently in receipt of social assistance. This benefit has been extended to the end of July and will automatically be provided to those who received a payment in either March or April. Costs will be 100% provincial and an update of that benefit will be provided in the next report.</td>
</tr>
<tr>
<td>Electricity Rate Relief</td>
<td>Savings of approximately $30,000 per month</td>
<td>The Province is providing relief for families, small businesses and farms paying time-of-use electricity rates, by lowering residential and small-business hydro prices to the off-peak rate until May 31, 2020. This program applies to over 500 Regional electricity accounts, mostly for Paramedic Services stations, water well pumping stations, and housing units.</td>
</tr>
</tbody>
</table>
Appendix G - Provincial/Federal funding per month ($000s)

<table>
<thead>
<tr>
<th>Funding program</th>
<th>Estimated monthly subsidy impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing &amp; Homelessness Funding (Reaching Home (Housing) – Federal Funding, Social Services Relief Funding, other Ministry of Health funding)</td>
<td>$1,400</td>
</tr>
<tr>
<td>Funding for Emergency Child Care Centres</td>
<td>517</td>
</tr>
<tr>
<td>Paramedic Services (assume 50% cost share)</td>
<td>158</td>
</tr>
<tr>
<td>Public Health</td>
<td>100</td>
</tr>
<tr>
<td>Seniors' Services</td>
<td>TBD</td>
</tr>
<tr>
<td>Incremental pandemic pay for frontline workers</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Total estimated provincial/federal funding per month</strong></td>
<td><strong>$2,175</strong></td>
</tr>
</tbody>
</table>
Region of Waterloo
Corporate Services
Financial Services and Development Financing Division

To: Chair Tom Galloway and Members of Council
Date: May 26, 2020
File Code:
Subject: COVID-19 Capital Project Review

Recommendation:
For information.

Summary:
A large majority of 2020 capital projects are in some way committed and will continue to be implemented. Sources of funding for capital in the short term are generally sufficient, resulting in minimal short term financial risk in allowing projects to proceed as planned. Staff have reviewed user rate stabilization reserves and have determined that if required, these reserves will be sufficient to offset any minor budget variance in 2020. Accordingly, the budgeted contribution to capital reserves (which in turn are used to fund projects) will be made as planned, providing sufficient funding for non-growth related user rate capital projects.

There may be longer term risk associated with development charge collections depending on the scope and pace of economic recovery after the pandemic. Factors such as development activity, projected levels of DC collections and project cost escalation will be taken into account during development of the 2021-2030 capital program. This may require a recasting of capital projects, particularly growth-related projects, within the ten-year planning horizon.
Report:

As part of the Region’s COVID-19 financial impact assessment, staff have reviewed the projects approved as part of the Region’s 2020 Capital Budget. The purpose of the review was to assess possible impacts relating to cash flow, cost and financing risk.

Project Expenditure Commitments

Capital expenditure accounts for approximately $514.8 million of the Region’s total 2020 expenditure budget of $1.5 billion. Similar to the Region’s operating budget, staff have reviewed the 2020 capital budget in order to estimate the financial impact of the pandemic on current and future capital programs. The approved 2020 capital projects have been categorized based on the level of committed expenditure, in order to assess potential financial penalties or consequences of pausing capital projects. The following categories has been used:

- Funded by a federal/provincial infrastructure program – most infrastructure programs have completion date deadlines that must be met in order for expenditure to be eligible for funding. Pausing these projects could result in loss of funding. These programs include Public Transit Infrastructure Program (PTIF), Investing in Canada Program (ICIP), National Housing Strategy (NHS), Federal Gas Tax (FGT), and provincial agreements (i.e., King-Victoria Transit Hub);
- Tendered in 2020 or in previous years – the Region may face a financial penalty or incur additional costs if contracts were requested to be paused on the part of the Region, notwithstanding current construction restriction; or
- Projects that have been paused due to COVID-19 restrictions.

Table 1 below outlines the amount of 2020 capital expenditure in each of the categories described above to determine the amount of capital expenditure that remains not fully committed at this time:

Table 1: Categorization of capital expenditure

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount ($m)</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Various federal/provincial infrastructure funding programs</td>
<td>$181.5</td>
<td>35%</td>
</tr>
<tr>
<td>Contract awarded in 2020 and previous years</td>
<td>230.3</td>
<td>45%</td>
</tr>
<tr>
<td>Project expenditure paused due to COVID-19 restrictions</td>
<td>56.3</td>
<td>11%</td>
</tr>
<tr>
<td>Net remaining project expenditure</td>
<td>46.7</td>
<td>9%</td>
</tr>
<tr>
<td>Total 2020 capital expenditure</td>
<td>$514.8</td>
<td></td>
</tr>
</tbody>
</table>
Overall, approximately 80% of the Region’s approved 2020 capital expenditure relates to projects that have significant provincial and federal funding commitments and/or have already been tendered in 2020 or in previous years. Most of the projects that have been paused relate to interior works in Regional facilities such as housing units, Sunnyside Home, and other regional buildings where it is not deemed safe to proceed with such work at this time.

The remaining amount of capital expenditure that is not fully committed is relatively low. Staff will continue to monitor the status of these projects and will provide updates to Council as required. It is worth noting that in a ‘normal’ year of operation, project delays result in capital spending which is in the range of 60-70% of budget estimates.

Given that the large majority of 2020 capital projects are in some way committed, a review of the financial risk of funding and financing for these projects has been undertaken and the results are described in the following section.

Financial Risk

The Region’s 2020 capital program is funded by four major sources: user rates (water and wastewater), property taxes, development charges, and federal/provincial infrastructure funding. The following section provides a brief assessment of the relative risk associated with each own-source revenue required to fund the Region’s 2020 capital program (user rates, property taxes, and development charges) given the restrictions imposed due to the pandemic and resulting economic consequences.

1. User Rates

Water and Wastewater Operations continue to provide uninterrupted service during COVID-19. Rate revenues are tracking very closely to budget in 2020 with small surplus variances predicted to year end for both water and wastewater. During the first weeks of the COVID-19 shutdowns (from March 22 to April 11), overall water consumption was approximately 3% lower than during the same period in 2019. Since then however, consumption has normalized and is now trending very similarly to 2019. Most water and wastewater capital projects are progressing as planned, with only minor delays being experienced to date.

Staff have reviewed user rate stabilization reserves and have determined that if required, these reserves will be sufficient to offset any minor budget variance in 2020. Accordingly, the budgeted contribution to capital reserves (which in turn are used to fund projects) will be made as planned, providing sufficient funding for non-growth related user rate capital projects.
2. Property Taxes

Although several area municipalities are considering offering tax instalment deferrals during 2020, it is anticipated that Regional property taxes will be fully remitted by the end of the year, and that any short term impacts on cash flow can be managed. Therefore, the risk for collecting sufficient property taxes in order to fund commitments in the property tax supported renewal program and the non-growth portion of growth-related projects is quite low.

3. Regional Development Charges (RDCs)

Staff have reviewed the major growth-related capital projects planned for 2020 and have identified approximately $15-$20 million in RDC funding that will not be required in 2020 due to the timing of various projects, primarily in transportation, water and wastewater.

Since a good portion of growth-related projects which are debt financed are still proceeding as planned, the risk associated with potentially reduced 2020 RDC collection levels is pushed into future collection years when the related debt servicing cost commitments are paid. The 2020 opening position of the RDC reserves is also relatively healthy for most service areas primarily due to the high level of RDC collections in 2019 resulting from significant building activity in the Region.

A risk analysis has been conducted on the adequacy of RDC reserves to fund planned infrastructure for 2020. In order to determine the sensitivity of RDC collections in the current year, a shortfall in collections of 50% of previous expectations was assumed to account for provincial restrictions on construction activity and potential economic impacts resulting from COVID-19. Table 2 below outlines the results.
### Table 2: RDC reserve projection ($millions)

<table>
<thead>
<tr>
<th>RDC Reserves - 2020 Forecast</th>
<th>2020 opening balance</th>
<th>Estimated collections and debenture proceeds (inflows)</th>
<th>Estimated commitment and debt servicing costs (outflows)</th>
<th>2020 projected closing balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td>$29.2</td>
<td>$44.0</td>
<td>$73.0</td>
<td>$0.2</td>
</tr>
<tr>
<td>Water</td>
<td>17.7</td>
<td>7.0</td>
<td>18.0</td>
<td>6.7</td>
</tr>
<tr>
<td>Wastewater</td>
<td>4.5</td>
<td>19.0</td>
<td>23.0</td>
<td>0.5</td>
</tr>
<tr>
<td>Transit</td>
<td>6.0</td>
<td>10.0</td>
<td>16.0</td>
<td>-</td>
</tr>
<tr>
<td>Other Services</td>
<td>2.8</td>
<td>8.0</td>
<td>10.0</td>
<td>0.8</td>
</tr>
<tr>
<td>Total</td>
<td>$60.2</td>
<td>$88.0</td>
<td>$140.0</td>
<td>$8.2</td>
</tr>
</tbody>
</table>

There is some uncertainty with respect to the level of development charge collections in 2020 – it is noted that collections in April were much lower than normal. Although the majority of growth-related projects are underway, the reserve should be sufficient to fund projects costs in 2020. Of concern is the level of risk related to development charge collections that can be expected beyond 2020, due to the uncertainty around the extent, scope and pace of economic recovery. Approximately 80% of total RDC collections result from residential construction. In the medium to longer term, the demand for housing may be impacted by regional migration, which is down due to COVID-19 related travel restrictions and/or unemployment, which is up due to COVID-19 related temporary business shutdowns.

The pandemic has impacted the way people go about their daily lives, which could lead to material impacts on future development and the infrastructure required, if these were to become the ‘new normal’. It is premature to speculate what development will look like in the future once this pandemic is over, though it is entirely possible it may never return to the way it was before COVID-19.
Drafting the 2021-2030 Capital Program

Given the medium and longer term financial risk with respect to development charge collections, and the potential impact on future assessment growth, staff will carefully consider a number of COVID-19 related factors in the development of the 2021-2030 capital program. These are outlined below.

**Impact on Development**

Economic forecasts put GDP growth in negative territory with estimates in the range of -3% for the second quarter of 2020. Given this dramatic retraction, development activity may fall short of expectations overall in 2020. Additionally, extended travel and border restrictions may impact immigration flow into the Region. Both of these factors may lead to less pressure, at least temporarily, for growth related infrastructure. Additionally, less population growth could also lead to less development activity which in turn will have an impact assessment growth and future property tax rates.

**Regional Development Charge collections**

Should population and GDP growth fall short of longer term expectations, it may also lead to a decline in RDC collections. Growth-related debt servicing costs could represent a modest and in some cases significant portion of RDC collections, depending on the level of RDC collections in a given year: Roads (5-10%), Wastewater (45-85%), Transit (55-95%). Should RDC collections fall significantly short of expectations beyond 2020, there may be insufficient collections to fund existing debt servicing costs.

**Project costs**

In some cases where municipal infrastructure projects have been allowed to proceed, contractors are requesting compensation in order to offset unanticipated increased costs related to COVID-19 precautions. Staff are evaluating the impacts of these requests on the overall cost of projects and will report back as appropriate. Should the pandemic be expected to impact construction activities into 2021, these increased costs will be taken into account.

**Role of the Region in the local economy**

Similar to senior levels of government, the Region has a role to play in keeping the local economy moving. Staff will continue to monitor economic activity and balance the need for economic stimulus with financial risks in the development of the 2021-2030 capital program.
Update on Federal/Provincial funding programs

1) Public Transit Infrastructure Fund (PTIF)

Most federal/provincial infrastructure funding programs require that expenditures be made by specified deadlines in order to be eligible. The Region has a number of projects approved for PTIF funding and prior to the pandemic outbreak, the deadline for eligible project expenditure was March 31, 2020. Earlier this year, Regional staff recognized that there were three projects that had some risk of not being completed by the deadline and therefore staff requested an extension. The Province has recently advised that an extension has been granted to July 31, 2021 for the following projects:

Table 3: Projects with PTIF expenditure deadline extension to July 31, 2021

<table>
<thead>
<tr>
<th>Project</th>
<th>Total Eligible Cost</th>
<th>PTIF funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Waterloo Transit Plaza</td>
<td>$4.0</td>
<td>$2.0</td>
</tr>
<tr>
<td>Active Transportation Improvements</td>
<td>$5.0</td>
<td>$2.5</td>
</tr>
<tr>
<td>Transit Safety and Security Measures (285 buses, 10 stations/terminals)</td>
<td>$2.8</td>
<td>$1.4</td>
</tr>
</tbody>
</table>

Amounts above are stated in $millions

2) Investing in Canada Infrastructure Program (ICIP) – Transit stream

The Region of Waterloo has submitted 17 applications to the Investing in Canada Infrastructure Program (ICIP). Nine projects have received federal/provincial approval to date, seven projects are still awaiting federal approval and a funding application was withdrawn for one project. As work is permitted to proceed for these projects, there is no identified risk at this time of not meeting funding deadlines.

The timing of future intakes for ICIP funding may be less certain given the federal/provincial focus on providing financial relief to individuals and small business during the pandemic to offset immediate economic impacts. A number of future projects reflected in the forecast years of the ten-year capital program are identified to be ICIP funded. Should the timing of future intakes be delayed, it may impact the ability of the Region to implement these projects as currently contemplated. Staff will review this risk during development of the 2021-2030 capital program.
3) Investing in Canada Infrastructure Program (ICIP) – Culture stream

The Region has several applications pending for projects in the Community, Culture and Recreation stream of ICIP. This stream has a competitive element applied across all applicants. It was initially anticipated that there would be an announcement made at the end of March however this has been delayed. Staff will continue to monitor the progress of applications in this funding stream and update Council as appropriate.

4) Investing in Canada Infrastructure Program (ICIP) – COVID-19 stream

On May 12, 2020 the Federal Government announced that it is setting aside up to 10 per cent of the $33.5 billion Investing in Canada program, which is delivered through agreements with each province and territory, as a COVID-19 fund to focus on responding to the pandemic. The COVID-19 program will be application driven, bumping the Federal Government’s share of project costs up to 80%. Eligible projects include retrofitting and upgrading municipal buildings, including making changes to encourage physical distancing or better hygiene practices to prevent the spread of the virus. Health facilities, schools and recreational projects such as parks, trails, bike lanes or multi-use paths are also on the eligibility list, and projects must be completed before the end of the 2021 construction season. It is unclear at this point whether this will impact the Region’s previous 10-year transit allocation estimated at $467 million.

Corporate Strategic Plan:

This report aligns with Focus Area 5.4 – to ensure regional programs are efficient, effective and provide value for money.

Financial Implications:

A large majority of 2020 capital projects are in some way committed and will continue to be implemented. Staff estimate that sources of funding for capital in the short term are sufficient, resulting in minimal short term financial risk in allowing projects to proceed as planned. There may be longer term risk associated with development charge collections depending on the scope and pace of economic recovery after the pandemic. Factors such as development activity, projected levels of DC collections and project cost escalation will be taken into account during development of the 2021-2030 capital program. This may require a recasting of capital projects, particularly growth-related projects, within the ten-year planning horizon.
Other Department Consultations/Concurrence:

All Regional Departments have been consulted in the development of this report.

Attachments

Nil

Prepared By: Cheryl Braan, Director, Financial Services and Development Financing

Approved By: Craig Dyer, Commissioner, Corporate Services/Chief Financial Officer
Region of Waterloo
Planning Development and Legislative Services
Legal Services

To: Chair Tom Galloway and Members of Council
Date: May 26, 2020
File Code: L07-40

Subject: Surplus Declaration and Re-conveyance of Fee Simple “1 Foot Reserves” to Meyers Group Inc. Pertaining to 150 Greenbrier Road, Cambridge and to 2546912 Ontario Inc. Pertaining to 180 Greenbrier Road, Cambridge

Recommendation:

That the Regional Municipality of Waterloo declare surplus and approve the following disposition of the fee simple interest in certain lands, being “1 foot reserves” provided in connection with Planning Act approvals, subject to completion of the surplus declaration process pursuant to the Property Disposition By-law 95-034 to the satisfaction of the Regional Solicitor as outlined in report PDL-LEG-20-24 dated May 26, 2020:

a) Transfer to Meyers Group Inc. the lands described as Part of Lot 7, Concession 9, being a Part on a draft Reference Plan as depicted in Schedule “A” to Report PDL-LEG-20-24 to be registered on title, in the City of Cambridge, being part of PIN 03844-1228 (LT), and

b) Transfer to 2546912 Ontario Inc. the lands described as Part of Lot 7, Concession 9, being a Part on a draft Reference Plan as depicted in Schedule “A” to Report PDL-LEG-20-24 to be registered on title, in the City of Cambridge, being part of PIN 03844-1228 (LT).

Summary: Nil.

Report:

In October, 1993, the Region entered into a Development Agreement which required, among other things, the then owner and developer (Hallman Brierdale Limited) of
certain lands, now municipally known as 150 and 180 Greenbrier Road, in the City of Cambridge, to convey to the Region a strip of land 0.3 metres in depth along the road frontage of these lands (commonly referred to as a “1 foot reserve”) for nominal consideration in order to preclude issuance of any building permit until such time as certain conditions of development were fulfilled. The subject lands (as depicted in Appendix “A” attached to this Report) have a total area of 79 square meters and are located: (i) on the south side of Myers Road and west side of Greenbrier Road of 150 Greenbrier Road, and (ii) on the west side of Greenbrier Road of 180 Greenbrier Road (the “Reserve Lands”).

Pursuant the above-noted Development Agreement, the Region is obligated to reconvey the Reserve Lands to the owner of the adjacent lands for a nominal amount upon certain conditions relating to: (i) servicing of the subject lands and (ii) completion of a functional design for Myers Road, to the Region’s satisfaction, being satisfied. Regional Water Services and Planning staff have confirmed these conditions have been satisfied and it is in order to reconvey the Reserve Lands to the current owner of the adjacent lands, being Meyer Group Inc. for 150 Greenbrier Road, Cambridge and 2546912 Ontario Inc. for 180 Greenbrier Road, Cambridge.

As any disposition of real property by the Region is subject to Property Disposition By-law 95-034, staff recommend that the reconveyance of the Reserve Lands be subject to prior satisfactory completion of notice under that By-law.

Corporate Strategic Plan:

By reconveying the Reserve Lands in compliance with the terms of the Development Agreement, the Region is providing excellent citizen centered services that enhance service satisfaction.

Financial Implications:

Nil.

Other Department Consultations/Concurrence:

Corporate Services and Planning, Development and Legislative Services were consulted in the preparation of this Report.

Attachments

Appendix “A” – Location Map of Lands

Prepared By: Andy Gazzola, Solicitor, Property

Approved By: Debra Arnold, Regional Solicitor, Director of Legal Services
Appendix “A”

Location Map of Lands

150 and 180 Greenbrier Rd, Cambridge

Produced by:
Information and Technology Services - GIS
150 Frederick Street
Kitchener, Ontario N2G 4Z0
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Author: E. Stedman
Region of Waterloo
Planning, Development, and Legislative Services
Community Planning

To: Chair Tom Galloway and Members of Council
Date: May 26, 2020
File Code: D05-02

Subject: Addendum to Report No. PDL-CPL-20-06, Regional Submission to Proposed Regulatory Changes under the Aggregate Resources Act

Recommendation:
That the Regional Municipality of Waterloo approve an addendum to Report No. PDL-CPL-20-06 dated March 24, 2020, as detailed in Report No. PDL-CPL-20-14 dated May 26, 2020, and that this report be forwarded on to the Ministry of Natural Resources and Forestry as part of the Region’s response to the Province’s proposed regulatory changes under the Aggregate Resources Act, Environmental Registry of Ontario Posting No. 019-130.

Summary:
Staff is proposing an addendum to Regional Council’s recent submission to the Province regarding its latest regulatory proposals under the Aggregate Resources Act (ARA). This submission was originally adopted by Council on March 24, 2020. The proposed addendum would provide supplementary comments on one previous staff recommendation, and add recommendations on two new matters outlined in more detailed below.

Due to the ongoing COVID-19 emergency, the Province has extended the commenting deadline on its regulatory proposals from March 30 to May 15, 2020. To meet this deadline, staff have submitted an advanced copy of this addendum report to the Province as a placeholder until Council has considered it.
At the Special Meeting of Council on March 24, 2020, Council adopted Report PDL-CPL-20-06 as the Region’s submission to the Province regarding its latest proposed regulatory changes under the ARA. Since then, staff have received further input from the Township of North Dumfries that should be added to the Region’s original submission.

**Prohibition of Extraction within Wellhead Protection Areas A and B**

In our original comments, staff expressed our broad support for the Province’s proposed regulatory changes related to source water protection (e.g., establishing new rules for how the water table is established, improving the content of water reports, and requiring water reports to be prepared by a qualified professional). Despite our general support for these proposals, staff indicated that they do not go far enough and recommended that the Province establish an outright prohibition on aggregate extraction activities within a Category A or B Wellhead Protection Area. There are three main reasons for staff’s recommendation.

First, it is staff’s position that extracting aggregates close to, or below the water table within Category A or B Wellhead Protection Areas has the potential to impact the quantity and quality of water in a Regional supply well. Such impacts could occur through the creation of preferential pathways to the aquifers, or through the removal or thinning of the protective soil layers that “filter” the water before it reaches the well. These physical changes can increase the risk of groundwater contamination through the extraction process (e.g., fuel spills), or through contamination related to inappropriate land uses after the site has been rehabilitated is (e.g., road salt, agricultural pesticides or nutrients). These changes could also increase the risk of bacterial contamination from birds, livestock and other animals that could potentially impact public health.

Second, the increased risk of groundwater contamination poses a long-term threat to the Region’s supply wells, and could potentially result in the need for costly upgrades to water treatment processes or even the closure of a well. The loss of a Regional supply well could significantly impede Region’s ability to meet both its existing municipal water supply obligations, and the population growth targets mandated by the Province’s Growth Plan for the Greater Golden Horseshoe.

Third, although the aggregate industry maintains that aggregate extraction by itself is not a threat to groundwater, and that there is no basis to prohibit extraction in sensitive source water areas, it is difficult to predict every possible impact and to develop fail-safe mitigation measures to protect groundwater. Most mitigation measures depend on careful construction and on-going maintenance and monitoring by the aggregate operator. However, because of the limitations related to the self-assessment process of aggregate operations, such monitoring measures may be less than effective over the long-term.

For these reasons, staff reiterate our previous recommendation that the Province adopt a more precautionary approach to source water protection and prohibition outright.
aggregate extraction within Category A or B Wellhead Protection Areas. If adopted by the Province, this prohibition would only affect a very small percentage of the region’s total aggregate resource area.

**Minor Site Plan Amendments to Excavation Setbacks**

Every aggregate producer must operate their site in accordance with a site plan approved by the Ministry of Natural Resources and Forestry. Currently, any amendments to a site plan require the written approval of the Ministry. However, the site plan amendment process is different depending on the significance of the proposed changes.

Minor site plan amendments involve minor changes to the operational, or rehabilitation aspects of a site that do not require external review and comment. One example of a minor amendment includes a reduction in the excavation setback area that does not encroach upon certain environmentally significant features, and the aggregate producer has an agreement with the adjacent landowner. This setback reduction could be for a pit licenced for above or below the water table.

While staff understand that aggregate producers must have some flexibility to adjust their excavation setbacks, municipalities and the public currently have no input into the process and there are no limitations on the number of times setbacks can be reduced. Left unchecked, this incremental process could adversely affect the surrounding community over time (e.g., noise, dust, visual impacts and groundwater).

To address this issue, staff recommend that the Province limit the number of times an excavation setback reduction can be approved through a minor site plan amendment process to one. Any subsequent reductions to the setback should be treated as a major site plan amendment, and be circulated to the affected area municipality, the public and other agencies for review and comment.

**Introduction of “Sunset Clauses”**

Although there have been many examples of successful and timely site rehabilitation in Waterloo Region, there are still concerns about rehabilitation rates, partially extracted and/or dormant pits. Rehabilitation rates here and elsewhere in Ontario are perceived to be slow and often lag behind the rate at which new areas are opened for extraction. Some pits appear to operate continually with no closing date in sight. Other sites appear to be partially exhausted but remain dormant for many years. We have also encountered some licensed sites that have sat idle for many years before any extraction has actually occurred.

To help address this challenge, staff recommend that the Province initiate a broader discussion with municipalities, the aggregate industry and other key stakeholders on the introduction of “sunset clauses”, required site plan amendments, and other potential measures for licensed sites that sit idle for many years. The overall goal should be to
encourage the completion of extraction and rehabilitation in timely manner, and to have all licenses updated as necessary to reflect current standards.

**Corporate Strategic Plan:**

This report supports three objectives in the Region’s Strategic Plan 2019 – 2023, including protecting water resources, supporting a thriving economy, and recognizing the unique needs of our rural communities.

**Financial Implications:**

Nil.

**Other Department Consultations/Concurrence:**

Water services have been consulted in the preparation of this addendum report.

**Prepared By:** John Lubczynski, Principal Planner

**Approved By:** Rod Regier, Commissioner, Planning, Development and Legislative Services
Region of Waterloo
Chief Administrator’s Office
Strategic Planning and Strategic Initiatives

To: Chair Tom Galloway and Members of Council
Date: May 26, 2020

File Code: A26-50

Subject: Community Safety and Wellbeing Legislation

Recommendation:

That the provincially mandated Community Safety and Wellbeing Planning process be utilized as the framework to develop a recovery plan for the community supports needed following the impact of COVID-19. And that the membership of the Community Safety and Wellbeing Advisory Committee be expanded to include additional Regional Councillors and others as needed, as outlined in report CAO-SPL-20-02 dated May 26, 2020.

Report:

1.0 Overview

On January 1, 2019, the Police Services Act (PSA) was amended to mandate municipalities in Ontario to prepare and adopt a Community Safety and Wellbeing (CSWB) plan. This plan was to be completed by December 31 2020. As described in CAO-SPL-20-01 the Region’s intention was to develop the plan based on the work of the Waterloo Region Crime Prevention Council (WRCPC), Waterloo Regional Police Service (WRPS) and Wellbeing Waterloo Region (WWR).

With the COVID-19 outbreak, on April 14 2020 the Province amended the PSA to prescribe a new deadline for the completion and adoption of CSWB plans past January 1, 2021. The Ministry will work to determine an appropriate new deadline that will be set by regulation at a later date.
This extension will ensure municipalities, police services, local service providers and the community can continue to dedicate the necessary capacity and resources to respond to the COVID-19 pandemic, while also providing adequate time to effectively undertake consultations, work collaboratively with partners, and develop meaningful and fulsome plans for recovery, prevention and system change following the provincial emergency.

For more information visit: https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSOSPlanningFramework.html

This report provides information about the change in deadline for completion of the CSWB plan. This report also provides a recommendation to take this opportunity to integrate the recovery efforts from COVID-19 with the development of a Community Safety and Wellbeing plan. This would help the Region to develop a recovery plan for community safety and wellbeing that addresses the most pressing priorities of the community in order to “build back better” after the pandemic while at the same time completing the requirements of the legislation.

This approach would enhance the scope of the CSWB planning process from the original plan outlined in report CAO-SPL-20-01 which was focused on Waterloo Region Crime Prevention Council (WRCPC), Waterloo Regional Police Service (WRPS) and Wellbeing Waterloo Region (WWR). In order to build on the Community Supports Control Group recovery efforts for COVID-19 additional areas of focus would be needed in the future Community Safety and Wellbeing planning efforts.

This approach has been discussed with several groups including Wellbeing Waterloo Region, Waterloo Regional Police Service, the Interim Community Safety and Wellbeing Advisory Committee and the Community Supports Control Group of the pandemic response. Overall there is broad support for using the CSWB framework for recovery and long term planning.

2.0 Structure

A group is needed to coordinate and advise on the efforts to develop a Community Safety and Wellbeing plan while at the same time ensuring that the COVID-19 recovery efforts related to community supports and community wellbeing are coordinated and aligned. In report CAO-SPL-20-01 an interim Advisory Committee was appointed to advise on the development of CSWB plan. It is recommended that this group’s mandate and membership be revised to reflect the additional responsibility of the pandemic recovery plan for community safety and wellbeing efforts as well as to add some Regional Council members. The expanded role of the CSWB Advisory Group related to the recovery plan would include:
- Navigate and provide connections between organizations and sectors to guide community safety and wellbeing recovery and planning work.
- Use a health equity lens to identify additional resources and services needed.
- Facilitate information sharing and communication about community wellbeing recovery.
- Facilitate coordination of resources and actions needed for recovery.
- Liaise with other recovery response groups - economy, health, municipal, etc.

Working groups would need to be established to work on the areas of recovery needed to support community safety and wellbeing. Focus areas (which generally mirror the Community Supports control group of the pandemic response) include:

- Affordable housing and homelessness
- Children and families
- Community safety and crime prevention
- Food security
- Psychosocial (mental health and isolation)
- Philanthropy
- Other issues/group as needed, e.g. volunteerism

Existing collaboratives or networks that have the structure and mandate to support recovery efforts in these specific areas related to community safety and wellbeing would be identified as the lead for this focus area. Where there is not a specific collaborative or existing network, a new group would be established.

These groups would develop their own recovery plans and update and obtain strategic advice from the Community Safety and Wellbeing Advisory Committee for the purposes
of information, coordination and alignment.

3.0 Key activities for the planning framework for recovery

Key activities to develop a plan, process and finalized structure to move forward include the following:

**Identify process and structure for recovery**: identify the process for planning as well as the structure and people who can help facilitate and coordinate recovery efforts.

**Understand the current state**: identify indicators to develop a picture of how the community has been impacted by the pandemic.

**Engage citizens**: conduct citizen and stakeholder consultation/needs assessment in order to understand the most pressing priorities related to community safety and wellbeing. Identify simple and effective ways to gather input from people with lived experience throughout the process.

**Review current plans**: existing plans related to pandemic recovery and community planning will need to be reviewed and assessed for recovery efforts. This will help develop a clear definition of what the scope of recovery is and will help identify the necessary context to inform the planning work.

**Develop the CSWB plan**: working with the groups involved above identify the actions needed for the CSWB plan with both short and long term goals.

**Measure and monitor**: identify indicators to measure progress and monitor outcomes.

**Develop a communications plan**: develop a communications plan for all stages of the work to inform and promote the CSWB planning work.

**Revise the current structure**: assess and revise the current structure through the lens of the plan itself. Will you need a new structure? Will you need additional capabilities that you didn’t need before? Are your processes appropriate going forward?

4.0 Next steps

If there is agreement to proceed in this direction, work will begin to develop the “how” to move this forward e.g., develop a more detailed plan, process and structure to move this work forward.

**Other Department Consultations/Concurrence**: Community Services, Public Health and Emergency Services, Waterloo Regional Police Service and Waterloo Region Crime Prevention Council have been consulted regarding this report.
Corporate Strategic Plan:

This initiative supports the Strategic Plan focus area related to Healthy, Safe and Inclusive Communities.

Financial Implications:

The efforts needed to develop and complete a Community Safety and Wellbeing Plan will be supported through the Chief Administrators Office.

Prepared By: Lorie Fioze, Manager of Strategic Planning and Strategic Initiatives

Approved By: Mike Murray, Chief Administrative Officer, Region of Waterloo
Appendix #1: Current Community Safety and Wellbeing Advisory Committee

The composition of the CSWB Advisory Committee was approved by Regional Council on January 22, 2020. The current membership of the CSWB Advisory Committee is as follows and would need to be reviewed based on the sectors/issues impacted by COVID-19.

- Bill Davidson, Executive Director, Langs
- Bruce Lauckner, Transitional Regional Lead in West Ontario, Waterloo Wellington Local Health Integration Network
- Bryan Larkin, Chief of Police, Waterloo Regional Police Service
- Dan Chapman, Chief Administrative Officer, City of Kitchener
- David Brenneman, Chief Administrative Officer, Woolwich Township
- Douglas Bartholomew-Saunders, Commissioner, Community Services Department, Region of Waterloo
- Elizabeth Heald, President & Chief Executive Officer, Kitchener Waterloo Community Foundation
- Hsiu-Li Wang, Medical Officer of Health, Public Health and Emergency Services
- Joe-Ann Macomb, Council Member, Waterloo Region Crime Prevention Council
- John Shewchuk, Chief Managing Officer, Waterloo Catholic District School Board
- Karen Redman, Regional Chair, Chair Police Services Board
- Kathy Payette, Director, Mental Health Services, Lutherwood
- Laura Manning, Executive Director, Lyle S. Hallman Foundation
- Lois Macdonald, Elder, WWR First Nation, Métis and Inuit Advisory and Advocacy Circle
- Mike Murray, Chief Administrative Officer, Region of Waterloo (co-chair)
- Peter Sweeney, Chief Executive Officer, YMCA
- Sonia Dennis, Director of Equity and Community Based Child Welfare, Family and Children’s Services
- Tara Bedard, Executive Director, Immigration Partnership (co-chair)
- Tova Davidson, Executive Director, Sustainable Waterloo Region
- Tracy Elop, Chief Executive Officer, Carizon Family and Community Services
- Wendi Campbell, Chief Executive Officer, Waterloo Region Food Bank
### Council Enquiries and Requests for Information

**Community Services Committee**

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<thead>
<tr>
<th>Meeting date</th>
<th>Requestor</th>
<th>Request</th>
<th>Assigned Department</th>
<th>Anticipated Response Date</th>
</tr>
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<tbody>
<tr>
<td>November 5, 2019</td>
<td>S. Strickland</td>
<td>That staff provide an information report on what other municipalities are doing to encourage the creation of affordable housing.</td>
<td>Community Services</td>
<td>Summer 2020</td>
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<tr>
<td>November 5, 2019</td>
<td>Committee</td>
<td>That the Mooregate Crescent location in the Waterloo Region Housing (WRH) Master Plan, be subject to further review with respect to location and financing</td>
<td>Community Services</td>
<td>Late Fall 2020</td>
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### Planning and Works Committee

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<td>June 18, 2019</td>
<td>G. Lorentz</td>
<td>Waste Enforcement options with Local Municipalities</td>
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<td>Winter 2020</td>
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<tr>
<td>August 13, 2019</td>
<td>B. Vrbanovic</td>
<td>Energy Friendly Transit System</td>
<td>TES</td>
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