



****Please note due to the COVID-19 situation this meeting will be held via teleconference. ****

Media Release: Immediate

Regional Municipality of Waterloo

Special Council

***Addendum Agenda**

Tuesday, March 24, 2020

Closed Session 9:00 a.m.

10:00 a.m.

150 Frederick Street, Kitchener, Ontario

-
- 1. Moment of Silence**
 - 2. Roll Call**
 - 3. Declarations of Pecuniary Interest under the “Municipal Conflict Of Interest Act”**
 - 4. Motion to Go Into Closed Session**

That a closed meeting of Council be held on Tuesday, March 24, 2020 at 9:00 a.m. in accordance with Section 239 of the “Municipal Act, 2001”, for the purposes of considering the following subject matters:

- a) receiving of advice that is subject to solicitor client privilege and proposed or pending disposition of land in the City of Waterloo.
- b) receiving of advice that is subject to solicitor client privilege and potential litigation related to an agreement in the City of Kitchener.
- c) personal matters about identifiable individuals related to an award nomination.
- d) proposed or pending disposition of land in the City of Kitchener

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Tel: 519-757-4400, TTY: 519-575-4602, or regionalclerk@regionofwaterloo.ca

- e) receiving of advice that is subject to solicitor client privilege related to an agreement
- f) a matter pertaining to labour relations or employee negotiations.

5. Motion to Reconvene into Open session

6. Motion to Go Into Committee Of The Whole To Consider Reports

7. Reports

Regional Clerk

- a) *[PDL-CAS-20-04](#), Electronic Meeting Participation

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Recommendation:

That the Regional Municipality of Waterloo amend the Procedural By-law #00-031, as amended, as set out in Appendix 'B' attached to report PDL-CAS-20-04, dated March 24, 2020, to allow for electronic meeting participation by members of Council at Regional meetings, during the 2019 Novel Coronavirus (COVID-19) pandemic in accordance with Bill 187 approved March 19, 2020 by the Province of Ontario;

And that the notice requirements be waived under the Region of Waterloo's Notice Policy in order to allow for an amendment to the Procedural By-law without giving twenty-one (21) days notice to the public.

- b) ***Motion to Cancel the Council Meeting on April 1, 2020**

That The Regional Municipality of Waterloo cancel the regularly scheduled Council meeting on April 1, 2020.

Finance Reports

- a) [COR-TRY-20-29](#), T2020-113, Manser Road Bridge Rehabilitations, South Bridge #0505 and North Bridge #0506 Boomer Creek, Township of Wellesley

Page 19

Recommendation:

That the Regional Municipality of Waterloo take the following action with respect to T2020-113 Manser Road Bridge Rehabilitations, South Bridge #0505 and

North Bridge #0506 Boomer Creek, Township of Wellesley as set out in report COR-TRY-20-29 dated March 24, 2020:

1. Accept the tender of Engineered Concrete Limited in the amount of \$1,095,618.64 plus all applicable taxes;
 2. Approve an increase in project cost of \$17,900 for project #05893 Manser Road at Boomer Creek Bridge #0505 to be funded from the Transportation Capital Reserve
 3. Advance \$10,000 per project from 2021 and 2022 to 2020 for projects #05893 Manser Road at Boomer Creek Bridge #0505 and project #05901 Manser Road at Boomer Creek Bridge #0506 to be funded from the Transportation Capital Reserve.
- b) **COR-TRY-20-30**, T2020-127, Sararas House Restoration – Doon Heritage Village, Ken Seiling Waterloo Region Museum

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Recommendation:

That the Regional Municipality of Waterloo take the following action with respect to T2020-127 Sararas House Restoration – Doon Heritage Village, Ken Seiling Waterloo Region Museum as set out in report COR-TRY-20-30 dated March 24, 2020:

1. Accept the tender of Gordner Construction Ltd. in the amount of \$206,670.00 plus all applicable taxes;
 2. Advance \$150,000 from the 2021 Cultural Services capital budget to the 2020 Cultural Services funded from the Cultural Services Capital Reserve.
- c) **COR-TRY-20-31**, T2020-101 Weber Street North (RR8) Reconstruction, Forwell Creek Road to Blythwood Road and Dutton Drive to Parkside Drive

Page 25

Recommendation:

That the Regional Municipality of Waterloo take the following actions regarding T2020-101 Weber Street North (RR8) Reconstruction, Forwell Creek Road to Blythwood Road and Dutton Drive to Parkside Drive as set out in report COR-TRY-20-31 dated March 24, 2020:

1. Accept the tender of Steed and Evans Limited in the amount of \$8,022,250.40 plus all applicable taxes;

2. Approve an increase in the project budget for project #05489 Weber Street, Forwell Creek Road to Blythwood Road in the amount of \$298,800 to be funded from the Federal Gas Tax Reserve Fund (76%; \$227,005), the Regional Development Charges Reserve Fund (22%, 64,615) and the Transportation Capital Reserve (2%; \$7,180).
 3. Approve an increase in project cost of \$1,707,300 gross and \$0 net, for project #05489 Weber Street, Forwell Creek Road to Blythwood Road to facilitate work performed on behalf of and funded by the City of Waterloo;
 4. Approve an increase in project cost of \$276,800 gross and \$0 net, for project #05386 Weber Street, Blythwood Road to Northfield Drive to facilitate work performed on behalf of and funded by the City of Waterloo;
 5. Approve an increase in project cost of \$427,100 gross and \$0 net for project #05489 Weber Street, Forwell Creek Road to Blythwood Road to facilitate work performed on behalf of and funded by the Developer of 450/460 Weber Street.
- d) ***COR-TRY-20-32**, Collection of Customer Accounts

Page 31

Recommendation:

That the Region of Waterloo take the following action with regards to customer accounts due to the Region as described in report COR-TRY-20-32 dated March 24, 2020:

- Waive late payment charges on water and wastewater utility bills and all other residential and non-residential accounts receivable for the months of April and May 2020;
- Waive Non Sufficient Funds (NSF) fees charged by the Region on customer accounts for the months of April and May 2020; and
- Suspend water shut offs for water/wastewater accounts in arrears during April and May 2020.

- e) ***COR-FSD-20-08**, COVID-19 – Preliminary Overview of Potential Financial Impacts (Information)

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Consent Agenda Committee Reports

Request to Remove Items from Consent Agenda

Motion to Approve Items or Receive for Information

- a) **TES-TRS-20-02**, Energy Friendly Transit System Information Report
(For Information Only) **Page 39**
- b) **COR-FSD-20-05**, 2019 Development Charge Transaction Report
(For Information Only) **Page 43**
- c) **COR-TRY-20-24**, Investment Position at December 31, 2019
(For Information Only) **Page 75**
- d) **COR-TRY-20-25**, 2020 Annual Debt Repayment Limit
(For Information Only) **Page 85**
- e) **PHE-HPI-20-02**, 2019 Food Safety Annual Report
(For Information Only) **Page 90**
- f) **CSD-HOU-20-03**, Housing Services Data Snapshot (October 2019 to January
2020)
(For Information Only) **Page 96**
- g) **CSD-HOU-20-04**, Update Temporary Shelter Overflow Response 2019/2020
(For Information Only) **Page 102**
- h) **TES-TRS-20-08**, Change to Grand River Transit (GRT) Route 6 Bridge-Courtland
on Shelley Drive and Vanier Driver, Kitchener
(For Information Only) **Page 107**
- i) **TES-TRP-20-05**, Proposed Speed Limit Change on Bleams Road (Regional
Road 4) East of Morningside Circle, in the Township of Wilmot
Page 112

Recommendation:

That the Regional Municipality of Waterloo extend the 50km/h speed zone on Bleams Road (Regional Road 4) from 43 metres east of Morningside Circle to 315 metres east of Morningside Circle by amending the Traffic and Parking By-law 16-023, as amended, to:

- a) Remove from Schedule 17, Maximum Speed of 80 km/h on Bleams Road (Regional Road 4) between 635 metres east of Highway 7/8 to 1300 metres east of Sandhills Road;

- b) Remove from Schedule 17, Maximum Speed of 60 km/h on Bleams Road (Regional Road 4) between 1230 m east of Sandhills Road to 1500 metres west of Queen Street (Regional Road 12);
- c) Remove from Schedule 17, Maximum Speed of 80 km/h on Bleams Road (Regional Road 4) between 1555 metres west of Queen Street (Regional Road 12) to 650 metres west of Manheim Road;
- d) Add to Schedule 17, Maximum Speed of 80 km/h on Bleams Road (Regional Road 4) between 900 metres east of Highway 7/8 to 1235 metres east of Sandhills Road;
- e) Add to Schedule 17, Maximum Speed of 60 km/h on Bleams Road (Regional Road 4) between 1235 metres east of Highway 7/8 to 1520 metres west of Queen Street; and
- f) Add to Schedule 17, Maximum Speed of 80 km/h on Bleams Road (Regional Road 4) between 1520 metres west of Queen Street to 650 metres west of Manheim Road;

in the Township of Wilmot as outlined in Report TES-TRP-20-05, dated March 24, 2020.

- j) **TES-TRP-20-06**, Lane Designation on Parkside Drive at Northfield Drive (Regional Road 50), City of Waterloo

Page 117

Recommendation:

That the Regional Municipality of Waterloo amend Traffic and Parking By-law 16-023, as amended, to designate the northbound right-turn lane on Parkside Drive at Northfield Drive (Regional Road 50) as a “right-turn only – buses excepted” lane, in the City of Waterloo as outlined in Report TES-TRP-20-06, dated March 24, 2020.

- k) **TES-DCS-20-08**, C2019-26 Consultant Engineering Services for Detailed Design and Services during Construction for the Kitchener Wastewater Treatment Plant, Primary Clarifier Upgrades, Contract 5B

Page 122

Recommendation:

That the Regional Municipality of Waterloo enter into an Agreement for Professional Consulting Services with CIMA Canada Inc., for the detailed design and services during construction for the Kitchener Wastewater Treatment Plant, Primary Clarifier Upgrades, Contract 5B, in the amount of

\$1,490,858 plus all applicable taxes, as outlined in report TES-DCS-20-08, dated March 24, 2020.

- I) **CSD-IP-20-01**, Immigration Partnership Federal Funding Update

Page 127

Recommendation:

That the Regional Municipality of Waterloo take the following action with respect to the Immigration Partnership Programs of the Community Services Department as outlined in report CSD-IP-20-01 dated March 24, 2020:

- a) Approve an increase to the 2020 Operating Budget for the Immigration Partnership in the amount of \$28,111 gross and \$0 net regional levy for expenditures related to increased staffing; and
- b) Approve a one year extension of the contract for a 0.6 temporary full time equivalent (FTE) to March 31, 2021, funded by contributions from Immigration, Refugees and Citizenship Canada (one third) and the United Way Waterloo Region Communities (two thirds).

Regular Agenda Committee Reports

- a) **TES-TRS-20-06**, Future Alternative Service Delivery (ASD) for Transit in the Region of Waterloo

Page 130**Recommendation:**

1. That Regional staff continue to work in conjunction with Trinity Village Long-Term Care Centre and the City of Kitchener to improve the existing pedestrian connection to Connaught Street and Traynor Avenue, enhancing access to transit for Trinity Village residents and employees, as well as users of Kingsdale Park.
 2. Staff recommend that Route 27 Chicopee be rerouted in order to provide direct, on-site service to Grand River Hospital (GRH) Freeport Campus.
 3. Staff recommend that Route 901 Flex Trinity-Freeport continue to operate until Route 27 Chicopee is rerouted, at which point it be discontinued.
 4. Staff recommend that Planning and Works Committee receive, for information, the details of an alternative service delivery pilot in partnership with Metrolinx, as noted in report TES-TRS-20-06, dated March 24, 2020.
- b) **PDL-LEG-20-14**, Rapid Transit Project –Easement Interest in Favour of Waterloo North Hydro Inc. Pertaining to 518 Dutton Drive, City of Waterloo

Page 137**Recommendation:**

That The Regional Municipality of Waterloo declare an easement interest in the lands legally described as Part Lot 11, German Company Tract Township of Waterloo; Part Lot 8, German Company Tract Township of Waterloo as in 529245; Waterloo, surplus to the needs of the Region for purposes of conveying a permanent hydro easement to Waterloo North Hydro Inc., subject to satisfaction of the requirements pursuant to the Region's property disposition by-law, and direct the Regional Solicitor to approve, enter into an agreement for, and execute all documentation related to the said conveyance on terms satisfactory to the Regional Solicitor.

And That the Regional Solicitor has all necessary authority to execute all such documents related thereto.

- c) **PDL-CPL-20-07/COR-TRY-20-27**, Brownfield Financial Incentive Program – Tax Increment Grant Application - 498 Eagle Street North, Cambridge

Recommendation:

That the Regional Municipality of Waterloo take the following actions regarding the property municipally known as 498 Eagle Street North in the City of Cambridge, as described in Report PDL-CPL-20-07/COR-TRY-20-27 dated March 24, 2020:

- a) Conditional on the lands not being severed, approve a joint Tax Increment Grant, subject to the terms of an associated Tax Increment Grant agreement with the registered owner of the subject lands, with the Regional amount not to exceed \$1,382,632 net of any other future brownfield assistance, to be financed from the incremental tax revenue for the property following remediation, redevelopment and reassessment of the entirety of the lands; and,
 - b) Conditional on the lands not being severed, authorize the Region's Commissioner of Planning, Development and Legislative Services and Commissioner, Corporate Services / Chief Financial Officer to execute any associated agreements, assignments, or other related documents with the registered owner of 498 Eagle Street North in the City of Cambridge, with the form and content of such Tax Increment Grant agreement(s), any subsequent assignments of the agreement, or other related documents to be satisfactory to both the Regional and City of Cambridge Solicitors.
- d) **PDL-CPL-20-06**, Proposed Regulatory Changes Under the Aggregate Resources Act

Recommendation:

That the Regional Municipality of Waterloo forward Report PDL-CPL-20-06, dated March 24, 2020 to the Ministry of Natural Resources and Forestry as the Region's response to the Province's proposed regulatory changes under the Aggregate Resources Act, Environmental Registry of Ontario Posting No. 019-1303.

- e) **PDL-CPL-20-08**, 2020 Community Environmental Fund Grants

Recommendation:

That the Regional Municipality of Waterloo approve project funding allocations totalling up to \$119,401.58 from the Community Environmental Fund to support

19 environmental stewardship and sustainability projects as described in Attachment 1 of Report PDL-CPL-20-08, dated March 24, 2020.

- f) **COR-FSD-20-07**, Community Benefits Authority – Draft Regulation

Page 174

Recommendation:

That the Regional Municipality of Waterloo endorse and submit to the Minister of Municipal Affairs and Housing the input and recommendations on the Proposed Regulatory Matters Pertaining to Community Benefits Authority Under the Planning Act, the Development Charges Act and the Building Code Act as set out in report COR-FSD-20-07 dated March 24, 2020.

- g) **COR-FSD-20-06**, Periodic Financial Report for the year ended December 31, 2019

Page 197

Recommendation:

That the Region of Waterloo take the following actions with respect to the Periodic Financial Report for the year ended December 31, 2019 as set out in report COR-FSD20-06 dated March 24, 2020:

1. Approve the preliminary 2019 financial results for the purposes of preparing the Region's 2019 Audited Financial Statements; and,
2. Apply the Surplus Allocation Policy to the 2019 financial results.

- h) **COR-TRY-20-26**, 2020 Tax Ratios and Tax Policy

Page 227

Recommendation:

That the Regional Municipality of Waterloo take the following action with respect to 2020 property tax policies as set out in report COR-TRY-20-26 dated March 24, 2020:

1. Establish the following property class tax ratios for the 2020 property tax year:

Residential	1.0000
New Multi-residential	1.0000
Multi-residential	1.9500
Commercial	1.9500
Industrial	1.9500
Landfill	1.5400
Pipeline	1.1613
Farmland	0.2500
Managed Forest	0.2500;

2. Direct staff to prepare the necessary by-laws to establish the 2020 property class tax ratios and the 2020 Regional tax rates for approval by Regional Council; and
 3. Notify the Area Municipalities accordingly.
- i) **PDL-CAS-20-03**, Regional Council Composition Review – Process

Page 237

Recommendation:

That the Regional Municipality of Waterloo direct the Regional Clerk to complete the required Council Composition Review using in house resources and the assistance of a consultant, with a cap of \$50,000 for expenditures as outlined in report PDL-CAS-20-03, dated March 24, 2020.

Closed Reports

- a) Closed Council Summary – marked & available at meeting - CCS-200324

Chief Administrative Officer

Regional Chair

8. Other Matters Under Committee Of The Whole

- a) COVID-19 Pandemic Update

9. Motion for Committee Of The Whole To Rise And Council Resume

10. Motion to Adopt Proceedings Of Committee Of The Whole

11. Other Business

12. Enactment Of By-laws – First, Second & Third Readings

- a) A By-law to Amend By-law 00-031, as amended, Being the Region's By-law Governing the Proceedings of Council and Committees
- b) A By-law to Establish Tax Ratios for Regional Purposes and Area Municipal Purposes for the Year 2020
- c) A By-law to Establish and Levy Rates of Taxation for Regional Purposes for the Year
- d) A By-law to Confirm the Proceedings of the Council March 24, 2020

13. Adjourn



Report: PDL-CAS-20-04

Region of Waterloo

Planning, Development and Legislative Services

Council and Administrative Services

To: Chair Karen Redman and Members of Regional Council

Date: March 24, 2020

File Code: A34-80

Subject: **Electronic Meeting Participation**

Recommendation:

That the Regional Municipality of Waterloo amend the Procedural By-law #00-031, as amended, as set out in Appendix 'B' attached to report PDL-CAS-20-04, dated March 24, 2020, to allow for electronic meeting participation by members of Council at Regional meetings, during the 2019 Novel Coronavirus (COVID-19) pandemic in accordance with Bill 187 approved March 19, 2020 by the Province of Ontario;

And that the notice requirements be waived under the Region of Waterloo's Notice Policy in order to allow for an amendment to the Procedural By-law without giving twenty-one (21) days notice to the public.

Summary:

Given the current situation due to COVID-19, interim actions for participating in meetings electronically has been reviewed. The Province passed Bill 187 on March 19, 2020 in response to these concerns. The legislation allows for members of Council to participate electronically in open and closed sessions and be counted towards quorum.

Report:

Electronic Participation is Allowed

On Thursday March 19, 2020 the Province passed legislation to allow Councillors to participate in electronic meetings, when an emergency has been declared. The legislative changes are appended to this report in Appendix 'A'.

This legislation now allows:

- An electronic meeting to take place regardless of the number of Councillors who wish to participate electronically – there is no longer an “in person” quorum requirement;
- A closed meeting to take place electronically; and
- The Region to hold a Special Council meeting to amend the procedural by-law with Councillors participating electronically, provided an emergency has been declared.

The legislative amendments are limited to the current COVID – 19 pandemic, or other matters under the Emergency Management and Civil Protection Act.

Proposed By-law Amendment

The proposed amendments to the procedural by-law are listed below:

- a) The changes would only apply to the current situation, 2019 Novel Coronavirus (COVID-19) pandemic or any other situation during any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the Emergency Management and Civil Protection Act.
- b) The Chair of the meeting will be required to be in attendance at the meeting location in order to moderate the meeting.
- c) A definition of Electronic Participation will be added, as follows:
Definition of Electronic Participation: A Council Member who participates in a Committee or Council meeting remotely via electronic means (e.g. video or audio teleconference), has the same rights and responsibilities as if he or she were in physical attendance, including that they shall count towards a quorum of members and shall be permitted to participate in any portion of a meeting which is closed to the public.
- d) The Member of Council who wishes to participate in a meeting electronically shall provide the Regional Clerk a minimum of 48 hours' notice. This provision aligns with the current timing.
- e) Voting shall occur via a recorded vote process to be determined based on technology.
- f) Electronic participation would be permitted for Regional Council and Standing Committees.
- g) Clarification on Standing Committees. Currently our smaller Standing Committees, where there isn't full Council representation, are not clearly identified in the procedural by-law. These include Audit Committee, Economic Development Committee, Library Committee, and Licensing and Hearings Committee. In order to ensure these Standing Committees are included, a clarification is being added to the by-law.
- h) Technology isn't perfect and the proposed by-law recognizes that electronic participants may be inadvertently disconnected.

Legislation does not impact other Meeting Provisions (Open or Closed)

The legislation does not impact other sections of the Municipal Act or procedural by-law such as the open meeting requirements, delivery of agendas, length of time required for calling a meeting, members speaking rights etc. The legislation also does not impact what can or can't be discussed in closed session or meeting requirements for closed sessions.

Technology

In order to make use of these legislative amendments, staff is actively working on a useable, simple technology solution. The system may change as other municipalities also move in this direction. The system must allow questions to be asked by Councillors and staff, and allow members of the public including the media to listen in. A system of monitoring and moderating participants will need to occur especially when it comes to voting. Staff have been testing various methods this week but there have been limitations, deficiencies and conflicts between systems. Many electronic systems are currently experiencing high demands and are not or may not achieve the desired results. The easiest solution at this time is an audio conference call however this will limit the ability to webcast the meeting and will require that delegations are limited to written comments only. Staff will continue to look at improved options for future meetings.

Councillors will need to be flexible as we move forward. This includes having access to all meeting material electronically.

Next Steps

Notice

Meetings may be held with electronic participation once the Region's Procedural By-law is amended. In order to amend the Procedural By-law without giving twenty-one (21) days notice, as required under the Notice Policy, Council must pass a motion waiving the notice provision with a two-thirds (2/3) vote of the members participating in the meeting.

Procedural By-law

The proposed procedural amendment to the procedural by-law is attached as Appendix B.

Staff have been working on a review of the Region's Procedural By-law and it was anticipated to bring a report to Committee this Spring with housekeeping amendments. A full scope of electronic participation is part of this review.

Corporate Strategic Plan:

The proposal for electronic meeting participation aligns with Focus Area 5 of the Strategic Plan – Responsive and Engaging Public Service and Strategic Imperative, Balance of Rural and Urban Communities.

Financial Implications:

Nil

Other Department Consultations/Concurrence:

Legal Services has been consulted in the preparation of this report.

Attachments:

Appendix A – Legislative Amendments to the Municipal Act

Appendix B – Draft Amending By-law

Prepared By: Tim Brubacher, Council/Committee Support Specialist

Lee Ann Wetzel, Deputy Clerk/Manager, Council and Administrative Services

Approved By: Kris Fletcher, Regional Clerk/Director, Council and Administrative Services

**Appendix “A”
Legislative Amendments to the Municipal Act**

Bill 187

Section 238 of the Municipal Act, 2001 is amended by adding the following subsections:

Electronic participation, emergencies

(3.3) The applicable procedure by-law may provide that, during any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the Emergency Management and Civil Protection Act,

(a) despite subsection (3.1), a member of a council, of a local board or of a committee of either of them who is participating electronically in a meeting may be counted in determining whether or not a quorum of members is present at any point in time; and

(b) despite subsection (3.2), a member of a council, of a local board or of a committee of either of them can participate electronically in a meeting that is closed to the public.

Same, procedure by-law

(3.4) A municipality or local board may hold a special meeting to amend an applicable procedure by-law for the purposes of subsection (3.3) during any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the Emergency Management and Civil Protection Act and despite subsection (3.1), a member participating electronically in such a special meeting may be counted in determining whether or not a quorum of members is present at any time during the meeting.

Appendix 'B'
Draft Amending By-law

By-Law Number 20-xxx

of

The Regional Municipality of Waterloo

A By-law to Amend By-law 00-031, as amended, Being the Region's By-law Governing
the Proceedings of Council and Committees

Whereas Section 238(3.1) of the Municipal Act, 2001, S.O. 2001, c. 25 (the "Act"), allows for a municipality's procedural by-law to permit a member of council, or a committee, to participate electronically in a meeting which is open to the public to the extent and in the manner set out in the by-law

And Whereas Section 238(3.3) of the Act allows for a municipality's procedural by-law to permit members participating electronically to be counted in determining quorum and to participate in meetings that are closed to the public during an emergency declared under section 4 or 7.0.1 of the Emergency Management and Civil Protection Act;

And Whereas on March 17, 2020 a Declaration of Emergency was made by the Province of Ontario pursuant to section 7.0.1 of the Emergency Management and Civil Protection Act related to COVID-19;

And Whereas the Lieutenant Governor has issued Order-in-Council 520/2020, pursuant to the Emergency Management and Civil Protection Act, prohibiting all organized public events of over fifty people due to COVID-19;

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

The Regional Municipality of Waterloo Procedural By-law 00-031, as amended, be further amended as follows:

1. Section 2, Definitions, be amended to add the following new Definition (15.1)
“(15.1) “Electronic Participation” means a Council Member who participates in a Committee or Council meeting remotely via electronic means (e.g. video or audio teleconference), has the same rights and responsibilities as if the member was in physical attendance, including that they shall count towards a quorum of members and shall be permitted to participate in any portion of a meeting which is closed to the public.
2. Section 16.1 Electronic Participation be added as follows
16.1 Electronic Participation

- (1) Electronic participation shall only be permitted at Regular and Special meetings of Council or Standing Committees.
 - (2) The Chair shall not be permitted to participate electronically at a meeting.
 - (3) A Council Member who wishes to participate in a meeting electronically shall provide the Clerk a minimum of 48 hours' notice.
 - (4) The following practices will be followed for Electronic Participation
 - a) Each Member participating in a meeting electronically shall be available at least fifteen (15) minutes before the beginning of the meeting to assist staff in establishing the electronic connection.
 - b) Each Member participating in a meeting electronically will mute his or her electronic device when he or she is not speaking.
 - c) The Chair will canvass Members participating electronically about their intention to speak to a matter on the floor and will notify each Member when it is his or her turn to speak.
 - d) After putting a motion to a vote, each Member participating electronically will be required to identify how he or she wishes to vote.
 - e) Member(s) participating electronically will be deemed to have left the meeting when they are no longer electronically connected to the meeting.
 - f) In the case of a loss of connection, or any connection issue which impedes the ability of a Member(s) to participate in the meeting in real time, the meeting will continue without attempts by either staff or the Member(s) to reconnect.
3. Section 71 (2) be amended to add the following
- d) any other committee established as a standing committee constituted by resolution.

This By-law comes into force and effect on the date of final passage hereof and shall be repealed at the conclusion of the emergency declared under s 7.0.1 (1) of the Emergency Management and Civil Protection Act in response to the 2019 Novel Coronavirus (COVID-19) pandemic.

By-law read a first, second and third time and finally passed in the Council Chamber in the Regional Municipality of Waterloo this 24th day of March, A.D., 2020.

Regional Clerk

Regional Chair



Report: COR-TRY-20-29

Region of Waterloo

Corporate Services

Treasury Services (Procurement)

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** F18-30

Subject: T2020-113 Manser Road Bridge Rehabilitations, South Bridge #0505 and North Bridge #0506 Boomer Creek, Township of Wellesley

Recommendation:

That the Regional Municipality of Waterloo take the following action with respect to T2020-113 Manser Road Bridge Rehabilitations, South Bridge #0505 and North Bridge #0506 Boomer Creek, Township of Wellesley as set out in report COR-TRY-20-29 dated March 24, 2020:

1. Accept the tender of Engineered Concrete Limited in the amount of \$1,095,618.64 plus all applicable taxes;
2. Approve an increase in project cost of \$17,900 for project #05893 Manser Road at Boomer Creek Bridge #0505 to be funded from the Transportation Capital Reserve
3. Advance \$10,000 per project from 2021 and 2022 to 2020 for projects #05893 Manser Road at Boomer Creek Bridge #0505 and project #05901 Manser Road at Boomer Creek Bridge #0506 to be funded from the Transportation Capital Reserve.

Summary: Nil

Report:

Tenders were called for T2020-113 Manser Road Bridge Rehabilitations, South Bridge #0505 and North Bridge #0506 Boomer Creek, Township of Wellesley and were advertised in the Record, on the Ontario Public Buyers Association website and on the

Region's website. The tenders were received and opened through the Region's e-bidding system and reviewed by Procurement and program area staff.

The following tenders were received:

Engineered Concrete Limited	Kitchener, ON	\$1,095,618.64
Clearwater Structures Inc.	Ajax, ON	\$1,236,624.00
2274084 Ontario Ltd. o/a GMP Contracting	Toronto, ON	\$1,256,843.87
Sierra Bridge Inc.	Woodstock, ON	\$1,261,563.00
2731415 Ontario Inc.	Grimsby, ON	\$1,425,009.00

*One tender was disqualified.

The work under this contract includes the rehabilitation of 2 bridge structures to address deterioration as well as safety upgrades. Each of the Manser Road Bridges (South Bridge #0505 and North Bridge #0506) at Boomer Creek in Township of Wellesley will receive similar repairs, including but not limited to:

- Concrete Repairs;
- Concrete Bridge Deck Overlay;
- New Waterproofing System and Asphalt Pavement;
- New Barrier System; and
- New Guiderail and End Treatments.

Traffic will be maintained in both directions at each bridge location with the use of portable traffic signals.

Construction is scheduled to start on April 13, 2020 and be substantially complete by October 30, 2020.

The final date of acceptance for this tender is June 2, 2020.

Corporate Strategic Plan:

Award of this contract meets the 2019-2023 Corporate Strategic Plan objective to improve road safety for all users - drivers, cyclists, pedestrians, and horse and buggies under Strategic Focus Area 2, Sustainable Transportation.

Financial Implications:Region of Waterloo Transportation Division Costs

T2020-113	\$1,095,600
Consultant Engineering Design, Contract Administration & Inspection	276,600
Material Testing During Construction	30,000
Regional Contract Management (HST N/A)	15,000
Sub-total	<u>\$1,417,200</u>
Plus: Applicable Net HST of 1.76%	24,700
Total	<u>\$1,441,900</u>

Note: All figures are rounded to the nearest \$100.

The Region's approved 2020-2029 Transportation Capital Program includes a budget of \$704,000 in 2020 and \$5,000 in 2021 and 2022 for Manser Road at Boomer Creek Bridge #0505 (project #05893) and \$700,000 in 2020 and \$5,000 in 2021 and 2022 for Manser Road at Boomer Creek Bridge #0506 (project #05901). All costs are funded from Transportation Capital Reserve. This tender is \$17,900 (1%) in excess of the amount in the available budget of \$1,424,000.

Other Department Consultations/Concurrence:

Transportation and Environmental Services staff were consulted in the preparation of this report.

Attachments: Nil

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

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



Report: COR-TRY-20-30

Region of Waterloo
Corporate Services
Treasury Services (Procurement)

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** F18-30

Subject: T2020-127 Sararas House Restoration – Doon Heritage Village, Ken Seiling Waterloo Region Museum

Recommendation:

That the Regional Municipality of Waterloo take the following action with respect to T2020-127 Sararas House Restoration – Doon Heritage Village, Ken Seiling Waterloo Region Museum as set out in report COR-TRY-20-30 dated March 24, 2020:

1. Accept the tender of Gordner Construction Ltd. in the amount of \$206,670.00 plus all applicable taxes;
2. Advance \$150,000 from the 2021 Cultural Services capital budget to the 2020 Cultural Services funded from the Cultural Services Capital Reserve.

Summary:

Nil

Report:

Tenders were called for T2020-127 Sararas House Restoration – Doon Heritage Village, Ken Seiling Waterloo Region Museum and were advertised in the Record, on the Ontario Public Buyers Association website and on the Region's website. The tenders were received and opened through the Region's e-bidding system and reviewed by Procurement and program area staff.

The following tenders were received:

Gordner Construction Ltd.	Kitchener, ON	\$206,670.00
Bestco Construction (2005) Ltd.	Ancaster, ON	\$243,867.00

The work under this contract includes the interior restoration of Sararas House, a typical mixed-use farm house circa 1840, located in the Doon Heritage Village at the Ken Seiling Waterloo Region Museum. The Doon Heritage Village allows visitors to experience what life in Waterloo Region was like in the year 1914. The restoration will replace the existing wall and ceiling finishes with new finishes, using materials and techniques consistent with the original time and appearance of the building.

Construction is scheduled to commence in April 2020 and be substantially complete by July 2020.

The final date of acceptance for this tender is May 27, 2020.

Corporate Strategic Plan:

Award of this contract meets the 2019-2023 Corporate Strategic Plan objective to support the arts, culture and heritage sectors to enrich the lives of residents and attract visitors to Waterloo Region under Strategic Focus Area 1 (Thriving Economy).

Financial Implications:

T2020-127	\$206,700
Plus: Applicable Net HST of 1.76%	<u>3,600</u>
Total	<u>\$210,300</u>

Note: All figures are rounded to the nearest \$100.

The Region's approved 2020-2029 Cultural Services Capital Program includes a budget of \$460,000 for Sararas House Interiors (project # 42040) to be funded from the Cultural Services Capital Reserve.

The capital budget provision covers the overall restoration of Sararas House located in Doon Heritage Village. This tender is one portion of the work to be completed. The other components of this restoration include asbestos abatement, external consultant fees, artifact refurbishment or replacement, as well as other minor repairs.

The project was originally budgeted over three (3) years. In 2019, expenses of \$15,600 were incurred for initial abatement and start-up costs. Now that the artifacts have been removed from the building and the abatement process has been started, the project is

expected to be completed in 2020. Staff expect the project to be completed within the budget provided.

Staff recommend advancing \$150,000 from the 2021 capital budget to allow for the project to be completed this year and the building to be available for use as soon as possible.

	Current Budget	Proposed Budget
2019 Actual costs	\$15,600	\$15,600
2019 Unused budget	144,400	144,400
2020 Budget	150,000	300,000
2021 Budget	<u>150,000</u>	<u>0</u>
Total	<u>\$460,000</u>	<u>\$460,000</u>

Other Department Consultations/Concurrence:

Facilities Project Management and Finance staff were consulted in the preparation of this report.

Attachments:

Nil

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

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



Report: COR-TRY-20-31

Region of Waterloo

Corporate Services

Treasury Services (Procurement)

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** F18-30

Subject: **T2020-101 Weber Street North (RR8) Reconstruction, Forwell Creek Road to Blythwood Road and Dutton Drive to Parkside Drive**

Recommendation:

That the Regional Municipality of Waterloo take the following actions regarding T2020-101 Weber Street North (RR8) Reconstruction, Forwell Creek Road to Blythwood Road and Dutton Drive to Parkside Drive as set out in report COR-TRY-20-31 dated March 24, 2020:

1. Accept the tender of Steed and Evans Limited in the amount of \$8,022,250.40 plus all applicable taxes;
2. Approve an increase in the project budget for project #05489 Weber Street, Forwell Creek Road to Blythwood Road in the amount of \$298,800 to be funded from the Federal Gas Tax Reserve Fund (76%; \$227,005), the Regional Development Charges Reserve Fund (22%, 64,615) and the Transportation Capital Reserve (2%; \$7,180).
3. Approve an increase in project cost of \$1,707,300 gross and \$0 net, for project #05489 Weber Street, Forwell Creek Road to Blythwood Road to facilitate work performed on behalf of and funded by the City of Waterloo;
4. Approve an increase in project cost of \$276,800 gross and \$0 net, for project #05386 Weber Street, Blythwood Road to Northfield Drive to facilitate work performed on behalf of and funded by the City of Waterloo;
5. Approve an increase in project cost of \$427,100 gross and \$0 net for project #05489 Weber Street, Forwell Creek Road to Blythwood Road to facilitate work performed on behalf of and funded by the Developer of 450/460 Weber Street.

Summary: Nil**Report:**

Tenders were called for T2020-101 Weber Street North (RR8) Reconstruction, Forwell Creek Road to Blythwood Road and Dutton Drive to Parkside Drive and were advertised in the Record, on the Ontario Public Buyers Association website and on the Region's website. The tenders were received and opened through the Region's e-bidding system and reviewed by Procurement and program area staff.

The following tenders were received:

Steed and Evans Limited	St. Jacobs, ON	\$8,022,250.40
Capital Paving Inc.	Guelph, ON	\$9,442,019.96
New-Alliance Ltd.	Burlington, ON	\$11,675,100.00

The work under this contract includes the reconstruction of Weber Street (Regional Road No. 8) from Forwell Creek Road to Blythwood Road and Weber Street from Dutton Drive to Parkside Drive in the City of Waterloo. The scope of work generally includes reconstruction of the entire roadway platform, sanitary sewer replacement, storm sewer replacement, watermain replacement, and rehabilitation of the bridge structure over the ION tracks between Dutton Drive and Parkside Drive. The bridge rehabilitation will include repairs to the concrete deck and replacement of the parapet walls and steel beam guiderail. Supplementary items of the contract include streetscaping (including trees), street lighting, GRT stop upgrades, intersection improvements, and traffic signal upgrades.

Construction is scheduled to start in April, 2020 and be substantially complete by December, 2020. Weber Street will be fully closed between Forwell Creek Road and King Street for approximately 2 months. Traffic will be detoured around the closure via Columbia Street and King Street. Following this, Weber Street will be reduced to one lane in the southbound direction only between Parkside Drive to Dutton Drive and Blythwood Road to King Street for approximately 5 months. During this time northbound traffic will be detoured around the closure via King Street, Highway 85 and Northfield Drive.

The final date of acceptance for this tender is June 3, 2020.

Corporate Strategic Plan:

Award of this contract meets the 2019-2023 Corporate Strategic Plan objective to increase participation in active forms of transportation (cycling and walking) and improve road safety for all users: drivers, cyclists, and pedestrians under Strategic Focus Area 2, Sustainable Transportation.

Financial Implications:

Contract T2020-101 costs are shared as follows:

PART A - Region of Waterloo – Transportation Division	\$3,465,600
PART B – Region of Waterloo – Transportation Division	2,498,700
PART A – City of Waterloo	1,485,500
PART B – City of Waterloo	246,200
PART A – Developer of 450/460 Weber Street	<u>326,300</u>
Total	\$8,022,300

Note: All figures are rounded to the nearest \$100.

Part A (05489): Weber Street, Forwell Creek Road to Blythwood RoadRegion of Waterloo Transportation Division Costs – Part A (05489)

T2020-101	\$3,465,600
Consultant Fees (Contract Administration, Inspection and Testing)	266,500
Region Engineering (HST – N/A)	50,000
Region Operations (Detours, Signage, etc.) (HST – N/A)	<u>51,000</u>
Sub-Total	\$3,833,100
Plus: Applicable Net HST of 1.76%	<u>65,700</u>
Total	<u>\$3,898,800</u>

Note: All figures are rounded to the nearest \$100.

The Region's approved 2020-2029 Transportation Capital Program includes a budget of \$3,600,000 in 2020 for the work in this tender related to Part A, Weber Street, Forwell Creek Road to Blythwood Road (project #05489), to be funded from the Federal Gas Tax Reserve Fund (76%; \$2,735,000), the Regional Development Charges Reserve

Fund (22%, 778,500) and the Transportation Capital Reserve (2%; \$86,500). Project costs based on the low bid are \$298,800 in excess of the available budget. Staff recommend increasing the project budget in 2020 accordingly. The final project funding allocations from the Transportation Capital and the Federal Gas Tax reserves will ultimately be determined by the actual eligible federal gas tax costs incurred over the life of the project.

City of Waterloo Costs – Part A (05489)

T2020-101	\$1,485,500
Consultant Fees (Contract Administration, Inspection and Testing)	165,000
Region Engineering (HST – N/A)	23,600
Region Operations (Detours, Signage, etc.) (HST – N/A)	<u>4,200</u>
Sub-Total	\$1,678,300
Plus: Applicable Net HST of 1.76%	<u>29,000</u>
Total	<u>\$1,707,300</u>

Note: All figures are rounded to the nearest \$100.

Staff from the City of Waterloo have indicated that there are sufficient funds budgeted for this work and have asked that the work proceed on their behalf.

450/460 Weber Street Costs – Part A (05489)

T2020-101	\$326,300
Consultant Fees (Contract Administration, Inspection and Testing)	23,400
Utility relocation / support	17,500
Region Engineering (HST – N/A)	5,500
Region Operations (Detours, Signage, etc.) (HST – N/A)	<u>5,200</u>
Sub-Total	\$377,900
Plus: Applicable Net HST of 13%	<u>49,100</u>
Total	<u>\$427,000</u>

Note: All figures are rounded to the nearest \$100.

The developer of 450/460 Weber Street (2439672 Ontario Inc.) has agreed to submit a security to the Region of Waterloo in the amount of \$427,000 for all costs of the Region to construct access improvements and municipal services to their site at #450/460 Weber Street in the City of Waterloo. Should the developer of 450/460 Weber Street (2439672 Ontario Inc.) not provide the financial securities, the work will be removed from the contract at no cost to the Region.

Part B (05386) - Weber Street from Dutton Drive to Parkside Drive

Region of Waterloo Transportation Division Costs – Part B (05386)

T2020-101	\$2,498,700
Consultant Fees (Contract Administration, Inspection and Testing)	300,000
Region Engineering (HST – N/A)	35,000
Region Operations (Detours, Signage, etc.) (HST – N/A)	<u>18,000</u>
Sub-Total	\$2,851,700
Plus: Applicable Net HST of 1.76%	<u>49,300</u>
Total	<u>\$2,901,000</u>

Note: All figures are rounded to the nearest \$100.

The Region's approved 2020-2029 Transportation Capital Program includes a budget of \$4,193,000 in 2020 for Weber Street, Blythwood Road to Northfield Drive (project # 05386) to be funded from the Transportation Capital Reserve (95%; \$3,999,500) and from the Regional Development Charges Reserve Fund (5%; \$193,500).

This project will be tendered and constructed in two phases. The remainder of the budget will be used for other project costs (consultants, property acquisition, utility relocation) associated with the second phase of construction now scheduled for 2021.

City of Waterloo Costs – Part B (05386)

T2020-101	\$246,200
Consultant Fees (Contract Administration, Inspection and Testing	22,500
Region Engineering (HST – N/A)	2,200
Region Operations (Detours, Signage, etc.) (HST – N/A)	<u>1,200</u>
Sub-Total	\$272,100
Plus: Applicable Net HST of 1.76%	<u>4,700</u>
Total	<u>\$276,800</u>

Note: All figures are rounded to the nearest \$100.

Staff from the City of Waterloo have indicated that there are sufficient funds budgeted for this work and have asked that the work proceed on their behalf.

Other Department Consultations/Concurrence:

Transportation and Environmental Services staff were consulted in the preparation of this report.

Attachments: Nil

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

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



Report: COR-TRY-20-32

Region of Waterloo
Corporate Services Department
Treasury Services Division

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** F03-00

Subject: **Collection of Customer Accounts**

Recommendation:

That the Region of Waterloo take the following action with regards to customer accounts due to the Region as described in report COR-TRY-20-32 dated March 24, 2020:

- Waive late payment charges on water and wastewater utility bills and all other residential and non-residential accounts receivable for the months of April and May 2020;
- Waive Non Sufficient Funds (NSF) fees charged by the Region on customer accounts for the months of April and May 2020; and
- Suspend water shut offs for water/wastewater accounts in arrears during April and May 2020.

Report:

As a result of the COVID-19 pandemic, there is an extremely high level of economic uncertainty. Many municipalities across Ontario are putting in place plans to provide some cash flow assistance for their residents and businesses.

In response to this uncertainty and to provide some financial flexibility to residents and businesses of Waterloo Region, it is recommended that the Region waive late payment charges, interest costs and non-sufficient funds (NSF) bank charges for the months of April and May.

This grace period would extend to all Regional accounts receivable, including water and wastewater billings, waste management invoices, child care centre accounts, per diem

fees at Sunnyside home and NSF bank charges. It is further recommended that water disconnections due to non-payment be suspended during this time.

A conference call was held on March 19, 2020 with the Waterloo Region Area Treasurers and it was agreed that all the lower tier municipalities plan to recommend these actions to their Councils. Importantly, the suspension of late payment fees and penalties will be applied to property taxes which are billed by the lower tiers.

Regional staff in collaboration with the area municipal treasurers will continue to actively monitor this rapidly evolving situation and provide further information and recommendations if and when required.

Corporate Strategic Plan:

Nil

Financial Implications:

Currently interest of 1% is charged on overdue amounts monthly, two days after the invoice due date. NSF cheque fees are \$35. The amount of revenue generated from interest charges and late fees is typically less than \$10,000 per year. Approval of these recommendations will provide immediate cash flow assistance to residents and businesses during this period of heightened uncertainty.

Other Department Consultations/Concurrence:

Water Services staff were consulted in the preparation of the report.

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

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



Report: COR-FSD-20-08

Region of Waterloo

Corporate Services

Financial Services and Development Financing

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020

File Code:

Subject: COVID-19 – Preliminary Overview of Potential Financial Impacts

Recommendation:

For Information

Summary:

Nil

Report:

The purpose of this report is to provide an early indication of the potential financial impacts of the COVID-19 outbreak on the Region of Waterloo.

Financial Markets

COVID-19 is causing an unprecedented amount of uncertainty and volatility in financial markets. Federal governments around the world are responding through both monetary policy (e.g. through the lowering of interest rates) and fiscal policy (e.g. by introducing spending and tax relief measures for residents and businesses). Last week, the Government of Canada announced \$27 billion in aid for families and \$55 billion in tax deferrals and loans for businesses.

Over the last four weeks, North American stock markets are down over 30%, the price of oil has dropped from US\$65/barrel to below US\$25/barrel, Government of Canada bond yields reached historic lows (but have since rebounded somewhat), and the Canadian dollar has weakened significantly.

Region of Waterloo financial implications – a first look

Regional Finance staff have been monitoring and assessing the potential financial impacts to the Region since the onset of the pandemic. Only two months after approving the 2020 Regional budget, a variety of operating expenditures and revenues are now expected to be impacted. While it is still too early to quantify all of the potential impacts, some of the more significant expected variances (both favourable and unfavourable) are outlined below:

- **Public Transit:** Significant fare revenue reduction due to reduced ridership, decreased collection of fares on buses and reduced student revenues with potential UPass refunds as a result of the universities being closed; some offsetting expenditure savings as a result of not implementing planned service expansion in April and September; increased cleaning costs; ION contract and electricity savings due to increased LRT headways (ION has been operating at 15 minute headways since March 17). Unrelated to COVID-19, it is noted that Provincial Gas Tax revenues will be \$519,000 greater than budgeted for 2020.
- **Waste Management:** Reduced tipping fees due to lower business and construction activity
- **Airport:** Reduced passenger fees and other aircraft-activity related revenues; reduced parking revenue; unbudgeted airplane storage revenue
- **POA Court:** Reduced POA and red light camera revenue due to lower ticket volumes and court closure, with some related expenditure savings offsets
- **Public Health:** Increased staffing and overtime, supplies (including personal protective equipment) and cleaning costs; additional staff to support higher call volumes; also it is noted that the Province has announced the extension of \$1.5M in transition funding through the 2021 fiscal year
- **Paramedic Services:** Increased staffing, overtime, supplies (including personal protective equipment), and cleaning
- **Housing:** Increased cleaning costs at Waterloo Region Housing (WRH) units re: common spaces; lower tenant income levels would result in higher rent subsidies at community housing units and lower rent payments at WRH units
- **Homelessness programs:** Additional motel and shelter costs, opening and operations of Charles Street Terminal; \$300,000 in funding to be received from LHIN

- **Children's Services:** Loss of parent fee revenue due to closure of regionally operated child care centres, with some offsetting savings (cleaning, utilities, etc.)
- **Seniors' Services:** Increased cleaning, staffing, security and personal protective equipment costs at Sunnyside; \$75,000 emergency COVID-19 funding from MOHLTC (with an expectation that more will follow); \$100,000 in funding for Community Supports to be received from LHIN
- **Museums:** Some expenditure savings and revenue loss from programs and admissions due to facility closure
- **Libraries:** Minor expenditure savings/ revenue loss due to facility closure
- **Economic Development:** Reduced collection of Municipal Accommodation Tax revenue.
- **Citizen Service:** staffing costs for resources to support higher call volumes.
- **Technology Services:** Additional costs relating to increased internet bandwidth which is required to ensure sufficient capacity for staff working remotely.

Other expected savings across multiple services and departments include:

- **Fuel:** Short/medium term savings due to significant drop in world oil and local fuel prices, due to COVID-19 and Saudi/Russia price war
- **Operational savings** relating to travel, office supplies, meeting expenses, conferences and mileage due to office closure (except for essential services), travel restrictions and cancelled events

In addition, there is the possibility of major longer term impacts depending on the duration and severity of the pause in economic activity, including:

- **Cost of borrowing:** a lower cost of borrowing for planned 2020 debenture issues would lower the amount of debt servicing costs required in the 2021 budget;
- **Investment returns:** conversely, a lower investment rate would impact 2020 and future interest allocations to reserves and to the Region's sinking funds;
- **Property taxes:** the economic disruption could lead to a material increase in tax write-offs and lower net assessment growth; and
- **Building Activity:** If construction activity is materially reduced, there would be a lower amount of supplementary taxes collected during the year and lower

assessment growth in future years. This would also lead to a reduced level of development charge collections, potentially impacting the Region's ability to fund growth-related capital projects, and potentially a reduction in development charge exemption costs.

The above is by no means meant to be a comprehensive list, but rather an early view of some of the potential financial impacts.

Cash Flow Implications

Regional Finance staff have been assigned to enhance the level of cash flow monitoring and analysis. Guidance to the organization and policy recommendations to Committee and Council will be provided by the Chief Financial Officer and the Corporate Leadership Team as required. While the cash flow implications of waiving interest charges on regional accounts receivable are relatively small, more significant implications would result if it is deemed necessary by local municipal councils to adjust future tax instalment dates. The 2020 regional property tax levy of \$570 million represents roughly 50% of annual regional operating revenues.

One option available to the Region to manage cash flow was provided back in December 2019, when the following resolution was approved by Council:

That the Regional Municipality of Waterloo authorize the Chief Financial Officer, by By-law, to borrow funds as required on a temporary basis to meet current and capital expenditures in 2020 to a maximum of \$139 million for current expenditures and \$44 million for capital expenditures, as outlined in report COR-TRY-19-134 dated December 3, 2019.

In addition, staff will be reviewing construction projects approved as part of the 2020 Capital Budget and connecting with the construction community to assess the practicality of issuing certain tenders in 2020. At this point work on most existing projects is continuing, including the recently awarded tender for the GRT Northfield Drive Operations and Storage Facility.

Other Financial Management Measures

Staff are working with both the area municipality treasurers within Waterloo Region and with colleagues across the province (through the Ontario Regional and Single-Tier Treasurers group) to share ideas and strategies to respond to the financial and operational impacts of this pandemic.

Existing tools at the Region's disposal include the Purchasing By-law, which provides staff with the authority to take action on an emergency basis in order to secure goods and services that are critical to our response to COVID-19. In addition, the Chief Administrative Officer's by-law provides for the awarding of tenders when Council is not

in session. Staff will rely on these authorities on an as-required basis and report back to Council as needed.

Staff will also work with Moody's Investor Service (who provide the Region's credit rating) to discuss potential implications on the ratings of the municipal sector as a whole across the country.

Next Steps

Attention will be turned in the coming days to quantifying the financial impact of the COVID-19 operational impacts described in this report. This remains a highly speculative task at this point given the uncertainty with respect to the longevity and severity of COVID-19 and the resulting impacts on the global, national and local economy and on the Region's finances.

Finally, the Region's fiscal agent syndicate has been attempting to price and place a debenture issue in the debt capital market to finance a number of regional capital projects. Unfortunately, a significant level of market volatility has effectively shut down the new issue market, with dramatic swings (both up and down) in Government of Canada bond yields within a single trading day. It is hoped that a small window of stability will present itself in the near future to allow for a Regional debenture issue to be placed in the approximate amount of \$50 million.

Staff will continue to monitor and assess the financial implications of what has been a rapidly evolving and highly unpredictable situation.

Corporate Strategic Plan:

Nil

Financial Implications:

As indicated it is difficult at this time to quantify the impact of individual items as well as the overall impact to the Region. That being said, staff are of the preliminary view that ultimately the pandemic will result in a 2020 operating shortfall at year-end. Discussions have commenced with respect to opportunities to reduce discretionary spending across operating and capital budgets. In addition, there are certain actions that the Region could take to offset a shortfall including reducing contributions to capital projects and reserves, and use of the Tax Stabilization Reserve. Staff will provide updates to Council with respect to year-end projections and any action that may be required as more details become known.

In addition, staff will explore all opportunities for financial assistance from senior levels of government and will provide updates to Council on any actions being undertaken by Provincial and Federal governments as they are announced. The Province has delayed the release of its 2020/21 budget and will instead provide an economic and fiscal update on March 25, 2020. The 2020/21 federal budget, which was scheduled to be released on March 30, 2020 has also been postponed.

Other Department Consultations/Concurrence:

The Region's Corporate Leadership Team provided input to this report.

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

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



Report: TES-TRS-20-02

Region of Waterloo
Transportation and Environmental Services
Transit Services

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020

File Code: D28-20

Subject: Energy Friendly Transit System Information Report

Recommendation:

For Information.

Summary:

Nil.

Report:

At the Planning & Works Committee of August 13, 2019, Councillor Vrbanovic requested an update on Grand River Transit's potential use of electric buses. In addition, at the Regional Council meeting of October 9, 2019, Council passed a resolution declaring a climate emergency. The scope of this resolution was summarized in the Council information summary as follows:

By declaring a climate emergency, Council plans to provide continued support to climate action at the Region and in the community. Council directed staff to work with Climate Action Waterloo Region to investigate tools to further reduce greenhouse gas emissions including the possibility of implementing a carbon budget. The Region previously committed to reducing greenhouse gas emissions by 80 per cent from 2010 levels by 2050.

The introduction of the ION light rail transit in itself is an initiative in GHG emission reduction as some of the core transit routes have now been replaced by an electricity-powered vehicle with no tailpipe emissions. While the actual impact needs to be evaluated in more detail based on the final design of the project, the Multiple Accounts Evaluation report as part of the

Phase 2 Environmental Assessment estimated a potential savings of 22,260 tonnes per year using an LRT.

Vehicles

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 in this. The two main options that are being reviewed are:

- Hybrid Electric Bus – these combine an internal combustion engine with a battery-electric propulsion system to reduce emissions. GRT currently has 12 hybrid electric buses and has budget to replace these and add more. The newer hybrid systems that would be purchased allow even further improvements in terms of operating in the electric only mode for longer periods, reducing emissions.
- 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.

Both hybrid buses and BEB's are more expensive than diesel buses to purchase. At a budgeted cost of \$905,000 for hybrids and an estimated cost of \$1,100,000 for a BEB, they are about 40% and 70% higher respectively to purchase. However, along with the GHG impact, there are fuel savings as less diesel fuel is consumed. It is anticipated that the cost for electric buses will decrease as technology improves and their production increases. The cost for the batteries themselves are currently decreasing by 10-12% per year and experience indicates vehicle maintenance costs are reduced compared with similar diesel vehicles due to technology such as regenerative braking.

Infrastructure

In order to implement service using electric buses, along with the buses themselves, new infrastructure is required to charge the buses. Electric buses are typically charged by one of two methods – depot plug-in charging units or on-road overhead fast chargers.

Currently depot charging is the preferred method as it is more readily accommodated within our existing infrastructure. 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.

The Region recently awarded a contract for the construction of a new transit garage on Northfield Drive with planned completion in 2022. As noted in the procurement report COR-TRY-20-10, dated February 19, 2020, the Northfield garage has been designed to accommodate electric vehicles, including space to allow for charging equipment and the building power supply that will be needed. Staff are currently reviewing the necessary

additions that will be required to actually implement electric charging. Information on this will come through a separate report.

Limitations on use

While the general direction in transit is towards electric vehicles, there are still limitations. Most manufacturers offer an advertised range of 200-500 kilometres when fully charged at the garage, 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. 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 is likely to impact the efficient deployment of vehicles.

CUTRIC Study

As one of the first steps to evaluate a transition to the use of electric buses, in 2019, GRT 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 deployed on and what are the environmental benefits and economic costs and benefits.

CUTRIC spearheads, designs, and launches technology and commercialization projects that advance next-generation mobility and transportation technologies across Canada. It also develops low-cost simulation tools that help transit agencies across Canada and the United States predict how their electric buses, hydrogen fuel cell buses and autonomous smart vehicles (for first mile/last mile solutions) will operate in real-time on their roads and in service. GRT has been a member of the CUTRIC consortium since its inception and as a result has access to data and information not only from our local study but also from studies CUTRIC is conducting across the country looking at the potential deployment of electric vehicles. This study is being conducted as part of CUTRIC's Phase II Pan-Canadian Electric Bus Demonstration and Integration Trial involving a number of transit agencies across the country.

The study took place throughout 2019 with the results presented in February 2020.

Results of CUTRIC Study

The study evaluated the various GRT routes identifying which routes can most effectively use electric vehicles at this point in time. In summary, the study found:

- Transit fleet electrification significantly reduces operating costs, particularly fuel costs as electricity rates are much lower than diesel costs, and GHG emissions in Waterloo;
- The potential to use BEB's is impacted by factors such as the topography of the route

(how hilly it is), how often the bus stops (at a bus stop or at traffic lights or stop signs) and how full the bus is (more passengers equals a heavier bus meaning it requires more energy to move)

- Note that routes evaluated were ones that could potentially operate out of the new Northfield depot so not all routes have been evaluated; and
- Further analysis looking at the vehicle blocks rather than the routes is suggested. A vehicle block is described as the time and distance a deployed bus is away from the garage and in-service. One bus can serve several routes in a day.

Next Steps

Staff will bring a report to a future Planning and Works Committee with an outline of a strategy and recommendations related to the purchase of alternative vehicles including LEV's and ZEV's. This would include elements such as the number of vehicles, infrastructure needs, timing and budget implications.

Corporate Strategic Plan:

The introduction of alternative types of vehicles including electric buses and the continued use of hybrid electric 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:

There are no financial implications for this report.

Staff would outline a strategy, including financial implications and possible funding sources at a future Planning and Works Committee meeting, subject to Council accepting the recommendation of this report.

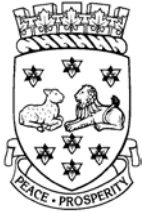
Other Department Consultations/Concurrence:

Staff from Corporate Services (Facilities and Finance) 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



Report: COR-FSD-20-05

Region of Waterloo

Corporate Services

Financial Services and Development Financing

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020

File Code:

Subject: 2019 Development Charge Transaction Report

Recommendation:

For Information

Summary:

The collection of development charges in the Region of Waterloo is governed by the Region's Development Charge (RDC) By-law 19-037 which came into effect on August 1, 2019. The consolidated Regional Development Charge Reserve Fund (RDC Reserve Fund) started the year with a combined balance of \$36.8 million. Contributions to the RDC Reserve Fund from collections, community housing grants, interest and funded exemptions and discounts totaled \$90.2 million. Appropriations for capital projects, debt service and prior oversized project recoveries totaled \$66.8 million resulting in a 2019 closing balance of \$60.2 million.

Although the position of the consolidated RDC Reserve fund remains positive, there is an increasing reliance on growth related debt to fund the capital investments required to support growth in the Region. This will be addressed further in the Annual Adequacy of Regional Development Charge Collections Review report to be submitted to the Administration and Finance Committee in April. This report presents the annual summary of development charge transactions as required by the Development Charges Act. A copy will be made available on the Region's website.

Report:**Background**

The “Development Charges Act, 1997” (“The DCA”), enables the Council of a municipality to, by by-law, impose development charges against land to pay for increased capital costs due to the increased need for services arising from development of the area to which the by-law applies. The collection of development charges in the Region of Waterloo is governed by the Region’s Development Charge (RDC) By-law 19-037 which came into effect on August 1, 2019.

Development charges are collected by the area municipalities on behalf of the Region. The funds are remitted to the Region on a monthly basis and allocated to reserve funds, which in turn are used to fund approved capital expansion projects in the following areas: Transportation, Airport, Water & Wastewater, Police, General Government (planning studies), Operations/Facilities, Library, Transit, Paramedic Services, and Waste Management.

The DCA requires the preparation of an Annual Report, the requirements of which include:

- Identify all assets whose capital costs were funded by DCs and, for each asset, identify costs which were funded by other sources
- Include a statement as to the municipality’s compliance in not imposing directly or indirectly, a charge related to a development or requirement to construct a service related to development, except as permitted by the DCA or another Act
- The report must be available to the public

All of the above requirements will be met by the Region through this report. In addition, the report must be submitted to the Ministry of Municipal Affairs if requested by the Minister.

Development Charge Reserve Fund Balances

The consolidated Regional Development Charge Reserve Fund (RDC Reserve Fund) started the year with a combined balance of \$36.8 million. Contributions to the RDC Reserve Fund from collections, community housing grants, interest and funded exemptions and discounts totaled \$90.2 million. Appropriations for capital projects, debt service and prior oversized project recoveries totaled \$66.8 million resulting in a 2019 closing balance of \$60.2 million. Although the position of the consolidated RDC Reserve fund remains positive, there is an increasing reliance on growth related debt to fund the capital investments required to support growth in the Region. This will be addressed further in the Annual Adequacy of Regional Development Charge Collections Review report to be submitted to the Administration and Finance Committee in April.

The continuity of each specific reserve fund is detailed in Appendix A. The continuity of the consolidated RDC Reserve Fund for all services for 2019, along with a comparison to 2018, is set out in the following table:

Table 1
RDC Reserve Fund Continuity

	<u>2018</u>	<u>2019</u>
Opening Balance	\$45,383,148	\$36,807,856
Add Contributions:		
Collections	51,158,349	78,525,531
Funding of Community Housing Grants	432,918	102,078
Exemptions/Discounts	10,261,596	40,011,959
Less: Unfunded Exemptions	(5,062,994)	(29,665,559)
Interest Earned	915,981	1,235,838
	57,705,849	90,209,847
Less Appropriations:		
To Fund Debt Servicing Costs	13,336,946	14,470,196
To Fund Capital Projects	49,395,565	44,864,940
Capital Component - Service Contract	300,000	581,997
Repayments To Regional Reserves *	3,248,630	6,871,225
	66,281,141	66,788,358
Closing Balance	\$36,807,856	\$60,229,345

*Repayments for projects originally funded from tax levy and user rate sources that are eligible for development charge funding.

To provide additional context and a historical comparison, the following table provides a five-year continuity of total RDC reserve fund activities:

Table 2**Five Year Continuity of RDC Reserve Fund (\$ Thousands)**

	2015	2016	2017	2018	2019
Opening balance	\$66,269	\$52,327	\$66,409	\$45,383	\$36,808
Add: contributions	45,831	82,070	58,618	57,706	90,210
Less: appropriations	(59,773)	(67,989)	(79,643)	(66,281)	(66,788)
Closing balance	\$52,327	\$66,409	\$45,383	\$36,808	\$60,229

2019 Contributions to RDC Reserves**A) Collections**

Development charge collections in 2019 totaled \$78.5 million, of which \$61.4 million was attributable to residential development and \$17.1 million was for non-residential development. The 2019 collections were approximately 53.3% higher than the 2018 collections of \$51.2 million.

B) Funding of Community Housing Grants

Under the Region's Affordable Housing Strategy, certain projects are eligible for a Community Housing RDC Grant. Community Housing RDC Grants in 2019 totalled \$102,078. As prescribed by the DCA, grants to cover development charges cannot be funded from the Development Charge Reserve Fund and consequently must be funded from other sources, i.e. property taxes and user rates. As described in Report COR-TRY-19-10 Regional Development Charge Grants for Affordable Housing Projects and Habitat for Humanity dated January 29, 2019, community housing grants will be funded from Delivering Opportunities for Ontario Renters (DOOR) beginning in 2019 and continuing until said funding is depleted.

C) Exemptions & Discounts

The DCA requires that any shortfall in development charge revenue resulting from discretionary development charge exemptions and discounts approved by Council be funded from sources other than higher charges on other development. The following exemptions and discounts are provided in the Region's current RDC By-law:

- 1) Downtown core exemption: for the first two months of 2019, full downtown core exemptions existed in Kitchener and Cambridge. Development in the core area of the City of Waterloo received a 77% discount off the Transit RDC and 100%

discount off the Waste Management DC. All Regional downtown core exemptions expired on February 28, 2019. With the approval of the Region's new development charge by-law 19-037, which came into force on August 1, 2019, core exemptions were reinstated in the City of Cambridge.

- 2) Remediated Brownfield Sites exemption: an RDC exemption is provided in the amount of the eligible remediation costs to a maximum of the RDC payable for sites grandfathered under the Region's previous development charges by-law. For brownfield sites that apply under the Region's new development charge by-law, the recovery is capped at \$1 million per site with 100% of the remediation costs eligible until December 31, 2021 and 50% of the remediation costs eligible from January 1, 2022 until the by-law expires on July 31, 2024.
- 3) Public hospitals exemption: hospitals within the meaning of the Public Hospitals Act R.S.O 1990 are exempt from paying Regional development charges.
- 4) Industrial Discount: qualifying industrial development received a 50% discount from January 1 to July 31, 2019. The discount was increased to 60% on August 1, 2019.
- 5) Office Discount: effective August 1, 2019 qualifying office development in excess of 20,000 square feet in urban growth centres receives a 50% discount to the prevailing non-residential development charge rate.

Through report COR-FSD-17-33 dated November 22, 2017, Regional Council approved a strategy to fund downtown core area exemptions arising in 2017 and 2018 that were in excess of 2017 and 2018 budgets (and those arising in 2019 up to and including February 28, 2019) over a 10-year period. This strategy was implemented to better align the timing of core area exemption funding with the actual development of the sites, to preserve the Region's reserve balances and reduce overall financial risk to the Region while complying with the intention of the DCA.

Table 3 provides a summary of downtown core exemptions over the January 1, 2017-February 28, 2019 period:

Table 3 – Downtown Core Area Exemptions (\$ Thousands)

	2017	2018	Up to Feb. 28, 2019	Total
Funded	\$1,331	\$2,055	\$4,130	\$7,516
Unfunded	\$2,444	\$5,063	\$29,666	\$37,173
Total	\$3,775	\$7,118	\$33,796	\$44,689

The total cost of downtown core exemptions based on permits issued in 2017, 2018 and up to February 28, 2019 (when the exemption expired) was \$44.7 million. This figure is at

the low end of the estimated range provided to Council back in late 2017 when the funding strategy was approved. The “unfunded” component of these exemptions totals \$41.3 million and, per the approved strategy, will be transferred to the development charge reserves at a rate of \$4.1 million per year over the 2019-2028 timeframe.

Table 4 provides a summary of exemptions and discounts applied in 2019.

Table 4 – 2019 Exemptions & Discounts (\$ Thousands)

	Downtown Core (Previous By-law)	Cambridge Core (new By-law)	Brownfield Exemptions	Industrial Discounts	Public Hospital	Total
Total Exemptions	\$33,796	\$305	\$2,857	\$3,001	\$54	\$39,959
Funded in 2019	\$4,130	\$305	\$2,857	\$3,001	\$54	\$10,347

The cost of development charge exemptions and discounts is financed from user rates and property taxes. A total of \$10.3 million of the exemption and discount costs were funded in 2019 with \$6.8 million coming from property taxes and \$3.5 million from user rates. The remaining \$29.7 million will be funded from property taxes and user rates over the 2020-2028 timeframe.

2019 Development Charge Appropriations

A) To Fund Debt Servicing Costs

In 2019, appropriations to fund eligible growth-related debt servicing costs totaled \$14.5 million. The table below shows the amount of development charges used to fund debt servicing costs by service:

Service	\$ Thousands	Project Description
Wastewater	8,121	Wastewater Treatment Plant upgrades for Kitchener, Waterloo, Galt and Ayr. Influent channel twinning in Kitchener.
Transit	5,142	Stage 1 LRT, King Victoria Transit Hub, Northfield Drive Operations & Maintenance Facility, Fairview Mall terminal,
Transportation	420	River Rd., Homer Watson Blvd., Northfield Dr., Franklin Blvd., South Boundary Rd.
Police	138	Property Acquisition

Service	\$ Thousands	Project Description
Paramedic	205	EMS Stations: HQ/North Fleet Centre, Breslau and Kitchener
Airport	424	Property Acquisition
Library	20	Library Headquarters Expansion
Total All Services	\$14,470	

B) To Fund Capital Projects

Appropriations to fund capital projects in 2019 totaled \$44.9 million with approximately 87% related to growth related projects in Transportation and Water Services. Appendix B provides a detailed list of the projects funded for each service area.

C) To Fund the Capital Component of Service Contracts

Service contracts in Waste Management have a growth related capital component that is eligible for development charge funding and accordingly \$582,000 is transferred from the Waste Management DC Reserve annually to offset a portion of the growth related capital component of the service contracts related to waste diversion activities.

D) Repayments to Regional Reserves

A total of \$ 6.9 million was transferred from the RDC Reserves for Water, Wastewater, Police, and Paramedic Services to user rate (Water & Wastewater) and levy funded (Police and Paramedic Services) capital reserves. This represents a repayment from development charges for projects that were previously financed from tax levy and user rate sources and that qualify for RDC recoveries under RDC By-law 19-037.

Statement of Compliance:

As required by the DCA, the Regional Municipality of Waterloo has not imposed directly or indirectly, a charge related to a development or requirement to construct a service related to development, except as permitted by the DCA or another Act.

Corporate Strategic Plan:

This report supports strategic objectives found in the Corporate Strategic Plan, and particularly Focus Area 1.2 - Plan for and provide the infrastructure and services necessary to create the foundation for economic success.

Financial Implications:

Development charges are used to fund a portion of the cost of growth-related capital works. Existing RDC Fund balances along with future RDC revenues will be utilized to fund growth-related debt servicing costs and approved capital projects as set out in each year's capital budget. Staff will submit the Annual Adequacy of Regional Development Charge Collections Review report to the Administration and Finance Committee in April.

Other Department Consultations/Concurrence: Nil

Attachments:

Appendix A – Reserve Fund Transactions by Service Category

Appendix B – 2019 Development Charge Appropriations to Fund Capital Projects

Prepared By: Erin Gray, Financial Analyst Transportation/RDC

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

APPENDIX A
The Regional Municipality of Waterloo
Regional Development Charges
2019 Reserve Fund Continuity

Fiscal Year 2019	Transportation	Airport	Water & Wastewater	Police	General Government	Operations	Library	Transit	Paramedic Services	Waste Management	Total Fund
Opening Balance 01-Jan-19	6,975,671	980,106	24,245,801	(728,637)	(2,292,221)	3,644,859	47,898	2,997,752	694,553	242,074	36,807,855
Contributions											
Collections	35,928,775	1,309,949	28,568,845	1,437,522	561,113	468,822	157,650	9,035,717	377,790	679,348	78,525,531
Exemptions/Discounts	17,493,052	504,804	13,572,629	517,489	214,735	225,514	1,582	6,843,864	170,596	467,694	40,011,959
Less: Unfunded Exemptions	(12,697,962)	(351,740)	(10,015,863)	(364,300)	(155,732)	(168,648)		(5,383,820)	(129,404)	(398,090)	(29,665,559)
Community Housing Grants	45,198	1,092	35,436	1,278	528	582		16,266	456	1,242	102,078
Interest Earned	460,300	27,975	591,999	(1,036)	(60,075)	76,871	3,029	115,226	15,207	6,341	1,235,838
	41,229,363	1,492,080	32,753,046	1,590,953	560,569	603,141	162,261	10,627,253	434,645	756,535	90,209,847
Appropriations											
Debt Service	419,608	423,854	8,120,820	138,057			20,198	5,142,763	204,896		14,470,196
Capital Projects*	18,618,591	831,861	20,572,308	(617,085)	693,215	1,856,978		2,432,489	315,786	160,797	44,864,940
Capital Component - Service Contract										581,997	581,997
Repayments to Regional Reserves**			6,068,158	694,060					109,007		6,871,225
	19,038,199	1,255,715	34,761,286	215,032	693,215	1,856,978	20,198	7,575,252	629,689	742,794	66,788,358
Closing Balance 31-Dec-19	29,166,835	1,216,471	22,237,561	647,284	(2,424,868)	2,391,022	189,962	6,049,753	499,509	255,815	60,229,345

* () Indicate that funding has been returned to the Reserve in 2019

** Repayments for projects originally funded from tax levy and user rate sources that are eligible for development charge funding

APPENDIX B - 2019 Development Charge Appropriations to Fund Capital Projects

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
TRANSPORTATION									
05110 Victoria St, HWY 7 Bridge to Edna St		55,992	55,992	55,992					55,992
05284 New Dundee Rd at Fischer-Hallman Rd		1,522	1,522	1,522					1,522
05337 King St, Eagle St to Fountain St & Fountain St - King St to Shantz Hill		4,714,933	4,714,933	4,007,696		707,240			4,714,933
05340 Manitou Dr, Bleams Rd to Webster Rd		419,248	419,248	419,248					419,248
05377 Ottawa St, Pattandon Ave to Imperial Dr		2,035,148	2,035,148	306,854		528,350		1,199,944	2,035,148
05389 Erb St, 100m E of Caroline St to Menno St		122,931	122,931	104,492		18,440			122,931

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
05420 Cedar St, Osborne St to Cambridge Bdry		29,091	29,091	18,327		10,764			29,091
05549 Franklin Blvd, Myers Rd to HWY 401	5,384,109	2,671,806	8,055,915	3,055,915	5,000,000				8,055,915
05566 Highland Rd, Fischer-Hallman Rd to Highland Hills Mall Entrance		6,524	6,524	1,559		4,965			6,524
05636 Swan St- Hilltop Dr to Stanley St and Northumberland St/Stanley St - St. Andrews St to CP Railway Crossing		2,260,505	2,260,505	134,187		540,899		1,585,419	2,260,505
05688 Herrgott Rd, Lobsinger Ln to St Clements N Limits		480,431	480,431	57,700		24,407		398,324	480,431
05752 Highland Rd W, Highland Hills Mall Entrance to Ira Needles Blvd		428,722	428,722	428,722					428,722

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
05779 Waterloo Spur Trail		4,880	4,880	4,392		488			4,880
05939 Sawmill Rd, Musselman Cres to Arthur St S		1,615,560	1,615,560	121,505		15,926		1,478,129	1,615,560
05945 Gingerich Rd, Sandhills Rd to Foundry St		1,153,703	1,153,703	372,564		115,517		665,622	1,153,703
05955 Ottawa St S, Fischer-Hallman Rd to 100M W of Trussler Rd		1,175,695	1,175,695	925,695				250,000	1,175,695
06055 Operations Growth Vehicles		48,761	48,761	48,761					48,761
06416 Franklin Blvd, 200M N of Avenue Rd to 325M S of Bishop St		53,335	53,335	53,335					53,335
06433 Ainslie St Extension		28,664	28,664	28,664					28,664
06744 Fairway Rd, HWY 8 SB Ramp to Wilson Ave		124,293	124,293	111,864		12,429			124,293

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
06762 Homer Watson Blvd, Ottawa St S to Bleams Rd	(616,773)	1,685,749	1,068,976	377,976	691,000				1,068,976
07066 Regional Transportation Master Plan		85,287	85,287	85,287					85,287
07074 Growth Related Studies & Design		795	795	795					795
07087 River Rd Extension, King St to Manitou Dr	2,521,705	4,060,428	6,582,133		7,520,000				7,520,000
07097 Development Related Left & Right Turn Lanes to be Identified		58,764	58,764	58,764					58,764
07101 Weber St, College Ave to Guelph St		12,745	12,745	10,833		1,912			12,745
07111 Homer Watson Blvd, Conestoga College Blvd to Manitou Dr	(1,549,889)	6,786,352	5,236,463		7,859,000				7,859,000

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
07116 Maple Grove Rd, Hespeler Rd to East of Fountain St		488,039	488,039	488,039					488,039
07121 Fischer-Hallman Rd, Bleams Rd to Ottawa St		1,008	1,008	1,008					1,008
07129 South Boundary Rd, Franklin Blvd to Dundas St		26,903	26,903	26,903					26,903
07132 Franklin Blvd, Myers Rd to Cambridge S.E. Boundary Rd		206,584	206,584	206,584					206,584
07145 Bleams Rd at Fischer-Hallman Rd		237,346	237,346	237,346					237,346
07158 Transportation Tomorrow Survey		6,442	6,442	6,442					6,442
07178 Traffic Education Program		2,922	2,922	1,461		1,461			2,922
07180 Preliminary Design & Post Construction Expenditures		153,068	153,068	153,068					153,068

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
07192 South Boundary Rd, Water St to Franklin Blvd	3,657,154	3,917,606	7,574,760		6,000,000				6,000,000
07221 Fischer-Hallman Rd/Bearinger Rd, Columbia St to Westmount Rd		169,265	169,265	169,265					169,265
07248 Sawmill Rd at St Charles St		58,757	58,757	58,757					58,757
07253 Growth Related Land Dedication Survey's & Purchases		800	800	800					800
07257 Northfield Dr, Davenport Rd to University Ave	3,546,225	486,204	4,032,429	479,477	3,540,000			12,952	4,032,429
07258 Bleams Rd, Strasburg Rd to Fischer-Hallman Rd		104,374	104,374	104,374					104,374
07259 University Ave, Keats Way to Erb St		1,358,990	1,358,990	1,358,990					1,358,990
07282 Ira Needles, Highview to Erb		26,684	26,684	26,684					26,684

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
07294 Ottawa St, Homer Watson Blvd to Alpine Rd		11,913	11,913	11,913					11,913
07297 Erb St, Gateview Dr/Beechwood Dr to Erbsville Ct and Ira Needles Blvd to Wilmot Ln and Ira Needles Blvd to Wilmot Ln		406,052	406,052	345,144		60,908			406,052
07299 East Boundary Rd, Dundas St to Wesley Blvd		128,676	128,676	128,676					128,676
07302 Transportation & Transit Forecasting Model Development		29,660	29,660	29,660					29,660
07303 Fountain St, Maple Grove Rd to Kossuth Rd		(31,231)	(31,231)	(31,231)					(31,231)
07318 Fairway Rd, Lackner Blvd to Briarmeadow Dr		56,639	56,639	56,639					56,639
07327 Erb St, Ira Needles Blvd to Wilmot Ln		174,377	174,377	174,377					174,377

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
07332 Ottawa St, King St to Charles St		205,473	205,473	174,652		30,821			205,473
07337 Hespeler Rd over HWY 401 Feasibility Study for Cycling Facility		822	822	822					822
07362 Waterloo St at Nafziger Rd		408	408	408					408
07364 Foundry St at Gingerich Rd		793,566	793,566	793,566					793,566
07366 Trussler Rd at Bridge St		1,140,943	1,140,943	1,099,035				41,908	1,140,943
07380 Foundry St at Gingerich Rd Temporary Traffic Control Signal		90,849	90,849	90,849					90,849
07386 Fairway Rd, Pebblecreek Dr to Lackner Blvd		51,101	51,101	51,101					51,101
07441 Dickie Settlement Rd at Roseville Rd		960	960	960					960

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
07478 New Traffic Control Installation		899,193	899,193	899,193					899,193
07484 Homer Watson Blvd at Pearson St		16,699	16,699	16,699					16,699
07494 Lackner Blvd at Otterbein Rd		1,483	1,483	1,483					1,483
07538 Maple Grove Rd at Compass Trail		215,724	215,724	215,724					215,724
07542 Bleams Rd at Fallowfield Dr/Bullock St		70,915	70,915	70,915					70,915
07553 Sawmill Rd at Ebycrest Rd		24,991	24,991	24,991					24,991
07555 Shantz Station Rd at Kossuth Rd		8,146	8,146	8,146					8,146
07557 Arthur St at Sawmill Rd		57,485	57,485	57,485					57,485
07558 Line 86 at Floradale Rd		20,345	20,345	20,345					20,345
07562 Northumberland St at Broom St		86,228	86,228	86,228					86,228

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
07563 Listowel Rd at Timber Trail		148,564	148,564	148,564					148,564
09025 Growth Related Traffic Signal Modernizations		30,400	30,400	30,400					30,400
TOTAL TRANSPORTATION	12,942,531	42,007,237	54,901,007	18,618,591	30,610,000	2,074,527	0	5,632,299	56,935,417
REGION OF WATERLOO INTERNATIONAL AIRPORT									
03544 Sanitary Forcemain Servicing		105,356	105,356	70,589		34,767			105,356
03569 Hydro Plant Upgrade		46,920	46,920	39,413		7,507			46,920
03579 Parking Lot Expansion		9,894	9,894	8,905		989			9,894
03593 Terminal Bldg Exp Feasibility/ Site Study	54,268	544,507	598,775	347,290		251,485			598,775

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
03594 Rail Connectivity Study YKF/YYZ	3,150		3,150	1,827		1,323			3,150
03595 Enviro Assmt for Runway 14-32 & 08-26	12,017	117,975	129,992	75,395		54,597			129,992
03596 Design Runway 14-32 & 08-26	20,700	126,511	147,211	85,382		61,829			147,211
03597 Master Land Use and Service Planning	8,932	138,682	147,614	80,435		67,179			147,614
03600 Design of Terminal Expansion Phase 1	17,923	66,572	84,495	49,007		35,488			84,495
03601 Development of Apron VII Serviced Lands		68,030	68,030	39,458		28,572			68,031
03602 Federal Zoning Runway 14-32 & 08-26 Ext	11,028	58,897	69,925	34,160		35,765			69,925
03603 Trigger 2 Property Acquisition	317,646	5,226,352	5,543,998		3,311,980		2,428,020		5,740,000

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
TOTAL REGION OF WATERLOO INTERNATIONAL AIRPORT	445,664	6,509,696	6,955,360	831,861	3,311,980	579,501	2,428,020	0	7,151,362
WATER & WASTEWATER									
04001 Groundwater Modelling		129,337	129,337	25,201		68,136		36,000	129,337
04005 MOE Source Water Assessment		15,943	15,943	4,305		11,638			15,943
04014 Integrated Urban System Groundwater Supply		18,860	18,860	18,860					18,860
04015 Laurel Tank WTP		160,926	160,926	160,926					160,926
04024 Mannheim WTP RMP Supernatant		44,579	44,579	11,769		32,810			44,579
04082 Watermain Upgrades		5,881,987	5,881,987	1,588,137		4,293,851			5,881,988
04083 New Watermains		951,094	951,094	951,094					951,094

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
04086 Baden New Hamburg Loops		829,597	829,597	829,597					829,597
04090 W&E Research & Development Project		19,071	19,071	11,643				7,428	19,071
04097 Water Supply Upgrades		118,106	118,106	31,889		86,218			118,107
04124 Source Protection Planning & Programming		381,155	381,155	102,912		278,243			381,155
04125 Source Protection Technical Assessment		1,150,287	1,150,287	310,578		839,710			1,150,288
04135 Well Optimization & Upgrades		532,932	532,932	143,892		389,040			532,932
04149 GW/SW Assessments		216,811	216,811	58,539		158,272			216,811
04155 Tri City Distribution Upgrades		24,324	24,324	24,324					24,324
04156 Kitchener Zone(s) 2/4 Distribution Upgrades		2,287,190	2,287,190	2,287,190					2,287,190

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
04159 Asset Management		669,914	669,914	180,875		489,039			669,914
04160 William St & K41/K42 Class EA		5,487,486	5,487,486	1,448,696		4,038,790			5,487,486
04161 Kitchener Zone 4 Feeder Upgrades		1,852,413	1,852,413	1,852,413					1,852,413
04165 Clean Water Act Implementation		194,194	194,194	50,056		135,338		8,800	194,194
04170 Monitoring System Management		483,348	483,348	130,504		352,844			483,348
04173 Conestoga Plains and West Montrose System Upgrades		2,795,810	2,795,810	738,094		2,057,716			2,795,810
04178 Weber St - Connection Kitchener to Waterloo		19,467	19,467	19,467					19,467
04181 Cambridge Water Distribution Upgrades		1,100,908	1,100,908	290,640		810,268			1,100,908
04183 Residential Water Efficiency Initiatives		175,182	175,182	175,182					175,182

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
04184 Connection of New wells to water Supply System		371,830	371,830	100,394		271,436			371,830
04186 Mannheim Reservoir Inlet Piping Upgrades		229,126	229,126	61,864		167,262			229,126
04187 Manganese Treatment Upgrades		325,276	325,276	87,824		237,451			325,275
04188 Water Asset Management Systems		475,133	475,133	128,286		346,847			475,133
04189 Elmira & St Jacobs Water Supply Optimization		292,978	292,978	292,978					292,978
04190 Baden & New Hamburg Comprehensive Servicing Master Plan		23,980	23,980	23,980					23,980
04864 Water Efficiency - ICI Programs		179,415	179,415	179,415					179,415
04893 Facilities Upgrades		7,688,434	7,688,434	2,074,046		5,607,606		6,782	7,688,434

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
04903 PS & Reservoir Decommissioning		150,715	150,715	40,693		110,022			150,715
04904 LTWS ASR Stages 1 + 2		835,580	835,580	835,580					835,580
04911 Regulatory Requirements Upgrades		185,715	185,715	50,143		135,572			185,715
04943 Water Efficiency-Outdoor Water Use		163,592	163,592	163,332				260	163,592
04969 SCADA Communication Upgrade		1,274,946	1,274,946	344,235		930,711			1,274,946
08275 Biosolids Management Facility		18,661	18,661	5,038		13,623			18,661
08279 SCADA System		1,331,384	1,331,384	350,100		946,566		34,718	1,331,384
08281 River Sampling Program		388,571	388,571	104,914		283,657			388,571
08288 Other Studies		59,089	59,089	15,954		43,135			59,089
08289 Galt Process Upgrades & Expansion	(59,640)	649,851	590,211	100,446		489,765			590,211

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
08301 St Jacobs Upgrade		74,704	74,704	23,083		51,621			74,704
08305 Wastewater Treatment Upgrades		201,955	201,955	54,528		147,427			201,955
08307 Kitchener & Waterloo Infrastructure Upgrades		1,385,102	1,385,102	361,512		1,023,590			1,385,102
08308 Cambridge Infrastructure Upgrades		1,432,781	1,432,781	348,166		1,084,615			1,432,781
08309 Rural Infrastructure Upgrades		1,561,430	1,561,430	654,068		899,539		7,823	1,561,430
08310 Sewage PSs Infrastructure Upgrades		523,753	523,753	141,413		382,340			523,753
08316 Waterloo Expansion		178,223	178,223	147,842				30,381	178,223
08317 Baden/New Hamburg Expansion		6,924,717	6,924,717	1,704,717	3,650,000				5,354,717
08322 Cogeneration & Other Biosolids Upgrades		13,115,439	13,115,439		1,550,000	7,384,271			8,934,271

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
08323 Preston Treatment Upgrades		152,586	152,586	(14,601)		(66,068)		233,255	152,586
08324 Southern Ayr Wastewater System		37,490	37,490	37,490					37,490
08327 Wastewater Asset Management		187,802	187,802	50,707		137,095			187,802
08328 Kitchener WWTP Influent Channel Twinning	(230,733)	2,184,823	1,954,090	396,311		1,557,779			1,954,090
08329 Spring Valley PS Upgrades	(59,640)	179,944	179,944	48,585		131,359			179,944
08331 Biosolids Class EA		61,839	61,839	16,696		45,143			61,839
08332 Wastewater Asset Management Systems		475,133	475,133	128,286		346,847			475,133
08750 Rural Water Quality Program		250,000	250,000	67,500		182,500			250,000
TOTAL WATER & WASTEWATER	(290,373)	69,112,918	68,822,545	20,572,308	5,200,000	36,933,624	0	365,447	63,071,379

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
WATERLOO REGIONAL POLICE									
50004 Police Vehicles - Growth		101,333	101,333	38,652		62,681			101,333
50022 Replacement of North Division		10,027	10,027	4,011		6,016			10,027
50043 Investigative Services Renovation	(1,896)	87,064	85,168	15,236		69,932			85,168
50045 WRPS Voice Radio Infrastructure	(870,134)		(870,134)	(870,134)					(870,134)
50052 Headquarters Parking Upgrades		15,855	15,855	6,500					6,500
50060 Police Furniture - Growth		17,656	17,656	17,656					17,656
50061 Police Equipment - Growth		170,994	170,994	170,994					170,994
TOTAL WATERLOO REGIONAL POLICE	(872,030)	402,929	(469,101)	(617,085)	0	138,629	0	0	(478,456)

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
PARAMEDIC SERVICES									
82007 EMS Station - East Waterloo/Breslau	(230,059)	15,174	(214,885)		(193,397)		(21,488)		(214,885)
82019 EMS Station - Master Plan HQ North and stn replacements	1,577,896	13,094,888	14,672,784		450,000		14,764,885		15,214,885
82024 Vehicle New - Ambulance Master Plan		313,561	313,561	150,509		163,052			313,561
82032 Vehicle New - ERU Master Plan		61,305	61,305	55,175		6,130			61,305
82033 Vehicle New - Admin Master Plan		122,336	122,336	110,102		12,234			122,336
TOTAL PARAMEDIC SERVICES	1,347,837	13,607,264	14,955,101	315,786	256,603	181,417	14,743,397	0	15,497,202

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
GENERAL GOVERNMENT									
22021 Sub-Watershed Studies		238,447	238,447	238,447					238,447
22007 Municipal Comprehensive Review		318,008	318,008	286,207		31,801			318,008
60005 RDC By Law Review		187,290	187,290	168,561		18,729			187,290
TOTAL GENERAL GOVERNMENT		743,745	743,745	693,215	0	50,530	0	0	743,745
OPERATIONS									
50045, 66067, 90109 Waterloo Regional Voice Radio System	(3,062,237)	6,931,952	3,869,715	1,836,382				657,087	2,493,469
90076 Kitchener Transit Terminal Security		52,811	52,811	20,596		32,215			52,811
TOTAL OPERATIONS	(3,062,237)	6,984,763	3,922,526	1,856,978	0	32,215	0	657,087	2,546,280
TRANSIT									
66029 iXpress Station Development		590,838	590,838	45,495		249,924		295,419	590,838

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
66071 Advanced Transit Technology		314,314	314,314	28,288		286,026			314,314
66079 Northfield Drive Construction	427,436	626,351	1,053,787	244,277		0		313,175	557,452
66088 Cambridge Centre Terminal		17,277	17,277	6,738		10,539			17,277
66090 UW Transit Plaza	(985,765)	1,078,963	93,198	210,398				789,482	999,880
66092 Fairview Mall Terminal	(2,725,712)	3,056,603	330,891	1,192,074				(196,951)	995,123
66093 Blockline Station	447	59,904	60,351	23,363					23,363
66095 Conestoga College Terminal		501,813	501,813	195,707					195,707
66121 Sunrise Centre Transit Facility	119,946	36,236	156,182	14,132					14,132
66138 Miscellaneous Property Acquisitions	1,687,389	1,077,974	2,765,363	269,493			2,035,000		2,304,493
68024 Stage 2 Environmental Assessment		810,097	810,097	202,524					202,524
TOTAL TRANSIT	(1,476,259)	8,170,370	6,694,111	2,432,489	0	546,489	2,035,000	1,201,125	6,215,103

	Project Financing			2019 Funding Sources					Total 2019 Funding
	Opening Under/ (Over) Financed	2019 Expenditure	Cumulative Under (Over) Financed	RDC Reserves	RDC Debentures	Other Reserves	Tax/Rate Supported Debentures	Grants, Third Party Recoveries	
WASTE MANAGEMENT									
01104 Cambridge Transfer Building Upgrade		1,236,247	1,236,247	133,515			1,280,000		1,413,515
01192 Waterloo Transfer Station Upgrade		252,615	252,615	27,282			404,000		431,282
TOTAL WASTE MANAGEMENT		1,488,862	1,488,862	160,797	0	0	1,684,000	0	1,844,797



Report: COR-TRY-20-24

Region of Waterloo

Corporate Services

Treasury Services

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020

File Code: F12-20

Subject: Investment Position at December 31, 2019

Recommendation:

For Information

Summary:

This report provides a summary of the Region's investment position at December 31, 2019 for both the General and Sinking Fund portfolios. The General Portfolio had a balance of \$349.5 million while the Sinking Fund Portfolio had a balance of \$51.0 million. Both portfolios are comprised of eligible investments maturing over various terms. The ongoing low long term interest rate environment continues to present challenges when it comes to acquiring suitable new securities for both portfolios.

Report:

Investing activities are governed by Section 418 of the "Municipal Act," Ontario Regulation 438/97 and the Region's Consolidated Investment Policy. The Region's Consolidated Investment Policy states that the Investment Policy Objectives are as follows, in priority order:

A. General Portfolio Policy Objectives

1. Minimization of Credit Risk
2. Maintenance of Liquidity
3. Rate of Return

Sinking Fund Portfolio Policy Objectives

1. Minimization of Credit Risk
2. Rate of Return
3. Maintenance of Liquidity

The Consolidated Investment Policy also requires that reports and a summary of compliance with the policy be provided to the Administration and Finance Committee.

This report describes the Region's investment position at December 31, 2019 for the General Portfolio and Sinking Fund Portfolio. Investments are verified to comply with the Region's Consolidated Investment Policy at the time of purchase. The Consolidated Investment Policy was recently amended through report COR-TRY-18-123 Proposed Amendments to Consolidated Investment Policy dated November 5, 2019. As at December 31, no investments were made in the new investment options. The General Investment Portfolio and Sinking Fund Portfolio holdings at December 31, 2019 are reported based on the amended policy. A summary of the portfolio book value as at December 31, 2019 and the previous 4 years is provided in the following table:

Portfolio	2015	2016	2017	2018	2019
General	\$395.9 m	\$357.9 m	\$282.9 m	\$316.2 m	\$349.5 m
Sinking Fund	14.9 m	24.1 m	32.3 m	41.4 m	51.0 m
Total Book Value	\$410.8 m	\$382.0 m	\$315.2 m	\$357.6 m	\$400.5 m

General Investment Portfolio

The Region's General Portfolio is comprised of reserves, reserve funds and operating funds. Provincial regulations establish the type of investments the Region can hold while the Region's Consolidated Investment Policy establishes limits for the allowable investments. The Region's General Portfolio investments are currently comprised of holdings ranging from high interest savings accounts to long term bonds and debentures. Variations in the book balance for the General Portfolio reflect the timing of the Region's capital expenditures and debt issues.

The value of the General Portfolio fluctuates from year to year mainly due to the timing of major capital projects. Cash and High Interest Savings Accounts (HISA) were a significant portion of the General Portfolio at December 31, 2019 due to higher prevailing interest rates for the HISA in comparison to bond yields as well as in anticipation of general cash requirements over the first quarter of 2020. The account yields a slightly higher rate of return while minimizing risk and maintaining the liquidity of the funds. The General Portfolio holdings as at December 31, 2019 are summarized as follows based on earliest applicable call dates:

	Cash & High Interest Savings	Short Term Investments (< 1 year)	Medium Term Investments (1 to 5 years)	Long Term Investments (> 5 years)	Total
Book Value	\$183.9 m	\$66.7 m	\$56.0 m	\$42.9 m	\$349.5 m
% of Portfolio	52.6%	19.1%	16.0%	12.3%	100.0%
Number of Securities	n/a	20	24	18	62
Investment Strategy	General cash flow requirements		Maturities planned to coincide with expected use of reserves and reserve funds		
Yield Range	2.35% - 2.42%	2.2% - 4.9%	1.58% - 5.70%	2.20% - 4.88%	
Weighted Average Yield	n/a	2.68%	3.20%	2.14%	2.81%
Weighted Average Term to Maturity					2.99 years

General Portfolio holdings at December 31, 2019 by issuer are shown in Appendix 1. Additional information on the General Portfolio is shown in Appendix 2.

Sinking Fund Portfolio

Sinking Fund debentures are characterized by the entire principal amount maturing at the end of the term with semi-annual interest-only payments to bond holders. Annual contributions are made to the Sinking Fund which along with interest earned will be sufficient to retire these debentures upon maturity. The Sinking Fund Portfolio is comprised of contributions from the Sinking Fund participants pertaining to these specific debentures and investment income earned on the contributions.

The Sinking Fund book balance is increasing due to contributions made for Sinking Fund debentures issued in 2000, 2001, 2013 and 2014. There are \$242.2 million of Sinking Fund debentures outstanding of which \$237.1 million is the Region's share. The majority of these debentures mature in 2032-2033 and 2043-2044.

A HISA was opened for the Sinking Fund in May 2018 to increase the rate of return on contributions to the Sinking Fund until suitable long term investments are purchased. The Sinking Fund contributions received in November are being held in the HISA due to the higher prevailing interest rate in comparison to bond rates of return. The Sinking Fund Portfolio holdings as at December 31, 2019 are summarized as follows based on earliest applicable call dates:

	Cash & High Interest Savings	Short Term Investments (< 1 year)	Medium Term Investments (1 to 5 years)	Long Term Investments (> 5 years)	Total
Book Value	\$7.3 m	\$8.9 m	\$6.1 m	\$28.6 m	\$50.9 m
% of Portfolio	14.4%	17.5%	12.0%	56.1%	100.0%
Number of Securities	n/a	6	3	22	31
Investment Strategy	n/a	Investment Terms are planned to coincide with sinking fund maturities			
Yield Range	2.35%-2.42%	2.35%-5.40%	2.58%-4.95%	3.20% - 3.69%	
Weighted Average Yield	n/a	3.79%	3.47%	3.33%	3.89%
Weighted Average Term to Maturity					11.29 years

Sinking Fund Portfolio holdings at December 31, 2019 by issuer are shown in Appendix 3. Additional information on the Sinking Fund Portfolio is shown in Appendix 4.

Investments/Disposals of Own Securities

During 2019, the Region did not invest in or dispose of any of its own securities in either the General Portfolio or Sinking Fund Portfolio.

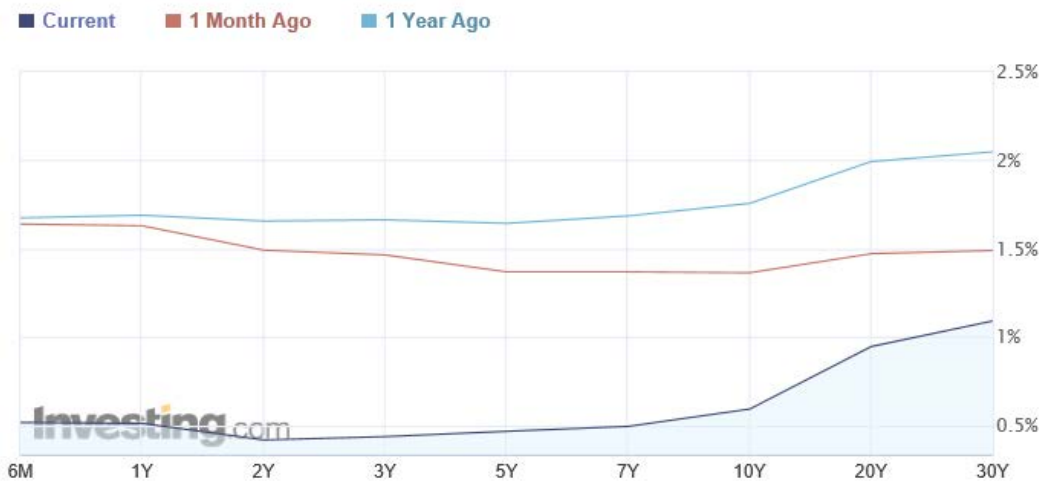
Interest Rate Commentary:

Fluctuations in interest rates have a direct impact on the rate of return on the Region's investment portfolio. A change in interest rates has an immediate impact on funds held in cash or short term investment funds and a delayed impact relating to bond holdings which are replaced with investments at prevailing interest rates as they mature.

On March 4th, the Bank of Canada (BoC) lowered the target for the overnight rate by half a percent to 1.25% in response to the economic impact of COVID-19 and the US Federal Reserve interest rate cut of half a percent on March 3rd. This was followed by a further 0.5% reduction to 0.75% by the BoC on March 13, 2020. The Canadian bond market has been the subject of significant intra-day fluctuations in yields, creating a very challenging market in which to both borrow and invest. The next BoC rate setting date is scheduled for April 15th, although "between meeting" rate action is a distinct possibility. The following graph shows the "target for the overnight rates" for the last 10 years:



Long term interest rates have again reached historical lows. The following graph illustrates yield curve by comparing the current Government of Canada bond yields of various investment terms with the prevailing rates one month and one year ago:



Low long term interest rates continue to impact the Region through lower interest income allocated to reserves and reserve funds.

Corporate Strategic Plan:

This report aligns with the 2019-2023 Corporate Strategic Plan objective to ensure all Regional programs and services provide value for money and long term financial sustainability under Focus Area 5, Responsive and Engaging Government Services.

Financial Implications: Nil

Other Department Consultations/Concurrence: Nil

Attachments:

Appendix 1 – General Portfolio Holdings at December 31, 2019

Appendix 2 – Additional Information on General Portfolio at December 31, 2019

Appendix 3 – Sinking Fund Portfolio Holdings at December 31, 2019

Appendix 4 – Additional Information on Sinking Funding Portfolio at December 31, 2019

Prepared By: Tricia Alpaugh, Manager, Treasury Services

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

Appendix 1 – General Portfolio Holdings by Issuer at December 31, 2019

SECURITY DESCRIPTION	Portfolio Amount	%	Policy Limitation Per Issuers	Maximum Per Issuer	Policy Limitation Per Category	Maximum Per Category
PROVINCIAL						
Ontario	\$ 8,898,021	5.3%	\$ 82,781,159	50.0%	\$ 82,781,159	50.0%
Alberta	\$ 1,965,084	1.2%	41,390,579	25.0%	\$ 41,390,579	25.0%
Other Provincials						
Manitoba	\$ 13,729,901	8.3%	\$ 24,834,348	15.0%		
New Brunswick	3,039,924	1.8%	24,834,348	15.0%		
Newfoundland	3,058,417	1.8%	24,834,348	15.0%		
Saskatchewan	2,006,091	1.2%	24,834,348	15.0%		
Total Other Provincials	\$ 21,834,333	13.2%			\$ 66,224,927	40.0%
SCHEDULE I BANKS						
TD/Canada Trust	\$ 8,035,882	4.9%	\$ 19,867,478	12.0%		
CIBC	16,423,883	10.0%	19,867,478	12.0%		
Bank of Nova Scotia	8,982,758	5.4%	19,867,478	12.0%		
Bank of Montreal	18,002,350	10.9%	19,867,478	12.0%		
Royal Bank	1,985,618	1.2%	19,867,478	12.0%		
National Bank	9,000,000	5.4%	19,867,478	12.0%		
Laurentian Bank	10,000,000	6.0%	19,867,478	12.0%		
Total Schedule I Banks	\$ 72,430,491	43.8%			\$ 82,781,159	50.0%
MUNICIPAL						
Region of Waterloo	\$ 8,339,802	5.0%	\$ 82,781,159	50.0%	\$ 82,781,159	50.0%
Other Municipalities						
Region of Niagara	\$ 5,764,759	3.5%	\$ 16,556,232	10.0%		
Region of Peel	1,998,516	1.2%	16,556,232	10.0%		
City of Toronto	3,981,868	2.4%	16,556,232	10.0%		
Region of York	7,005,591	4.2%	16,556,232	10.0%		
City of Ottawa	5,077,522	3.1%	16,556,232	10.0%		
City of Guelph	2,993,176	1.8%	16,556,232	10.0%		
BC Mun Finance Authority	5,452,340	3.3%	16,556,232	10.0%		
City of Vancouver	2,011,222	1.2%	16,556,232	10.0%		
City of Montreal	3,017,961	1.8%	16,556,232	10.0%		
Total Other Municipalities	\$ 37,302,955	22.5%			\$ 57,946,811	35.0%
TOTAL BOND INVESTMENTS	\$ 150,770,686	91.0%				
INVESTMENT FUNDS						
ONE Money Market Fund	\$ 796,243	0.5%	\$ 82,781,159	50.0%		
ONE Bond Fund	13,995,388	8.5%	\$ 82,781,159	50.0%		
ONE Universe Corporate Bond Fund	-	0.0%	\$ 16,556,232	10.0%		
ONE Investment Fund	-	0.0%	\$ 16,556,232	10.0%		
Total Investment Funds	\$ 14,791,631	8.9%				
TOTAL INVESTMENT PORTFOLIO	\$ 165,562,318	100.0%				
General Bank Funds	71,306,801					
High Interest Savings Account	112,624,454					
TOTAL CASH AND HIGH INTEREST SAVINGS	183,931,256					
TOTAL PORTFOLIO	\$ 349,493,573					

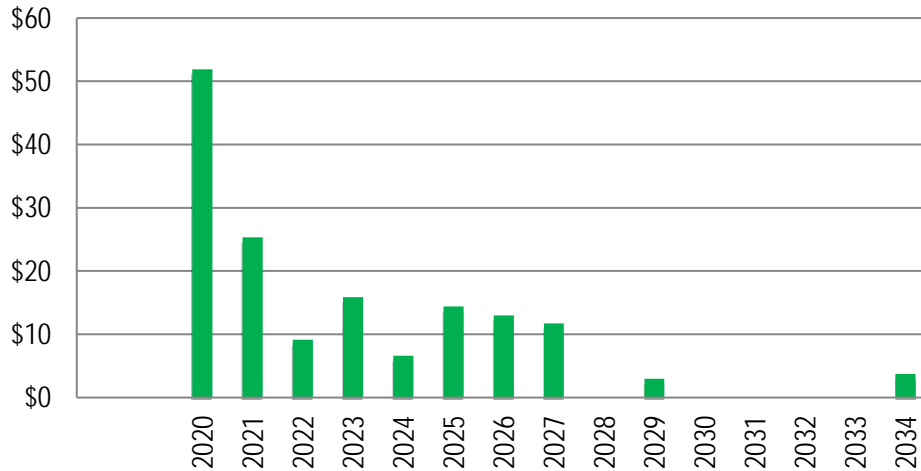
Notes:

(1) Alternate formats available upon request.

Appendix 2 – Additional Information on General Portfolio at December 31, 2019

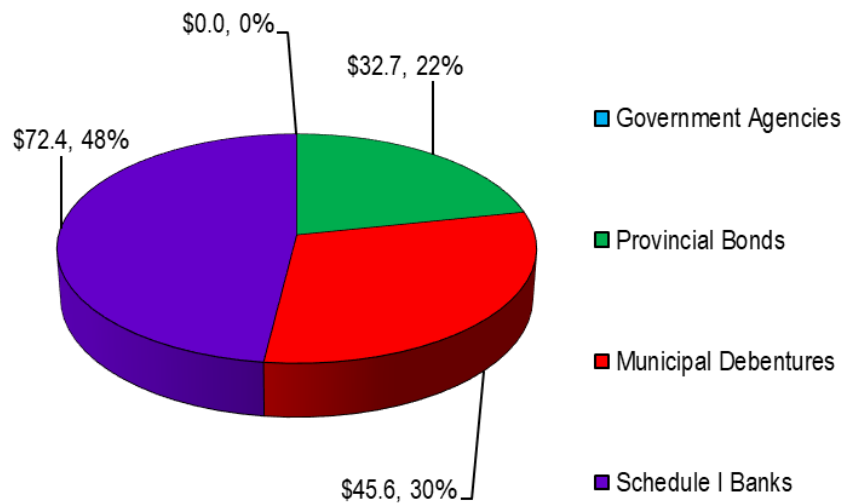
Investments by Year of Maturity based on Earliest Applicable Call Date

Bond maturities, presented below in millions, are generally aligned with expected use of reserves and reserve funds.



Bond Investments by Sector (Excludes ONE Investment Fund)

Bond investments of \$150.8 million are governed by the Region’s Consolidated Investment Policy.



Note: Alternate formats available upon request.

Appendix 3 – Sinking Fund Portfolio Holdings by Issuer at December 31, 2019

SECURITY DESCRIPTION	Portfolio Amount	%	Policy Limitation Per Issuers	Maximum Per Issuer	Policy Limitation Per Category	Maximum Per Category
PROVINCIAL						
Ontario	\$ 14,690,054	33.7%	\$ 21,794,627	50.0%	\$ 21,794,627	50.0%
Other Provincials						
Manitoba	\$ 5,031,475	11.5%	\$ 6,538,388	15.0%		
Newfoundland	3,497,448	8.0%	6,538,388	15.0%		
New Brunswick	3,113,656	7.1%	6,538,388	15.0%		
Quebec	2,986,157	6.9%	6,538,388	15.0%		
Provincial Backed Investments						
Nova Scotia Power	\$ 1,554,013	3.6%	\$ 6,538,388	15.0%		
Total Other Provincials	\$ 16,182,750	37.1%			\$ 17,435,702	40.0%
SCHEDULE I BANKS						
CIBC	\$ 5,350,000	12.3%	\$ 5,230,711	12.0%		
Laurentian Bank	5,170,000	11.9%	5,230,711	12.0%		
Total Schedule I Banks	\$ 10,520,000	24.1%			\$ 21,794,627	50.0%
MUNICIPAL						
Region of Waterloo	\$ 2,196,451	5.0%	\$ 21,794,627	50.0%	\$ 21,794,627	50.0%
TOTAL BOND INVESTMENTS	\$ 43,589,255	100.0%				
INVESTMENT FUNDS						
ONE Money Market Fund	\$ -	0.0%	\$ 21,794,627	50%		
ONE Bond Fund	-	0.0%	\$ 21,794,627	50%		
ONE Universe Corporate Bond Fund	-	0.0%	\$ 8,717,851	20%		
ONE Investment Fund	-	0.0%	\$ 8,717,851	20%		
Total Investment Funds	\$ -	0.0%				
TOTAL INVESTMENT PORTFOLIO	\$ 43,589,255					
General Bank Funds	297,684					
High Interest Savings Account	7,064,220					
TOTAL CASH AND HIGH INTEREST SAVINGS	7,361,903					
TOTAL PORTFOLIO	\$ 50,951,158					

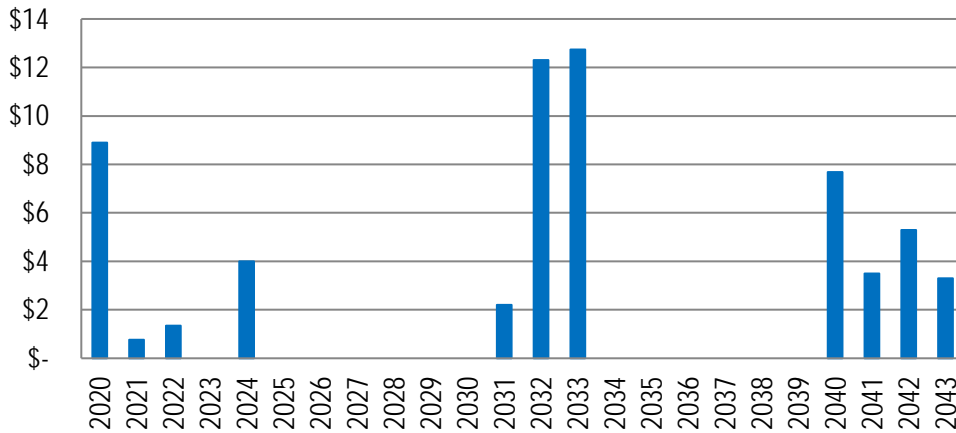
Notes:

(1) Alternate formats available upon request.

Appendix 4 – Additional Information on Sinking Fund Portfolio at December 31, 2019

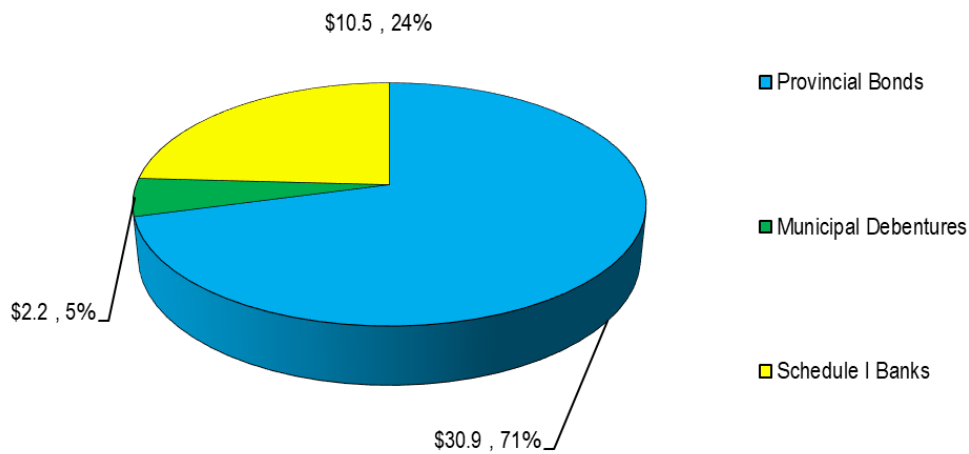
Investments by Year of Maturity

Bond maturities, presented below in millions, have been generally selected to coincide with sinking fund debenture maturities.



Bond Investments by Sector

Bond investments of \$43.6 million are governed by the Region’s Consolidated Investment Policy.



Note: Alternate formats available upon request.



Report: COR-TRY-20-25

Region of Waterloo

Corporate Services

Treasury Services

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020

File Code: F08-20

Subject: 2020 Annual Debt Repayment Limit

Recommendation:

For Information

Summary:

The Ministry of Municipal Affairs and Housing establishes an Annual Repayment Limit (ARL) for every municipality on an annual basis. This report provides an update on the Region's 2020 ARL of \$109.9 million which represents the maximum amount that the Region can commit to new debt payments (principal and interest) in 2020. The 2020 ARL is based on 2018 Financial Information Return data which indicates debt servicing costs represented 10.9% of own source revenue, while the maximum level set by the Province is 25%. Staff's estimate of the 2020 ARL based on preliminary 2019 year end data is also in the 10% range.

Report:

The Ministry of Municipal Affairs and Housing establishes borrowing limits for municipalities on an annual basis in accordance with Ontario Regulation 403/02. This Annual Repayment Limit (ARL), which is determined using a prescribed formula and information reported by the municipality, establishes the municipality's capacity to take on new debt.

The ARL for a given year is calculated by taking twenty-five percent (25%) of the municipality's own source revenue (i.e. revenues excluding federal and provincial grants, contributions, transfers from reserve and reserve funds and proceeds from the

sale of real property) as reported in the most recent Financial Information Return less net debt charges for the same year. The resulting ARL establishes the amount of additional debt servicing costs the municipality can incur without approval from the Province. The potential new debt associated with the ARL along with existing debt results in the municipality's total debt capacity.

The Region of Waterloo recently received its 2019 ARL which is attached as Appendix 1. The limit of \$109.9 million represents the maximum amount which the Region can commit to new debt payments (principal and interest) in 2020. Assuming a 20 year term and 5% rate of interest, the Region has capacity for \$1.370 billion of new debt for 2020. Based on the current 20 year borrowing cost of 2.50%, the Region's capacity to take on new debt is approximately \$1.7 billion. To put this into context, the Region's 2020 borrowing requirement is expected to be in the range of \$65-90 million.

The following table shows the 2019 and 2020 ARLs for the Region:

Year	2019 (from 2017 FIR)	2020 (from 2018 FIR)
Net Revenue	\$744.5 M	\$777.8 M
25% of Net Revenue	\$186.1 M	\$194.4 M
Less: Total Existing Debt Charges	\$72.8 M	\$84.5 M
Annual Repayment Limit	\$113.3 M	\$109.9 M
Capacity for New Debt (based on 5% for 20 years)	\$1.413 B	\$1.370 B*
Capacity for New Debt (based on 2.5% for 20 years)	\$1.765 B	\$1.714 B

* The 2020 ARL and resulting capacity for new debt does not include the \$10.9 million of annual debt servicing costs from the \$125.7 million of debentures the Region issued for its own purposes in 2018 and 2019.

While the Region is responsible for issuing long term debt for itself and the area municipalities, the Region and the area municipalities each have their own separate debt repayment limits. The debt repayment limits established by the Ministry provide on-going control over the addition of new municipal debt and ensure that debt repayment does not overburden municipal taxes or user rates. Municipalities wanting to issue more debt than allowed under their ARL are required to seek approval from the Local Planning Appeal Tribunal.

Corporate Strategic Plan:

The Region's capital financing program, excellent credit rating, prudent use of debenture financing and monitoring of its debt capacity aligns with the Corporate Strategic Plan objective to ensure the Region provides value for money and long term

financial sustainability under Focus Area 5 - Responsive and Engaging Public Service.

Financial Implications:

While the Region does have a robust capital program planned for the next 10 years, debt outstanding is expected to remain well below the limit established by the Province. At the end of 2018 debt servicing costs represented 10.9% of own source revenue, while the maximum level set by the Province is 25%. Staff's estimate of the 2020 ARL based on preliminary 2019 year end data is also in the 10% range.

Although the Region has a substantial amount of debt capacity (relative to the provincial limit), staff continue to recommend the increased use of direct contributions from the operating budget to minimize the amount of debt issued by the Region. Through staff report COR-FSD-18-16 dated June 19, 2018, Regional Council approved in principle the implementation of a capital asset renewal funding strategy. The purpose of the strategy is to keep the Region's assets in a state of good repair without reliance on long term borrowing as a source of financing. Staff will provide an update on the Capital Asset Renewal Funding Strategy and other initiatives supporting long term financial sustainability later this spring.

Other Department Consultations/Concurrence: Nil

Attachments:

Appendix 1 – Region of Waterloo 2020 Annual Repayment Limit

Prepared By: Lori McDonald, Financial Analyst

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

Appendix 1 – Region of Waterloo 2020 Annual Repayment Limit



Ministry of Municipal Affairs and Housing
777 Bay Street,
Toronto, Ontario M5G 2E5

Ministère des affaires municipales et du logement
777 rue Bay,
Toronto (Ontario) M5G 2E5

2020 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	25000	
MUNID:	30000	
MUNICIPALITY:	Waterloo R	
UPPER TIER:		
REPAYMENT LIMIT:		\$ 109,930,602

The repayment limit has been calculated based on data contained in the 2018 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2018 to commit to payments relating to debt and financial obligation. Prior to the authorization by Council of a long term debt or financial obligation, this limit must be adjusted by the Treasurer in the prescribed manner. The limit is effective January 01, 2020

FOR ILLUSTRATION PURPOSES ONLY,

The additional long-term borrowing which a municipality could undertake over a 5-year, a 10-year, a 15-year and a 20-year period is shown.

If the municipalities could borrow at 5% or 7% annually, the annual repayment limits shown above would allow it to undertake additional long-term borrowing as follows:

5% Interest Rate		
(a)	20 years @ 5% p.a.	\$ 1,369,978,279
(a)	15 years @ 5% p.a.	\$ 1,141,042,052
(a)	10 years @ 5% p.a.	\$ 848,854,965
(a)	5 years @ 5% p.a.	\$ 475,941,975
7% Interest Rate		
(a)	20 years @ 7% p.a.	\$ 1,164,606,358
(a)	15 years @ 7% p.a.	\$ 1,001,238,465
(a)	10 years @ 7% p.a.	\$ 772,106,543
(a)	5 years @ 7% p.a.	\$ 450,737,170

DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT			
(UNDER ONTARIO REGULATION 403/02)			
MUNICIPALITY:	Waterloo R	MMAH CODE:	25000
			1
			\$
Debt Charges for the Current Year			
0210	Principal (SLC 74 3099 01)		57,660,899
0220	Interest (SLC 74 3099 02)		26,854,683
0299		Subtotal	84,515,582
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)		0
9910		Total Debt Charges	84,515,582
Amounts Recovered from Unconsolidated Entities			
			1
			\$
1010	Electricity - Principal (SLC 74 3030 01)		0
1020	Electricity - Interest (SLC 74 3030 02)		0
1030	Gas - Principal (SLC 74 3040 01)		0
1040	Gas - Interest (SLC 74 3040 02)		0
1050	Telephone - Principal (SLC 74 3050 01)		0
1060	Telephone - Interest (SLC 74 3050 02)		0
1099		Subtotal	0
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02)		6,861
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02)		0
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02)		0
1420		Total Debt Charges to be Excluded	6,861
9920		Net Debt Charges	84,508,721
Total Revenue			
1610	Total Revenue (SLC 10 9910 01)		1,262,731,813
Excluded Revenue Amounts			
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04)		0
2210	Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC 10 0815 01)		362,904,655
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)		38,865,015
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01)		0
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01)		18,905,714
2230	Revenue from other municipalities including revenue for Tangible Capital Assets (SLC 10 1098 01 + SLC 10 1099 01)		163,344
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)		-2,145,347
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)		66,281,142
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)		0
2252	Donated Tangible Capital Assets (SLC 53 0610 01)		0
2253	Other Deferred revenue earned (SLC 10 1814 01)		0
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)		0
2255	Other Revenue (SLC 10 1890 01 + SLC 10 1891 01 + SLC 10 1892 01 + SLC 10 1893 01 + SLC 10 1894 01 + SLC 10 1895 01 + SLC 10 1896 01 + SLC 10 1897 01 + SLC 10 1898 01)		0
2299		Subtotal	484,974,523
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged		0
2610		Net Revenues	777,757,290
2620		25% of Net Revenues	194,439,323
9930		ESTIMATED ANNUAL REPAYMENT LIMIT	109,930,602
(25% of Net Revenues less Net Debt Charges)			

* SLC denotes Schedule, Line Column.



Report: PHE-HPI-20-02

Region of Waterloo
Public Health and Emergency Services
Health Protection and Investigation

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** P10-80

Subject: 2019 Food Safety Annual Report

Recommendation:

For information

Summary:

The goal of the food safety program is to prevent and reduce the burden of food-borne illness. To meet this goal, Public Health Inspectors conduct routine inspections of food premises; respond to consumer complaints, food recalls and other requests for services; and educate consumers and food handlers.

Table 1 provides a summary of all 2019 Food Safety activities. In 2019, Public Health fully implemented the revised Ontario Food Premises Regulation 493/17, which came into effect on July 1, 2018. Observed impacts of the new regulation in 2019 include greater public awareness and engagement with the [Check it! We inspect it.](#) online Public Health inspection disclosure website, and an increase in food premises with a food handler present who has been certified in safe food handling.

Improvements in the use of mobile technology and inspection software for Public Health Inspectors, an opportunity identified in the 2015 KPMG service review, is associated with an increase in enforcement, possibly due to the ability to better track inspection and infraction history.

Report:

The [Ontario Food Premises Regulation 493/17](#), which guides Public Health's food safety inspections, was updated with revisions coming into effect on July 1, 2018. The

revised

regulations require food premises¹ to have at least one certified food handler or supervisor onsite at all times while the food service premises is operating. Public Health partners with Conestoga College to deliver the Food Safety Training Certification program. In 2019, 1,714 food handlers were certified, a significant increase over previous years (1,397 certifications issued in 2018 and 1,281 in 2017). This corresponds with an observed increase in food premises with at least one food handler on site during a compliance inspection, from 44% prior to the new regulations in the first half of 2018 to 75% in 2019. Four premises were charged with failing to ensure presence of a food handler or supervisor during all hours of operation in 2019, following a full year of education regarding this new requirement.

The revised regulations also require food premises to post inspection results in accordance with an inspector's request. Public Health Inspectors ensure all food premises operators post a sign that directs patrons to Public Health's inspection disclosure website [Check it! We inspect it.](#) Posting the Check it! We inspect it. sign has led to greater public awareness and use of the website. In 2019, there were 24,558 unique visitors to the website, more than double the number of unique visitors in 2018 (12,172). Public Health completed a number of updates to the "File a complaint" and "Add a facility" pages on the site in 2019. The website now allows the public to upload pictures and report businesses they were unable to find on [Check it! We inspect it.](#), such as home-based food businesses. In 2019, Facebook ads were used to encourage the public to notify Public Health about uninspected home-based food businesses with the headline "If the kitchen that makes your next meal is not on Check it, it has not been inspected." The Facebook ads are not expensive and had a combined reach of 23,165 and resulted in 1,116 clicks through to [Check it! We inspect it.](#)

The "File a Complaint" feature provides an easy, confidential mechanism for the public to report complaints about food safety practices and/or concerns about food-borne illness possibly acquired at a food premises in Waterloo Region. Public Health conducts a risk assessment for each food safety complaint within 24 hours of receipt and follows up, as necessary, with the complainant and food premises. Of the 835 food premise complaints received by Public Health in 2019, over half (460) were submitted through the "File a Complaint" tool. The total number of food premise complaints received increased by almost 30% from 2018 to 2019. Social media and mainstream media attention around food safety practices at food premises has likely led to heightened public awareness and trust in Public Health to respond to complaints. Over half of all inspections stemming from a complaint resulted in at least one infraction in 2019, meaning the public has an important role to play in supporting safe food practices

¹ This requirement was not enforced in food premises selling pre-packaged food, conducting minimal or low risk food handling and food premises run solely by volunteers

among Waterloo Region food premises.

Routine Food Premises Inspections

As required by the Food Safety Protocol, Public Health is responsible for conducting routine inspections of high-risk premises, such as full service restaurants, at least once every four months; moderate-risk premises at least once every six months; and low-risk premises, such as convenience stores, at least once annually. Public Health achieved 98.5% compliance with these targets overall in 2019, and over 99% compliance with targets for high- and moderate-risk premises.

Public Health Inspectors conducted a total of 5,885 routine inspections and 958 re-inspections of food premises in Waterloo Region in 2019. This represents a 24% increase since 2010. Public Health continues to achieve high rates of inspections within the context of increasing numbers of food premises, as Waterloo Region continues to grow. Through technology enhancements and Lean Six Sigma methodology, Public Health has been able to build capacity to absorb the increase in workload, while meeting Food Safety Protocol requirements and maintaining high levels of customer service.

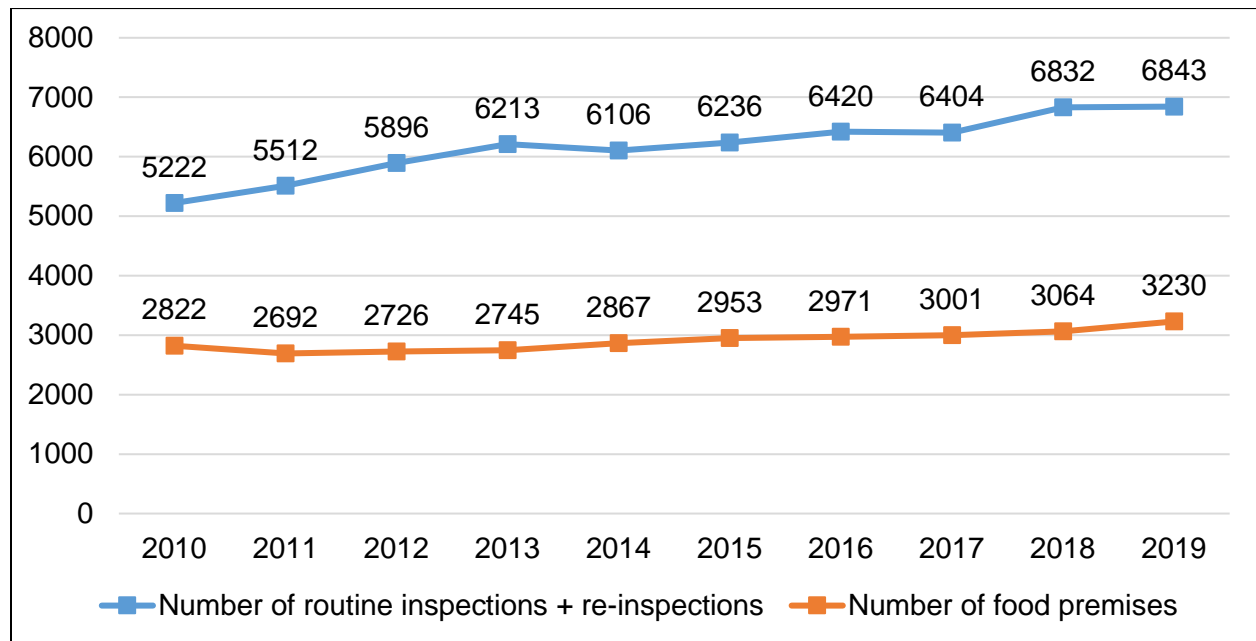


Figure 1: Total number of routine inspections conducted by Public Health and number of food premises in Waterloo Region between 2010 and 2019

During an inspection, Public Health Inspectors observe whether food premises owners and operators are in compliance with food premises regulations. Critical infractions are violations of the regulations that have the potential to pose an immediate public health risk or cause foodborne illness if not corrected. Non-critical infractions are violations related to building maintenance and general sanitation of the food premises that require

attention for correction, but would not necessarily result in illness. The most common critical and non-critical infractions involved food that was not protected from contamination or adulteration, and cleanliness or maintenance of equipment, utensils and food contact surfaces, respectively. All infractions are reported and available to the public on the [Check it! We inspect it.](#) website.

Enforcement Actions

Public Health Inspectors employ a progressive enforcement approach, and will initially work with operators to correct infractions through education and re-inspections. Enforcement tools, such as tickets, are used when education has failed to achieve compliance. Public Health Inspectors issued 91 tickets (Provincial Offence Notices) to 49 separate food premises, issued seven charges through a Summons to court, to three food premises, and served nine closure orders in 2019. The number of enforcement actions increased from 2018 (64) to 2019 (104). The introduction of new inspection software in 2017 may have contributed to the increase in enforcement. The inspection software has improved access to past inspection data for Public Health Inspectors in the field, including the number of times the same item has been found to be out of compliance during previous inspections. Enhancing the use of mobile technology for Public Health Inspectors was an opportunity already in progress identified in the 2015 KPMG service review. Public Health continues to strengthen mobile technology and supportive resources for Public Health Inspectors to facilitate compliance.

Special Events

Special event coordinators and food vendors at special events held in Waterloo Region must submit an application to Public Health before serving food to the public. Public Health Inspectors review each application form, assess if an event needs to be inspected, and provide food safety education to vendors. In 2019, Public Health inspected 25 events. The growing trend of licensed and regularly inspected premises and food trucks present at special events within Waterloo Region reduces safe food handling concerns, resulting in fewer special events requiring inspections.

Food Recalls

When requested by the Canadian Food Inspection Agency, Public Health assists in ensuring recalled food products are removed from sale or distribution. Public Health provided support for one food recall related to cooked, diced chicken in 2019.

Corporate Strategic Plan:

Focus Area 4: Healthy, Safe and Inclusive Communities

Focus Area 5: Responsive and Engaging Public Service

Ontario Public Health Standards

Under the *Health Protection and Promotion Act*, Region of Waterloo Council serves as Waterloo Region's Board of Health. Boards of Health are expected to adhere to the Ontario Public Health Standards, which outline the expectations for providing public health programs and services. This report provides information related to the compliance with the Food Safety requirements of the Standards.

Financial Implications:

Food safety activities are funded within the Department's existing base budget for Public Health Mandatory Programs; the budgets are established by Regional Council (as the Board of Health). Historically, the cost shared programs have been funded up to 75% by the province with the remainder funded by the local tax levy. In addition, the province has provided an allocation of \$59,000 in 100% base funding for enhanced food safety initiatives locally; this enabled a larger number of inspections and re-inspections of permanent, seasonal or temporary food premises than would be accomplished with the cost shared base budget. Recent provincial correspondence indicates that the provincial/municipal funding ratio will change for both cost shared and previously 100% funded envelopes; beginning in 2020, the provincial cost sharing for all environmental health programs is expected to be reduced to a maximum of 70%.

Other Department Consultations/Concurrence:

Nil

Attachments

Appendix: Table 1 presents the summary of activities Public Health carried out in 2019 related to food safety.

Prepared By: Jennifer Toews, Health Promotion and Research Analyst
Aldo Franco, Manager, Food Safety and Recreational Water

Approved By: Dr. Hsiu-Li Wang, Acting Medical Officer of Health
Anne Schlorff, Acting Commissioner

Table 1: Summary of 2019 Food Safety Activities

Activity type	Performance Indicator	2019 Summary
Completion Rates	Completion rate (actual/required) at high, moderate, low risk food premises	98.5% inspections completed at high, moderate and low risk food premises
Food premises	Number of food premises in Waterloo Region	3,230 food premises
Inspections	Number of inspections and re-inspections carried out at high, medium, low risk food premises	5,885 inspections 958 re-inspections 117 initial assessments (pre-operational inspections) 356 demand inspections (licence inspection requests and complaint inspections) 7,316 total inspections
Special Events	Number of special events where inspections were carried out	25 special events inspected 530 special events assessed
Education	Number of Food Handler Certifications issued	1,714 certificates issued
Disclosure	Number of unique visitors and page views on Check it! We inspect it.	24,558 unique visitors 192,443 page views
Media	Amount of media interest	8 events (TV, radio and newspaper)
Complaints	Number of consumer complaints	835 consumer complaints
Recalls	Number of recalls supported	1 recall required Public Health support (cooked, diced chicken)



Report: CSD-HOU-20-03

Region of Waterloo

Community Services

Housing Services

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020

File Code: S13-40

Subject: **Housing Services Data Snapshot (October 2019 to January 2020)**

Recommendation:

For information.

Summary:

This report provides a snapshot of housing and homelessness data in Waterloo region for October 2019 to January 2020. It is part of a series of periodic data snapshots to support Action 5.6 in the Region's 10-Year Housing and Homelessness Plan (2014-2019) (CSD-HOU-19-20) to "develop a communication plan to increase awareness of the system of housing programs in Waterloo region".

Report:

1.0 Housing and homelessness programs in Waterloo region

All Regionally-funded housing and homelessness programs work together to prevent housing loss and support households experiencing homelessness to find and secure housing. Access to these programs is coordinated to ensure that households are offered the right resources, at the right time, based on their needs and preferences.

In recent years, the number of households that are seeking access to these programs has often exceeded the resources that are available. Similar pressures are experienced by many municipalities across Ontario and Canada and are a result of complex factors including increasing costs of housing and rent, increasing complexity of need, and funding limitations to expand services and develop new affordable housing units.

This report takes a system-wide approach to focus on the connection between these programs and to illustrate the combined efforts being made to prevent housing loss and

support those who are experiencing homelessness to secure housing. The focus is on data from October 2019 to January 2020, though some indicators are presented using alternative time frames (e.g., annual) (see Appendix I for a summary of indicators).

2.0 Preventing housing loss

The housing resource centres are drop-in sites in Cambridge and Kitchener offering free housing help, such as the online renter's toolkit, education (e.g., budgeting, tenant rights), support with applications for community housing, referral to other programs, and applications for rental supports. Between October 1, 2019 to January 31, 2020, the housing advisors at the housing resource centres supported 2,787 unique individuals.

The housing helplines support people to prevent housing loss and, where that is no longer possible, find appropriate alternatives to the emergency shelters. This ensures shelter beds are used as a last resort and that other appropriate options are explored. Between October 1, 2019 to January 31, 2020, 55 per cent of people seeking shelter through the helplines were diverted to alternative options.

3.0 Supporting households experiencing homelessness to find housing

The emergency shelter program provides a temporary place for households experiencing homelessness. There are 245 spaces in the seven Region-funded shelters across Cambridge and Kitchener. The Region also funded the following three formal temporary shelter overflow responses for 2019/2020:

1. Starting November 12, 2019, the Cambridge Shelter Corporation has operated up to 30 overflow beds per night. Between November 12, 2019 and January 31, 2020, they served an average of 13 households per night, for a total of 1,013 bed nights (bed nights measure the total number of beds used per night across all shelters in Waterloo region);
2. Starting November 25, 2019, the YWCA Kitchener-Waterloo has operated up to 60 overflow beds per night. Between November 25, 2019 and January 31, 2020, they served an average of 49 households per night, for a total of 3,133 bed nights; and,
3. Starting December 18, 2019, oneRoof has operated up to 25 overflow beds per night. Between December 18, 2019 and January 31, 2020, they served an average of 1 household per night, for a total of 154 bed nights.

Between October 1, 2019 to January 31, 2020, the emergency shelter program, including the 115 overflow spaces, supported 1,003 unique people over 32,914 bed nights. During that same period, the average duration of episodes of emergency shelter use was 37 days. An episode of shelter use starts at a person's first book-in date and ends on their book-out date prior to not returning for a minimum of 30 consecutive days.

The Prioritized Access to Housing Supports (PATHS) process coordinates access to housing support programs for people experiencing homelessness using one waiting list (the PATHS list). As of January 31, 2020, there were 228 households on the PATHS list that were experiencing chronic homelessness.

Housing and homelessness program providers work together with households experiencing homelessness on housing plans, to find and secure housing. As of February 20, 2020, 77 per cent of shelter participants who have been in the shelter for more than two weeks have an active housing plan.

4.0 Supporting households to secure housing

There are also a number of programs dedicated to supporting households to secure housing and to maintain successful tenancy. This includes a range of housing options and supports, depending on the household's unique needs and preferences.

Between October 1, 2019 to January 31, 2020 a total of 52 households found housing through the PATHS process.

Supportive housing is long-term housing, paired with supports (e.g., assistance with independent living, rent assistance, strategies to maintain housing, and referrals to supports (e.g., mental health, crisis, medical)). As of January 31, 2020, there were 312 tenants in the supportive housing program. Of those, 264 tenants (85 per cent) had been housed for 12 months or longer.

Community housing is a form of affordable housing offered either by the Region via Waterloo Region Housing or by private/non-profit/cooperative agencies. These housing options may be paired with rental supports to improve affordability for tenants. Access to all community housing units is coordinated through the community housing waiting list, where households apply to their preferred buildings and unit types and remain on the waiting list until a unit becomes available.

As of December 31, 2020, there were 4,849 households on the community housing waiting list, plus an additional 183 pending applications that were under assessment for eligibility. The majority of the households on the waiting list have some form of housing and are seeking greater affordability. Between October 1, 2019 to January 31, 2020 a total of 117 households moved into community housing.

The Region continues to support the development of new affordable housing units. Three projects are underway to create an additional 92 new affordable units in 2020 through partnerships with private and non-profit agencies (CSD-HOU-17-11; CSD-HOU-18-19). Additionally, 58 new affordable units are scheduled to be developed in 2021/2022 (CSD-HOU-19-17/COR-TRY-19-104).

Through Waterloo Region Housing (WRH), the Region operates and manages 2,814 community housing units across 65 sites. Through the new WRH Master Plan (CSD-HOU-19-18) the Region has committed to create at least 600 new WRH units over approximately the next 10 years, with development beginning in early 2021.

5.0 Conclusion

There continue to be notable successes in supporting households to find and secure housing. In light of these successes, this connected system of programs functions most efficiently when people are able to access the right programs at the right times, based on their needs and preferences. During this time of increased capacity challenges, however, participants are often left waiting until resources become available. Similar pressures are experienced by many communities across Ontario and Canada. This is illustrated by the demand for supportive housing (via the PATHS waiting list) and for community housing (via community housing waiting list). Due to the lack of vacancies in affordable and supportive housing, many households on the waiting lists use alternative options, such as emergency shelter and less stable housing (e.g., couch surfing, camping, more expensive rental units that require higher proportions of income to be spent on rent).

6.0 Continued alignment with the 10-Year Housing and Homelessness Plan

The 10-Year Plan directly addresses this need for enhanced and alternate programs. The plan lists five strategic directions that focus on creating new and maintaining existing affordable units, expanding supports, and improving the effectiveness of a person-centred housing and homelessness system. The Region will continue to track housing outcomes to identify ways to enhance services and inform implementation of the 10-Year Plan.

Quality of Life Indicators:

Funding that supports clients, creates new affordable housing, and addresses homelessness aligns with Economic Well-Being (e.g., increased access to affordable housing); Social Inclusion and Equity (e.g., housing support positively impacts participants' sense of belonging); and Physical and Emotional Well-Being (e.g., housing support positively impacts participants' daily functioning and quality of life).

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: Make affordable housing more available to individuals and families.

Financial Implications:

The 2020 annual funding allocation for the Housing Services Service Area is \$43.2M comprised of Federal, Provincial, and Regional levy funding. This annual funding supports the 10-Year Plan which includes the five strategic directions as noted in this report. A breakdown of funding sources and allocations can be found below:

Housing Services 2020 Annual Operating Budget (in \$000s)	Homeless Programs	Housing Programs	Admin. Operating	Total 2020
Operating expenditures	\$ 15,674	\$ 58,665	\$ 6,351	\$ 80,690
Revenues (Federal, Provincial, other)	<u>13,208</u>	<u>23,884</u>	<u>384</u>	<u>37,476</u>
Net Levy	\$ 2,466	\$ 34,781	\$ 5,967	\$ 43,214

Other Department Consultations/Concurrence:

Finance staff was consulted on this report.

Attachments

Nil.

Prepared By: Ryan Maharaj, Social Planning Associate

Ryan Pettihere, Director, Housing Services

Approved By: Douglas Bartholomew-Saunders, Commissioner, Community Service

Appendix I: Summary of housing and homelessness program indicators

Figure 1: Summary of indicators related to housing loss prevention

Indicator	Timeframe	Value
The number of people supported by housing advisors at the housing resource centres	Oct. 1, 2019 – Jan. 31, 2020	2,787
The per cent of people who accessed the housing helplines who were diverted from emergency shelter	Oct. 1, 2019 – Jan. 31, 2020	55%

Figure 2: Summary of indicators related to supports for households experiencing homelessness

Indicator	Timeframe	Value
The number of unique people supported by emergency shelters (incl. overflow)	Oct. 1, 2019 – Jan. 31, 2020	1,003
The average duration of episodes of emergency shelter use, across all shelters (incl. overflow)	Oct. 1, 2019 – Jan. 31, 2020	37 days
The number of households experiencing chronic homelessness on the PATHS list	As of Jan. 31, 2020	228
The per cent of emergency shelter participants who have stayed in the shelter for more than two weeks with an active housing plan	As of February 20, 2020	77%

Figure 3: Summary of indicators related to supports for households to secure housing

Indicator	Timeframe	Value
The number of households who found housing through the PATHS process	Oct. 1, 2019 – Jan. 31, 2020	52
The number of tenants in the supportive housing program	As of Jan. 31, 2020	312
The per cent of supportive housing tenants who have been housed for 12 months or longer	As of Jan. 31, 2020	85%
The total number of households on the community housing waiting list	As of Dec. 31, 2020	4,849
The number of households who moved into community housing	Oct. 1, 2019 – Jan. 31, 2020	117



Report: CSD-HOU-20-04

Region of Waterloo

Community Services

Housing Services

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020

File Code: S13-40

Subject: Update: Temporary Shelter Overflow Response 2019/2020

Recommendation:

For Information.

Summary:

The Region is funding three temporary shelter overflow responses for 2019/2020, bringing the total shelter occupancy to 360 spaces. This includes 245 permanent shelter spaces and 115 temporary overflow spaces.

Between November 2019 and January 2020, the emergency shelter program maintained consistent levels of available beds, with approximately 86 per cent of single adult beds occupied each night. Over February 2020, however, occupancy levels rose across the program, resulting in an average nightly occupancy of 97 per cent for single adults. The Region continues to monitor occupancy on a daily basis and work with service providers to ensure that all individuals that are experiencing homelessness and are seeking shelter are provided with a space.

Report:

1.0 Emergency shelters in Waterloo region

The Region is the Service Manager in Waterloo region, as designated by the Province, responsible for program planning, service delivery, resource distribution, compliance, quality assurance, and needs and demand analyses including data and trending in the areas of housing and homelessness.

Emergency shelters provide a safe, temporary place for people experiencing homelessness. In Waterloo Region, there are 245 spaces across three adult-serving

shelters (195 spaces), three youth-serving shelters (48 spaces), and the 'Bunkies' (2 spaces), which are single self-contained units operated by the Working Centre.

The emergency shelters operate as one program. If capacity at one shelter is reached, participants are referred to another shelter to fill all available beds. Access to shelters is coordinated through the housing helplines which support people to prevent housing loss and find alternative places to stay besides shelter. People are only referred to shelter when there are no appropriate alternatives.

2.0 Temporary shelter overflow response for 2019/2020

In September and November 2019, staff conducted a review for potential overflow sites, involving consultations with emergency shelter providers, faith-based organizations, community partners, area municipalities, community centres, Regional departments, and private market renters around availability (CSD-HOU-19-19).

2.1 Warming centres

As staff was working to identify a viable option, a group of community-based agencies, led by the Working Centre and the Inner-City Health Alliance, opened a warming centre as an interim strategy to support individuals experiencing homelessness. From November 11, 2019 to November 25, 2019, these groups operated the warming centre at St. Mary's Church in downtown Kitchener, offering overnight spaces for people seeking shelter. The centre was jointly funded by the Working Centre and the Region, at a cost of \$28,000, funded through the 2020 Homelessness to Housing Stability Strategy (HHSS) budget. The Inner-City Health Alliance reported that there was a total of over 200 individuals who accessed the centre.

Additionally, from November 25, 2019 to December 23, 2019, the Working Centre opened a second temporary warming centre at 197 Frederick Street. The Working Centre reported that there was a total of over 70 individuals who accessed this centre.

2.2 Temporary shelter overflow responses

For 2019/2020, the Region funded the operation of three formal temporary shelter overflow responses.

Starting November 12, 2019 and scheduled to end April 30, 2020, the Cambridge Shelter Corporation has operated a temporary shelter overflow response, offering up to 30 overflow spaces, at a total approved cost of \$80,000, funded through HHSS funding. This overflow response has served a total of 1,013 bed nights, with an average occupancy of 13 households in overflow spaces each night.

Starting November 25, 2019 and scheduled to end April 30, 2020, the YWCA Kitchener-Waterloo has operated a temporary shelter overflow response, offering up to 60

overflow spaces, at a total approved cost of \$278,256, funded through HHSS funding.

This overflow response has served a total of 3,133 bed nights, with an average occupancy of 49 households in overflow spaces each night.

Starting December 18, 2019 and scheduled to end April 30, 2020, oneRoof has operated a temporary shelter overflow response for youth, offering up to 25 overflow spaces (in addition to their 18 permanent spaces), at a total approved cost of \$270,647, funded through HHSS funding. This has brought the capacity at oneRoof to 43 total spaces. This overflow response has had an average occupancy of 2 youth households in overflow spaces each night. Nightly occupancy has ranged from a low of 14/43 spaces used (33 per cent occupancy, with no overflow beds filled) to a high of 33/43 spaces used (77 per cent occupancy, using 15 overflow beds).

Overall, there have been few nights where demand has exceeded capacity across the temporary shelter overflow program for single adults. In Kitchener, there have been six nights where demand has exceeded capacity, with the highest use at 67/60 occupancy (112 per cent) on February 23, 2020. In Cambridge, there have been three nights where demand has exceeded capacity, with the highest use at 34/30 occupancy (113 per cent) on February 21, 2020.

3.0 Additional factors regarding the emergency shelter program

Staff from the temporary shelter overflow sites has reported that there is a high level of collaboration among the service providers to provide support to all individuals seeking shelter. Overall, the overflow responses are seeing an increased number of individuals who are staying for shorter periods of time.

There continue to be opportunities to increase collaboration with community partners, such as local hospitals and the police, to better support individuals experiencing homelessness. Further, there continue to be limited numbers of emergency shelter participants moving on from shelter into the supportive housing program, due to the limited number of units within the supportive housing program.

4.0 Next Steps

The Region is using a number of innovative strategies to help reduce this ongoing pressure on the emergency shelter program and to better support households experiencing homelessness to find and maintain permanent housing. This includes more flexible rent assistance for those in shelter, financial supports to help shelter participants move into permanent housing, and flexible supports to help previous shelter participants to maintain their permanent housing.

Region staff continue to monitor shelter occupancy on a daily basis and work with service providers to ensure an effective referral process among shelters to maximize

bed availability. Staff will continue to assess whether the current responses meet the demand and work with community partners to identify additional, longer-term solutions.

5.0 Continued alignment with the 10-Year Housing and Homelessness Plan

The provision of temporary shelter overflow responses ensures the emergency shelter program is responsive and flexible to meet the needs of people experiencing homelessness in Waterloo region. These responses align with the goals of the 10-Year Housing and Homelessness Plan through Strategic Direction 5, to improve access to housing and homelessness programs.

Quality of Life Indicators:

Funding that supports shelter participants and addresses homelessness aligns with Economic Well-Being (e.g., increased supports to find permanent housing); and Physical and Emotional Well-Being (e.g., decreased risk of staying outdoors during winter months).

Corporate Strategic Plan:

This report addresses the Region’s Corporate Strategic Plan 2019-2023, focus area 4: Healthy, Safe and Inclusive Communities.

Financial Implications:

Program funding for the temporary shelter overflow program is provided from the Region’s Homelessness to Housing Stability Strategy for 2020. Currently the costs to fund these agencies can be accommodated within the homelessness program budget. A breakdown of funding programs and sources of revenue are illustrated below:

Housing Services, Homelessness Programs
 2020 Annual Operating Budget
 (in \$000s)

	Operating Expenditures	Revenues			Net Levy
		Federal	Provincial	Other	
Consolidated Homelessness Prevention Initiative (CHPI)	\$ 10,568	\$ -	\$ 10,568	\$ -	\$ -
Home for Good	1,555	-	1,555	-	-
Reaching Home	917	917	-	-	-
Energy Assistance	167	-	-	167	-
Homeless to Housing Stability	2,466	-	-	-	2,466
	<u>\$ 15,674</u>	<u>\$ 917</u>	<u>\$ 12,123</u>	<u>\$ 167</u>	<u>\$ 2,466</u>

Other Department Consultations/Concurrence:

Finance was consulted in the preparation of this report.

Attachments

Nil.

Prepared By: **Eliza Leitch**, Program Analyst, Housing Services
Ryan Maharaj, Social Planning Associate
Ryan Pettipiere, Director, Housing Services

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



Report: TES-TRS-20-08

Region of Waterloo
Transportation and Environmental Services
Transit Services

To: Regional Chair Karen Redman and Members of Regional Council
Date: March 24, 2020 **File Code:** D28-50(A)
Subject: **Change to Grand River Transit (GRT) Route 6 Bridge-Courtland on Shelley Drive and Vanier Drive, Kitchener**

Recommendation: For information.

Summary:

To improve service coverage, reliability, and to address customer feedback, Route 6 Bridge-Courtland will be revised to use Shelley Drive and Vanier Drive instead of Siebert Avenue in the City of Kitchener, starting with the spring GRT schedule on Monday, April 27, 2020. The route currently operates along Siebert Avenue between Vanier Drive and Courtland Avenue East. The change to Shelley Drive will improve service coverage within the Vanier neighbourhood, providing service within walking distance of more residents. Data analyzed by staff indicates that buses are being delayed at the intersection of Siebert Avenue and Courtland Avenue East, so a route change to use Shelley and Vanier will also address this issue.

Report:

On June 24, 2019, service in the Vanier neighbourhood of Kitchener was redesigned with implementation of the ION-integrated network (see Report TES-TRS-19-01 for details). Route 8 Courtland was replaced by Route 6 Bridge-Courtland, providing a new connection to ION LRT and bus routes at Block Line Station, more direct service on Courtland Avenue, and new crosstown service to destinations north of Downtown Kitchener. As a result of this change, service was removed from Vanier Drive between Walton Avenue and Siebert Avenue.

Two issues have prompted staff to review this area for a route adjustment. Firstly, comments have been received from customers regarding longer walks to transit with the revised Route 6, with some stops shifting from Vanier Drive to Courtland Avenue about 300 metres to the west.

Six (6) comments that were not supportive of this change were received prior to ION launch and noted in TES-TRS-19-01. Two (2) additional comments were received post-launch. Residents in the vicinity of Vanier Drive / Erie Avenue have continually expressed concerns with the increased walk distance, and have requested a return to the previous Route 8 alignment that served Vanier Drive up to Walton Avenue.

The suggested option of operating up to Walton Avenue was considered, but not carried forward because this would mean Route 6 would not connect with ION and bus routes at Block Line Station. This has become a major transfer point in the new network, with an average of 162 passengers boarding or alighting Route 6 buses here on a daily basis. Operating up to Walton would also further remove the route from Courtland Avenue, the arterial road and main corridor that Route 6 is designed to serve. This would reduce the route’s competitiveness and ability to attract new riders.

To maintain the connection to the station while still addressing walk distance concerns, a revised alignment that operates north on Vanier Drive to Shelley Drive was selected by staff. This would add 94 parcels and 283 residents within walking distance (450m) of transit, as shown by the green area in Figure 1 below. Erie Avenue would be just within that distance. Residents on that street would have their walk reduced by about 400m.

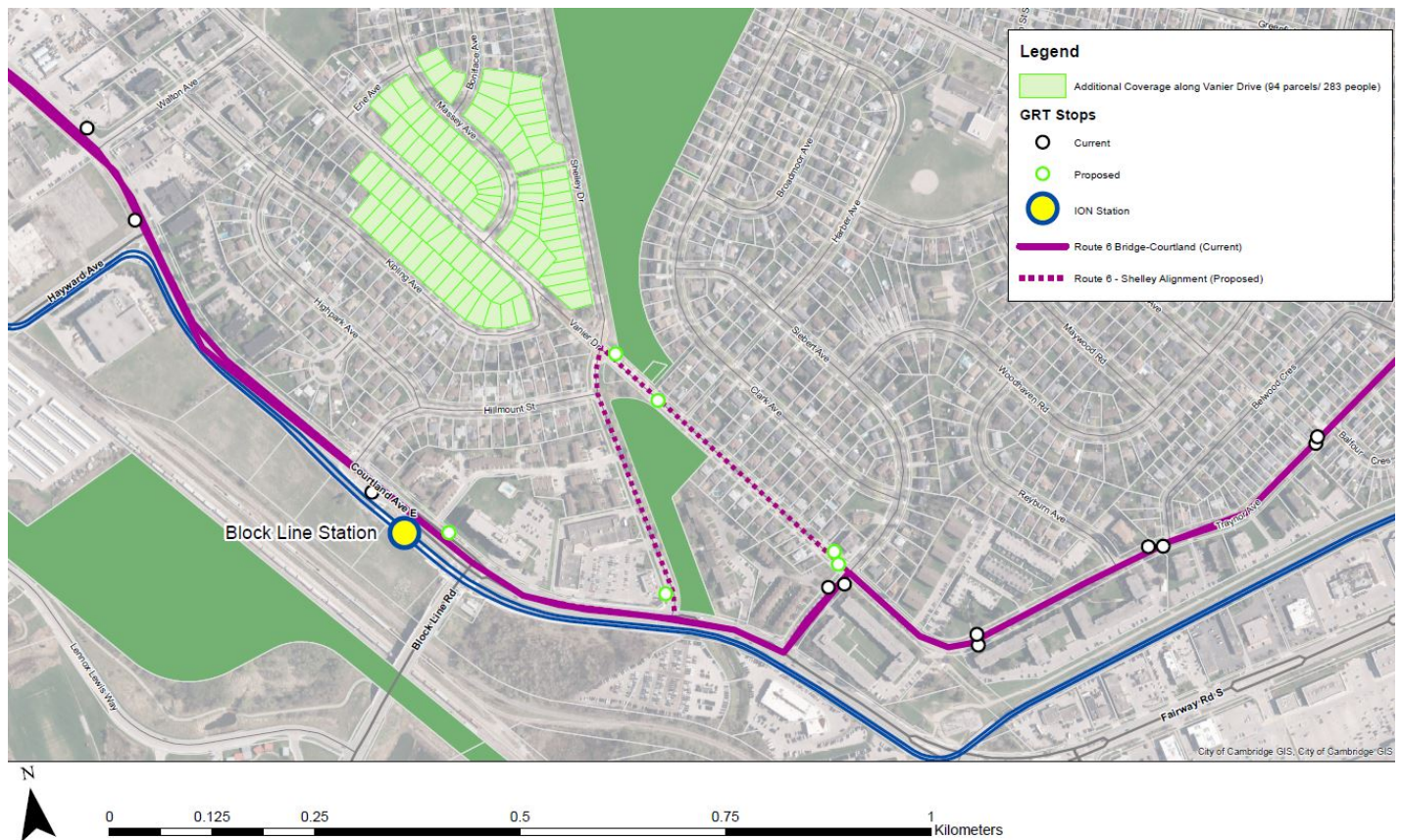


Figure 1 – Additional Service Coverage

The second issue that prompted a review of Route 6 in this area is bus delays being experienced with the signalized intersection at Siebert Avenue and Courtland Avenue East. There is a single lane on Siebert for traffic making all turning movements, a No Right Turn on Red restriction, and the large majority of green time is given to traffic on Courtland. The turn restriction cannot be removed; it was just recently implemented to address a high frequency of cyclist collisions at this intersection. Signal timing would also be challenging to adjust here, due to heavy traffic volume on Courtland and signal modifications to support ION operation.

To address the two issues above, Route 6 will be revised to operate on Shelley Drive between Courtland Avenue East and Vanier Drive, and on Vanier Drive between Shelley Drive and Siebert Avenue. Service will no longer operate on Siebert Avenue. Figure 2 below shows the revised route and stops that will be affected:

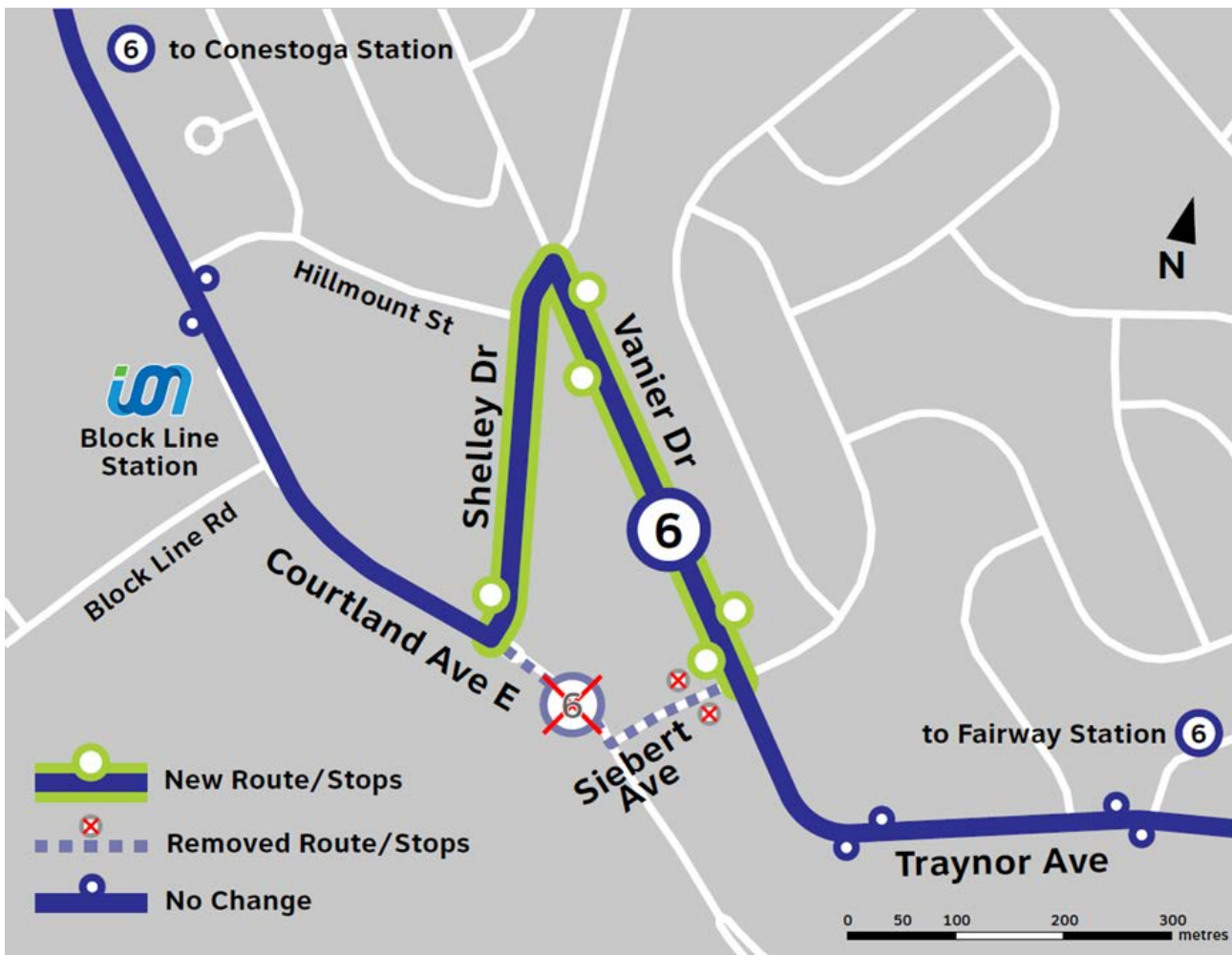


Figure 2 – Revised Routing and Stop Changes

The table below summarizes the benefits and drawbacks associated with the route change. While there are drawbacks, staff is of the opinion that they are outweighed by the benefits of the

change, especially regarding service coverage. The additional route length, bus stops, and speed humps are not anticipated to impact the route schedule to the same degree as the existing delays on Siebert Avenue.

Benefits	Drawbacks
Provides closer transit access/service coverage to the Vanier Drive neighborhood	Slightly longer route (470 m in both directions)
No impact from turn restriction and delays on Siebert Avenue; addresses Operations concerns and could improve schedule adherence	Speed humps on Vanier Drive
Addresses customer feedback	
Adds a new bus stop at the Courtland Shelley plaza	

This service change will be implemented for the spring 2020 schedule, which begins on Monday, April 27, 2020. No change to service hours is required, and therefore there is no operating cost impact.

Residents in the immediate area of the proposed service change have been sent letters of notification. Next steps include:

- Posting notices for customers at bus stops and online, describing the change;
- Implementing new bus stops at Vanier Drive/Siebert Avenue, Vanier Drive/Shelley Drive, Shelley Drive/Courtland Avenue, and removing two current bus stops at Siebert Avenue/Vanier Drive;
- Updating bus stop and on-street parking signage, as appropriate;
- Shifting a painted centreline on Vanier Drive, to provide more turning space for buses at Vanier/Shelley;
- Updating information for transit operators.

Corporate Strategic Plan:

This route change meets the 2019-2023 Strategic Plan Objective 2.1 (under Sustainable Transportation) – enhance the transit system to increase ridership and ensure it is accessible and appealing to the public.

Financial Implications: Nil.

Other Department Consultations/Concurrence:

Staff from Rapid Transit, Transportation, and the City of Kitchener were consulted in the development of this service change.

Attachments:

Nil.

Prepared By: Eric Pisani, Principal Planner, Transit Development

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services



Report: TES-TRP-20-05

Region of Waterloo

Transportation and Environmental Services

Transportation

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020

File Code: T01-20/4

Subject: Proposed Speed Limit Change on Bleams Road (Regional Road 4) East of Morningside Circle, in the Township of Wilmot

Recommendation:

That the Regional Municipality of Waterloo extend the 50km/h speed zone on Bleams Road (Regional Road 4) from 43 metres east of Morningside Circle to 315 metres east of Morningside Circle by amending the Traffic and Parking By-law 16-023, as amended, to:

- a) Remove from Schedule 17, Maximum Speed of 80 km/h on Bleams Road (Regional Road 4) between 635 metres east of Highway 7/8 to 1300 metres east of Sandhills Road;
- b) Remove from Schedule 17, Maximum Speed of 60 km/h on Bleams Road (Regional Road 4) between 1230 m east of Sandhills Road to 1500 metres west of Queen Street (Regional Road 12);
- c) Remove from Schedule 17, Maximum Speed of 80 km/h on Bleams Road (Regional Road 4) between 1555 metres west of Queen Street (Regional Road 12) to 650 metres west of Manheim Road;
- d) Add to Schedule 17, Maximum Speed of 80 km/h on Bleams Road (Regional Road 4) between 900 metres east of Highway 7/8 to 1235 metres east of Sandhills Road;
- e) Add to Schedule 17, Maximum Speed of 60 km/h on Bleams Road (Regional Road 4) between 1235 metres east of Highway 7/8 to 1520 metres west of Queen Street; and

- f) Add to Schedule 17, Maximum Speed of 80 km/h on Bleams Road (Regional Road 4) between 1520 metres west of Queen Street to 650 metres west of Manheim Road;

in the Township of Wilmot as outlined in Report TES-TRP-20-05, dated March 24, 2020.

Summary:

Staff reviewed the current posted speed limit along Bleams Road in the vicinity of Morningside Circle. Based on this review, staff is recommending that the existing 50km/h speed limit zone on Bleams Road be extended an additional 272 metres east of Morningside Circle. Extending the 50km/h speed zone 272 metres eastward would encompass the built-up area leading into and exiting the southerly limits of New Hamburg.

Report:

1.0 Background

Staff received a request through Waterloo Regional Police Services to assess the existing posted speed limit along Bleams Road in the vicinity of Morningside Circle, which is located south of Highway 7/8 in New Hamburg. This report serves to summarize staff's review and recommendations pertaining to the posted speed limit along this section of Bleams Road.

2.0 Existing Conditions

Bleams Road in the vicinity of Morningside Circle is a 2-lane roadway with a posted speed limit of 50 km/h between Highway 7/8 to 43 metres east of Morningside Circle, where it changes to 80 km/h east of this point. This section of Bleams Road has an Average Annual Daily Traffic (AADT) volume of approximately 7,700 vehicles/day.

From Highway 7/8 to 900 metres east of Highway 7/8, Bleams Road is a built-up environment, with houses backlotting Bleams Road on the south side. 900 metres to the east of Highway 7/8, Bleams Road is a rural environment with farmlands on both sides of the right-of-way.

Please refer to Appendix A which illustrates the existing and proposed speed limits along this section of Bleams Road.

3.0 Regional Practice for Establishing Speed Limits

Staff generally recommend that speed limits be set at or about the average speed because this is most likely to produce a uniformly moving traffic stream. Traffic flowing at a uniform speed results in increased safety and fewer collisions. With uniform speed, drivers are less impatient, pass less often, and are less likely to tailgate, which reduces both head-on and rear-end collisions.

Other parameters such as roadside environment, road geometry, adjacent land use and access frequency are considered when establishing a speed zone. These parameters may change over time due to development, transit routes or road widening. As such, staff continue to monitor and review the Regional road network ensuring appropriate posted speed limits. This includes monitoring development build-outs, which may justify lower speed limits to encompass the built-up areas.

Through staff's review, it was determined that a residential area extended further east along Bleams Road, increasing the distance of the residential area east of Highway 7/8 from the original limits. As such, the posted speed limit along Bleams Road should also be extended to encompass the residential area and the built-up lands leading into the south side of New Hamburg.

4.0 Public and Area Municipality Consultation

From February 10, 2020, to February 24, 2020 staff placed information signs along Bleams Road in the vicinity of Morningside Circle requesting comments from the public through the Region's website or via telephone pertaining to the proposed speed limit change. On the Region's website, an Internet questionnaire was setup to receive comments from the public and a phone number was provided for the public to ask questions or provide comments. As a follow up to the web survey, questionnaires were also delivered to residents fronting Bleams Road within the limits of the proposed speed limit change along Bleams Road.

A total of 64 responses were received showing that 52% (33 of 64) are in favour of extending the 50 km/h speed and 28 residents oppose extending the 50 km/h speed zone to encompass the residential area. The majority of those that oppose, indicate that pedestrians do not use this route so there is no need for slower speeds. 3 of the 64 residents were neutral in their response.

Township of Wilmot Staff are in support of the proposed speed limit change.

5.0 Recommendations

Based on staff's review of the posted speed limit along Bleams Road between Highway 7/8 to 900 metres east of Highway 7/8 and public and area municipal staff support, staff recommends that the existing 50km/h speed zone be extended east of Highway 7/8 to encompass the residential area along Bleams Road when entering or existing the south limits of New Hamburg.

The recommended speed limit revision would ensure that the appropriate posted speed limit has been set in accordance with existing roadway characteristics and surrounding environments.

Corporate Strategic Plan:

The proposed speed limit change along Bleams Road meets objective 2.4: Improve road safety for all users; drivers, cyclist, pedestrians, and horse and buggies.

Financial Implications:

The approved 2020 Transportation Operating Budget includes a budget of \$536,100 for Sign Maintenance. The cost to change the existing posted speed limit signs from 80 km/h to 50 km/h is approximately \$500 and sufficient funds are provided in the maintenance budget.

Other Department Consultations/Concurrence:

The Council and Administrative Services Division will be required to prepare the amending by-law.

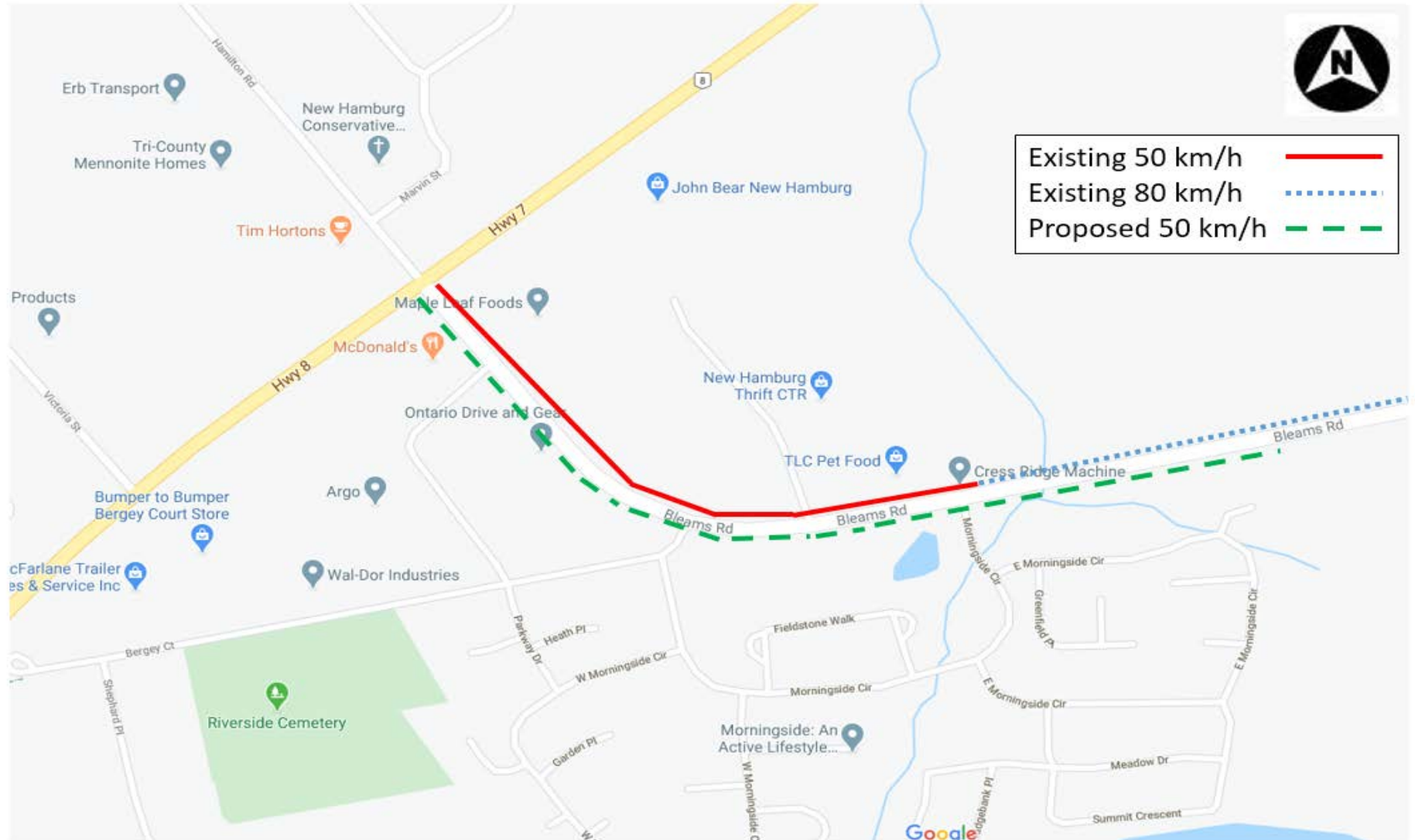
Attachments:

Appendix A - Existing and Proposed Speed Limits Zones on Bleams Road

Prepared By: Satinderjit Bahia, Engineering Technologist (Traffic)

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services

Figure 1 – Existing and Proposed Speed Limits Zones on Bleams Road





Report: TES-TRP-20-06

Region of Waterloo

Transportation and Environmental Services

Transportation

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020

File Code: T01-20

Subject: Lane Designation on Parkside Drive at Northfield Drive (Regional Road 50), City of Waterloo

Recommendation:

That the Regional Municipality of Waterloo amend Traffic and Parking By-law 16-023, as amended, to designate the northbound right-turn lane on Parkside Drive at Northfield Drive (Regional Road 50) as a “right-turn only – buses excepted” lane, in the City of Waterloo as outlined in Report TES-TRP-20-06, dated March 24, 2020.

Summary:

Grand River Transit (GRT) staff reviewed the operation of an existing bus stop located on Parkside Drive just south of Northfield Drive in the City of Waterloo. Based on this review, GRT staff determined that the bus stop location was causing challenges for bus operators to manoeuvre from a stopped position in the right-turn lane and continue northbound on Parkside Drive. GRT staff therefore requested that Transportation Engineering staff consider designating the existing northbound right-turn lane on Parkside Drive as a “right-turn only – buses excepted” lane. This would simplify the manoeuvre allowing bus operators to continue northbound along Parkside Drive using the right-turn lane instead of the adjacent shared straight-through/left-turn lane.

Transportation staff are in agreement with the proposed change. If approved, bus operators would be permitted to travel straight through the intersection from the right-turn lane to continue northbound on Parkside Drive to service the remaining route.

Report:**1.0 Background**

The Grand River Transit (GRT) stop located on Parkside Drive just south of Northfield Drive is a connecting stop to the Northfield ION Station. This connecting stop is on GRT Route 19, which has a stop on Parkside Drive just south of Northfield Drive. Route 19 was implemented on June 24, 2019 to integrate with the Northfield ION Station stop.

2.0 Existing Conditions

The intersection of Northfield Drive at Parkside Drive is controlled with traffic control signals. The intersection has an Average Annual Daily Traffic (AADT) of 39,000 vehicles per day. Currently, GRT has Route 19 travelling northbound along Parkside Drive where it services a bus stop just south of Northfield Drive. After servicing the stop, Route 19 continues straight through the intersection along Parkside Drive. The total activity at this stop is about 40 customers per day (boarding and alighting). Appendix A provides an overall view of the intersection layout.

Bus operators are required to stop in the existing right-turn lane to pick-up and drop-off passengers. This bus stop provides a convenient connection to the nearby ION Northfield Station. Bus operators are then required to continue northbound along Parkside Drive using the straight-through/left-turn lane which presents an operational challenge. This challenging manoeuvre can lead to delay for the Route 19 bus, because prior to merging back into the shared straight-through lane, bus operators must wait until the northbound traffic travelling straight through the intersection has cleared.

4.0 Recommendation

Transportation staff reviewed this operational challenge with GRT staff and recommend designating the northbound right-turn lane as a “right-turn only – buses excepted” lane. This lane designation change would legalize the straight-through manoeuvre from the right-turn lane for bus operators, improve scheduling, minimize delay, and potentially minimize the likelihood of a sideswipe collision involving the bus. Please refer to Appendix B that shows the proposed intersection layout with the lane designation.

Corporate Strategic Plan:

This report addresses the Region’s goal to enhance the transit system to increase ridership and ensure it is accessible to the public (Strategic Objective 2.1) and improve road safety for all users; drivers, cyclists, pedestrians, horse and buggies (Strategic Objective 2.4).

Financial Implications:

The Region's approved 2020-2029 Transportation Capital Program includes a budget of \$15,000 in 2020 for project New Signs and Markings (project #07607) to be funded from the Transportation Rehabilitation Capital Reserve. The approximate cost of the new signage is \$400 and can be accommodated within the annual allocation.

Other Department Consultations/Concurrence:

The Council and Administrative Services Division will be required to prepare the amending by-law.

Attachments:

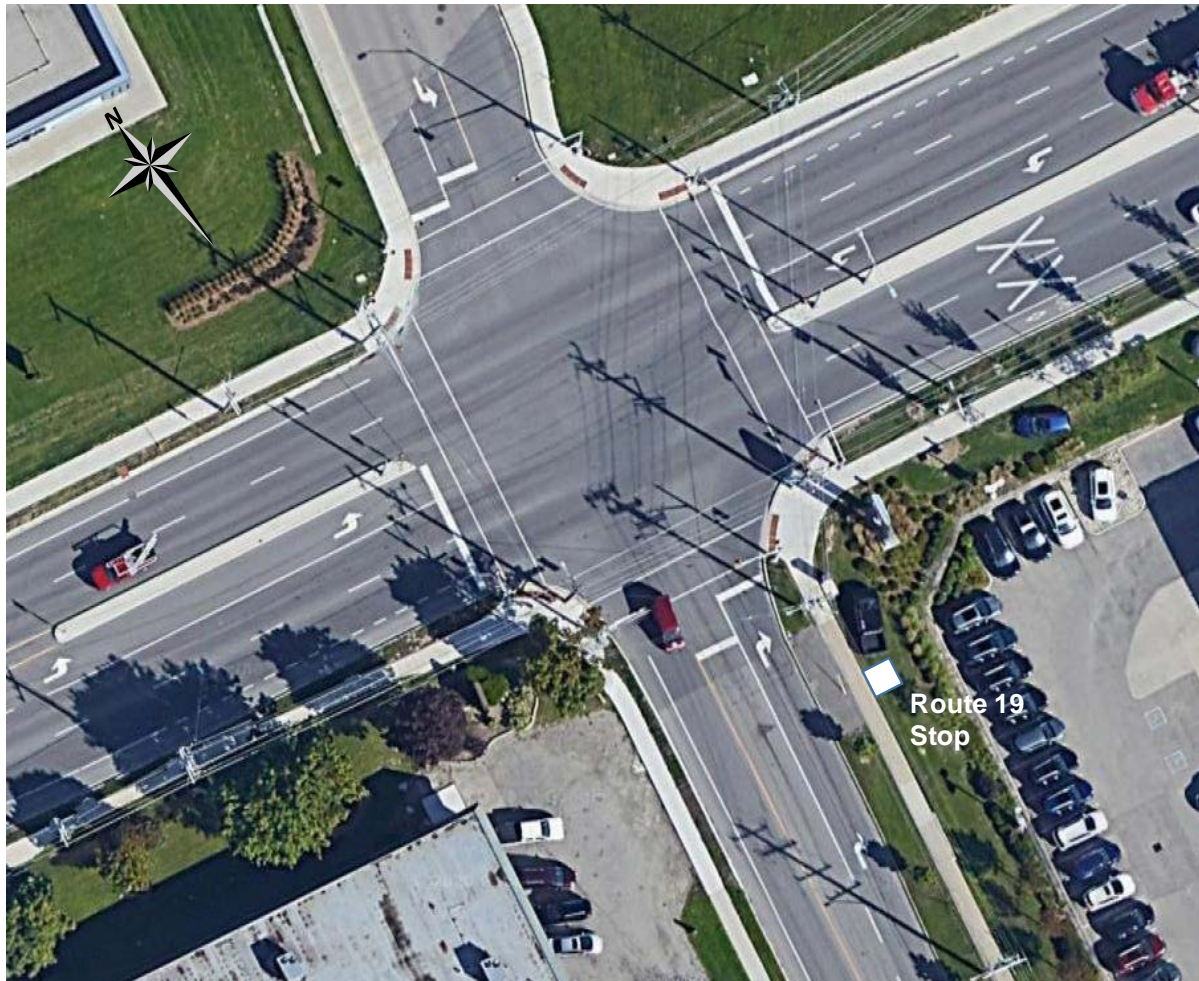
Appendix A – Northfield Drive at Parkside Drive, Existing Conditions

Appendix B – Right-turn Only - Buses Excepted Lane Designation on Northbound Parkside Drive at Northfield Drive.

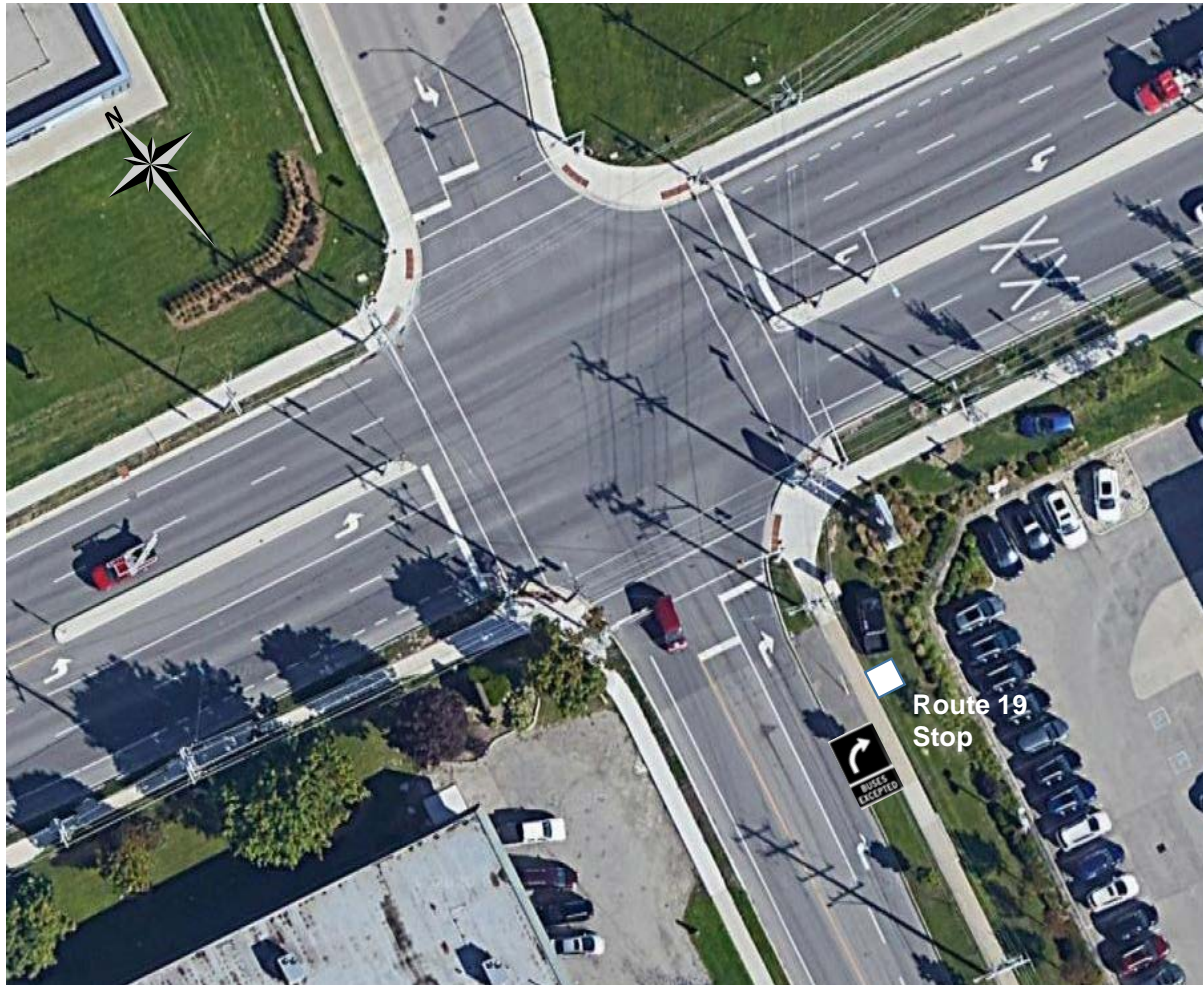
Prepared By: Thair Shaqour, Engineering Technologist (Traffic)

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services

Northfield Drive at Parkside Drive, Existing Conditions



Right-turn Only - Buses Excepted Lane Designation on Northbound Parkside Drive at Northfield Drive.





Report: TES-DCS-20-08

Region of Waterloo
Transportation and Environmental Services
Design and Construction

To: Regional Chair Karen Redman and Members of Regional Council
Date: March 24, 2020 **File Code:** 08797.H
Subject: **C2019-26 Consultant Engineering Services for Detailed Design and Services during Construction for the Kitchener Wastewater Treatment Plant, Primary Clarifier Upgrades, Contract 5B**

Recommendation:

That the Regional Municipality of Waterloo enter into an Agreement for Professional Consulting Services with CIMA Canada Inc., for the detailed design and services during construction for the Kitchener Wastewater Treatment Plant, Primary Clarifier Upgrades, Contract 5B, in the amount of \$1,490,858 plus all applicable taxes, as outlined in report TES-DCS-20-08, dated March 24, 2020.

Summary:

This assignment is for Contract 5B, Primary Clarifier Upgrades, at the Kitchener WWTP. Primary clarifier upgrades are required to replace the existing bridge mechanisms for the primary clarifiers, which are nearing the end of their service life. The primary clarifier upgrades will improve their reliability and performance at Kitchener WWTP.

A consulting engineer is required to complete the design and administer the construction of the Primary Clarifier Upgrades at Kitchener WWTP. A consultant selection process was followed in accordance with the Region's Purchasing By-Law 16-032 for the procurement of goods and services and included price as a factor. When considering Quality, Equity and Price Factors, the submission from CIMA Canada Inc. of Kitchener, Ontario, scored the highest. The consultant evaluation team therefore recommends that CIMA Canada Inc., be retained to undertake this assignment for a total upset fee of \$1,490,858 plus applicable taxes.

Subject to Council approval of this assignment, it is anticipated that detailed design will commence in late April 2020 with construction planned for 2021 to 2023.

Report:

Background

The existing Kitchener Wastewater Treatment Plant (WWTP) is a conventional secondary treatment facility, which has a rated capacity of 122,745 cubic metres per day, as approved in its current Ministry of the Environment Conservation and Parks (MECP) Environmental Compliance Approval (ECA). The Region has implemented a three (3) phase program of upgrade projects related to the Kitchener WWTP. Phase 1 and Phase 2 have been completed.

The third phase of upgrades is well underway to provide reliable and efficient operation in the long term and continue to improve effluent quality to the Grand River. The third phase was split into five main construction contracts. Construction for Contracts 1 through 4 is either complete or underway.

Contract 5 has been split into 2 contracts; 5A and 5B. Contract 5A is currently being designed and this assignment is for Contract 5B, Primary Clarifier Upgrades. Primary clarifier upgrades are required to replace the existing bridge mechanisms for the primary clarifiers, which are nearing the end of their service life. The primary clarifier upgrades will improve their reliability and performance at Kitchener WWTP. A consulting engineer is required to complete the design and administer construction.

The Primary Clarifier Upgrades align with the Municipal Class Environmental Assessment (MCEA), Schedule A: Pre-Approved Activities.

Consultant Selection

The Region of Waterloo placed advertisements on its website, in the Waterloo Region Record, and in the Daily Commercial News inviting submissions from consultants to provide services for design and services during construction for Upgrades to the Primary Clarifiers – Kitchener WWTP.

Two (2) proponents submitted a Proposal (Technical and Upset Budget). Each proposal was reviewed by the consultant selection team consisting of: Nicole Sapeta, Senior Engineer (Water Services); Ryan Lacharity Senior Engineer (Wastewater Operations), Dave Brook, Senior Engineer (Design and Construction) and Aaron Dooling and Tina Reay (Procurement). Region staff was advised by other prospective proponents that due to existing workload they did not feel they could be competitive for this assignment.

The consultant selection process was carried out in accordance with the Region of Waterloo's Purchasing By law 16-032 for the procurement of goods and services, and included price as a factor. The evaluation criteria were subdivided into Quality, Equity,

and Price factors as follows:

Quality factors

Project Approach/Understanding/Work Plan	30%
Qualifications and Experience of the Project Manager	20%
Qualifications and Experience of the Project Support Staff	15%
Experiences of the Consultant on Similar Projects	20%

Price Factor

Upset Price	15%
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When considering Quality, and Equity Factors, both Consultants were shortlisted and had their Upset Budget Proposal Envelopes opened:

- AECOM Canada Ltd.
- CIMA Canada Inc.

The submission from CIMA Canada Inc. received the highest overall score. CIMA Canada Inc., received a solid technical score and had the lowest upset fee. Staff recommends that CIMA Canada Inc. be awarded this assignment for an upset fee of \$1,490,858 plus applicable taxes.

Scope of Work

For this assignment, the Consultant will provide professional consulting services during the detailed design, tender, construction, and post-construction phases of the capital project. The consultant will prepare issued-for-tender, issued-for-construction, and record versions of the Contract Drawings and Contract Specifications for the general construction contract. The Consultant will also provide services related to construction cost estimates and cash flow projections, approvals and permits, third party geotechnical investigation, third party materials testing and quality control, health and safety reviews, site inspection, contract administration, equipment acceptance tests, commissioning of new works, a custom operation and maintenance manual, custom training sessions and administration of equipment warranties.

Appendix A provides a breakdown of the Consultant's upset fee.

Schedule:

Subject to Council approval of this assignment, it is anticipated that detailed design will commence in late April 2020 with construction planned for 2021 to 2023.

Corporate Strategic Plan:

Award of this contract meets the 2019-2023 Corporate Strategic Plan Objective to "protect our water resources (drinking water and wastewater treatment)" under Focus Area "Environment and Climate Action".

Financial Implications:

The Region's approved 2020-2029 Wastewater Capital Program includes a budget of \$3,800,000 in 2020 and \$69,300,000 in 2021-2029 for Kitchener Process Upgrades (project #08797) to be funded from the Wastewater Capital Reserve (71.3%; \$52,120,300), growth related debentures (20.6%; \$15,091,340) and the Development Charge Reserve Fund (8.1%; \$5,888,360). The consultant's upset fee of \$1,490,858 is within the budget allowance for engineering work.

Other Department Consultations/Concurrence: Nil

Attachments:

Appendix A – Breakdown of Consultant's Upset Fee

Prepared By: Dave Brook, Senior Engineer, Design and Construction

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services

Appendix A**Operational Biosolids Strategy – Galt and Waterloo WWTP****Breakdown of Consultant's Upset Fee**

Task		Total
Task 1	Project Management	\$40,934
Task 2	Background Review and 30% Design	\$76,664
Task 3	Detailed Design	\$522,896
Task 4	Services During Construction	\$795,254
Task 5	Post Construction	\$55,110
Total Upset Budget (excluding applicable taxes)		\$1,490,858



Report: CSD-IP-20-01

Region of Waterloo
Community Services
Immigration Partnership

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** A02-40

Subject: Immigration Partnership Federal Funding Update and Staffing Request

Recommendation:

That the Regional Municipality of Waterloo take the following action with respect to the Immigration Partnership Programs of the Community Services Department as outlined in report CSD-IP-20-01 dated March 24, 2020:

- a) Approve an increase to the 2020 Operating Budget for the Immigration Partnership in the amount of \$28,111 gross and \$0 net regional levy for expenditures related to increased staffing; and
- b) Approve a one year extension of the contract for a 0.6 temporary full time equivalent (FTE) to March 31, 2021, funded by contributions from Immigration, Refugees and Citizenship Canada (one third) and the United Way Waterloo Region Communities (two thirds).

Summary:

Nil

Report:

The Immigration Partnership is a collaboration of community service, business, post-secondary and municipal partners working together to facilitate the successful settlement, integration and community involvement of immigrants and refugees in Waterloo Region. The Region of Waterloo is the host of the Immigration Partnership, and is responsible for housing and supervising staff in addition to all legal and financial aspects of funding agreements.

Program funding is primarily provided by Immigration, Refugee and Citizenship Canada (IRCC). The Region was recently advised that IRCC has committed to continue funding the program for the period April 1, 2020 – March 31, 2025, in the amount of \$2,244,505.

The 2020 Budget anticipated the extension of funding for the Immigration Partnership. IRCC budgetary allocations for subsequent years will be accounted for within the Region's annual budget process.

Given the 5-year funding commitment made by the federal government, Immigration Partnership community partners, including Region of Waterloo staff across departments, have begun to collaboratively develop a 5-year vision and program strategy. It is anticipated that the Immigration Partnership Council will approve the strategy in April and present it to Regional Council in the Spring.

Quality of Life Indicators:

The collaborative work of Immigration Partnership community partners in Waterloo Region align with the following with the following QOL indicators: economic well-being, social inclusion and equity, physical and emotional well-being, skills development and relationships.

Corporate Strategic Plan:

This report addresses the Region's Corporate Strategic Plan 2015-2018, Focus Area 1: Thriving Economy and Strategic Objective 1.1 Create a competitive business-supportive environment to help attract, retain and grow employers, talent and investment in Waterloo Region; and Focus Area 4: Health, Safe and Inclusive Communities and Strategic Objective 4.3 Promote and enhance equity in policies, planning, services and decision-making to positively impact community well-being.

Financial Implications:

Funding for the Immigration Partnership is provided by the federal and provincial governments and United Way Waterloo Region Communities. In addition, the Region contributes \$50,000 per year within the Community Services Department's operating budget as well as in-kind costs to support this community initiative.

Immigration, Refugees and Citizenship Canada's financial allocation to the Immigration Partnership for the period April 1, 2020 to March 31, 2025 is \$2,244,505. The Region's approved 2020 Immigration Partnership operating budget anticipated the IRCC funding, but was short \$28,111.

The extension of the 0.60 FTE will be funded through a combination of Immigration, Refugees and Citizenship Canada funding (0.2 FTE) and United Way Waterloo Region Communities funding (0.4 FTE) included in the Region's approved 2020 Immigration Partnership operating budget.

Other Department Consultations/Concurrence:

Legal Services is being consulted regarding the development of the legal agreement
3237980

with the Immigration, Refugees and Citizenship Canada. Finance is providing support in preparing and overseeing the budget and Human Resources provides support regarding staffing requirements.

Attachments

Nil.

Prepared By: Tara Bedard, Executive Director, Immigration Partnership

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



Report: TES-TRS-20-06

Region of Waterloo
Transportation and Environmental Services
Transit Services

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** D28-50

Subject: Future Alternative Service Delivery (ASD) for Transit in the Region of Waterloo

Recommendation:

1. That Regional staff continue to work in conjunction with Trinity Village Long-Term Care Centre and the City of Kitchener to improve the existing pedestrian connection to Connaught Street and Traynor Avenue, enhancing access to transit for Trinity Village residents and employees, as well as users of Kingsdale Park.
2. Staff recommend that Route 27 Chicopee be rerouted in order to provide direct, on-site service to Grand River Hospital (GRH) Freeport Campus.
3. Staff recommend that Route 901 Flex Trinity-Freeport continue to operate until Route 27 Chicopee is rerouted, at which point it be discontinued.
4. Staff recommend that Planning and Works Committee receive, for information, the details of an alternative service delivery pilot in partnership with Metrolinx, as noted in report TES-TRS-20-06, dated March 24, 2020.

Summary:

Following the identification and evaluation of a variety of options to better serve destinations currently served by Route 901 Flex Trinity-Freeport, staff have developed recommendations in which Route 27 Chicopee would be restructured to provide on-site service to Grand River Hospital Freeport Campus, and improve pedestrian connections between existing Route 7 King bus stops and Trinity Village Care Centre. Route 901 Flex would continue to operate until route and vehicle adjustments can be made.

In addition to these changes, Metrolinx has reached out to the Region to collaborate on an alternative service delivery pilot. This project would involve Metrolinx funding for a service design process and project implementation for a minimum period of one year projected to launch in 2021.

Report:

In fall 2018, GRT launched three pilot services in parts of Kitchener, Waterloo and Cambridge that are difficult to serve with conventional buses and routes. The pilots aimed to provide cost-effective, flexible mobility to low-density areas through the use of on-demand service design and technologies, smaller or privately-operated vehicles, and new or expanded partnerships with community groups and service providers. Following consultation and evaluation, these alternative service delivery pilots were launched: the 901 Flex Trinity-Freeport, providing on-site community bus access to seniors' and medical facilities in south Kitchener; the 902 Flex Hespeler Village, a subsidized taxi service connecting residents at Jacob Hespeler Lodge to conventional transit routes in Hespeler; and the 903 Flex Northwest Waterloo, a ridesharing partnership with RideCo providing connections between low-density residential neighbourhoods, GRT routes, and an array of community destinations.

In August 2019, staff brought forward recommendations regarding the future of each ASD pilot (outlined in TES-TRS-19-12). These recommendations were based on observed performance and customer satisfaction in relation to key performance indicators. While cancellations of the 902 and 903 Flex services were approved, Regional Council asked staff to reassess their cancellation recommendation for the 901 Flex, and provide future service options for the area in question for Council's consideration.

901 Flex Trinity-Freeport Future Recommendations

Staff have evaluated a series of options for improving transit service in the 901 Flex service area, including the improvement of pedestrian connections, rerouting of fixed-route services, and repurposing of ASD funds. Evaluation of these options was guided by a number of key principles, including:

1. Improve access to transit services for populations with mobility challenges (e.g. seniors, rehabilitation patients, etc.) and employees at GRH Freeport Campus and Trinity Village Care Centre;
2. Ensure cost-effectiveness of proposed solutions; and
3. Reflect strategies in GRT's 2017-2021 Business Plan in support of alternative service delivery (Section 3.8, A-D), improving connectivity of challenging areas to transit corridors through strategic investments in active transportation and/or land-use planning decisions.

Based on these guiding principles, a substantive evaluation of the benefits and drawbacks of

each option was carried out. With the proximity of frequent transit service providing direct service and extensive connections throughout the Region, staff recommend improvements of the pedestrian connection between Trinity Village and Route 7 King bus stops on Traynor Ave. / Connaught St. through Kingsdale Park City of Kitchener property be explored. Detailed design work would be conducted by Regional staff and capital funding sought from Investing in Canada Infrastructure Program (ICIP) upon opening of the program's next intake window.

The existing pedestrian connection through Kingsdale Park is approximately 235 metres in length, composed of crushed gravel, and unlit – the proposed trail would feature a 3-metre-wide asphalt surface and appropriate lighting, providing Trinity employees with an improved connection to Route 7 bus stops approximately 350 metres from Trinity's main entrance. An agreement for winter maintenance of this pedestrian link will be sought with either or both the City of Kitchener and Trinity Village Care Centre to ensure usability year-round. Route 7 is a high-frequency route operating Monday to Sunday, covering all shift start and end times at Trinity Village. These changes have been discussed at a preliminary level with City staff and management at Trinity Village, and more dialogue is required on detailed design, construction work and maintenance. See Appendix A for an overview of the proposed pedestrian improvement.

Staff also recommend that Route 27 Chicopee be revised to provide on-site service to GRH Freeport Campus, rather than maintaining service and stop locations only on Morrison Rd which is accessed from the hospital via steep pedestrian connection. This would open new ridership opportunities and dovetail with planned expansions to GRH Freeport's staffing and services in 2020 and 2021. This option has the potential to balance increased ridership with limited impacts to the existing performance and customer base of Route 27. Minor reconstruction of the west side of GRH Freeport's north access to Morrison Rd. would be required to accommodate vehicle movements. These improvements have support from facilities staff and management at GRH Freeport.

Precise adjustments to Route 27 Chicopee would be finalized through a process of public outreach to GRH Freeport patients and employees and members of the community. Preliminarily, this route change is anticipated in spring or summer of 2021. See Appendix B for an overview of proposed on-site changes at GRH Freeport.

Finally, in the interim period while design and engagement activities take place, staff recommend that the 901 Flex continue to serve its regular route in its current service hours to minimize disruption to existing customers.

Alternative Service Delivery Pilot with Metrolinx

In fall 2019, the Region was approached by Metrolinx with an offer to engage jointly in the planning and delivery of an on-demand (or ASD) transit pilot project, involving detailed service design and the selection of booking and routing technology and/or service provider(s). In line with the Region's desire to learn how best to deliver flexible transit services in a cost-effective

manner in difficult-to-serve areas, Metrolinx also has an interest in encouraging on-demand transit pilot trials by municipal transit agencies in the Greater Toronto and Hamilton Area (GTHA) to enhance first- and last-mile connections to higher-order transit. This shared objective represents an opportunity to partner in the delivery of a pilot service that builds on the knowledge gained by the 901, 902 and 903 Flex services, enhancing access to both local and regional transit for Regional residents.

The first stage of this project will involve the selection of an area for pilot implementation and selection of a consultant experienced in alternative service delivery strategies to guide the service design process. Public outreach and engagement will be undertaken in order to gather customer insights to guide the specific design of the service (including destinations served, connections to other transit services, hours of operation, number of vehicles, etc.). Once the service design process is complete, the Region will engage in a procurement process to select appropriate technology and service provider(s) prior to implementation (likely in 2021). The project will draw heavily upon lessons-learned from GRT's first foray into ASD, as well as findings from other jurisdictions in Ontario and beyond that have piloted various forms of on-demand transit technologies and services.

Metrolinx will provide full funding for service design and one year of pilot service operation. Metrolinx is also committed to sharing findings of this study with partner transit agencies across the GTHA. The Region will work with Metrolinx to secure a consulting partner with specific expertise in human-centred and service design capabilities to conduct this research project in tandem with staff and recruited participants. More information will be provided to Planning & Works Committee later in 2020 as the service design process nears completion and a targeted budget and implementation date are identified.

Corporate Strategic Plan:

Revising GRT's approach to ASD in order to more effectively appeal to transit customers and serve major destinations supports the Sustainable Transportation Focus Area, Objective 2.1 – Create a public transportation network that is integrated, accessible, affordable, and sustainable. Revising conventional services and seeking capital support from other orders of government supports the Responsive and Engaging Government Services Focus Area, Objective 5.4 – Ensure Regional programs and services are efficient, effective, and provide value for money.

Financial Implications:

Operating the 901 Flex Trinity-Freeport for 2020 will require \$139,400, representing the 12-month operational cost for the service. These funds are available in the approved 2020 operating budget for alternative service delivery as described in TES-TRS-19-12. Funds to support the reconstruction of the north access to GRH Freeport Campus at Morrison Rd. will be provided through Transit Services' capital budget and are not expected to exceed \$5,000.

Staff will seek ICIP funding in support of the proposed pedestrian connection between Trinity Village Care Centre and Connaught Street / Traynor Avenue when the next program application intake cycle begins (note that this timeline remains uncertain). There is precedent for the acquisition of intergovernmental support for this type of project (in which the infrastructure to be funded is not located on lands owned by the applicant) in the Region of Waterloo. A maintenance agreement will be sought with either the City of Kitchener or Trinity Village to ensure year-round access to this facility.

GRT staff will support the Metrolinx-GRT on-demand pilot project over the course of the service design process, leading up to implementation, and during the operational period. All funding in support of both service design and operation for a minimum of one year will be provided by Metrolinx. Any funding to support continuation of the service beyond the one-year mark (if deemed necessary) will be sought prior to a request for extension.

Other Department Consultations/Concurrence:

Infrastructure work at GRH Freeport Campus and to further develop the potential pedestrian connection from Route 7 King to Trinity Village Care Centre will be done in concert with Design & Construction. Staff from this department have been heavily involved in the preliminary design and phasing of this work.

Guidance was sought from staff in Corporate Services in regard to establishing the process for procuring a design consultant and technology and/or service provider for the GRT / Metrolinx on-demand pilot.

Attachments:

Appendix A: Proposed improvements to pedestrian connection between Trinity Village Care Centre and Route 7 King at Traynor Ave. / Connaught St.

Appendix B: Proposed curb infrastructure improvements and Route 27 changes to provide on-site transit service to Grand River Hospital Freeport Campus

Prepared By: Will Towns, Principal Planner, Transit Development

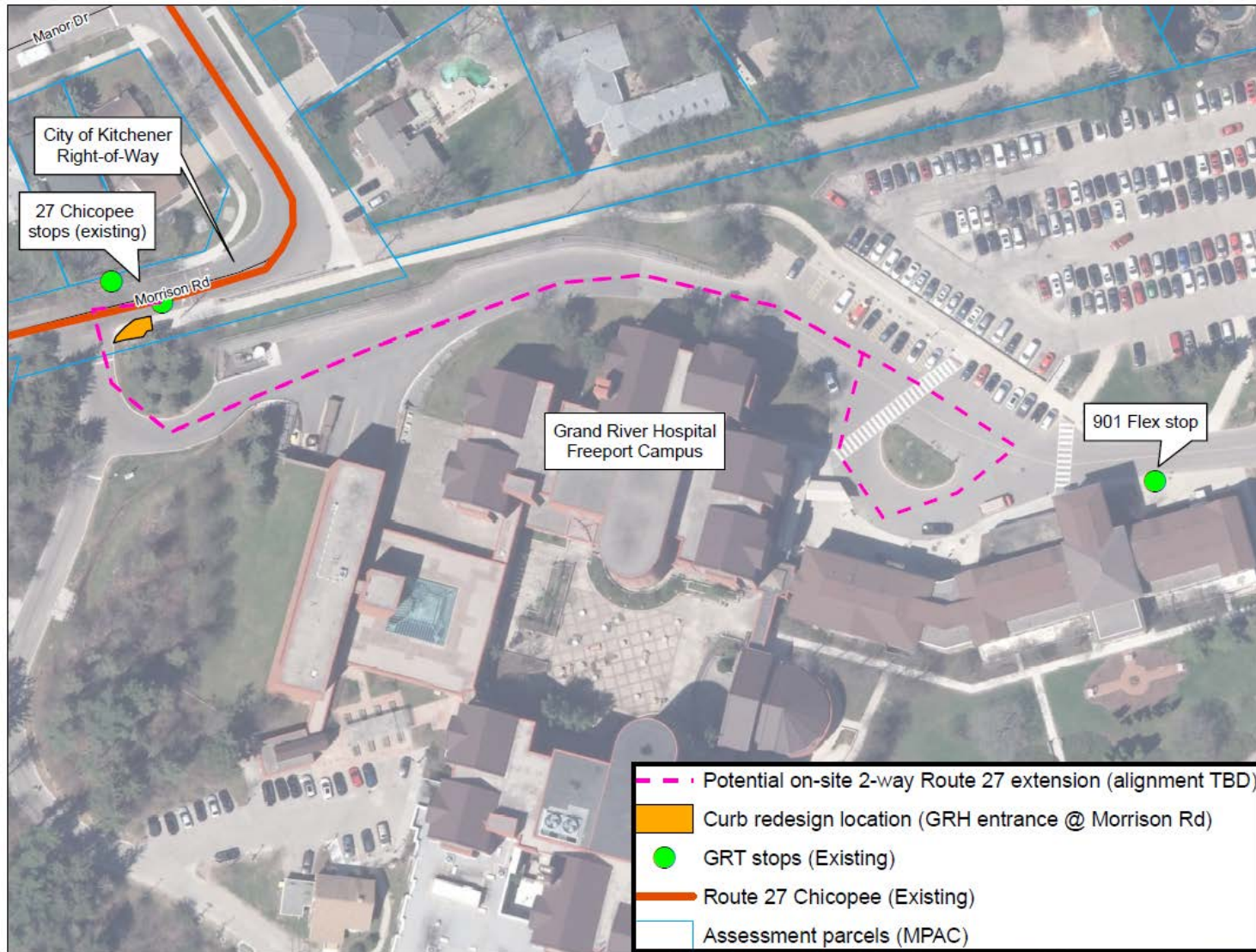
Blair Allen, Supervisor, Transit Development

Approved By: Thomas Schmidt, Commissioner, Transportation and Environmental Services

Appendix A – Proposed improvements to pedestrian connection between Trinity Village Care Centre and Route 7 King at Traynor Ave. / Connaught St.



Appendix B – Proposed curb infrastructure improvements and Route 27 changes to provide on-site transit service to Grand River Hospital Freeport Campus





Report: PDL-LEG-20-14

Region of Waterloo

Planning Development and Legislative Services

Legal Services

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** L07-50

Subject: Rapid Transit Project – Easement Interest in Favour of Waterloo North Hydro Inc. Pertaining to 518 Dutton Drive, City of Waterloo

Recommendation:

That The Regional Municipality of Waterloo declare an easement interest in the lands legally described as Part Lot 11, German Company Tract Township of Waterloo; Part Lot 8, German Company Tract Township of Waterloo as in 529245; Waterloo, surplus to the needs of the Region for purposes of conveying a permanent hydro easement to Waterloo North Hydro Inc., subject to satisfaction of the requirements pursuant to the Region's property disposition by-law, and direct the Regional Solicitor to approve, enter into an agreement for, and execute all documentation related to the said conveyance on terms satisfactory to the Regional Solicitor.

And That the Regional Solicitor has all necessary authority to execute all such documents related thereto.

Summary:

N/A

Report:

The OMSF Property at 518 Dutton Drive in Waterloo (the "OMSF Property") is the Region's light rail operations, maintenance and storage facility.

Waterloo North Hydro Inc. ("WNH") requires a permanent easement over the OMSF

Property for the supply of electricity thereto, including the constructing, installing, repairing, replacing, removing, operating and maintaining of electricity and communication wires, cables, fixtures and other related equipment, and to provide WNH access to the OMSF Property to exercise the rights granted by the permanent easement. Though the easement will be registered on title against the whole of the OMSF Property, an addendum agreement (to the easement agreement) would effectively limit WNH's rights to access and install its equipment thereon to specific required areas only, as depicted on the map attached hereto as Appendix "A". Because the electricity supplied by WNH to the OMSF Property is only for the property's benefit, the easement is being conveyed for a nominal amount.

Regional staff has no concerns with the proposed conveyance of the hydro easement from the Region to WNH.

Corporate Strategic Plan:

The report supports Strategic Objective 2.1: "Enhance the transit system to increase ridership and ensure it is accessible and appealing to the public."

Financial Implications:

Nil.

Other Department Consultations/Concurrence:

Rapid Transit staff and Finance staff have been consulted in the preparation of this Report.

Attachments:

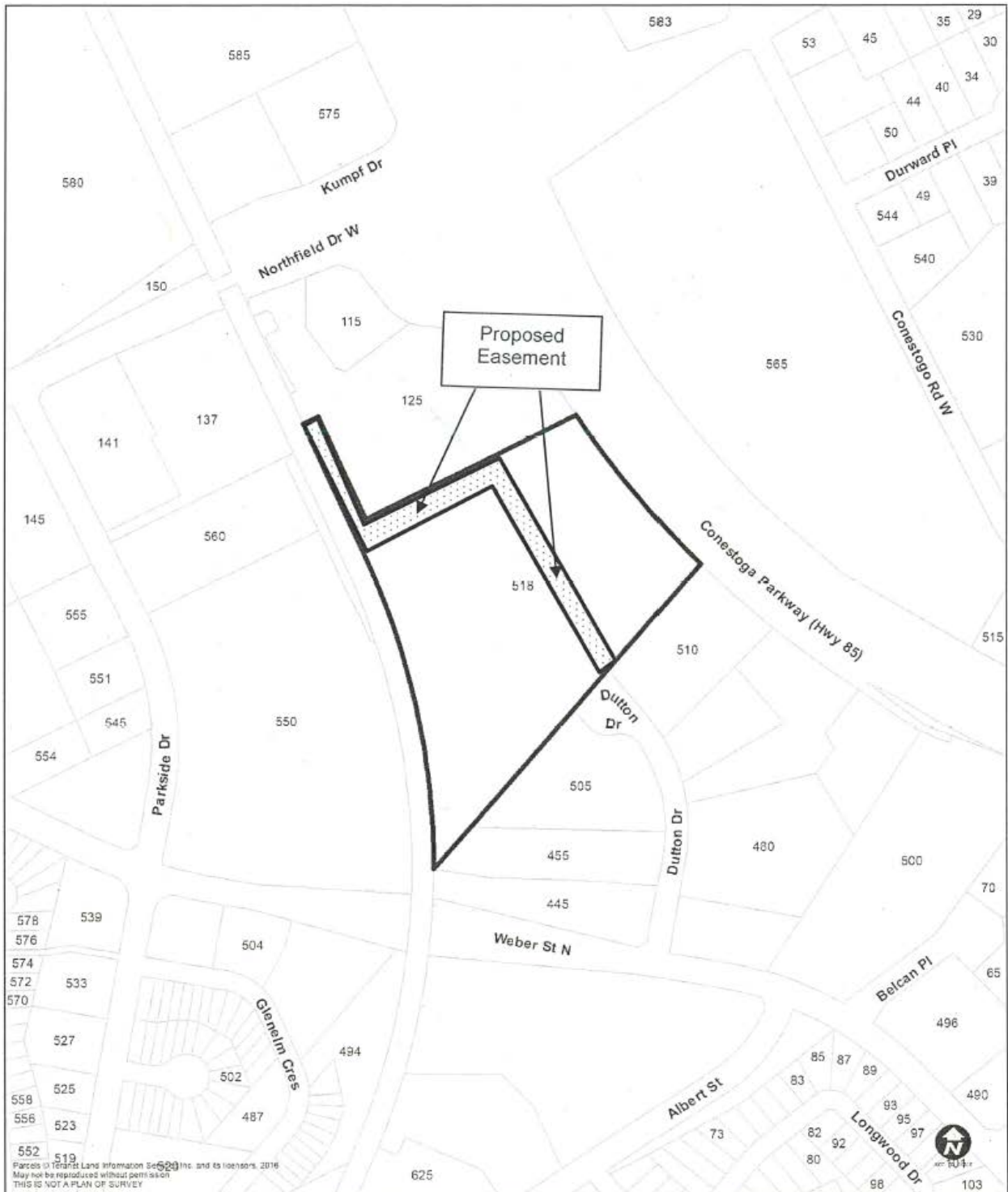
Appendix "A" – Map of Subject Property

Prepared By: Andy Gazzola, Solicitor, Property

Approved By: Debra Arnold, Regional Solicitor, Director of Legal Services


Appendix "A"

Map of 518 Dutton Drive, Waterloo



Produced by
 Information and Technology Services - GIS
 150 Frederick Street
 Kitchener, Ontario N2G 4J3
 © Regional Municipality of Waterloo, 2020
 Author: E. Siddon

518 Dutton Dr, Waterloo





Report: PDL-CPL-20-07

COR-TRY-20-27

Region of Waterloo

Planning, Development and Legislative Services

Community Planning

Corporate Services

Treasury Services

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** F25-20

Subject: **Brownfield Financial Incentive Program – Tax Increment Grant Application – 498 Eagle Street North, Cambridge**

Recommendation:

That the Regional Municipality of Waterloo take the following actions regarding the property municipally known as 498 Eagle Street North in the City of Cambridge, as described in Report PDL-CPL-20-07/COR-TRY-20-27 dated March 24, 2020:

- a) Conditional on the lands not being severed, approve a joint Tax Increment Grant, subject to the terms of an associated Tax Increment Grant agreement with the registered owner of the subject lands, with the Regional amount not to exceed \$1,382,632 net of any other future brownfield assistance, to be financed from the incremental tax revenue for the property following remediation, redevelopment and reassessment of the entirety of the lands; and,
- b) Conditional on the lands not being severed, authorize the Region's Commissioner of Planning, Development and Legislative Services and Commissioner, Corporate Services / Chief Financial Officer to execute any associated agreements, assignments, or other related documents with the registered owner of 498 Eagle Street North in the City of Cambridge, with the form and content of such Tax Increment Grant agreement(s), any subsequent assignments of the agreement, or

other related documents to be satisfactory to both the Regional and City of Cambridge Solicitors.

Summary:

The Region of Waterloo received a Tax Increment Grant (TIG) application for the remediation and redevelopment of 498 Eagle Street North in the City of Cambridge (Attachment A - Location Map). The 7.446 hectare site was previously used as a textile mill, a manufacturing facility, and a former municipal landfill. The applicant is aiming to obtain a Record of Site Condition for the existing facility and former landfill area (Attachment B – Site Map). The buildings on the facility area of the site are intended to be renovated, reconstructed, redeveloped, and repurposed into office, retail, and industrial uses (Attachment C - Concept Plan). An application to sever the landfill portion from the facility portion of the site was submitted in September 2019 to the Cambridge Committee of Adjustment. Regional staff communicated concerns with this severance proposal for a variety of land use planning reasons as well as concerns related to their TIG application. The Committee deferred the severance application to a later date. From a brownfield financial incentive perspective, Regional staff would not have supported recommending Council approve a TIG if the severance application was approved as the severance would have created an orphaned and unserviced parcel with no incentive to remediate the former landfill area. Since the severance has not been approved, Regional and City staff have agreed to recommend approval of a joint TIG for estimated remedial costs on both the facility and former landfill portions of the site on the basis that the site includes the entirety of the lands. This condition has been added to the recommendation.

If approved, this TIG would represent the sixth successful joint TIG application in the City of Cambridge. The redevelopment represents a significant increase in assessed value and tax assessment with an estimated total current value assessment increase of \$13,864,500. Based on a detailed assessment of the anticipated remediation costs from the remedial work plan on both the facility and former landfill area of the site, a total of \$2,149,900 in direct remediation costs are considered eligible for Brownfield Financial Incentives. With a 10 per cent allowance for indirect costs afforded under the TIG program (\$214,990), the total maximum potential TIG (not including any deductions for other brownfield financial assistance) is \$2,364,890. Based on the current redevelopment plan, it is anticipated that: the applicant will not owe Regional Development Charges (RDC) for the redevelopment project, as additional gross floor area is not proposed; and the Region's financial commitment will be the Region's portion of the joint TIG amount (\$1,382,632), which is approximately 58.5% of \$2,364,890 and cost-shared with the Area Municipality.

Final TIG amounts will be calculated once MPAC completes an assessment of the developed property. TIG payments are expected to last nine years and the first payment could start as early as 2023, depending on the timing of completed construction and

occupancy.

City of Cambridge Council considered and approved the joint TIG application on March 10, 2020.

Report:

Background – Tax Increment Grant

The Brownfield Financial Incentive Program (BFIP) contains the joint TIG and RDC exemption that assist with the cost of remediating brownfield sites. On June 26, 2019 Regional Council approved refinements to this program. The joint TIG is offered in Area Municipalities where Community Improvement Plans (CIPs) have been approved for the purposes of encouraging brownfield remediation and redevelopment (currently in the Cities of Cambridge, Kitchener, and Waterloo and in the Township of Wellesley). The RDC exemption for eligible brownfield sites is available region wide through RDC By-law 19-037. Applicants must satisfy a number of criteria to receive these incentives.

An approved TIG is not paid until after remediation, redevelopment and reassessment of the property. The actual amount of the TIG is the lesser of:

- The Council approved maximum total potential TIG established when the application is approved;
- The final allowable costs net of all other brownfield assistance; or,
- Ten years of tax increment payments (the final annual tax increment multiplied by 10).

The applicant submitted a complete joint TIG application to City and Region Staff prior to September 1, 2019, therefore the applicant is grandfathered under the previous TIG program and is eligible for an additional 10% allowance for indirect costs, as per the TIG terms and conditions prior to September 1, 2019.

TIG Application – 498 Eagle Street North, Cambridge

On December 13, 2018, the Region of Waterloo received a joint Tax Increment Grant (TIG) application from RCI Consulting (on behalf of 498 Eagle Investment Inc. - the Applicant) for the remediation and redevelopment of 498 Eagle Street North in the City of Cambridge (Attachment A - Location Map).

Located approximately 600 metres north east of the intersection of Eagle Street North and King Street East (Preston), the 7.446 hectare site was previously used as a textile mill, a plastics manufacturing facility, a coal gasification facility, and a former municipal landfill. A railway spur and mill race, which diverted water from the Speed River in order to power the facility, was added to the site when it was a textile mill. Currently the site is used by various tenants for commercial purposes, principally for storage, office space and

a testing and research lab. A significant portion of the facility is vacant. The former landfill portion of the site was used to dispose of rural and municipal/domestic waste in the 1960s and documentation indicates that clean fill was used to cover the top of the landfill in 1965, with no reported impact on the adjacent Speed River. Currently the landfill portion of the site is covered with trees and other vegetation and has not been developed (please see Attachment B – Site Map). A Record of Site Condition (RSC) is being pursued by the Applicant in order to facilitate the redevelopment of the site. Contaminants of concern were identified in the soil and groundwater of this site during the Phase One and Phase Two Environmental Site Assessment (ESA) work. Based on these findings, the Applicant completed a remedial work plan dated November 16, 2018 and this plan was updated August 7, 2019.

The redevelopment of the subject site supports the Region's intensification and transit oriented development objectives. The site is in close proximity to the future Stage 2 ION Preston LRT Station as well as existing GRT bus stops at King/Eagle. The applicant is proposing to redevelop the site by way of a large scale renovation of Building A and Building C, to be adaptively reused for over 100,000 square feet of Class A Office Commercial space (please see Attachment C – Concept Plan).

Environmental Remediation and Accepted Costs

A Phase One ESA dated April 30, 2014 and a Phase Two ESA dated May 30, 2017 have been completed by Peritus Environmental Consultants Inc. The Phase One ESA identified the following potentially contaminating activities:

- Historical gasification of coal for electricity;
- Use of a transformer station;
- Importation of fill material of unknown quality;
- Historical use of an underground and above ground storage tank;
- Use of railway tracks;
- Historical use as a municipal landfill; and
- Storage of fill containing low level Petroleum Hydrocarbon contamination.

As part of the Phase Two ESA work, many contaminants of concern were identified in the soil and groundwater beneath the site. The results of soil and groundwater samples reported elevated concentrations of a variety of contaminants that were above the applicable Ministry of the Environment Conservation and Parks (MECP) Table 8 regulatory standards. Based on these findings to date, a remedial work plan dated November 16, 2018 (updated August 7, 2019) was prepared to address the identified soil and groundwater impacts.

City of Cambridge and Regional staff reviewed the Remedial Work Plan for the site. A risk assessment was identified as the most cost-effective approach to obtain a Record of Site Condition, as the contaminants are distributed across the site. The Remedial Work Plan

identified two areas of focus for the risk assessment approach: the plant/facility area and the former landfill area. Eligible remediation costs were estimated to include the following tasks: soil and groundwater remediation (facility area); leachate assessment (landfill area); vapour intrusion assessment (facility area); updated Phase Two Conceptual Site Model (both facility and landfill areas); risk assessment (both facility and landfill areas); and update Phase One ESA (both facility and landfill areas). Risk management measures over both the facility and landfill areas will be required to obtain a Record of Site Condition. All eligible direct remediation costs will be submitted to the City and Region once these remedial activities are completed.

Based on estimated costs identified in the TIG application and Remedial Work Plan, an estimated total of \$2,149,900 in direct remediation costs was accepted by the City and Regional staff. This amount plus a 10 per cent allowance for indirect costs afforded under the joint TIG program (\$214,990) results in a net maximum eligible joint TIG of \$2,364,890. Based on the current redevelopment plan for the project, it is anticipated that the applicant will not owe Regional Development Charges (RDC), as additional gross floor area is not proposed. In this case, if there are no RDC's owing, then the site will not be eligible for a brownfield RDC exemption.

An application to sever the landfill portion from the facility portion of the site was submitted in September 2019 to the Cambridge Committee of Adjustment. Regional staff communicated concerns with this severance proposal for a variety of land use planning reasons as well as concerns related to their TIG application. The Committee deferred the severance application to a later date. From a brownfield financial incentive perspective, Regional staff would not have supported recommending Council approve a TIG if the severance application was approved as the severance would have created an orphaned and unserviced parcel with no incentive to remediate the former landfill area. Since the severance has not been approved, Regional and City staff have agreed to recommend approval of a joint TIG for estimated remedial costs on the entire property including both the facility and former landfill portions of the site on the basis that a RSC is obtained for the entirety of the site. The inclusion of remedial costs for the former landfill portion of the site are deemed to be eligible under the Region's BFIP Eligible Remediation Cost Submission Requirements, and these costs will be recouped through the redevelopment and future property tax increment on the facility portion of the site. If approved, staff will ensure that this condition of TIG approval will be reflected in the mandatory TIG agreement and note that this condition has been added to the recommendation.

Joint TIG Calculations and Payment Schedule

The estimated payment schedule for the joint TIG is based on the following information:

- The Municipal Property Assessment Corporation (MPAC) assessment value of the property before remediation and redevelopment;

- An MPAC estimate of the assessed value of the property after remediation and redevelopment. This is an estimated increase in Regional and City taxes (tax increment) based on the difference between the 'before' and 'after' assessed value of the site; and,
- An estimated total net eligible remediation costs (including a 10 per cent allowance for indirect remediation costs) less any other government financial assistance received. In the case of 498 Eagle Street North, the final net eligible remediation costs are not completely known but the remediation cost estimates included in the Remedial Work Plan and TIG application form were used to calculate the maximum potential joint TIG amount.

The joint TIG is paid to the Applicant on an annual basis for a maximum of 10 years, or until the net eligible remediation costs have been recovered or the Council approved maximum has been paid, whichever comes first. The joint TIG is cost-shared between the Region and the City of Cambridge, with grant proportions determined by each municipality's share of the municipal taxes levied on the property in the year the application was submitted (2018).

Impact of the Joint TIG Program in Cambridge

The infusion of private investment in the redevelopment of brownfield properties which is supported by the Region's Brownfield Financial Incentive Program is helping to ensure the efficient use of existing infrastructure, as well as helping to achieve the Region's broader economic development, transit supportive, and land use planning objectives.

If approved, this TIG would represent the sixth successful joint TIG application in the City of Cambridge. Across Waterloo Region, these grants are contributing to the anticipated development of more than 4,300 residential units, more than 2,000,000 square feet of office and retail space, and an estimated total assessment increase of over \$1 billion.

Once the 498 Eagle Street North redevelopment project is complete, MPAC estimates it will have a total assessed value of \$15,595,000 compared to \$1,785,250 in 2019.

Next Step – Executing a Tri-Partite Agreement

As a condition of approval under the joint TIG program, a Tri-Partite Remediation and Redevelopment Agreement ("Agreement") for the development is required between the Applicant, the Region of Waterloo, and the City of Cambridge. This Agreement establishes a number of conditions including, but not limited to, the following:

- The owner must pay all property taxes levied upon the property during remediation and redevelopment (failure to pay and keep in good standing all municipal property taxes will deem the owner in default);

- The entire site must remain whole (e.g. no severance);
- The owner must submit a Record of Site Condition, prepared by a Qualified Person, to the Ontario Ministry of the Environment, Conservation and Parks and have it be accepted and registered on title; and,
- The owner must demonstrate that the remediation and redevelopment of the site has resulted in a minimum \$100,000 increase in the assessed value of the property.

In the case of the 498 Eagle Street North redevelopment project, once the redevelopment and assessment is complete and verified, the executed Agreement will be finalized and have a new payment schedule inserted into it as a “New Schedule”. This New Schedule will include the final TIG payment schedule based on the actual remediation costs, the actual reassessment value of the redeveloped property as determined by MPAC, and subtracting any other financial assistance (e.g., Brownfield RDC exemption) that has been received prior to the calculation of the TIG payment schedule.

Area Municipal Consultation/Coordination

City of Cambridge and Regional staff have jointly reviewed the application and are satisfied that the application meets the eligibility and application requirements. City of Cambridge Council considered and approved the joint TIG application on March 10, 2020. City and Regional staff concur with the recommendations in this report.

Corporate Strategic Plan:

Providing brownfield financial assistance for this site is consistent with the 2019-2023 Corporate Strategic Focus, which directs the Region to: Promote the efficient use of urban land, and protect and enhance agricultural and natural areas (Strategic Objective 3.5).

Financial Implications:

If approved, the Region’s maximum calculated share of the joint TIG for the 498 Eagle Street North redevelopment project is approximately 59% (using 2018 property tax rates) which is capped at \$1,382,632 of the total maximum eligible remediation costs (estimated to be \$2,364,890). This amount translates into a maximum commitment of \$164,653 for each year over 9 years. The remaining 41.5% of the joint TIG would be provided by the City of Cambridge. For this application, should the total incremental property taxes over the 10 year period be less than \$2,364,890, then the lesser amount would apply.

Based on the current redevelopment plan, it is anticipated that the applicant will not owe Regional Development Charges (RDC) as additional gross floor area is not proposed. Assuming there will be no changes to the redevelopment plan, the site will not be eligible for a brownfield RDC exemption.

The final TIG amounts will be reduced by any other financial assistance received by the Applicant for eligible remediation costs. The first payment could start as early as 2023, depending on the timing of completed construction and occupancy. The final TIG payment schedule will be determined when the redevelopment is completed and has been reassessed by MPAC.

Under the funding model for joint TIGs adopted by Regional Council in 2013, the annual TIG payments would be funded from the increased tax revenue on the property occurring in the same year. In other words, the tax revenue resulting from the increased assessment following the redevelopment of a brownfield property is used to fund the annual TIG payment.

A listing of the current approved TIGs and the applicable funding sources, as per the 2020–2029 Capital Program, is attached as Attachment D. Subject to Council’s approval, this TIG will be reflected in the Region’s 2021-2030 Capital Plan. Staff will review the timing of the TIG payments as part of future budget development and will make adjustments as required.

Other Department Consultations/Concurrence:

Staff from Community Planning, Finance, Economic Development, and Legal Services were involved in the review of the joint TIG application and the preparation of this report, and are in support of the staff recommendation.

Attachments:

Attachment A – Location Map

Attachment B – Site Map

Attachment C – Concept Plan

Attachment D – Listing of Approved TIGS and Funding Sources (2020 Approved Capital Budget)

Prepared By: **Peter Ellis**, Principal Planner, Community Planning
Cathy Deschamps, Director, Treasury Services / Deputy Treasurer

Approved By: **Rod Regier**, Commissioner, Planning, Development and Legislative Services
Craig Dyer, Commissioner, Corporate Services / Chief Financial Officer

Attachment A – 498 Eagle Street North Location Map



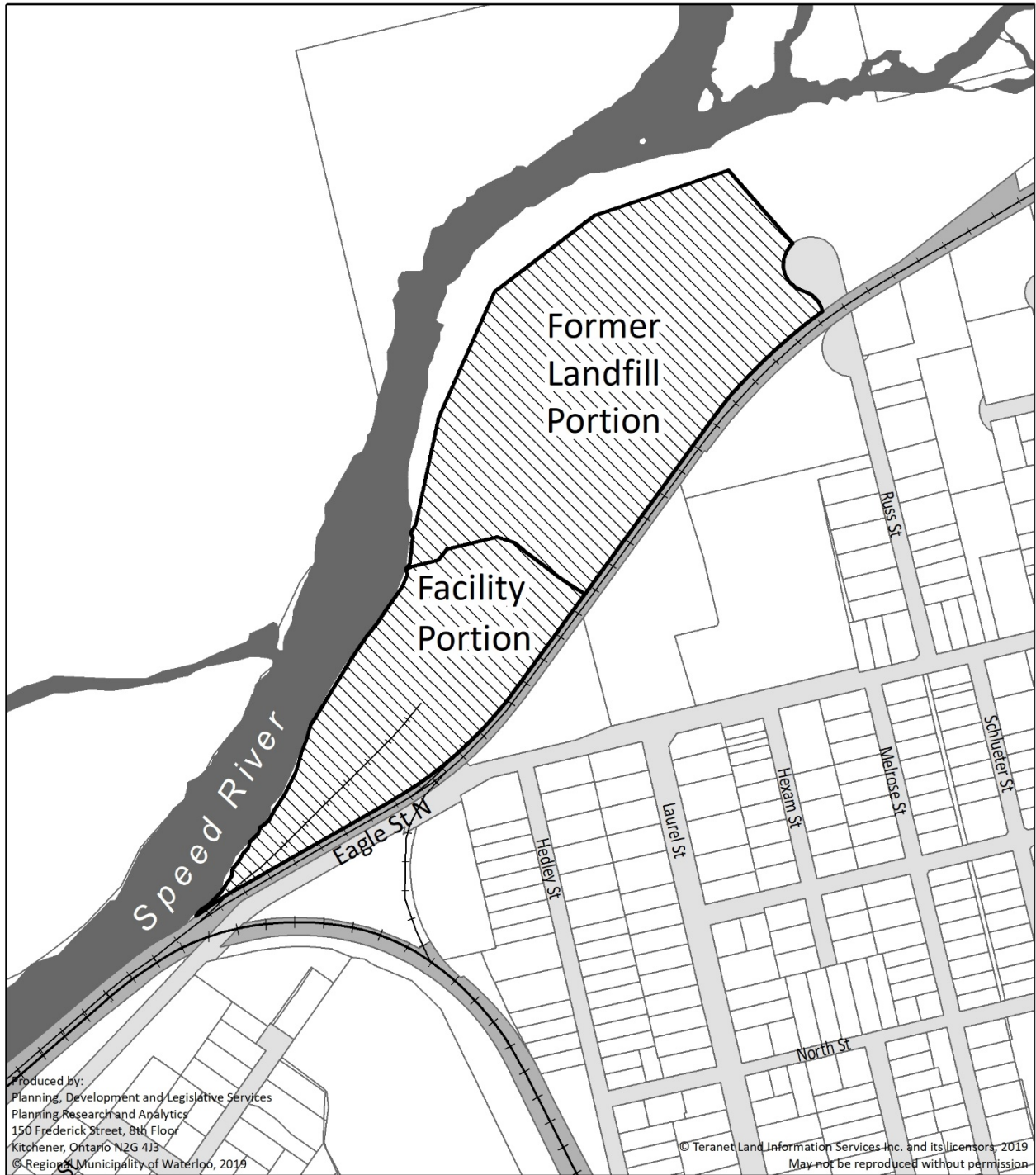
Region of Waterloo

 Subject Lands at
 498 Eagle St N, Cambridge



0 50 100
 Meters

Attachment B – Site Map



Region of Waterloo

Subject Lands at
498 Eagle St N, Cambridge

0 25 50
Meters

Attachment C – Concept Plan



Attachment B – Concept Plan (Con'd)



Attachment D – Listing of Approved TIGS and Funding Sources 2020-2029 Capital Budget

Brownfield Financial Incentive Program Ten Year Capital Budget and Forecast (Thousands)											
	Previous Unspent Approvals	2020 - 2029					2020 - 2024 Subtotal	2025 - 2029 Subtotal	2020 - 2029 Total		
		2020 Request	2021 Total	2022	2023	2024					
EXPENDITURE											
99054 51 Breithaupt Brownfield Incentives	717	236	953			953		953			
99057 130 Water (South Parcel) Brownfield Incentives				534	534	534	2,244	3,846			
99060 55 Mooregate Brownfield Incentives		33	33	33	33	165	33	198			
99063 100 Victoria Street South Brownfield Incentives			554			554		554			
99066 83 Elmsdale Brownfield Incentives		3,500	3,500	688	688	9,063	2,716	11,779			
99067 445 King Brownfield Incentives		312	312	312	220	1,155		1,155			
99074 181 King St Brownfield Incentives			189			189		189			
99075 1 Adam Brownfield Incentives		439	439	603	337	2,271	648	2,920			
99076 1011 Homer Watson Brownfield Incentives			1,269	1,145	1,059	4,285	1,036	5,321			
99077 19 Guelph (Parcel A) Brownfield Incentives			87	87	87	350	676	1,026			
99078 19 Guelph (Parcel B) Brownfield Incentives		178	178	178	178	890	296	1,186			
99080 70 King Street Brownfield Incentives			2,500	2,500	664	79	5,743	5,743			
99081 119 Roger Street Brownfield Incentives		1,500	1,500	374	374	4,122	1,227	5,349			
99083 64 Grand Avenue Brownfield Incentives				764	764	1,528	2,025	3,553			
99084 270 Spadina Brownfield Incentives			750	750	118	1,737	592	2,329			
TOTAL EXPENDITURE	717	6,198	6,915	11,475	7,157	5,057	4,004	11,494	46,102		
FUNDING & FINANCING											
Grants / Subsidies / Recoveries											
Grants & Subsidies	198		198			198		198			
Property Taxes											
Reserves and Reserve Funds											
3980140 Brownfield Incentive Program Reserve	124	1,198	1,322	3,225	3,907	5,057	4,004	11,494	29,009		
3980150 Regional Development Charge Exemption		5,000	5,000	8,250	3,250	16,500		16,500	16,500		
3980180 Water Capital Reserve	198		198			198		198	198		
Other Reserves	198		198			198		198	198		
TOTAL FUNDING & FINANCING	717	6,198	6,915	11,475	7,157	5,057	4,004	11,494	46,102		



Report: PDL-CPL-20-06

Region of Waterloo
Planning, Development and Legislative Services
Community Planning

To: Regional Chair Karen Redman and Members of Council

Date: March 24, 2020

File Code: D05-02

Subject: **Proposed Regulatory Changes Under the Aggregate Resources Act**

Recommendation:

That the Regional Municipality of Waterloo forward Report PDL-CPL-20-06, dated March 24, 2020 to the Ministry of Natural Resources and Forestry as the Region's response to the Province's proposed regulatory changes under the Aggregate Resources Act, Environmental Registry of Ontario Posting No. 019-1303.

Summary:

The Provincial government is consulting on several proposed regulatory changes under the Aggregate Resources Act. The intent is to streamline the way aggregate resources are regulated in Ontario, while also protecting the environment and addressing community impacts.

This report outlines staff's comments and recommendations on the proposed changes with respect to four areas of Regional interest: source water protection; public notification and consultation; compliance assessment reporting; and aggregate rehabilitation. To meet the Province's March 30, 2020 commenting deadline, an advanced copy of this report has been submitted to the Province as a placeholder pending Council's consideration.

Report:

On February 12, 2020, the Provincial government released a series of proposed regulatory changes governing the extraction of mineral aggregates in Ontario. The proposed changes stem from the government's recent amendments to the Aggregate Resources Act (ARA), which were enacted in December 2019 as part of Bill 132, "the

Better for People, Smarter for Business Act”. The details of the current regulatory proposals can be viewed on the Environmental Registry of Ontario’s website at <https://ero.ontario.ca/notice/019-1303>.

Regional Council submitted its comments on Bill 132 to the Province last fall through reports PDL-CPL-19-41 (November 5, 2019) and PDL-CPL-19-41.1 (November 13, 2019). In general, Council’s comments focused on four main themes: ensuring source water protection; improving public notification and consultation; strengthening compliance assessment reporting; and enhancing aggregate rehabilitation. An update on these themes and how they have been addressed in the Province’s proposed regulatory changes is provided below.

Source Water Protection

The Region is one of the largest municipalities in Canada that relies on groundwater for most of its drinking water. A large share of the Region’s drinking water sources overlaps with significant deposits of sand, gravel and other mineral aggregate resources. Extracting aggregates close to, or below the water table in these source water areas has the potential to impact the quantity and quality of water in a Regional supply well. Such impacts could potentially occur through contamination caused during the extraction process (e.g., fuel spills), or through land use activities following the rehabilitation of the site (e.g., road salt, agricultural pesticides, or nutrients).

When the Province enacted Bill 132, it amended the ARA to prohibit the use of municipal zoning to restrict the depth of extraction of an aggregate operation. This change came into effect on December 10, 2019. During the consultation period for Bill 132, Council had asked the Province not to make this specific change to give municipalities a stronger role in protecting groundwater resources. While the Province did not act on Council’s request, it is proposing several other regulatory changes to help protect groundwater resources, including:

- establishing new rules for how the water table is established;
- improving the content of water reports to better assess potential impacts to water;
- requiring water reports to be prepared by a registered Professional Geologist or exempted Professional Engineer;
- requiring applicants to identify whether the proposed operation is in a wellhead protection area, or have the potential to cause a significant threat to a local water source; and
- improving how aggregate recycling activities are carried out to better protect water resources.

While staff are generally supportive of these changes, it is our view that some of the technical requirements being proposed represent minimum standards and may not be adequate in all situations. For example, the proposed rules for establishing the water table would require applicants to monitor groundwater levels for a one-year period. By contrast, the Region's hydrogeological study guidelines currently require a minimum of two years of monitoring data where there is a potential risk to drinking water sources. This standard provides a better picture of water level trends, which will become increasingly variable in the future because of the impacts of climate change (e.g., higher annual precipitation rates will result in increasing groundwater levels and higher water table). **Accordingly, staff recommend that the Ministry of Natural Resources and Forestry (MNRF) require applicants to submit a minimum of two years of groundwater monitoring data to establish the water table where there is a potential risk to drinking water sources (e.g., extraction below the water table, aggregate washing, etc.).**

The proposed regulations would also require new and exiting aggregate operations to have a dust mitigation strategy. Other than water, the only Provincially approved dust suppressants are both chloride-based chemicals. Applying these chemicals on an open sand and gravel pit would result in the chloride recharging water supply aquifers, thereby increasing chloride levels in public and private wells. If a pit is being proposed in a source water protection area, the Region would request that chloride-based dust suppressants not be used. **Given that dust suppression would now be required at all pits, staff recommend that the Province view aggregate extraction activities as a threat under the Clean Water Act, which would be subject to the same risk mitigation measures required for winter road and parking lot maintenance.**

In addition, the Province is proposing new rules that would exempt certain low-risk activities from the requirement to get a license to extract aggregates (e.g., extracting aggregates for personal use on a farm). One of the conditions to qualify for exemption is that excavation does not occur within a Category A or B Wellhead Protection Area (WHPA) under the Clean Water Act. **While staff support the intent of this proposal, we recommend that the Province strengthen it by prohibiting outright all aggregate extraction activities within a Category A or B WHPA under the Clean Water Act, to further prevent or minimize the risk to municipal drinking water.**

Public Notification and Consultation

The current zoning and licensing process for new mineral aggregate operations follows a dual process under the ARA and the Planning Act. The process can be fairly complex and difficult for community members to navigate. A common complaint is that more time and clearer information is needed for the public to participate effectively in the process. The Province is proposing to alleviate this problem by:

- extending the current notification period under the ARA from 45 to 60 days to allow more time for agencies and interested parties to review and comment on mineral aggregate applications;
- allowing applicants to request an extension past the current two-year overall consultation process deadline, thereby giving applicants more time to resolve any objections from the community;
- requiring applicants to notify residents (who may not be landowners) located within 150 metres of a proposed aggregate operation. Applicants would continue to be required to notify landowners (who may not be residents) within 120 metres of a proposed pit; and
- establishing new requirements for applications to expand an existing mineral aggregate operation into the water table.

In general, staff support these changes and feel they are an improvement over the current notification requirements. **Despite these improvements, however, we reiterate our previous recommendation to the Province that municipalities be given the ability to appeal the MNRF's decision (to expand an existing aggregate operation into the water table) to the Local Planning Appeal Tribunal, if the municipality's concerns regarding source water protection are not fully addressed through the application process.** In the absence of any appeal rights, any outstanding concerns could only be referred to the Tribunal for a hearing at the discretion of the MNRF.

Compliance Assessment Reports

Currently, the ARA requires operators to conduct an annual self-assessment of their operation and to submit a Compliance Assessment Report to the MNRF. In practice, these reports are simply collected by the MNRF and are not systematically reviewed for errors or omissions. The Province is proposing to improve this process by:

- developing a “smart form” that would pre-populate sections of the form based on previously submitted information;
- streamlining the required assessment information for sites that have been inactive for more than three years, to focus on assessing compliance to requirements for gates, demarcation of boundaries and monitoring; and
- enhancing the rehabilitation information required (see section below).

Staff generally support these changes and feel they should help operators stay familiar with what activities are permitted on their site. It should also help them ensure that any

potential impacts are avoided or appropriately mitigated. Despite our broad support, however, staff note that the effectiveness of the self-assessment process will ultimately depend on the accuracy of the information submitted by the operators. **Consequently, staff recommend that the MNRF review its current site inspection and enforcement rates to ensure that the self-reported data is accurate.**

Aggregate Rehabilitation

As part of the Compliance Assessment Reports noted above, aggregate operators are currently required to provide information on the progress of their rehabilitation efforts. Currently, the required information is fairly limited and does not detail the type or nature of the rehabilitation activities currently underway. This lack of information makes it difficult for municipalities to monitor rehabilitation rates in their communities and assess how operators are advancing towards full rehabilitation. To help address this problem, the Province is proposing to require operators to report additional information on:

- progressive and final rehabilitation activities;
- which phase of the planned excavation they are working in, if phases are identified on their site plan;
- details on what rehabilitation activities have been undertaken that year (e.g., seeding, planning of trees, rough grading, backfilling slopes); and
- a description of final rehabilitation activities that were conducted that year and, if known, the final intended use (e.g., agricultural, natural, recreational).

Staff generally support these changes and feel the additional information will provide more context and detail on where, when and how rehabilitation is or has been undertaken. The changes will also provide more transparency on how sites are advancing towards full rehabilitation, and encourage operators to better demonstrate their ongoing efforts. The MNRF has indicated that it also working on additional guidance for operators and municipalities, such as best management practices for rehabilitation. **Staff support this initiative and recommend that the Province collaborate with municipalities and other stakeholders in the development of rehabilitation best management practices.**

Next Steps:

While the Province has not indicated when the proposed regulatory changes might come into effect, staff anticipate it will likely occur later this spring or early summer. Staff will continue to monitor any changes and report back to Council as required.

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:

This report has been prepared in collaboration with Water Services staff.

Attachments

Nil.

Prepared By: John Lubczynski, Principal Planner

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



Report: PDL-CPL-20-08

Region of Waterloo
Planning, Development and Legislative Services
Community Planning

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** D03-70/CEF2020

Subject: 2020 Community Environmental Fund Grants

Recommendation:

That the Regional Municipality of Waterloo approve project funding allocations totalling up to \$119,401.58 from the Community Environmental Fund to support 19 environmental stewardship and sustainability projects as described in Attachment 1 of Report PDL-CPL-20-08, dated March 24, 2020.

Summary:

The Community Environmental Fund (CEF) was established by Regional Council in October 2011 (Report CR-FM-11-022/P-11-085). The Fund provides financial support to a wide variety of environmental stewardship and sustainability projects that:

- Provide a positive and lasting environmental return,
- Engage citizens and encourage collaboration,
- Seek innovative solutions and/or increase knowledge, and
- Produce measurable and achievable outcomes.

The Community Environmental Fund for 2020 was advertised in the fall of 2019 and twenty-one (21) diverse proposals were received. Staff have reviewed applications and are recommending that the Region approve funding of \$119,401.58 for the nineteen (19) projects listed in the table on page 4 of this report. Staff plan to offer assistance to community members who submitted applications that were not funded who may wish to re-apply in the future.

Applicants recommended to receive funding include 12 community organizations; 4

schools, including both elementary and post-secondary schools; and 3 projects under the auspices of an Area Municipality. The full list of applicants with project summaries has been included as Attachments 1 and 2.

The recommended funding will provide significant assistance for a variety of environmental projects, many of which might not have been undertaken or perhaps would have been initiated at a smaller scale without the assistance of the Community Environmental Fund. In addition, based on the applications received, it is estimated that every dollar granted from the Community Environmental Fund leverages an additional \$3.96 in cash and/or in-kind contributions, nearly quadrupling the overall community impact.

Report:

The Community Environmental Fund was established by Regional Council on October 26, 2011 (Report CR-FM-11-022/P-11-085) as an action under the Region's former 2011-2014 Strategic Plan to "Develop and implement an integrated funding program to support community-based environmental initiatives." The fund built on the previous Environmental Stewardship Fund which provided its first round of funding in 2010.

The Community Environmental Fund accepts applications for environmental projects falling within the following eight categories:

Stewardship grants for:

1. Enhancement and restoration of natural areas
2. Naturalization of landscapes
3. Acquisition of ecologically significant natural areas
4. Public education/awareness initiatives related to environmental stewardship
5. Research related to environmental stewardship

Sustainability grants for:

6. Projects that:
 - a. Reduce greenhouse gas (GHG) and/or air emissions,
 - b. Increase energy conservation or efficiency,
 - c. Reduce or divert waste, and/or
 - d. Assist with Climate Change adaptation
7. Public education/awareness initiatives which promote long term behavioural change related to environmental sustainability
8. Research related to environmental sustainability

To be eligible for consideration, a project proposal to the Community Environmental Fund, must: be implemented within the Waterloo Region; fall within at least one of the

eight Project Categories; and satisfy at least two of both the project (category) specific criteria and the General Criteria. Requests for funding typically range from \$1,000 to \$25,000 per project.

Stewardship and sustainability grant applications are accepted from: charitable or non-profit organizations (clubs, associations, land trusts); neighbourhood associations and other unincorporated community-based groups; co-operative corporations; schools, school boards, universities, colleges, hospitals, library or other public institutions; and individuals/students with a documented collaborative agreement with an eligible applicant. Stewardship applications are also accepted from private landowners and Area Municipalities, the Grand River Conservation Authority or Regional departments. In the case of schools and government agencies, the projects must be demonstrated to promote Regional interests such as enhancing natural heritage features, increasing the tree canopy, providing shade on school grounds in order to prevent skin cancer, and promoting public awareness and support for various aspects of environmental stewardship and sustainability.

Since its inception, the Community Environmental Fund has granted approximately \$1.6 million to over 200 projects. A brief summary of the accomplishments of the fund can be found in Attachment 3.

The Community Environmental Fund was advertised in the fall of 2019 to attract proposal submissions. The application was available as an on-line form on the Region's website. By the November 29, 2019 deadline, twenty-one proposals were received from a wide variety of local applicants.

Staff reviewed applications to ensure that they conform to the funding guidelines, where necessary, followed up with applicants to further clarify details of their proposals, and evaluated the proposals based on the program funding criteria. Attachments 1 and 2 include brief project summaries for the full list of applicants. Out of the 21 applications received, 19 are being recommended for funding.

The two applications for which grants are not being recommended at this time were either deemed premature or fell outside the scope of eligible funding. Staff plan to offer assistance to community members who submitted applications that were not funded who may wish to re-apply in the future.

Staff are recommending that \$119,401.58 be allocated to the 19 projects listed within the table below. The recommended grants will support a range of stewardship and sustainability projects throughout the Region. Taken together, the proposed projects would involve hundreds of the Region's citizens of all ages and backgrounds. Not only would they foster a culture of sustainability and environmental stewardship, but they also have the potential to nurture new skills and develop community capacity to care for various aspects of our environment.

The recommended funding levels for the projects range from \$600.00 to \$21,300.00. The recommended allocations will assist with a variety of environmental projects many of which might not have been considered or which would have been initiated at a smaller scale without the assistance of the Community Environmental Fund.

2020 Community Environmental Fund Projects				
	APPLICANT	PROJECT	AMOUNT	PROJECT TOTAL*
STEWARDSHIP PROJECTS	Branchton Village Land Trust /Paul Eagles	Forest Management in the Branchton Forest	\$2,500.00	\$2,550.00
	Rare Charitable Research Reserve	Improvement of propagation capacity and native plants to combat invasive species	\$11,887.93	\$31,887.93
	Trees for Woolwich	Open Space Naturalization Project	\$21,300.00	\$33,480.00
	St. John's-Kilmarnock School	Phragmites Control Project around Pond	\$5,000.00	\$7,500.00
	Our Lady of Grace Catholic Elementary School	Natural Playground	\$10,000.00	\$33,235.00
	Divest Waterloo/Faith and the Common Good	Faith Food Forests	\$18,050.00	\$24,150.00
	Waterloo Wellington Children's Groundwater Festival	New Aerial Photo Activity Centre Development	\$5,000.00	\$84,500.00
	Our Lady of Lourdes Catholic Elementary School	Butterfly Pollinator Garden Greening	\$3,000.00	\$3,250.00
	PolliNation (WLU)	Bee Leaders of Tomorrow	\$3,300.00	\$3,300.00
SUSTAINABILITY PROJECTS	Waterloo Region Electric Vehicle Association (WREVA)	National Drive Electric Week Event	\$3,300.00	\$7,600.00
	kwartzlab - Jessica Leung, Ryan Cheung, Sabrina Wang	Small scale plastic recycling	\$8,646.34	\$8,646.34
	THEMUSEUM	ALARM Climate Change Festival	\$4,520.00	\$135,850.00
	First Mennonite Church, Kitchener	FMC Building Sustainability 2020	\$2000.00	\$4,500.00
	Community Kitchen Co-Op of Kitchener Waterloo	Cooking for Climate	\$5,000.00	\$11,300.00
	GreenHouse, Jenna Phillips	Clear the Air Podcast	\$600.00	\$1,341.00
	Run Waterloo	Eco ENDURrace	\$3,195.00	\$13,195.00
	City of Waterloo	Enhancing the urban forest in Waterloo	\$6,356.00	\$12,721.00
	Daniels Forestry, University of Toronto (City of Kitchener)	Biomass/Carbon Mapping in Urban Wooded Natural Areas	\$5,000.00	\$33,703.00
	International Development Students of University of Waterloo	2020 International Development Conference	\$746.31	\$7,196.31
TOTAL			\$119,401.58	\$473,255.58
*Includes estimated in-kind contributions (where applicable)				

Based on the project applications, the recommended Regional grants would leverage an additional estimated \$3.96 in cash and/or in-kind contributions from the applicants and/or other sources of funding for each dollar spent by the CEF.

Area Municipal Consultation/Coordination:

The application guideline makes Area Municipalities eligible recipients for project funding. The City of Waterloo has submitted an application for 2020 funding, and the City of Kitchener and Region of Waterloo are both directly connected to applications submitted by the University of Toronto and the Waterloo Wellington Children's Groundwater Festival.

Corporate Strategic Plan:

This initiative supports Focus Area 3 – Environment and Climate Action, and funds projects that will make progress on the specific Strategic Objectives 3.1 Reduce greenhouse gas emissions, 3.2 Improve resilience to climate change and/or severe weather, 3.3 Direct more waste away from the landfill, improve recycling and better manage organic waste, and 3.5 Promote the efficient use of urban land, and protect and enhance agricultural and natural areas.

Financial Implications:

The Region's approved 2020 budget for Planning, Development and Legislative Services included \$150,000 for the Community Environmental Fund funded from the property tax levy. Staff are recommending that the Region approve funding of \$119,401.58 for nineteen projects. Allocation of the remaining funds for 2020 would require a future report to Council.

The Community Environmental Fund and its predecessor Environmental Stewardship Fund have been funded through the Regional Budget since 2009. The Fund received an ongoing annual allocation of \$150,000 during the 2018 budget cycle. Staff provided Council with a review and update on the CEF Program in August 2018 (Report No. PDL-CPL-18-35 Community Environmental Fund: Program Review and Update).

Other Department Consultations/Concurrence:

Corporate Services staff assist with the financial aspects of administering the Community Environmental Fund.

Attachments

Attachment 1 – CEF Projects Recommended for Funding

Attachment 2 – CEF Projects Not Recommended for Funding

Attachment 3 – CEF Background Information

Prepared By: Kate Hagerman, Manager of Environmental Planning and Sustainability

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

ATTACHMENT 1. CEF PROJECTS RECOMMENDED FOR FUNDING**Branchton Village Land Trust/Paul Eagles - Forest Management in the Branchton Forest (STEW01)**

The Branchton Forest is part of the much larger Branchton Forest and Swamp Environmentally Sensitive Policy Area in North Dumfries Township. Dangerous trees must be brought down in order to protect adjacent properties and users of the area. This year there are two dangerous old Black Oak trees that are threatening to come down on an adjacent property. The Branchton Village Land Trust has benefited greatly by receiving funding from the CEF in previous years for similar management activities in the Branchton Forest.

Requested \$2,500.00 Recommended \$2,500.00

rare Charitable Research Reserve - Improvement of propagation capacity and use of native plants to combat invasive species (STEW02)

Invasive plant removal is more successful if the cleared area can be replanted with native species. This project will benefit rare Charitable Research Reserve by producing plants for their restoration projects, and build seed collecting and planting as an outreach tool. The capacity built by this proposal will increase the long-term viability of the Native Plant Propagation Program at rare in the long term. It will provide plants for use in restoration projects (saving money), and increase educational engagement.

Requested \$11,887.93 Recommended \$11,887.93

Trees for Woolwich - Open Space Naturalization Project (STEW03)

Trees for Woolwich (T4W), a sub group of Township of Woolwich Environmental Enhancement Committee (TWEEC), has been planting trees since 2011--more than 28,000 trees to date. In 2019, Woolwich Township cut many dead ash trees in parks, along trails, boulevards and woodlots and cutting will continue in 2020. In 2020 T4W plans to assist with reforestation efforts by replanting trees in open spaces and parks. This project will continue with a Woolwich Greening Initiative which was endorsed by Woolwich Council in 2018

Requested \$21,300.00 Recommended \$21,300.00

St. John's-Kilmarnock School - Phragmites Control Project around Pond (STEW04)

A wetland area is being negatively impacted by the phragmites invasive species which is destroying the natural habitat of aquatic life in and around the pond. Removal of this invasive species will restore the peripheral area of the pond. This project is part of the restoration of the entire wetland area, previously part of a gravel pit. The goal is to engage students in developing stewardship for their environment and specifically for the wetland areas that are currently being threatened.

Requested \$5,000.00 Recommended \$5,000.00

Our Lady of Grace Catholic Elementary School Natural Playground (STEW05)

This project involves building a new all-natural community playground area and outdoor classroom to replace the current small, outdated, and inaccessible playground. The students, staff, and surrounding community will benefit from this project. To date, sufficient funds have been fundraised to complete Phase 1 of the project, and the requested amount will allow the completion of Phases 2 and 3 (slide in hill, rock formation, mud kitchen, outdoor classroom, and tree planting).

Requested \$33,235.00 Recommended \$10,000.00

Divest Waterloo/Faith and the Common Good - Faith Food Forests (STEW06)

Divest Waterloo(DW) is the KW chapter of Faith and the Common Good (FCG): a national interfaith network composed of people who share a calling to protect our ecosystem and a passion for community service. The organization work collectively to raise awareness and encourage action to ensure that all living beings, including future generations, have access to clean air and water, toxic-free living environments, and a life-supporting climate. People in 8 communities across the region will benefit from this project which aims to address soil degradation and loss of natural systems while creating opportunities to connect people to the land and their food benefits include food security and ecosystem services.

Requested \$18,050.00 Recommended \$18, 050.00

Waterloo Wellington Children's Groundwater Festival (STEW07)

The Children's Groundwater Festival is a hands-on learning experience for students in grade 2 through 5 to learn about groundwater beyond the classroom. Over 50 activity centres that focused on water and the environment help students gain a better understanding of water. This project involves implementing a new activity centre focused on the Grand River watershed. The funding will support the development and implementation of a presentation of aerial images and photos along the Grand River. As part of the activity centre, students will be given an opportunity to locate where their school is located within the watershed on a watershed map.

Requested \$5,000.00 Recommended \$5,000.00

Our Lady of Lourdes Catholic Elementary School - Butterfly Pollinator Garden Greening (STEW09)

Our Lady of Lourdes Catholic Elementary School is located in Waterloo. The school's EcoClub, School Council, and teachers intend to enhance the school's grounds with the addition of a food garden and a butterfly pollinator garden. The first phase of the plan is to turn pre-existing gardens into a butterfly pollinator garden. This would be beneficial as teachers could enhance their lessons plans related to the environment and environmental stewardship. The project will give students a chance to develop natural inquiries about life cycles, plants, pollination, and butterflies.

Requested \$3,000.00 Recommended \$3,000.00

PollNation - Bee Leaders of Tomorrow (STEW10)

The Bee Leaders curriculum strives to educate elementary school students about the pollinator crisis and provide them with the resources/mentorship to address social issues within their local community. PollNation, a student club at Wilfred Laurier, aims to reduce the impact of urban sprawl on local pollinators through the sale of mason bee kits — which fund the Bee Leaders school curriculum. The venture aims to stimulate native pollinator reproduction within the Region of Waterloo

Requested \$3,300.00 Recommended \$3,300.00

Waterloo Region Electric Vehicle Association (WREVA) – National Drive Electric Week Event (STEW11)

WREVA is a volunteer association of electric vehicle (EV) owners sharing information on EVs, and their role in addressing climate change. While they organize and participate in education opportunities throughout the year, their main event is National Drive Electric Week, which they have held in Cambridge, Kitchener, and Waterloo. The event includes family activities, presentations, and the chance to talk to an EV owner and have a free test drive of their vehicle. WREVA's 2019 event attracted more than 600 people, and included 106 EVs and their owners.

Requested: \$3300.00 – Recommended: \$3300.00

kwartzlab - Jessica Leung, Ryan Cheung, Sabrina Wang – Small scale plastic recycling (SUS01)

This project addresses the consumer awareness key area of the Canada-wide Strategy on Zero Plastic Waste by enabling community members to recycle and create products of their own, and forming a circular economy system for plastics at the community level. Funding will allow for the provision of a four machines to recycle and print new three dimensional objects out of existing plastics and failed 3D prints. At full build-out, the project will recycle plastics from schools at various levels in Kitchener and Waterloo, with a goal of recycling 150 kg of plastics in its first year. This funding leverages the contribution of in-kind space rentals provided by kwartzlab.

Requested: \$8646.34 – Recommended: \$8646.34

ALARM (Action, Learning, Adaptation, Responsibility, Mobilization) Climate Change Festival – THEMUSEUM (SUS02)

The ALARM Climate Change Festival will educate visitors of all ages, but especially younger visitors and their families, about the local and global dimensions of the climate crisis, while encouraging climate action. The festival is a stand-alone, multi-site project that will run from January to September. This specific funding will support two specific aspects of the festival. First, it will provide food for the frogs on display as part of

EXTINCTION, an interactive exhibition featuring 8 live habitats and highlights their critical, but often overlooked, role for humans and our current climate emergency. Second, it will allow up to 200 12- to 17-year-old students to learn about energy through work on a Mini-Turbine project and Energy Efficiency Evaluation project as part of Climate Action Week activities.

Requested: \$5000.00 – Recommended: \$4520.00

First Mennonite Church Kitchener – FMC Building Sustainability 2020 (SUS03)

This project aims to build sustainable recycling habits in the communities which see the building as their home, especially for those who are newcomers to Canada. The project will install a water bottle refilling station and provide recycling stations for the 500 community members who use the facility every week, and culminate in a zero single-use plastics and waste diversion Community Picnic.

Requested: \$4000 – Recommended: \$2000

Community Kitchen Co-Op of Kitchener Waterloo – Cooking for Climate (SUS04)

CKCKW's 'Cooking for Climate' (CfC) classes and workshops will support people from across the region to change their relationships with food, understand how their diet contributes to their personal and to our collective GHG emissions, and ultimately to change their behavior by incorporating more plant based meals into their diets and reducing their food waste. The project includes a launch event, as well as eight workshops for 25 to 75 people each. Researchers are designing an online survey for participants about their eating habits/food choices before and after their participation in the event, to assess the effects of the project, and to support its replication.

Requested: \$5000.00 – Recommended: \$5000.00

Jenna Phillips, GreenHouse – Clear the Air Podcast (SUS05)

This project is a monthly podcast to educate youth on climate change using accessible language, to inspire community action, build youth leadership, and promote sustainable local development. It builds on the success of the Clear the Air online platform, which provides a blog and educational workshops that inspire and empower youth under 25 to take local climate action.

Requested: \$600.00 – Recommended: \$600.00

Run Waterloo – Eco ENDURrace (SUS06)

This two-stage running event in Elmira is accessible by Grand River Transit, and is designed to launch Run Waterloo into a period of improving environmental sustainability at year-round race events. It will be the launch of a new bag check option for those who do not bring cars to race events, as well as new waste sorting equipment. Surveys and other measurement/monitoring will be conducted to assess the impact of the new

measures. The event will also serve as a stand-alone opportunity to engage participants on sustainability, and will feature an environmental fare and speakers.

Requested: \$3195.00 – Recommended: \$3195.00

City of Waterloo - Enhancing the urban forest in Waterloo (SUS07)

Community tree planting supports climate change actions since trees are an excellent and sustainable source of shade, natural cooling and reduction of greenhouse gases. In particular, park users, e.g. families, youth, seniors and dog walkers, will directly benefit. Depending on the success of this pilot project, the city of Waterloo may include funding in their operating budget in the future, to continue to support community plantings of large trees in neighbourhood parks as a means to increase the urban forest canopy.

Requested \$6,356.00 Recommended \$6, 356.00

Daniels Forestry, University of Toronto - Biomass/Carbon Mapping in Urban Wooded Natural Areas (SUS08)

Biomass/Carbon mapping has multiple applications relevant to city planning and management of Kitchener's natural areas for the purpose of strategically and sustainably maximizing the goods and services woodlands provide. This project is part of a collaborative effort between U of T and the City of Kitchener that has enabled the creation of an extensive network of field data across the city's natural wooded areas (over 500 permanent vegetation sampling plots) with plans to create practical deliverables.

Requested \$5,000.00 Recommended \$5,000.00

International Development Students of University of Waterloo – 2020 International Development Conference (SUS09)

INDEV students run a conference annually. The seventh annual conference is focused on consumerism, and aims to raise awareness of the problems associated with consumerism. Through the lens of Sustainable Development Goal 12: “Responsible Consumption and Production,” the conference will bring attention to the social, political, and environmental effects of consumerism. CEF funding will leverage funding provided by several student and university sources.

Requested: \$746.31 – Recommended: \$746.31

Attachment 2. CEF Projects not Recommended for Funding**A Review of Recent Environmental Impact Studies and the Natural Heritage Systems protected (or not) - Samantha Hughes (STEW08)**

This project proposed a focused review of the impact of avoidance and mitigation measures recommended in Environmental Impact Studies in order to help the Region to know if they are doing enough to protect the Natural Heritage System. This project is not being recommended for funding through the CEF as this type of research would typically be planned for and undertaken as part of a comprehensive review lead by Regional staff and/or the Region's Ecological and Environmental Advisory Committee (EEAC).

Requested \$4,750.00 Not recommended for funding.

Modern Park Experience - Ethan Chamish (STEW12)

The Modern Park Experience project proposes to build unique and user-friendly websites for parks across the Region. The websites would provide park information and updates in a sustainable and engaging way to the community while also enabling on-site park donations. This project is not recommended for funding at this time as the proposal has not indicated any plans to collaborate or develop partnerships with park owners and operators i.e. area municipalities, conservation authorities.

Requested \$5,000.00 Not recommended for funding.

Attachment 3. CEF Background Information

The Community Environmental Fund (CEF) was established by Regional Council in October 2011 (Report CR-FM-11-022/P-11-085). The fund built on the previous Environmental Stewardship Fund (ESF) which provided its first round of funding in 2010 (Report P-10-006).

Over the past 10 years, the Region, through the ESF and CEF, has granted approximately \$1.6 million to over 200 environmental projects. Stewardship Projects have been funded for each of the 10 years totalling over \$1,336,500, while Sustainability Projects were funded as corporate initiatives in 2011, and for the 2018 and 2019 funding cycles totalling over \$265,000. The detailed breakdown of the types of projects that have been funded can be found in the figures below.

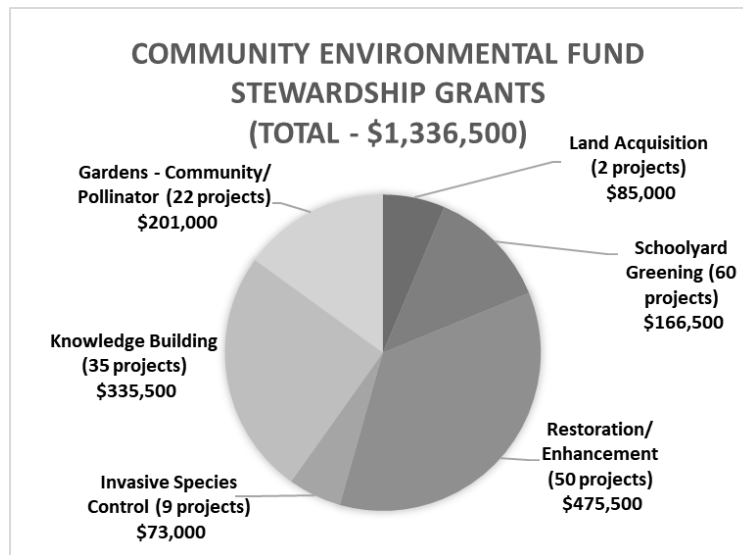


Figure 1: Stewardship Funding by Project Type

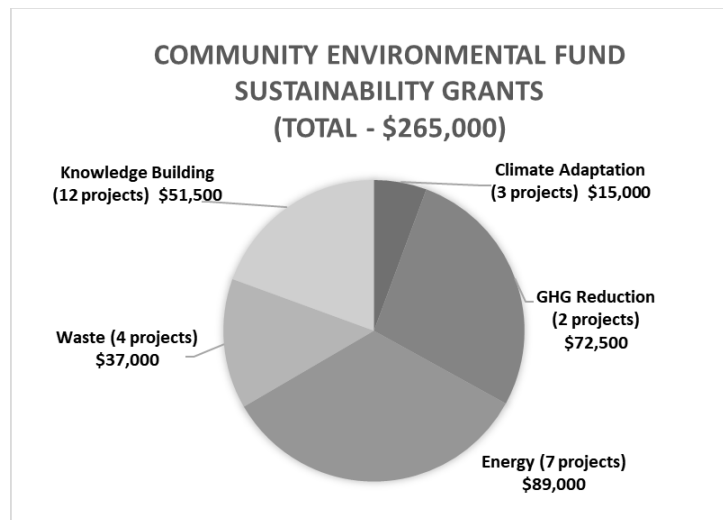


Figure 2: Sustainability Funding by Project Type

Funding from the CEF has been widely distributed to, and has benefited, a broad variety of community environmental stakeholders including schools, community groups, the Conservation Authority, municipalities, Region of Waterloo, networks (such as the Waterloo Stewardship Network), private landowners, researchers, and community institutions. Funding allocations based on the percentage of dollars received by each recipient category is shown in the following figure.

CEF Funding by Recipient Category – Community Groups 47%, Municipalities 12%, Region of Waterloo 11%, Schools 11%, Networks 8%, Conservation Authority 7%, Institutions 3%, Researchers 3%, Private Landowners 3%

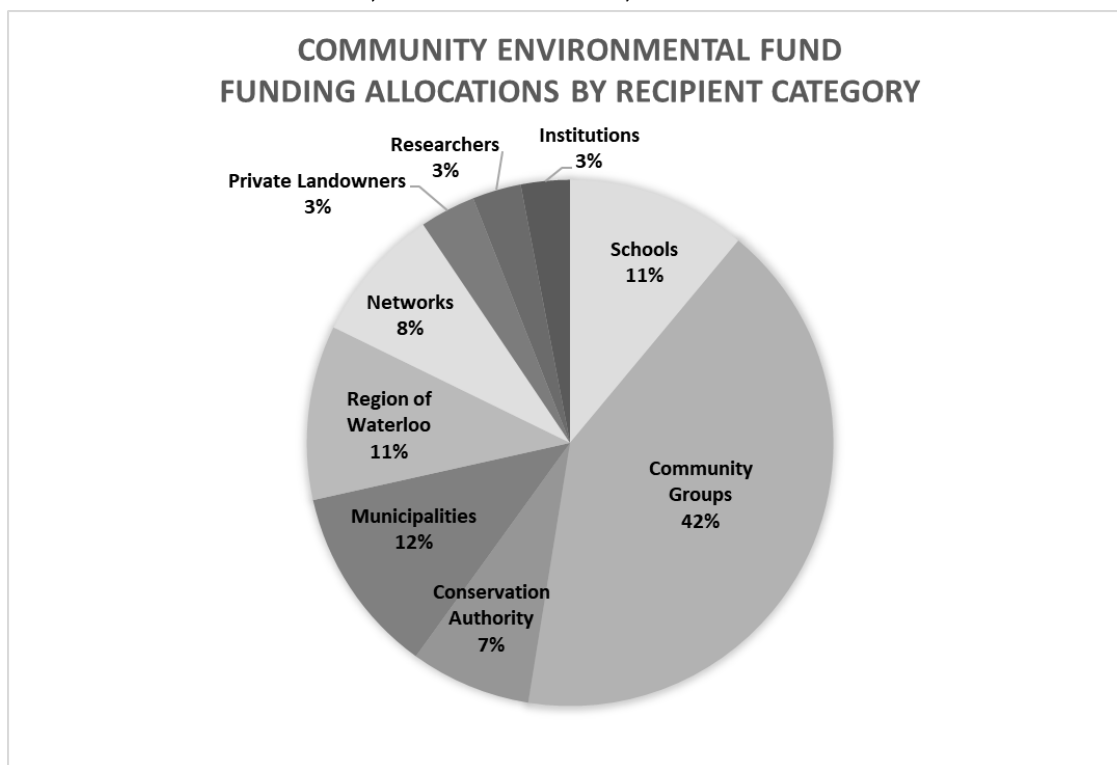


Figure 3: CEF Funding by Recipient Category

The CEF projects that have been funded through these grant recipients represent a diverse range of projects in scope and scale. All funding has been for specific projects that fall within the CEF funding categories, with the majority of grants being smaller one-time grants.

In addition, the CEF has made significant contributions through repeated support to key environmentally focused organizations, including:

- School Boards (WRDSB/WRCRB) – Sixty-five schoolyard greening projects;
- GRCA - Projects include land acquisition, education and tree planting programs, and invasive species control;
- Waterloo Stewardship Network (no longer active) – Projects included the Natural Corridors Program, and restoration and roadside trees projects;

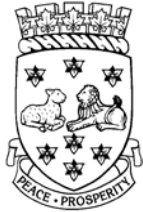
- rare Charitable Reserve – Project include land acquisition, invasive species control, and restoration and demonstration projects;
- Branchton Land Trust – Ongoing forest management projects;
- Township of Woolwich Environmental Enhancement Committee (TWEEC) – Projects include tree propagation and planting, and community greening;
- City of Waterloo – Support for Earth Day events, Environmental Reserve enhancement, and community greening initiatives; and
- City of Kitchener – Projects include species research, restoration projects, and Huron Natural Area enhancement.

Significant impacts have also been made by contributing to several major environmental undertakings lead by the Region of Waterloo, including:

- Region of Waterloo Corporate GHG Reduction Plan (2011)
- Laurel Creek Headwaters ESL - Traffic Study (2014)
- Kissing Bridge Trailway - Bridge Study (2015)
- Electric Vehicle Infrastructure Project (2019)

Over the past ten years, the CEF has been very successful in providing financial support to a wide variety of environmental stewardship projects, and a growing number of sustainability projects. Through this funding, the CEF has been able to provide meaningful and impactful support to projects that have provided a positive and lasting environmental return; engaged citizens and encourage collaboration; sought innovative solutions and/or increase knowledge; and produced measurable and achievable outcomes.

Staff will be visiting past projects over the next few months and expect to return to Council in the fall with a more fulsome summary report of the accomplishments of the Community Environmental Fund (2010-2019).



Report: COR-FSD-20-07

Region of Waterloo

Corporate Services

Financial Services and Development Financing

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** F27-50

Subject: **Community Benefits Authority – Draft Regulation**

Recommendation:

That the Regional Municipality of Waterloo endorse and submit to the Minister of Municipal Affairs and Housing the input and recommendations on the Proposed Regulatory Matters Pertaining to Community Benefits Authority Under the Planning Act, the Development Charges Act and the Building Code Act as set out in report COR-FSD-20-07 dated March 24, 2020.

Summary:

On February 28th, 2020 the Provincial government posted “Proposed Regulatory Matters Pertaining to Community Benefits Authority Under the Planning Act, The Development Charges Act, and the Building Code Act” for public comment. The proposal outlines several matters for public input to inform the further development of the Community Benefits Authority (CBA) under the Planning Act (PA). Comments are due by March 30, 2020.

Staff are encouraged to see that the draft regulation returns public libraries and parks and recreation to the DCA framework and removes the 10% mandatory discount for these services. Staff recommend that council express its thanks to the Province for reflecting the feedback from municipalities related to these services.

Beyond that, staff feel that several challenges remain with the proposed implementation of the CBA. It is clear, through review of the draft regulations pertaining to the CBA, that the CBA essentially mirrors many of the policies and procedures already in place

under the development charge framework. Implementation of the CBA will duplicate existing administrative processes and procedures in place to calculate development charges and accordingly staff recommend that the Province not implement a cumbersome and costly community benefits charge regime which will require additional studies, by-laws and administration. It would be preferable to add the relevant services to the existing DCA framework, rather than imposing a separate community benefits charge regime. Other recommendations include:

- Add municipal airports to the list of eligible services in the DCA;
- Extend the transition period to the date of expiry of a municipality's current DC by-law (the Region's by-law expires July 31, 2024) in order to align the timing of DC background study and community benefits charge strategy preparation; and
- Reconsider amendments to the PA that will, once proclaimed, establish a mechanism by which a community benefits charge by-law could be appealed to the LPAT.

This report summarizes the proposed content of the regulation and provides staff comments and recommendations (where applicable) with respect to the draft regulations pertaining to the CBA, DCA, and PA.

Report:

Background

Staff provided several updates over the past year regarding proposed changes to the Development Charges Act (DCA) and the Planning Act (PA) introduced through Bill 108, More Homes, More Choice Act 2019 and Bill 138 Plan to Build Ontario Together Act, 2019, including:

- COR-FSD-19-25: Region's Response to Bill 108, More Homes, More Choice Act, 2019 dated May 28, 2019;
- COR-FSD-19-41: Bill 108, More Homes, More Choice Act, 2019 – Draft Regulations dated August 13, 2019;
- COR-FSD-19-57: Bill 138, Plan to Build Ontario Together Act, 2019 dated December 3, 2019; and
- COR-FSD-20-01: Amendments to the Development Charges Act dated January 14, 2020.

The current status of the two bills and the related regulation is as follows:

- Bill 108 received Royal Assent on June 6, 2019;
- Bill 138 received Royal Assent on December 10, 2019;
- Certain sections of Bill 108 and 138 which amend the DCA were proclaimed and came into effect on January 1, 2020;
- O/Reg. 454/19 under the DCA was published on December 20, 2019; and
- Certain sections of Bill 108 relating to the proposed Community Benefits Charge (which amend both the DCA and the Planning Act) have yet to be proclaimed, pending regulations.
- Draft regulations posted to the Environmental Registry of Ontario for comment on February 28, 2020. Comments are due by March 30, 2020.

This report summarizes the proposed content of the regulation and provides staff comments and recommendations (where applicable) with respect to the draft regulations pertaining to the Community Benefits Authority (CBA), DCA, and PA.

Community Benefits Authority Draft Regulation

On February 28th, 2020 the Provincial government posted “Proposed Regulatory Matters Pertaining to Community Benefits Authority Under the Planning Act, The Development Charges Act, and the Building Code Act” for public comment. The proposal outlines several matters for public input to inform the further development of the Community Benefits Authority (CBA) under the Planning Act. Comments are due by March 30, 2020.

The proposed CBA would provide a mechanism for municipalities to fund a portion of growth related capital infrastructure costs of community services such as acquiring land for parks, affordable housing, child care facilities, parking, by-law enforcement and municipal airports.

To implement the new CBA, the province is seeking feedback on the following regulatory matters under the PA, DCA and Building Code Act:

1. Required content of a community benefits charge strategy
2. Services eligible to be funded through development charges
3. Percentage of land value for determining a maximum community benefits charge
4. Timeline to transition to the new CBA regime
5. Community benefits charge by-law notice
6. Minimum interest rate for community benefit charge refunds where a by-law has been successfully appealed
7. Building code applicable law

A summary of the proposed content of the regulation and staff comments and

recommendations (where applicable) follows.

1. Required Content of a Community Benefits Charge Strategy

a. Proposed Content

Before passing a community benefits charge by-law, a municipality must prepare a community benefits charge strategy. The strategy must include the following content:

- Anticipated type, amount and location of development or redevelopment
- Anticipated increase in the need for a specific community service resulting from new development
- A parks plan examining the need for parkland in the community
- Amount of parkland per person currently being provided
- Capital costs associated with the increased need for a specific community service resulting from new development
- Excess capacity that exists in those specific services
- An estimate of the benefit to the existing population
- Any grants, subsidies or contributions from other levels of government that are to be made in support of those services

b. Staff Analysis and Commentary

The process to develop a community benefits strategy as outlined in the draft regulation is to a great extent the same as prescribed by the DCA to calculate development charges with the possible exception of the parks plan. Implementation of the CBA will duplicate administrative processes, background studies and procedures that are already in place to calculate development charges. It would be more efficient and less costly to simply add the relevant services to the existing DCA framework.

c. Recommendation

That the Province not implement a cumbersome and costly community benefits charge regime which will require additional studies, by-laws and administration. It is not clear why moving to a community benefit charge by-law is deemed necessary when a framework is already in place in the DCA. It would be preferable to add the relevant services to the existing DCA framework, rather than imposing a separate community benefits charge regime.

2. Services Eligible to be Funded Through Development Charges

a. Proposed Content

The services that are eligible to be funded through development charges are listed under subsection 2(4) of the DCA. The list includes provisions for other services that may be prescribed in regulation. The following services are eligible for development charge recovery:

- Water supply services, including distribution and treatment services.
- Waste water services, including sewers and treatment services.
- Storm water drainage and control services.
- Services related to a highway as defined in subsection 1 (1) of the Municipal Act, 2001 or subsection 3 (1) of the City of Toronto Act, 2006, as the case may be.
- Electrical power services.
- Policing services.
- Ambulance services.
- Fire protection services.
- Toronto-York subway extension, as defined in subsection 5.1 (1).
- Transit services other than the Toronto-York subway extension.
- Waste diversion services.
- Other services as prescribed

The draft regulation proposes that the following services will added to the list of eligible services under the DCA:

- Public libraries, including materials;
- Long-term care;
- Parks development, such as playgrounds, splash pads, equipment and other park amenities (but not land acquisition)
- Public health; and,
- Recreation, such as community recreation centres and arenas

b. Staff Analysis and Commentary

Staff are encouraged to see that the draft regulation returns public libraries and parks and recreation to the DCA framework and removes the previous 10% mandatory discount for these services. Staff recommend that council express its thanks to the Province for reflecting the feedback from municipalities related to these services.

Staff are concerned that municipal airports have been omitted from the list of eligible services under the DCA. Municipal airports have historically been a DC eligible service for which the Region currently assesses development charges. Municipal airports are important components of the overall transportation infrastructure and accordingly should be included in the DCA framework similar to Roads and Transit. The omission from the DCA framework would mean that the funding required to support growth related infrastructure at the airport will have to transition to the community benefits strategy and potentially the tax levy. It is unclear at this point if the level of growth related costs at the airport recovered under the CBA framework will be similar to that recovered under the DCA.

c. Recommendation

That the Regional Council thank the province for returning libraries and parks/recreation to the DCS as eligible services and: and that the Province add municipal airports to the list of eligible services in the DCA, and if not, request the Province to establish a long term, predictable and stable funding program for the development and expansion of municipal airports. Historically, the Province of Ontario has only participated in airport capital funding through joint, shared infrastructure programs with the federal and municipal governments. Other provinces such as British Columbia and Saskatchewan have airport specific funding programs that can be used for safety and infrastructure enhancements that help strengthen local, regional and provincial economies.

3. Percentage of Land Value for Determining a Maximum Community Benefits Charge

a. Proposed Content

The CBA includes a mechanism to determine the maximum community benefits charge payable for any particular development. The maximum charge levied by a municipality cannot exceed the amount determined by applying the applicable proposed percentage to the value of the land that is subject to development on the day before the building permit is issued. The

proposed percentages of land value that would be prescribed in the regulation would be structured as follows:

- Single-tier municipalities: 15%
- Lower-tier municipalities: 10%
- Upper-tier municipalities: 5%

The legislation also prescribes a process for situations where the owner of the land is of the view that the amount of a community benefits charge imposed by the municipality exceeds the amount legislatively permitted and pays the charge under protest. In these situations, the owner has 30 days to provide the municipality with an appraisal of the value of land. If the municipality disputes the value of the land in the appraisal provided by the owner, the municipality has 45 days to provide the owner with an appraisal of the value of the land. If the municipality's appraisal differs by more than 5 percent from the appraisal provided by the owner of the land, the owner can select an appraiser from the municipal list of appraisers, that appraiser's appraisal must be provided within 60 days.

b. Staff Analysis and Commentary

It is unclear how the relative percentages were defined aside from the fact that the lower-tier and upper-tier charges would be equal to the percentage for single-tier municipalities. Staff maintain that there are several potential issues with this methodology including, but not limited to, the following:

- The value of the land is not necessarily related to the cost impact to the municipality i.e. high density development can result in higher costs to the municipality and therefore potentially should have a higher maximum CBC rate
- It is not certain that using land values will produce a result that is more predictable than the current per unit development charge
- The methodology for valuing land will have to be very clear to avoid confusion and delays at the time of municipal building permit issuance.
- It is unclear how the value of the land is initially set and who is responsible for providing the value at the time that the CBC is calculated
- The land appraisal process will add both additional costs and administrative time to the development approval process

- A single, defined percentage does not take into account the varying values of land for differences in types of developments, zoning, land use and geography.
- It is unclear how phased developments will be treated i.e. will the municipality collect the CBC on the entire site or on portions of the site as they are developed.
- It is unclear whether redevelopment credits will apply under the CBC regime as they do in the DCA.
- Construction costs and land values vary significantly both across and within municipalities

c. Recommendation

That the Province reconsider the need to establish a separate community benefits charge framework, and instead add the CBA-eligible services to the existing DCA framework.

4. Timeline to Transition to the New Community Benefits Charge Regime

a. Proposed Content

The date by which municipalities must transition to the new CBA regime would be prescribed in regulation to the DCA. The prescribed date would be the deadline for establishing a community benefits strategy and by-law that would set out the community benefits charge payable in any particular instance, any municipal exemptions, and other details. It is proposed that the specified date for municipalities to transition to the CBA be one year from the date the proposed regulation comes into effect.

b. Staff Analysis and Commentary

The proposed process to establish a community benefits strategy and by-law is very similar to the process to undertake a development charge background study and by-law review which typically take longer than a year to complete. Staff are concerned that establishing a one-year deadline will not provide sufficient time for municipalities across the Province to transition to the CBA with the appropriate level of planning, analysis and stakeholder engagement.

c. Recommendation

That the transition period for the CBA be extended to the date of expiry of a municipality's current DC by-law (the Region's DC by-law expires July 31, 2024) in order to align the timing of a DC background study and CBA strategy preparation.

5. Community Benefits Charge By-law Notice**a. Proposed Content**

Similar to the DCA, amendments to the PA will, once proclaimed, establish a mechanism by which a municipality's community benefits charge by-law could be appealed to the Local Planning Appeal Tribunal (LPAT). The draft regulation sets out the notice provisions for a community benefits charge by-law that the municipality must comply with. The draft provisions provide guidance relating to who the notice must be provided to and the form the notice should take.

b. Staff Analysis and Commentary

Overall, staff remain concerned that CBC by-laws would be appealable to the Local Planning Appeal Tribunal (LPAT). The ability to appeal CBC by-laws creates significant revenue risk for municipalities. The proposed amendment to the PA also represents an administrative burden for municipalities. It undermines revenue predictability and municipal autonomy, and ultimately could delay the emplacement of growth-related infrastructure.

The specific notice provisions as set out in the draft regulation are similar to those in the DCA for appeals and are not a cause for concern at this point.

c. Recommendation

That the Province reconsider amendments to the PA that will, once proclaimed, establish a mechanism by which a municipality's community benefits charge by-law could be appealed to the LPAT.

6. Minimum Interest Rate for Community Benefits Charge Refunds Where a By-law Has Been Successfully Appealed**a. Proposed Content**

The mechanism to appeal a community benefits charge by-law includes a requirement for municipalities to provide full or partial refunds in the event of a

successful appeal. The interest rate paid on amounts refunded must not be less than the prescribed minimum interest rate which the draft regulations prescribes at the Bank of Canada rate on the day the by-law comes into force (updated for the first business day every quarter if applicable). This proposal aligns with the prescribed minimum interest rate for refunds of development charges under the DCA.

b. Staff Analysis and Commentary

As stated above, staff remain concerned that proposed amendments to the PA will provide a mechanism for a municipality's community benefits charge by-law to be appealed to the LPAT. Staff have no immediate concerns with the interest rate set out in the draft regulation relating to refunds.

c. Recommendation

NIL.

7. Building Code Applicable Law

a. Proposed Content

The building code sets out minimum administrative and technical requirements for the construction, renovation, demolition and change of use of buildings. It also establishes a list of applicable law that must be satisfied in order to receive a building permit. The draft regulation proposes that the building code be amended to establish a mechanism for ensuring the payment of community benefits charges prior to the issuance of a building permit as is the case with development charges.

b. Staff Analysis and Commentary

Staff support the draft amendment to the building code to establish a mechanism for ensuring the payment of community benefits charges prior to the issuance of a building permit.

c. Recommendation

NIL.

Concluding Comments

It is clear, through review of the draft regulations pertaining to the Community Benefits Authority, that the CBA essentially mirrors many of the policies and procedures already

in place under the development charge framework. Implementation of the CBA will duplicate existing administrative processes and procedures in place to calculate development charges. It would be far more efficient to simply add the relevant services to the existing DCA framework rather than implement a cumbersome and costly community benefits charge regime which will require additional studies, by-laws and administration.

Of particular concern to Regional staff is the omission of municipal airports from the eligible service list in the DCA. The Region's most recent development charge background study includes approximately \$20 million in potential DC recoverable costs for growth related infrastructure at the airport.

Staff recommend that Council endorse and submit to the Minister of Municipal Affairs and Housing the input and recommendations with respect to the impact of the "Proposed Regulatory Matters Pertaining to Community Benefits Authority Under the Planning Act, the Development Charges Act, and the Building Code Act" on municipal development charges and the proposed community benefits charge as set out in this report.

Corporate Strategic Plan:

This report supports strategic objectives found in the Corporate Strategic Plan, and particularly Focus Area 5.4 - Ensure the Region provides value for money and long term financial sustainability under Focus Area 5, Responsive and Engaging Public Service.

Financial Implications:

Although the Province has stated that one of the goals in transitioning to the CBA authority is to keep municipalities revenue neutral, it is still not clear how the proposed allocation between upper and lower tier municipalities achieves this objective.

The omission of municipal airports from the eligible service list in the DCA is concerning as the Region's most recent development charge background study includes approximately \$20 million in potential DC recoverable costs for growth related infrastructure at the airport. It is unclear at this point if the level of recovery of growth related costs at the airport under the CBA will be similar to that allowed under the DCA.

Staff will continue to assess the financial impacts related to Bill 108 and the associated regulations and report to Council as information becomes available.

Other Department Consultations/Concurrence:

Staff from Planning, Development and Legislative Services were consulted

Attachments

Appendix A: ERO – Proposed Regulatory Matters Pertaining to Community Benefits

March 24, 2020

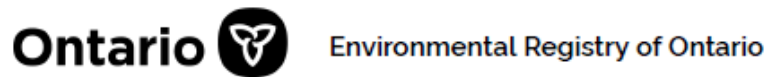
Report: COR-FSD-20-07

Authority Under the Planning Act, the Development Charges Act and the Building Code Act

Prepared By: Shane Fedy, Manager, Infrastructure Financing

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

Appendix A



Proposed regulatory matters pertaining to community benefits authority under the Planning Act, the Development Charges Act, and the Building Code Act

ERO (Environmental Registry of Ontario) number	019-1406
Notice type	Regulation
Act	Planning Act, R.S.O. 1990
Posted by	Ministry of Municipal Affairs and Housing
Notice stage	Proposal
Proposal posted	February 28, 2020
Comment period	February 28, 2020 - March 30, 2020 (31 days) Open
Last updated	February 28, 2020

This consultation closes at 11:59 p.m. on:

March 30, 2020

Proposal summary

Proposed Regulatory Matters Pertaining to Community Benefits Authority Under the *Planning Act*, the *Development Charges Act*, and the *Building Code Act*

Proposal details

Introduction

In May 2019, the Minister of Municipal Affairs and Housing released *More Homes, More Choice: Ontario's Housing Supply Action Plan*. In support of the Action Plan, the Minister of Municipal Affairs and Housing introduced the *More Homes, More Choice Act, 2019* (Bill 108) which received Royal Assent on June 6, 2019. Schedule 12 of the Act, once proclaimed, establishes a new authority under the *Planning Act* for municipalities to charge for community benefits

with respect to land to be developed or redeveloped. Community benefits charges are intended to fund municipal infrastructure for community services, such as land for parks, affordable housing and child care facilities, that are needed to support new residents and businesses associated with new development.

On November 6, 2019, amendments to the community benefits charge provisions under the *Planning Act* were introduced through the *Plan to Build Ontario Together Act, 2019*. The Bill received Royal Assent on December 10, 2019. The amendments, set out under Schedule 31 of the Act, include new transition provisions for alternative parkland dedication and a mechanism to appeal a municipality's community benefits charge by-law to the Local Planning Appeal Tribunal.

The community benefits charge authority has not been proclaimed and is not in effect at this time.

This is the second regulatory proposal that the government has posted for public feedback on the proposed components of a new community benefits charge authority. The initial regulatory proposal was posted on the Environmental Registry of Ontario on June 21, 2019 ("Proposed new regulation pertaining to the community benefits authority under the Planning Act", ERO 019-0183).

This proposal outlines additional matters for public input to inform the further development of the community benefits charge authority and regulation under the Planning Act.

Proposal for public comment

This proposal outlines several matters related to the community benefits charge authority under the *Planning Act*.

The changes made by the *More Homes, More Choice Act, 2019* will mean that municipalities will have two primary funding streams to pay for the increased need for services due to new development.

Development charges are a mechanism for municipalities to pay for the capital costs of infrastructure like roads and sewers associated with new development. The government is also seeking feedback in this proposal on changes to the types of services that could be funded through development charges. It is

proposed that development charges could also pay for the capital costs of certain community services such as public libraries, parks development (other than acquiring land for parks) and recreational facilities (see Section #2).

The new community benefits charge would complement development charges by giving municipalities the flexibility to fund growth-related capital infrastructure costs of other community services. For example, funds generated through community benefits charges could be used to support community priorities such as acquiring land for parks, supporting affordable housing or building child care facilities which will be needed due to growth.

A municipality could choose to collect development charges to fund the development of new park facilities or enhance existing parks such as playgrounds and splash pads. To acquire the land needed to build new parks, a municipality would have the option of using one of the following tools under the *Planning Act*:

1. A municipality could apply the basic parkland dedication rate in which a maximum of either 5% (for example, for a residential development) or 2% (for a commercial or industrial development) of a proposed development is dedicated as parkland or cash-in-lieu is provided (section 42 "Conveyance of land for park purposes" and section 51.1 "Parkland" under the *Planning Act*).
2. Alternatively, a municipality could establish a community benefits charge by-law to collect funds to acquire land for parks as well as other community services such as affordable housing and child care. If both a developer and municipality agree, a developer could provide land for parks (rather than a payment). The agreed-upon value attributed to the in-kind parkland contribution would be applied toward the community benefits charge payable.

If a municipality has a community benefits charge by-law in place it cannot apply the basic parkland dedication provisions of the *Planning Act*.

To implement the new community benefits charge authority, the province is seeking feedback on the following regulatory matters under the *Planning Act*, the *Development Charges Act* and the *Building Code Act*:

1. Required content of a community benefits charge strategy
2. Services eligible to be funded through development charges
3. Percentage of land value for determining a maximum community benefits charge

4. Timeline to transition to the new community benefits charge regime
5. Community benefits charge by-law notice
6. Minimum interest rate for community benefits charge refunds where a by-law has been successfully appealed
7. Building code applicable law

1. Required content of a community benefits charge strategy

Before passing a community benefits charge by-law, a municipality must prepare a community benefits charge strategy. The strategy must identify the items that a municipality intends to fund through community benefits charges. It must also comply with any requirements that may be prescribed in regulation regarding the mandatory content that a strategy should address. In preparing a community benefits charge strategy, a municipality must consult, but has the flexibility to determine their consultation approach.

Proposal

To provide greater clarity about the components of a community benefits charge strategy, it is proposed that a municipality would need to include the following content in their strategy:

1. The anticipated type, amount and location of development or redevelopment that would be subject to a community benefits charge
2. The anticipated increase in the need for a specific community service (for example, the acquisition of land for parks, affordable housing, child care, etc.) resulting from new development or redevelopment
3. A parks plan that examines the need for parkland in the municipality
4. The amount of parkland per person currently being provided in the municipality, and if this is planned to increase, decrease or stay the same
5. The capital costs associated with the increased need for a specific community service resulting from new development or redevelopment
6. The excess capacity that exists in those specific services (for example, the extra capacity that exists in a service that is not currently being used)
7. Whether the increased provision of those specific services would also serve existing residents (for example, existing residents may also benefit from new child care facilities that are needed as a result of new development or redevelopment)
8. Any capital grants, subsidies, or contributions from other levels of government or other sources like donations that are anticipated to be made to support those specific services

2. Services eligible to be funded through development charges

The *Development Charges Act* provides authority for municipalities to impose development charges to pay for the increased capital costs of specific services that are needed as a result of new growth.

The services that are eligible to be funded through development charges are listed under subsection 2(4) of the *Development Charges Act*. The list includes a provision for other services that may be prescribed in regulation. The *Planning Act* stipulates that services funded by development charges may not be funded by community benefits charges.

When proclaimed, the *More Homes, More Choices Act, 2019* will make waste diversion and ambulance services fully recoverable through development charges.

The government is proposing to prescribe additional services to be funded under the *Development Charges Act*, through regulation.

Proposal

It is proposed that the following services would be identified in regulation under subsection 2(4) of the *Development Charges Act*:

1. Public libraries, including library materials for circulation, reference or information purposes
2. Long-term care
3. Parks development, such as playgrounds, splash pads, equipment and other park amenities (but not the acquisition of land for parks)
4. Public health
5. Recreation, such as community recreation centres and arenas

Development charges may be imposed to fully recover the capital costs related to the provision of these proposed services due to new growth. These proposed services would be ineligible to be funded through community benefits charges.

3. Percentage of land value for determining a maximum community benefits charge

The community benefits charge authority established through the *More Homes, More Choice Act, 2019*, includes a mechanism to determine the maximum community benefits charge payable for any particular development. The community benefits charge payable cannot exceed the amount determined by applying a prescribed percentage to the value of the land under development.

The ministry is seeking feedback on the proposed prescribed percentages through this posting.

Proposal

The proposed percentages of land value that would be prescribed in regulation under the Planning Act would be structured as follows:

- single-tier municipalities: 15%
- lower-tier municipalities: 10%
- upper-tier municipalities: 5%

In any particular case, the community benefits charge levied by a municipality could not exceed the amount determined by applying the applicable proposed percentage to the value of the land that is subject to development. The land value would be calculated as of the valuation date, which is the day before the date the building permit is issued in respect of the development or redevelopment.

The community benefits charges levied by municipalities would support the growth-related capital costs of acquiring land for parks, and other community benefits required because of development, such as child care facilities, affordable housing, social services, parking and by-law enforcement. There would need to be a connection between the community benefits charge levied and the increased need for community services associated with new development.

Different percentages are being proposed for single, upper and lower-tier municipalities to reflect the varying service delivery requirements of each tier of municipality to service new growth with community amenities. This percentage structure ensures that the combined percentage for upper and lower-tier municipalities would be equal to the percentage for single tier municipalities.

4. Timeline to transition to the new community benefits charge regime

The date by which municipalities must transition to the community benefits charge authority, if they wish to collect funds for community benefits, would be prescribed in regulation under the *Development Charges Act, 1997*. The prescribed date would be the deadline for establishing a community benefits charge strategy and by-law in order to charge for the capital costs of services funded through community benefits charges.

The community benefits charge by-law would set out the charge payable in any particular instance, any municipal exemptions, and other details.

Proposal

It is proposed that the specified date for municipalities to transition to the community benefits charges regime would be one year after the date the proposed community benefits charge regulation comes into effect.

This transition period would allow municipalities to prepare community benefits charge strategies and pass by-laws if they choose to implement a community benefits charge regime.

5. Community benefits charge by-law notice

The *Plan to Build Ontario Together Act, 2019* amended the *Planning Act* to establish a mechanism by which a municipality's community benefits charge by-law could be appealed to the Local Planning Appeal Tribunal. A municipality would be required to provide notice to the public when it passes a community benefits charge by-law. To implement the by-law appeal mechanism, requirements associated with how to provide public notice would be prescribed in regulation.

Proposal

To implement the appeal mechanism, it is proposed that upon passage of a community benefits charge by-law, a municipality would be required to comply with the following notice provisions. These provisions are similar to the notice provisions under the *Development Charges Act* regarding the passage of a development charges by-law:

1. Notice would be required to be given through newspaper or to every land owner in the area covered by the by-law through personal service, fax, mail or email.

2. Notice would also be required to be provided by personal service, fax, mail or email to those individuals who specifically request notice, the clerk of the lower or upper-tier municipality (if and as applicable), and the secretary of every school board having jurisdiction in the area covered by the by-law.
3. In order to facilitate public awareness of the passage of a community benefits charge by-law, notice would include the following:
 - i. A statement that the council of the municipality has passed a community benefits charge by-law.
 - ii. A statement setting out when the by-law was passed.
 - iii. A statement that any person or public body may appeal the by-law to the Local Planning Appeal Tribunal by filing with the clerk of the municipality a notice of appeal setting out the objection to the by-law and the reasons supporting the objection.
 - iv. A statement setting out the last day for appealing the by-law.
 - v. An explanation of the charges imposed by the by-law.
 - vi. A description of the lands to which the by-law applies, a key map showing the lands to which the by-law applies, or an explanation why no description or key map is provided.
 - vii. An explanation of where and when persons may examine a copy of the by-law.

The date on which notice would be deemed to have been given would be:

- the newspaper publishing date if the notice is published by a newspaper
- the date the fax is sent, if the notice is faxed
- the date the email is sent, if the notice is emailed
- the date the notice is mailed, if the notice is sent by mail

6. Minimum interest rate for community benefits charge refunds where a by-law has been successfully appealed

The mechanism to appeal a community benefits charge by-law includes a requirement for municipalities to provide full or partial refunds in the event of a successful appeal. The interest rate paid on amounts refunded must not be less than the prescribed minimum interest rate.

Proposal

It is proposed that the minimum interest rate a municipality would be required to pay on amounts refunded after successful appeals would be the Bank of Canada rate on the date the by-law comes into force. Alternatively, if the

municipality's by-law so provides, the minimum interest rate would be the Bank of Canada rate updated on the first business day of every January, April, July and October.

This proposal aligns with the prescribed minimum interest rate for refunds of development charges after successful appeals under the *Development Charges Act*.

7. Building Code applicable law

The Building Code is a regulation under the *Building Code Act, 1992*. The Building Code sets out minimum administrative and technical requirements for the construction, renovation, demolition and change of use of buildings. It also establishes a list of applicable law that must be satisfied in order to receive a building permit. Municipalities enforce the Building Code and are responsible for issuing building permits for the construction, renovation, demolition or change of use of buildings.

Proposal

It is proposed that the Building Code be amended to add the community benefits charge authority to the list of items under Division A - Article 1.4.1.3 Definition of Applicable Law. This amendment would establish a mechanism for ensuring the payment of community benefits charges prior to the issuance of a building permit.

Public comment

Your feedback on the implementation of the community benefits charge authority will inform government decisions on the development of a new community benefits charge regulation under the *Planning Act* and amendments to regulations under the *Development Charges Act* and *Building Code Act*.

Submissions may be made online or provided via email to the contact below.

Supporting materials

Related links

[Planning Act \(https://www.ontario.ca/laws/statute/90p13\)](https://www.ontario.ca/laws/statute/90p13)

[Development Charges Act, 1997](https://www.ontario.ca/laws/statute/97d27)
(<https://www.ontario.ca/laws/statute/97d27>)

[Building Code Act, 1992](https://www.ontario.ca/laws/statute/92b23) (<https://www.ontario.ca/laws/statute/92b23>)

[Related ERO \(Environmental Registry of Ontario\) notices](#)


[Proposed new regulation pertaining to the community benefits authority under the Planning Act \(/notice/019-0183\)](#)

View materials in person

Some supporting materials may not be available online. If this is the case, you can request to view the materials in person.

Get in touch with the office listed below to find out if materials are available.

Municipal Finance Policy Branch
College Park 13th flr, 777 Bay St
Toronto, ON
M7A 2J3
Canada

 [416-585-6111](tel:416-585-6111)

Comment

Let us know what you think of our proposal.

Have questions? Get in touch with the contact person below. Please include the [ERO \(Environmental Registry of Ontario\)](#) number for this notice in your email or letter to the contact.

[Read our commenting and privacy policies. \(/page/commenting-privacy\)](#)

Submit by mail


John Ballantine
Municipal Finance Policy Branch


College Park 13th flr, 777 Bay St
Toronto, ON
M7A 2J3
Canada

Connect with **Contact**

US

John Ballantine

 [416-585-6348](tel:416-585-6348)

 john.ballantine@ontario.ca



Report: COR-FSD-20-06

Region of Waterloo

Corporate Services

Financial Services and Development Financing

To: Chair Sean Strickland and Members of the Administration and Finance Committee

Date: March 24, 2020

File Code: F11-30

Subject: Periodic Financial Report for the year ended December 31, 2019

Recommendation:

That the Region of Waterloo take the following actions with respect to the Periodic Financial Report for the year ended December 31, 2019 as set out in report COR-FSD-20-06 dated March 24, 2020:

1. Approve the preliminary 2019 financial results for the purposes of preparing the Region's 2019 Audited Financial Statements; and,
2. Apply the Surplus Allocation Policy to the 2019 financial results.

Summary:

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.

The following table outlines the financial position for operating budgets for the year ended December 31, 2019:

2019 Year End Operating Budget Variances (\$ thousands)

	Variance	% of Tax / User Rate Revenue
Property Tax Supported Programs	\$2,638	0.7%
Water Supply	1,176	2.0%
Wastewater Treatment	(1,203)	(1.4%)
Water Distribution ¹	(151)	(5.7%)
Wastewater Collection ¹	55	4.0%
Subtotal Direct Regional Services	\$2,516	
Waterloo Regional Police Service	(1,040)	(0.6%)
Region of Waterloo Library	42	1.4%
Total Year end operating position	\$1,517	

¹ Retail user rate service for customers in Wellesley and North Dumfries

Direct Regional tax supported operations ended the year with a modest surplus of \$2.6 million or approximately 0.7% of the 2019 property tax levy for these programs. Variance details by division are provided in **Appendix A**. Waterloo Regional Police Services (WRPS) ended the year with a \$1.0 million shortfall and the Region of Waterloo Library (RWL) ended the year with a \$41,669 surplus. WRPS and RWL will be reporting year-end results to their respective boards shortly. On the user rates side, there was an operating surplus for Water Supply and a shortfall for Wastewater Treatment in 2019. Details for user rates have been provided in **Appendix B**. These results will be reflected in the Region's year end financial statements which will be submitted to Audit Committee on April 22, 2020.

Year end surpluses and shortfalls will be allocated to or funded from reserves and reserve funds in accordance with Council policy. Staff report COR-FSD-17-19 Reserve and Reserve Fund Strategy established a \$15 million target balance for the Tax Stabilization Reserve (TSR). The recommended distribution of the 2019 tax supported operating surplus in accordance with the Surplus Allocation Policy is included in the Financial Implications section of this report.

The status of significant capital projects, i.e., greater than \$1 million, has been provided in **Appendix C**. This threshold captures approximately 81% of the entire 2019 capital budget. Explanations for year end capital variances of greater than \$250,000 or 10% have been included in this report.

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 is based on results for the year ended December 31, 2019 for both operating and capital budgets.

1. Tax Supported Operating Budget

The Region's year end actual vs. budget position for property tax supported programs (excluding WRPS and RWL) is a modest surplus of \$2.6 million. This represents approximately 0.7% of the approved property tax levy for these programs. The following table provides an overview of variances by department:

2019 Year End Tax Supported Operating Budget Variances (\$ thousands)

Department/Program	Expenditure	Revenue	Net
Elected Office	\$20	\$-	\$20
Chief Administrator's Office	(69)	33	(37)
Corporate Services	(394)	247	(147)
Human Resources and Citizen Service	(64)	180	116
Planning, Development and Legislative Services	775	117	892
Transportation and Environmental Services	5,178	(5,295)	(118)
Community Services	530	2,371	2,900
Public Health and Emergency Services	2,465	(1,416)	1,049
Subtotal above	8,440	(3,764)	4,676
Waterloo Region Crime Prevention Council	5	(2)	3
Immigration Partnership Council	(105)	104	(1)
Corporate Financial	(1,228)	1,411	182
Development Charge Exemptions	(3,695)	-	(3,695)
Tax Write-offs and Rebates	30	-	30
Supplementary Taxes and PILs	-	1,441	1,441
Direct Regional Services	\$3,448	(\$810)	\$2,638

The Waterloo Region Police Services Board and Library Committee will receive reports on year end results at upcoming board meetings. Their respective year end positions are approximately a \$1.0 million shortfall for Police and a \$41,669 surplus for Library.

The following section provides an update on items of significance to the property tax supported budget and **Appendix A** provides further detail on variances and their underlying causes by division.

1.1. Provincial Funding

Staff report COR-FSD-19-44 Update on Provincial Funding Announcements, dated September 10, 2019 provided the most recent update on changes to provincial funding in 2019. The following table summarizes the 2019 budget variances relating to provincial funding:

Program	2019 Impact (\$ millions)	Comments
Public Health	\$-	Impact delayed to 2020, 2021 and 2022
Children's Services	-	Impact delayed to 2020, 2021 and 2022
OW – Employment Ontario	(0.2)	Funding reduction offset by spending reductions per report CSD-EIS-19-03
Paramedic Services	0.2	Additional funding per based on 50/50 cost sharing
Long Term Care	0.0	Sunnyside funding announcement September 20, 2019
Total	\$0.0	

1.2. Development Charge Exemption Funding

As set out in report COR-FSD-17-33 dated November 22, 2017, Regional Council approved a strategy to fund downtown core area exemptions over a 10-year period. The value of the exemptions arising from the expiry of downtown core exemptions on February 28, 2019, was approximately \$41 million. Accordingly, \$4.1 million of “unfunded” core area exemptions will be transferred from user rate and tax levy sources to the RDC reserves annually from 2019-2028.

The recently approved Regional Development Charges By-law 19-037, which came into force on August 1st, 2019, includes exemptions and discounts for both new and grandfathered Brownfield sites, the three core areas of Cambridge, as well as qualifying industrial and office development.

The Region's approved 2019 Budget included \$4.7 million to fund development charge exemptions. The cost of development charge exemptions in 2019 totals

\$10.3 million as set out in the table below, resulting in an unfavourable variance of \$5.7 million (\$3.7 million tax levy, \$2.0 million user rate):

2019 Development Charge Exemptions (\$ thousands)

Service	Core Area Strategy	Cambridge Core Area	Brownfield	Industrial Discount	Other	2019 Total	2019 Budget	YTD Budget Variance (Over) / Under Annual Budget
Tax Levy	2,730	189	1,862	1,975	33	6,790	3,095	(3,695)
User Rates	1,400	116	995	1,026	21	3,557	1,575	(1,982)
Total	\$4,130	\$305	\$2,857	\$3,001	\$54	\$10,347	\$4,670	(\$5,677)

1.3. Housing Services

Program expenses for non-profit/co-operatives were lower than budget by \$1,322,000 due to lower subsidies required for RGI tenants. Staffing costs and other administrative expenses are lower by \$375,000 due to temporary vacancies and staff turnover.

Tenant security and other contracted service costs exceeded the facility operating budgets by \$250,000. Move out/refurbishment costs (flooring, painting and plumbing) exceed the 2019 budget by \$23,000. Move-out/unit refurbishment cost increases are due to the general condition of units, building remediation requirements, as well as efforts to better align unit occupancy, size, and configuration with current client needs.

Rent revenues at Waterloo Region Housing (WRH) units exceeded the budget by \$467,000. Government subsidies are higher by \$204,000 for various programs that are funded from senior levels of government (i.e. CHPI, IAH, HPS, etc.).

1.4. Facilities Management

Facilities staff maintain approximately 850 buildings with annual budgeted gross expenditures of \$73.8 million. Facility maintenance and repair costs were \$620,000 higher than budget in 2019. The primary drivers for the variance includes higher costs for plumbing, electrical, HVAC, elevator maintenance and electronic security equipment, offset by lower staffing costs due to temporary vacancies. Maintenance costs have been trending upward in recent years reflecting the need for increased investment and funding for asset renewal projects. Remediation costs related to the legacy voice radio system were \$320,000 higher than budget. Utility costs were

lower by \$303,000 for various Regional buildings. Snow removal, haulage and additional salt costs were higher than budget by \$470,000 due to severe winter conditions. Other contracted services and fees were lower than budget by \$334,000, partly due to reduced needs for security at the Charles Street Transit Terminal.

1.5. Airport Revenue

Airport revenues for 2019 are above budget by \$46,000 due to greater than expected parking fees and unplanned film productions revenue. The Airport hosted 94% of its planned passengers for 2019.

1.6. Provincial Offences Administration (POA) and Red Light Camera Revenue

POA General Revenues were lower than budget by \$315,000, partially offset by higher than budgeted Collections (\$123,000) and Red Light Camera (\$107,000). This is due to declining Highway Traffic Act charges. Large fine payments were \$715,000 in 2019. The following table provides a comparison of budget versus actual for revenue items in the POA budget:

(\$ thousands)	2019 Annual Budget	2019 Actual	Actual vs Budget variance surplus/ (shortfall)	% variance surplus/ (shortfall)
POA General Revenues	\$3,922	\$3,607	(\$315)	(8.0%)
Collection Revenues	3,292	3,415	123	3.7%
French Language Funding	172	179	6	3.5
Red Light Camera Revenues	1,560	1,667	107	6.8%
Total	\$8,946	\$8,868	(\$78)	(1%)

Staffing costs were \$100,000 lower than budget due to temporary vacancies. Adjudication and crown prosecution fees were lower than budget by \$124,000 and \$57,000 respectively, resulting from fewer charges filed in 2019 than prior years. Collection fees were over budget by \$87,000, offset by higher collection revenues.

1.7. Transportation including Winter Control Costs

Costs associated with winter maintenance exceeded this budget estimate by \$1,597,000. This is due primarily to weather related events in January, February and April. Throughout the year, there were variances in many operational areas however, the primary offsets to the winter maintenance negative variance were positive variances in the following: pavement markings \$144,000, signage activities \$265,000, signal activities \$109,000, street lighting maintenance and hydro \$144,000, erosion control and drainage maintenance activities \$194,000.

There several smaller positive variances in revenues as follows: Aggregate Haulage \$35,000, sign shop recoveries \$30,000 and access and permit fees \$45,000. This is offset by a negative variance of \$30,000 in Operations Revenues. General operating expenditures, primarily related to office renovation, office equipment, hardware and software purchases, general maintenance and equipment maintenance were under budget by \$104,000. There were temporary vacancies throughout the year resulting in savings salaries of \$404,000. Sign shop had a positive variance of \$44,000. Additionally, expenditures associated with red light cameras were \$185,000 lower than budgeted.

1.8. Waste Management

The following table provides a comparison of budget versus actual for Waste Management revenues:

(\$ thousands)	2019 Annual Budget	2019 Actual	Actual vs. Budget variance surplus/ (shortfall)	% variance surplus/ (shortfall)
Industrial/Commercial/ Institutional (ICI) revenue	\$7,655	\$7,481	(\$174)	(2.3%)
Recycling revenue	3,425	2,476	(949)	(27.7%)
Resource Productivity & Recovery Authority (RPRA) funding	4,050	4,214	164	4.0%
Methane gas royalties	635	592	(43)	(6.8)
Other	100	139	39	39.0%
Total	\$15,865	\$14,902	(\$963)	(6.1%)

The 2019 Waste Management budget for Industrial, Commercial and Institutional (ICI) landfill tonnage was 84,700 with revenue budgeted at \$7,655,000. Full year ICI tonnage fell short of the budget by 6,770 tonnes (\$555,000) which was partially offset by fees from incoming loads of materials that are diverted from landfill (i.e. yard waste, scrap metal). Revenue for the sale of recyclables was below budget by \$949,000 due to lower market prices for blue box materials. RPRA (formerly WDO) funding for the Blue Box program was above budget. Revenue from the sale of garbage tags and methane gas royalties were close to budget.

Operating expenses were higher than budget due to repairs and maintenance at the recycling centre and Waterloo transfer station, as well as increased costs for maintaining and monitoring the environmental control systems (i.e. gas, leachate, groundwater). These increases were partially offset by the decrease in property taxes due to reductions in the current value assessment from requests for reconsideration.

1.9. Transit Fare Revenue and Expenditure

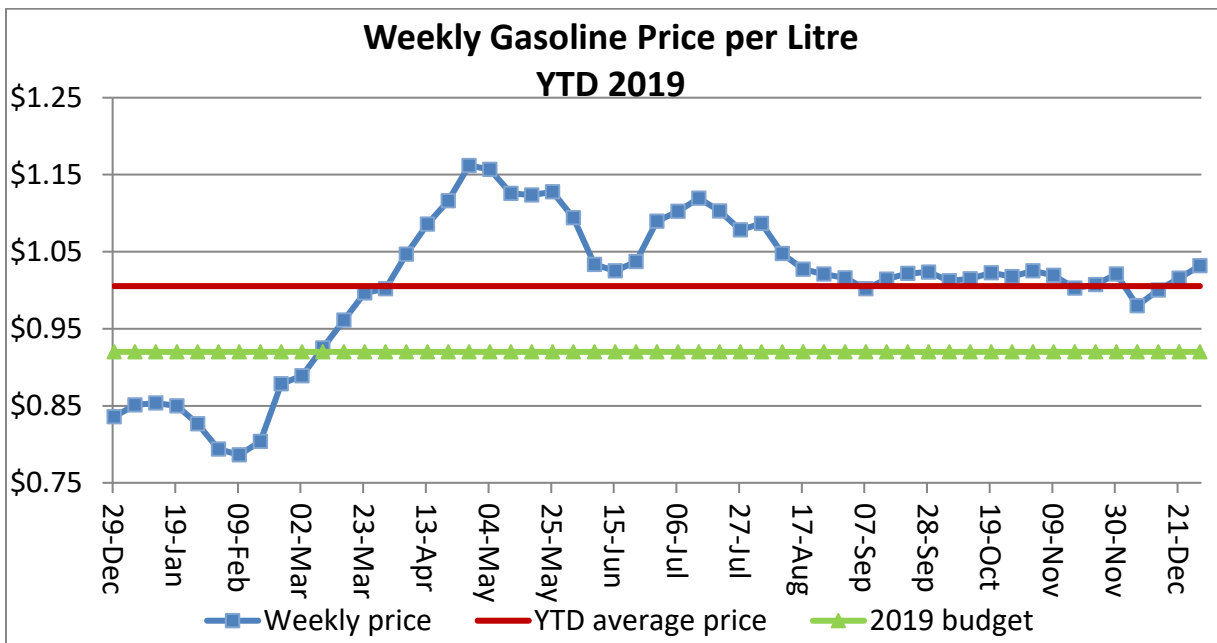
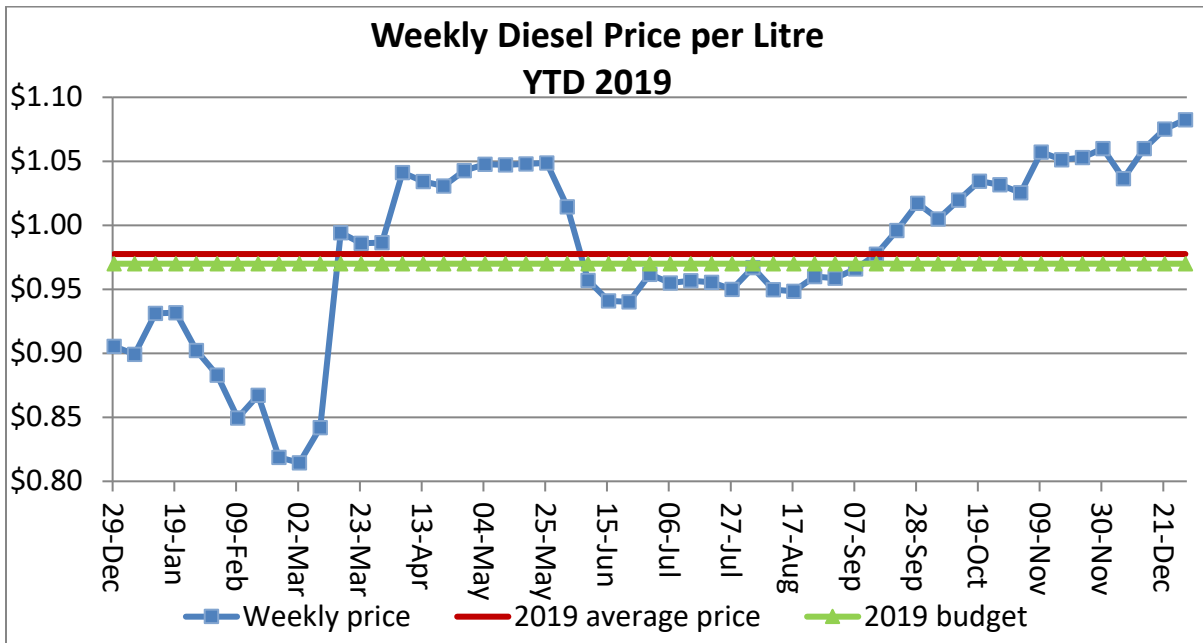
Transit fare revenues were above budgeted levels in 2019. Notwithstanding the eleven-day free service period at the time of LRT launch, system-wide transit fare revenues exceeded budget estimates by approximately \$1,300,000. This is due, in part, to increases in ridership for service expansion to and from Conestoga College and increases in U-Pass revenue.

Compensation costs were below budgeted levels and are favourable to budget by approximately \$500,000 primarily due to temporary vacancies. Vehicle repair costs were higher than anticipated by approximately \$700,000, which is primarily due to higher parts costs and the nature of required maintenance to ensure fleet safety. Contract taxi costs exceeded budgeted levels by \$500,000 due to higher than anticipated volumes. Overall, a year end surplus of \$783,000 was achieved for GRT Bus Services.

The 2019 operating budget contemplated the LRT being in revenue service starting on May 1st. Accordingly, some of the operating expenses were not be incurred. These reduced expenditures are offset a reduced contribution from the RTMP Reserve Fund.

1.10. Fuel Costs

The price of fuel was set at \$0.97/L for diesel and \$0.92/L for gasoline in the 2019 budget. The 2019 average cost of diesel was \$0.98/L and for gasoline was \$1.00/L. The following graphs depict year to date weekly, average and budgeted prices for both diesel and gasoline in 2019:



Fuel consumption in 2019 was less than anticipated and annual volume savings of approximately \$594,000 were achieved. In total, fuel expenditure savings of \$428,000 were achieved for 2019.

1.11. Property taxes

1.11.1. Tax Write-offs and Rebates

Tax write-offs occur due to a change in the status or classification of a property, successful requests for reconsideration or Assessment Review Board (ARB) appeals for reduced assessment or demolitions. The assessment roll can be

adjusted for write-offs at any time in the year until roll close and legislation allows the Municipal Property Assessment Corporation (MPAC) to go back multiple years for write-offs.

The Region's portion of 2019 tax write-offs was \$6.0 million, which was just slightly over the budget of \$5.9 million. The Region's portion of tax rebates (for charities and similar organizations and commercial and industrial vacant units) in 2019 was \$1.4 million, which was \$130,000 below the 2019 budget of \$1.55 million.

1.11.2. Supplementary Taxes and Payments-in-Lieu (PIL) Revenue

Supplementary taxes result from increased assessment due to property improvements or the addition of new properties to the assessment roll. Legislation allows MPAC to go back three taxation years for supplementary taxes.

Supplementary taxes for 2019 were \$10.9 million, exceeding budgeted levels by \$900,000. Payments in lieu (PIL) of taxes for 2019 were \$7.9 million, which is \$500,000 above the 2019 budget of \$7.385 million.

Overall, supplementary tax and PIL revenue net of tax write-offs and tax rebates ended the year with a \$1.471 million surplus as outlined in the following table:

(\$ thousands)	2019 Budget	2019 Actual	Surplus/ (Shortfall)
Supplementary taxes and PIL revenue	\$17,385	\$18,826	\$1,441
Less: Tax write-offs and rebates	(7,450)	(7,420)	30
Net Revenue	\$9,935	\$11,406	\$1,471

2. User Rate Operating Budgets

Appendix B provides the year end position of user rate revenue, expenditure and contributions to the capital reserves for the Water and Wastewater budgets along with detailed variance explanations. The following summary outlines year end user rate variances:

2019 Year End User Rates Operating Budget Variances (\$ thousands)

Division	Operating Expenditure	Development Charge Exemptions	Revenue	Net
Water Supply	\$2,133	(\$652)	(\$305)	\$1,176
Wastewater Treatment	2,721	(1,330)	(2,594)	(1,203)
Water Distribution	8	-	(158)	(151)
Wastewater Collection	44	-	12	55
Subtotal User Rates Budgets	\$1,281	(\$1,982)	\$578	(\$122)

2.1. Water Supply

Operational savings were realized in temporary vacancies, telephone data lines and savings in electricity resulting in a surplus of \$2.1 million. Higher than budgeted DC exemption costs of \$652,000 and a small revenue shortfall resulted in an overall \$1.2 million surplus. Water rate revenues tracked closely to the 2019 budget. Flows were slightly lower than anticipated (0.6%) and resulted in a revenue shortfall of approximately \$317,000.

2.2. Wastewater Treatment

Operating expenditures were below budget by almost \$2.7 million primarily due to savings in electricity. DC exemption costs were higher than estimated by \$1.3 million, resulting in a net expenditure savings of \$1.4 million.

Wastewater rate revenues ended the year \$2.6 million or 3.4% below budget. Over the past few winters, there has been a reduction in the overall snowcap resulting in lower revenues in the first quarters of those years. The Wastewater Stabilization Reserve can accommodate the \$1.2 million overall shortfall.

3. Capital Budget

Appendix C of this periodic financial report provides budget versus actual variances for all projects with amended 2019 budgets of \$1 million or more. Using this approach, approximately 81% of the capital budget being captured in this report. Variance explanations have been provided for projects with year end variances greater than \pm \$250,000 or \pm 10%. Staff report capital variances twice per year as part of the periodic financial reporting process based on August and December (year end) results.

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:

Direct Regional tax supported operations resulted in a modest operating surplus in 2019. Operational savings in Water Supply resulted in an overall user rate surplus in 2019 while lower rate revenues in Wastewater Treatment resulted in an overall user rate shortfall in 2019. The consolidated Regional position, to be used as a basis for preparing the Region's financial statements, is as follows:

2019 Year End Operating Budget Variances (\$ thousands)

	Variance	% of Tax / User Rate Revenue
Property Tax Supported Programs	\$2,638	0.7%
Water Supply	1,176	2.0%
Wastewater Treatment	(1,203)	(1.4%)
Water Distribution ¹	(151)	(5.7%)
Wastewater Collection ¹	55	4.0%
Subtotal Direct Regional Services	\$2,516	
Waterloo Regional Police Service	(1,040)	(0.6%)
Region of Waterloo Library	42	1.4%
Total Year end operating position	\$1,517	

¹ Retail user rate service for customers in Wellesley and North Dumfries

Regional Surplus Allocation Policy**(a) Tax Supported Surplus**

The 2019 tax supported operating surplus, excluding Waterloo Regional Police Services and Region of Waterloo Library, is approximately \$2.6 million. In accordance with the Surplus Allocation Policy, the 2019 tax supported operating surplus will be allocated as follows:

Tax supported reserve (\$ thousands)	Balance at Dec. 31, 2019 (before surplus treatment)	2019 year end tax supported operating surplus transferred to reserve	Closing reserve balance, Dec. 31, 2019
Tax Stabilization Reserve	\$14,054	\$946	\$15,000
Working Funds Reserve	10,000	nil	10,000
General Tax Supported Reserve	2,262	1,692	3,954
Subtotal		\$2,638	

Allocations to the General Tax Supported Reserve (GTSR) are used to reduce future borrowing requirements, targeting projects which are identified as debenture financed but for which debt financing is not preferable.

Waterloo Regional Police Services' 2019 operating shortfall of approximately \$1.0 million will be funded through a contribution from the Police General Reserve, subject to approval by the Waterloo Regional Police Services Board. The Region of Waterloo Library's 2019 operating surplus of \$41,669 will be allocated to the Library Capital Reserve, subject to approval by the Library Board.

(b) User Rate Surplus

In accordance with staff report COR-FSD-17-06 dated February 14, 2017, each User Rate Program has two reserves: a stabilization reserve (used to mitigate fluctuations in rate operating budgets) and a capital reserve (to provide a source of funding for the capital programs). As recommended in this same report, any year end operating surpluses (shortfalls) would be transferred to (funded from) the stabilization reserve. In accordance with this policy, the 2019 year-end position for each user rate program has been treated as follows:

User rate (\$ thousands)	Stabilization reserve, beginning balance	2019 budgeted contribution	2019 Yearend operating position	Stabilization reserve, closing balance
Water Supply	\$10,761	\$220	\$1,176	\$12,157
Wastewater Treatment	2,348	4,559	(1,203)	5,704
Water Distribution	2	234	(151)	85
Wastewater Collection	366	0	55	421

Adjustments to the figures presented in this report may be made over the course of the year end audit process.

Other Department Consultations/Concurrence:

All departments have reviewed the financial information for the reporting period and provided input to this report.

Attachments:

Appendix A – Periodic Financial Report – Operating Budget for Property Tax Supported Programs

Appendix B – Periodic Financial Report – Operating Budget for User Rates Programs

Appendix C – Periodic Financial Report – Capital Budget Variances

Prepared By: Chris Wilson, Manager, Corporate Budgets

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



Report: COR-TRY-20-26

Region of Waterloo

Corporate Services

Treasury Services

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** F22-00

Subject: 2020 Tax Ratios and Tax Policy

Recommendation:

That the Regional Municipality of Waterloo take the following action with respect to 2020 property tax policies as set out in report COR-TRY-20-26 dated March 24, 2020:

1. Establish the following property class tax ratios for the 2020 property tax year:

Residential	1.0000
New Multi-residential	1.0000
Multi-residential	1.9500
Commercial	1.9500
Industrial	1.9500
Landfill	1.5400
Pipeline	1.1613
Farmland	0.2500
Managed Forest	0.2500;

2. Direct staff to prepare the necessary by-laws to establish the 2020 property class tax ratios and the 2020 Regional tax rates for approval by Regional Council; and
3. Notify the Area Municipalities accordingly.

Summary:

The Municipal Act requires the Region of Waterloo to establish tax ratios on an annual basis for Regional and Area Municipal purposes, even if the ratios do not change from year to year. Staff recommends that the Region establish its 2020 tax ratios at the same level as those approved for 2019 with the exception of the landfill class ratio. The

recommended 2020 landfill tax ratio has been established in accordance with Provincial Regulations and in a consistent manner as the ratios established for 2017, 2018 and 2019. The report notes the impacts arising from the fourth year of the 2017-2020 reassessment phase-in and addresses a number of other tax policy issues.

Report:

1. Tax Ratio Background and Legislative Provisions

- a. **Legislative Provisions:** The Municipal Act sets out, in a prescriptive manner, the rules governing property taxation in Ontario. These rules include establishing tax ratios on an annual basis by an upper tier municipality. Tax ratios determine the municipal tax burden for the various property classes relative to that of the residential class. The residential class is the “benchmark” class with an established tax ratio of 1.00 and tax ratios for all other property classes are expressed in relation to the residential ratio. The Region’s ability to adjust tax ratios and redistribute the tax burden between the property classes is limited by the “fairness ranges” established by the Province. In general, legislation does not allow municipalities to move tax ratios away from the fairness ranges. Tax ratio adjustments can only be made if the ratios move towards the fairness ranges although some exceptions are allowed under specific circumstances for reassessment years. Tax ratios established by the Region also apply to the Area Municipalities.
- b. **Ratios as a Tax Tool:** Tax ratios are a tax tool which can change the distribution of taxes among the property classes. Tax ratio changes can be used to ensure that there are no capping shortfalls, better align existing ratios or align ratios with provincial averages, adjust the tax burden for the various property classes or offset reassessment impacts related to shifts between property classes. The use of tax ratios to redistribute taxes among the property classes does not change the total amount of taxes collected.
- c. **History of Tax Ratios in the Region of Waterloo:** The Region has in the past lowered tax ratios for the capped classes (multi-residential, commercial and industrial) to reduce the impact of capping and ensure that capping costs could be funded from within the same class, to move the Region’s ratios towards provincial averages, to equalize the commercial, industrial and multi-residential ratios and to offset significant reassessment impacts. A history of the Region’s tax ratios is provided in Appendix 1.

Appendix 2 shows the 2019 tax ratios for the multi-residential, commercial and industrial property classes for various municipalities in Ontario including a number of the Region’s upper tier and single tier comparators.

2. Reassessment / Phase-in Impacts

- a. Background:** A province-wide reassessment was conducted during 2016 for the 2017 taxation year with properties valued as of January 1, 2016. Assessment increases are being phased-in over four years (2017-2020) while decreases took effect in the first year (2017). The 2020 tax year is the fourth year of the four year phase-in and the region-wide impacts are similar to 2017, 2018 and 2019.
- b. Tax shifts between and among classes:** Reassessments and phase-ins do not generate additional taxes or change the amount of taxes collected. Reassessments and phase-ins simply redistribute the tax burden between property classes and between property owners. The redistribution can result in shifts within a property class and shifts between property classes. The impact to taxpayers for shifts within property classes depends on the change in the assessed value for their property relative to the average for the class. If the assessed value of a property increases by more than the average change for the class, the taxpayer will likely see an increase in taxes. Conversely, if the assessed value of a property increases by less than the average change for the class, the taxpayer is likely to see a decrease in taxes. Shifts between classes will occur if the total assessed value for the various property classes increase or decrease at different rates relative to each other and the total assessment base.
- c. Reassessment tax shifts in 2020:** The following Table 1 shows the distribution of the Region's 2020 general levy before and after the reassessment phase-in impacts for 2020 and the resultant shift in taxation for property classes. While the amount of taxes levied on each property class changes, there is no change in the total amount of taxes collected.

Table 1: Impact of Class Shifts for 2020 – Regional Tax Levy

Property Class	2020 Phase-in Increase in Class Value	Regional Taxes By Class Pre-Phase-in	Regional Taxes By Class After Phase-in*	\$ Shift in Taxation	% Shift in Taxation
Residential	3.01%	\$ 376,218,755	\$ 374,078,904	\$ (2,139,851)	-0.57%
New Multi-Res**	3.09%	12,027,319	11,968,632	(58,686)	-0.49%
Multi-Res	4.71%	35,096,788	35,474,927	378,139	1.08%
Commercial	4.93%	115,922,912	117,417,994	1,495,082	1.29%
Industrial	3.66%	26,008,079	26,024,954	16,875	0.06%
Farmlands	12.28%	3,833,711	4,155,143	321,432	8.38%
Pipelines	2.47%	1,334,073	1,319,542	(14,531)	-1.09%
Managed Forest	8.94%	29,865	31,407	1,542	5.16%
Total	3.60%	\$ 570,471,502	\$ 570,471,502	\$ -	-

*Year 4 of 2017-2020 of Reassessment Phase-in

**The New Multi-Res property class was adopted by the Region of Waterloo in 2001

As a result of the 2020 phase-in, the increase in the assessed value for the residential, new multi-residential and pipeline classes is less than the increase in assessed value for the multi-residential, commercial, farmland and managed forest classes and the total assessment base. Consequently, across the entire Region, there is a shift in taxation off the residential, new multi-residential and pipeline classes and these classes will pay a slightly smaller portion of the general levy. There is a shift on to the multi-residential, commercial, farmlands and managed forest property classes and these classes will pay a slightly larger portion of the general levy.

Impact of Fairness Ranges: As noted previously in the report, the Region's ability to adjust tax ratios and redistribute the tax burden between the property classes is limited by the "fairness ranges" established by the Province. Tax ratio adjustments can only be made if the ratios move towards the fairness ranges. The exception to this is after a reassessment when municipalities have the option, under specific circumstances, to establish new "transition ratios." New transition ratios would generally be requested for a property class where a reassessment and subsequent phase-in has resulted in significant shifts of taxation off or on to a property class. Where there is a shift of taxation off a property class, a higher tax ratio for that class would be needed to mitigate the change. Similarly, where there is a shift of taxation on to a property class, a lower tax ratio could mitigate the change.

3. 2020 Recommended Tax Ratios

Staff recommend maintaining the Region's tax ratios for 2020 at the same levels as have been in place since 2010 (with the minor exception of the landfill tax ratio). Changes to the tax ratios for the business classes would be contrary to the Region's established policy of having the same tax ratio for each of those classes. It is noted that the farm property class already benefits from a tax rate that is 75% lower than the residential tax rate for both municipal and education purposes.

The landfill property class was established by the Province for the 2017 tax year along with revenue neutral tax ratios and a tax ratio framework for 2017-2020. Consistent with 2017, 2018 and 2019, and in accordance with the tax ratio framework, staff recommend establishing the 2020 tax ratio for the landfill class at the revenue neutral level which is 1.54 (rounded). This allows the Region to maintain the same level of payment-in-lieu taxes while remaining in the tax ratio fairness range. It should be noted that there is no taxable property in the landfill class so there is no impact on the other property classes. The only impact will be to the two Region owned payment-in-lieu (PIL) properties in that class.

Staff reviewed the multi-residential tax policy in 2019 (report COR-TRY-19-135 dated December 3, 2019) and Regional Council took no action on a request to reduce the multi-residential tax ratio.

4. Other Property Tax Policy Matters

- a. **Farmland Awaiting Development Subclass Rate Reduction:** There are two subclasses for farmland awaiting development (FAD) in each of the residential, multi-residential, commercial and industrial property classes.

The first subclass for FAD consists of land that is used solely for farm purposes, where there is a registered plan of subdivision on the property but no building permit has been issued for the construction of a non-farm structure. The tax rate for the property in the first subclass of FAD may be 25% to 75% of the tax rate for the residential property class and the tax rate can be adjusted up or down by as much as 10% per year. The tax rate for this first subclass of FAD increased from 65% to 75% of the residential rate for 2019 in accordance with a 2016 Regional Council resolution and will remain at 75% for the subsequent years.

The second subclass for FAD consists of land that would be in the first subclass except that a building permit for construction of non-farm structures has been issued. The tax rate for property in this subclass of FAD may range from 25% to 100% of the tax rate that would apply to the property's zoned use (e.g. residential, commercial, industrial, multi-residential). In 1998, the tax rate

for the second subclass of FAD was established at 100% of the rate applicable to the property's zoned use and will remain at 100% for 2020 and subsequent years.

- b. Tax Rate Reductions for Vacant and Excess Commercial and Industrial Property:** In 2018, Regional Council approved tax policy changes to reduce the tax rate reductions for vacant and excess land in the commercial and industrial property classes and to eliminate property tax rebates for vacant units in commercial and industrial properties (Report COR-TRY-18-50 dated May 29, 2018). On December 6, 2018 the Province passed the required Regulations (O. Reg. 490/18 and 491/18) to enable the Region to proceed with these changes. Tax rate reductions for vacant and excess land in the commercial and industrial property subclasses are being phased out over the years 2018-2020. The tax rate reduction, which was 30% in 2018, reduces to 15% in 2019 and 0% in 2020. This results in a slight property tax shift onto these subclasses and off all other classes.
- c. Tax rate on qualifying small-scale on-farm business activities:** The previous Provincial government also provided municipalities with the option to reduce the tax rate on qualifying small-scale on-farm business activities that occur on farms. Optional new subclasses for the commercial and industrial property classes have been established to allow the municipal tax rate to be reduced by 75% for the first \$50,000 of qualifying assessment. The education tax rate would also be reduced by 75% for this qualifying assessment. The use of this option is an upper tier / single tier decision. This option was evaluated and analyzed with the Area Treasurers, and no action is suggested at this time.

Next Steps

Once the 2020 tax ratios are approved, the Region and the Area Municipalities can pass their 2020 tax rate by-laws and Area Municipalities can prepare their final bills for the non-capped classes (i.e. all property classes other than multi-residential, commercial and industrial). The by-laws to implement the 2020 tax ratios and to approve the 2020 tax rates will be prepared and submitted to Regional Council for approval.

The 2020 tax ratios and rates will also be used to model the 2020 capping program for the multi-residential, commercial and industrial property classes. Capping program recommendations are currently being developed and it is anticipated that the recommended 2020 capping program will be presented to Administration and Finance Committee in early May.

Corporate Strategic Plan:

The common tax ratio for the commercial, industrial and multi-residential property classes supports Focus Area 1 of the Corporate Strategic Plan – Thriving Economy and the strategic objective to create a competitive business-supportive community to help attract, retain and grow employers, talent and investments in Waterloo Region.

Financial Implications:

Tax ratios determine the distribution of taxes between the property classes. The amount of taxes collected by the Region is not impacted by tax ratio decisions. Shifts between property classes impact all tax bills and are independent of budget increases. The shifts between classes will differ by area municipality depending on the market conditions and mix of assessments in the municipality. Similarly, the class shifts for the Region's general levy will vary somewhat from the shifts for the Region's area rated services.

Other Department and Area Municipal Consultations/Concurrence:

Given that tax policy decisions at the Regional level impact the Area Municipalities, the recommendations in this report were discussed at a recent Area Treasurers meeting. The Area Treasurers are in agreement with the recommended tax ratios noted in this report.

Attachments:

Appendix 1 – History of Region of Waterloo Tax Ratios

Appendix 2 – Comparison of 2019 Municipal Tax Ratios

Prepared By: Emily Dykeman, Financial Analyst

Cathy Deschamps, Director, Treasury Services/Deputy Treasurer

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

Appendix 1: History of Region of Waterloo Tax Ratios

Property Class/ Year	Residential	New Multi- Res*	Multi-Res	Commercial	Industrial	Landfill	Pipeline	Farmland	Mgd. Forest
1998-2000	1.0000	n/a	3.2146	2.0148	3.2175	n/a	1.1613	0.2500	0.2500
2001	1.0000	1.0000	2.7400	1.9800	2.6300	n/a	1.1613	0.2500	0.2500
2002	1.0000	1.0000	2.7400	1.9800	2.6300	n/a	1.1613	0.2500	0.2500
2003	1.0000	1.0000	2.5250	1.8910	2.5730	n/a	1.1613	0.2500	0.2500
2004	1.0000	1.0000	2.5800	1.9500	2.6100	n/a	1.1613	0.2500	0.2500
2005	1.0000	1.0000	2.5800	1.9500	2.6100	n/a	1.1613	0.2500	0.2500
2006	1.0000	1.0000	2.3400	1.9500	2.6100	n/a	1.1613	0.2500	0.2500
2007	1.0000	1.0000	2.2400	1.9500	2.4500	n/a	1.1613	0.2500	0.2500
2008	1.0000	1.0000	2.1500	1.9500	2.2800	n/a	1.1613	0.2500	0.2500
2009	1.0000	1.0000	2.0500	1.9500	2.1000	n/a	1.1613	0.2500	0.2500
2010	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2011	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2012	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2013	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2014	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2015	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2016	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2017	1.0000	1.0000	1.9500	1.9500	1.9500	1.7800	1.1613	0.2500	0.2500
2018	1.0000	1.0000	1.9500	1.9500	1.9500	1.6500	1.1613	0.2500	0.2500
2019	1.0000	1.0000	1.9500	1.9500	1.9500	1.5900	1.1613	0.2500	0.2500
Recommendation for 2020	1.0000	1.0000	1.9500	1.9500	1.9500	1.5400	1.1613	0.2500	0.2500

*The New Multi-Res property class was adopted by the Region of Waterloo in 2001

Appendix 2 - Comparison of 2019 Municipal Tax Ratios

Municipality	Multi-Residential	Commercial - Residual	Industrial - Residual
Barrie	1.0000	1.4331	1.5163
Belleville	2.2390	1.9191	2.4000
Brampton	1.7050	1.2971	1.4700
Brant County	1.7000	1.9000	2.5500
Brantford	1.8762	1.7911	2.2745
Brockville	1.7700	1.9482	2.6131
Bruce	1.0000	1.2331	1.7477
Caledon	1.7223	1.3475	1.5910
Chatham-Kent	1.9404	1.9404	2.0350
Cornwall	2.1971	1.9407	2.6300
Dufferin	2.1500	1.2200	2.1984
Durham	1.8665	1.4500	2.1040
Elgin	1.9999	1.6376	2.2251
Elliot Lake	1.8630	1.5111	1.5111
Essex	1.9554	1.0820	1.9425
Greater Sudbury	1.9650	1.9420	3.7263
Greenstone	2.0000	1.4967	2.5000
Grey	1.4412	1.3069	1.8582
Guelph	1.8254	1.8400	2.2048
Haldimand	2.0000	1.6929	2.3274
Halton	2.0000	1.4565	2.3599
Hamilton	2.5671	1.9800	3.3696
Kenora	1.5462	2.1522	2.1298
Kingston	1.8000	1.9800	2.6300
Lambton	2.0000	1.6271	2.0476
London	1.7491	1.9200	1.9200
Middlesex	1.7697	1.1449	1.7451
Mississauga	1.3461	1.5007	1.6266
Muskoka	1.0000	1.1000	1.1000
Niagara	1.9700	1.7349	2.6300

Municipality	Multi-Residential	Commercial - Residual	Industrial - Residual
Norfolk	1.6929	1.6929	1.6929
North Bay	2.0000	1.8822	1.4000
Orillia	1.4240	1.8653	1.8500
Ottawa	1.4005	1.8249	2.5521
Owen Sound	1.7600	1.7800	2.1570
Oxford	2.1850	1.9018	2.6300
Parry Sound	1.5145	1.6646	1.5162
Perth	1.4751	1.2469	1.9692
Peterborough	1.9472	1.5200	1.6372
Prescott and Russell UCO	2.0000	1.4410	2.7215
Prince Edward County	1.4402	1.1125	1.3895
Quinte West	2.0000	1.5385	2.4460
Sarnia	2.0000	1.6271	2.0476
Sault Ste. Marie	1.0820	2.1829	4.6948
Simcoe	1.1346	1.2521	1.3476
St. Marys	1.1000	1.5463	2.4812
St. Thomas	2.2472	1.8645	2.2418
Stratford	2.0000	1.9759	2.7347
Sudbury District	1.9953	1.8715	2.4000
Thunder Bay	2.2850	2.1152	2.4151
Timmins	1.8452	2.0454	2.5000
Toronto	2.3444	2.7800	2.7632
Waterloo	1.9500	1.9500	1.9500
Wellington	1.9000	1.4910	2.4000
Windsor	2.0000	2.0187	2.3200
York	1.0000	1.2794	1.5704
Average	1.7801	1.6785	2.1931
Median	1.8714	1.6929	2.2016
Minimum	1.0000	1.0820	1.1000
Maximum	2.5671	2.7800	4.6948

Source: BMA Management Consulting Inc.



Report: PDL-CAS-20-03

Region of Waterloo

Planning, Development and Legislative Services

Council and Administrative Services

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020

File Code: A34-80

Subject: **Regional Council Composition Review – Process**

Recommendation:

That the Regional Municipality of Waterloo direct the Regional Clerk to complete the required Council Composition Review using in house resources and the assistance of a consultant, with a cap of \$50,000 for expenditures as outlined in report PDL-CAS-20-03, dated March 24, 2020.

Summary:

The Region of Waterloo is required by the Municipal Act to conduct a Council composition review by the end of 2020. This report outlines the proposed process for completing the review. Staff are recommending this review be completed by Regional Clerk's Office with assistance/additional resources including; mapping and population statistics review, and the hiring of a consultant to assist with analytics, provide support and expertise, etc.

Report:

Current Composition

The current Council composition is fifteen (15) Councillors plus the Regional Chair. The Regional Chair first became an elected position in 1997 and the Councillors were directly elected in 2000. The seven (7) Mayors, from the area municipalities, are legislatively required to sit on Regional Council.

Past Composition Reviews

The Region of Waterloo has undertaken composition reviews in the past. Changes in council composition since regionalization in 1973 are as follows:

- first Regional Council was twenty-six (26) members,
- a review was completed for the 1997 municipal election to reduce the size of Regional Council to twenty-two (22) members,
- the last regional review was completed for the 2000 municipal election and Council was reduced to the current sixteen (16) members, with nine (9) Councillors being directly elected.

Legislative Context

Changes to the Municipal Act in 2017 now require regional municipalities to conduct a review of council composition. Pursuant to Section 218 of the Municipal Act:

a) Reviews by regional municipalities

(6) Following the regular election in 2018 and following every second regular election after that, a regional municipality shall review, for each of its lower-tier municipalities, the number of members of its council that represent the lower-tier municipality. 2017, c. 10, Sched. 1, s. 14 (2).

b) Regulations

(7) The Minister may make a regulation changing the composition of a council of a regional municipality if the regional municipality does not, in the period of time that starts on the day the new council is organized following a regular election referred to in subsection (6) and **ends on the day two years after that day**, either,

- (a) pass a by-law to change, for one or more of its lower-tier municipalities, the number of the members of its council that represent the lower-tier municipality; or
- (b) pass a resolution to affirm, for each of its lower-tier municipalities, the number of the members of its council that represent the lower-tier municipality. 2017, c. 10, Sched. 1, s. 14 (2).

As outlined in the legislation, the review needs to be completed within two years from when the new Council is organized, which is November 30, 2020.

c) Ward Boundaries

The Region of Waterloo directly elects eight (8) of its Council members plus the Regional Chair. The Municipal Act allows these Councillors to be elected by general

vote, wards or a combination of general vote and wards. Currently the Region elects its members by wards that are the current area municipal boundaries. The Municipal Act also allows for Council members to represent more than one lower tier municipality.

Triple Majority Required for Approval

Any by-law making changes to the composition of Regional Council, or a resolution to affirm the current composition, needs to be supported by a triple majority, namely:

- a majority of the votes on Regional Council;
- supportive resolutions from a majority of the Councils of the area municipalities; and
- the area municipalities that have passed resolutions consenting to the by-law, or the resolution, must represent a majority of the electors in the Region.

Deadline

In early 2019, the Minister of Municipal Affairs asked that Regional Council composition reviews be put on hold due to the Provincial Government's review of regional municipalities. This ended with an announcement on October 25, 2019 that the Province was not making any broad changes to regional governance. Subsequently, the Regional Chair received additional correspondence in January 2020 asking us to commence our review. No additional time was granted for this review. The review needs to start now in order to comply with the legislation, provide time for the area municipalities to provide input and pass resolutions, and then implement any changes well in advance of the October 2022 municipal election.

Methodology and Guiding Principles

The review will focus on the distribution of elected officials across the Region and general or ward voting. Population statistics and projections, along municipal and geographic boundaries, will form part of the data to be considered in the composition review. Attached to the report are charts with current representation and population for each of the area municipalities and the Region.

Staff will use the following guiding principles when reviewing the council composition

- Representation by Population – Subject to the overriding principle of effective representation, it is desirable that voters should be relatively equally represented across the Region. The principle is intended to ensure that residents have comparable access to their elected representatives and that the workload of these representatives is relatively balanced. Representation by population will be calculated using total population figures rather than by the number of eligible electors, recognizing that non-voters are also participants within the community.
- Balance of Rural and Urban Communities – It is important to recognize the

uniqueness of our rural and urban communities and to ensure that residents of Townships and Cities are all provided with effective representation.

- Current and Future Population Trends – The review will consider anticipated population trends to ensure effective representation for the 2022 and 2026 Municipal Election.
- Effective Representation – In the “Carter decision”, the Supreme Court of Canada concluded that the “purpose of the right to vote enshrined in s.3 of the Charter is not equality of voting power per se but the right to ‘effective representation’”. While voter parity is important, exact voter parity is not obtainable. Rather, since a vote is intended to provide meaningful on-going representation after the election, it may be necessary to consider the best forms of representation and place a higher priority on other principles to create plausible and coherent electoral areas that better contribute to ‘effective representation’ than electoral areas that are equal in population.

Public Engagement and Public Meeting Requirements

With respect to public consultation, it is recommended there be a minimum of three (3) consultation centres/open houses be held in various areas of the Region with the format to be decided with consultant input, and to utilize the Engage Waterloo Region platform. It is also recommended that one (1) public input meeting of the A&F Committee be held to hear delegations.

Next Steps

The following is a high level project plan for the proposed work.

Timeframe	Tasks
April – May	<ul style="list-style-type: none"> • Select consultant • Gather data to be considered in the composition review • Develop 3-4 options for public consideration
May 26 th A&F meeting	<ul style="list-style-type: none"> • Present report to the Committee with options for representation • Determine what options should be considered and sent to consultation
June - August	<ul style="list-style-type: none"> • Present the options to the Area Municipal Councils for input • Utilize the Engage Waterloo Region Platform • Hold public consultation centers
August/September	<ul style="list-style-type: none"> • Present preferred option to Council on August 20th (No Decision)

Timeframe	Tasks
	<ul style="list-style-type: none"> • Hold the required Public Meeting to hear from delegations on the preferred option on September 16th • Pass intention to confirm current composition or intention to approve a by-law adopting a change to the composition of Council on September 23rd.
October	<ul style="list-style-type: none"> • Seek triple majority consent from Area Municipal Councils to the confirmation of the current composition or the by-law
November 4 th Council Meeting	<ul style="list-style-type: none"> • Final confirmation of current composition or approval of a by-law changing the composition of Council

Corporate Strategic Plan:

The proposed review of council composition aligns with Focus Area 5 of the Strategic Plan – Responsive and Engaging Public Service and Strategic Imperative, Balance of Rural and Urban Communities.

Financial Implications:

There is no budget for a review of council composition. It is proposed that any funds required for the hiring of a consultant be taken from the Election Reserve with a cap of \$50,000 for expenditures.

Other Department Consultations/Concurrence:

Staff from Legal Services, Planning Information and Information Technology Services will be required to assist with the in house review.

Attachments:

Population and Representation Charts

Prepared By: **Tim Brubacher**, Council/Committee Support Specialist

Lee Ann Wetzel, Deputy Clerk/Manager, Council and Administrative Services

Approved By: **Kris Fletcher**, Regional Clerk/Director, Council and Administrative Services

Rod Regier, Commissioner, Planning, Development and Legislative Services

Appendix A

Population and Representation

Municipality	2018 Population	Number of Township or City Councillors (not including Mayors)	Average population per councillor	Number of Regional Councillors	Average Population per Regional Councillor
Cambridge	137,639	8	17,205	3	45,880
Kitchener	255,372	10	25,537	5	51,074
North Dumfries	10,564	1	2,641	1	10,564
Waterloo	124,994	7	17,856	3	41,665
Wellesley	11,545	4	2,886	1	11,545
Wilmot	21,697	5	4,339	1	21,697
Woolwich	26,097	5	5,219	1	26,097



Report: COR-TRY-20-26

Region of Waterloo

Corporate Services

Treasury Services

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020 **File Code:** F22-00

Subject: 2020 Tax Ratios and Tax Policy

Recommendation:

That the Regional Municipality of Waterloo take the following action with respect to 2020 property tax policies as set out in report COR-TRY-20-26 dated March 24, 2020:

1. Establish the following property class tax ratios for the 2020 property tax year:

Residential	1.0000
New Multi-residential	1.0000
Multi-residential	1.9500
Commercial	1.9500
Industrial	1.9500
Landfill	1.5400
Pipeline	1.1613
Farmland	0.2500
Managed Forest	0.2500;

2. Direct staff to prepare the necessary by-laws to establish the 2020 property class tax ratios and the 2020 Regional tax rates for approval by Regional Council; and
3. Notify the Area Municipalities accordingly.

Summary:

The Municipal Act requires the Region of Waterloo to establish tax ratios on an annual basis for Regional and Area Municipal purposes, even if the ratios do not change from year to year. Staff recommends that the Region establish its 2020 tax ratios at the same level as those approved for 2019 with the exception of the landfill class ratio. The

recommended 2020 landfill tax ratio has been established in accordance with Provincial Regulations and in a consistent manner as the ratios established for 2017, 2018 and 2019. The report notes the impacts arising from the fourth year of the 2017-2020 reassessment phase-in and addresses a number of other tax policy issues.

Report:

1. Tax Ratio Background and Legislative Provisions

- a. **Legislative Provisions:** The Municipal Act sets out, in a prescriptive manner, the rules governing property taxation in Ontario. These rules include establishing tax ratios on an annual basis by an upper tier municipality. Tax ratios determine the municipal tax burden for the various property classes relative to that of the residential class. The residential class is the “benchmark” class with an established tax ratio of 1.00 and tax ratios for all other property classes are expressed in relation to the residential ratio. The Region’s ability to adjust tax ratios and redistribute the tax burden between the property classes is limited by the “fairness ranges” established by the Province. In general, legislation does not allow municipalities to move tax ratios away from the fairness ranges. Tax ratio adjustments can only be made if the ratios move towards the fairness ranges although some exceptions are allowed under specific circumstances for reassessment years. Tax ratios established by the Region also apply to the Area Municipalities.
- b. **Ratios as a Tax Tool:** Tax ratios are a tax tool which can change the distribution of taxes among the property classes. Tax ratio changes can be used to ensure that there are no capping shortfalls, better align existing ratios or align ratios with provincial averages, adjust the tax burden for the various property classes or offset reassessment impacts related to shifts between property classes. The use of tax ratios to redistribute taxes among the property classes does not change the total amount of taxes collected.
- c. **History of Tax Ratios in the Region of Waterloo:** The Region has in the past lowered tax ratios for the capped classes (multi-residential, commercial and industrial) to reduce the impact of capping and ensure that capping costs could be funded from within the same class, to move the Region’s ratios towards provincial averages, to equalize the commercial, industrial and multi-residential ratios and to offset significant reassessment impacts. A history of the Region’s tax ratios is provided in Appendix 1.

Appendix 2 shows the 2019 tax ratios for the multi-residential, commercial and industrial property classes for various municipalities in Ontario including a number of the Region’s upper tier and single tier comparators.

2. Reassessment / Phase-in Impacts

- a. **Background:** A province-wide reassessment was conducted during 2016 for the 2017 taxation year with properties valued as of January 1, 2016. Assessment increases are being phased-in over four years (2017-2020) while decreases took effect in the first year (2017). The 2020 tax year is the fourth year of the four year phase-in and the region-wide impacts are similar to 2017, 2018 and 2019.
- b. **Tax shifts between and among classes:** Reassessments and phase-ins do not generate additional taxes or change the amount of taxes collected. Reassessments and phase-ins simply redistribute the tax burden between property classes and between property owners. The redistribution can result in shifts within a property class and shifts between property classes. The impact to taxpayers for shifts within property classes depends on the change in the assessed value for their property relative to the average for the class. If the assessed value of a property increases by more than the average change for the class, the taxpayer will likely see an increase in taxes. Conversely, if the assessed value of a property increases by less than the average change for the class, the taxpayer is likely to see a decrease in taxes. Shifts between classes will occur if the total assessed value for the various property classes increase or decrease at different rates relative to each other and the total assessment base.
- c. **Reassessment tax shifts in 2020:** The following Table 1 shows the distribution of the Region's 2020 general levy before and after the reassessment phase-in impacts for 2020 and the resultant shift in taxation for property classes. While the amount of taxes levied on each property class changes, there is no change in the total amount of taxes collected.

Table 1: Impact of Class Shifts for 2020 – Regional Tax Levy

Property Class	2020 Phase-in Increase in Class Value	Regional Taxes By Class Pre-Phase-in	Regional Taxes By Class After Phase-in*	\$ Shift in Taxation	% Shift in Taxation
Residential	3.01%	\$ 376,218,755	\$ 374,078,904	\$ (2,139,851)	-0.57%
New Multi-Res**	3.09%	12,027,319	11,968,632	(58,686)	-0.49%
Multi-Res	4.71%	35,096,788	35,474,927	378,139	1.08%
Commercial	4.93%	115,922,912	117,417,994	1,495,082	1.29%
Industrial	3.66%	26,008,079	26,024,954	16,875	0.06%
Farmlands	12.28%	3,833,711	4,155,143	321,432	8.38%
Pipelines	2.47%	1,334,073	1,319,542	(14,531)	-1.09%
Managed Forest	8.94%	29,865	31,407	1,542	5.16%
Total	3.60%	\$ 570,471,502	\$ 570,471,502	\$ -	-

*Year 4 of 2017-2020 of Reassessment Phase-in

**The New Multi-Res property class was adopted by the Region of Waterloo in 2001

As a result of the 2020 phase-in, the increase in the assessed value for the residential, new multi-residential and pipeline classes is less than the increase in assessed value for the multi-residential, commercial, farmland and managed forest classes and the total assessment base. Consequently, across the entire Region, there is a shift in taxation off the residential, new multi-residential and pipeline classes and these classes will pay a slightly smaller portion of the general levy. There is a shift on to the multi-residential, commercial, farmlands and managed forest property classes and these classes will pay a slightly larger portion of the general levy.

Impact of Fairness Ranges: As noted previously in the report, the Region's ability to adjust tax ratios and redistribute the tax burden between the property classes is limited by the "fairness ranges" established by the Province. Tax ratio adjustments can only be made if the ratios move towards the fairness ranges. The exception to this is after a reassessment when municipalities have the option, under specific circumstances, to establish new "transition ratios." New transition ratios would generally be requested for a property class where a reassessment and subsequent phase-in has resulted in significant shifts of taxation off or on to a property class. Where there is a shift of taxation off a property class, a higher tax ratio for that class would be needed to mitigate the change. Similarly, where there is a shift of taxation on to a property class, a lower tax ratio could mitigate the change.

3. 2020 Recommended Tax Ratios

Staff recommend maintaining the Region's tax ratios for 2020 at the same levels as have been in place since 2010 (with the minor exception of the landfill tax ratio). Changes to the tax ratios for the business classes would be contrary to the Region's established policy of having the same tax ratio for each of those classes. It is noted that the farm property class already benefits from a tax rate that is 75% lower than the residential tax rate for both municipal and education purposes.

The landfill property class was established by the Province for the 2017 tax year along with revenue neutral tax ratios and a tax ratio framework for 2017-2020. Consistent with 2017, 2018 and 2019, and in accordance with the tax ratio framework, staff recommend establishing the 2020 tax ratio for the landfill class at the revenue neutral level which is 1.54 (rounded). This allows the Region to maintain the same level of payment-in-lieu taxes while remaining in the tax ratio fairness range. It should be noted that there is no taxable property in the landfill class so there is no impact on the other property classes. The only impact will be to the two Region owned payment-in-lieu (PIL) properties in that class.

Staff reviewed the multi-residential tax policy in 2019 (report COR-TRY-19-135 dated December 3, 2019) and Regional Council took no action on a request to reduce the multi-residential tax ratio.

4. Other Property Tax Policy Matters

- a. **Farmland Awaiting Development Subclass Rate Reduction:** There are two subclasses for farmland awaiting development (FAD) in each of the residential, multi-residential, commercial and industrial property classes.

The first subclass for FAD consists of land that is used solely for farm purposes, where there is a registered plan of subdivision on the property but no building permit has been issued for the construction of a non-farm structure. The tax rate for the property in the first subclass of FAD may be 25% to 75% of the tax rate for the residential property class and the tax rate can be adjusted up or down by as much as 10% per year. The tax rate for this first subclass of FAD increased from 65% to 75% of the residential rate for 2019 in accordance with a 2016 Regional Council resolution and will remain at 75% for the subsequent years.

The second subclass for FAD consists of land that would be in the first subclass except that a building permit for construction of non-farm structures has been issued. The tax rate for property in this subclass of FAD may range from 25% to 100% of the tax rate that would apply to the property's zoned use (e.g. residential, commercial, industrial, multi-residential). In 1998, the tax rate

for the second subclass of FAD was established at 100% of the rate applicable to the property's zoned use and will remain at 100% for 2020 and subsequent years.

- b. Tax Rate Reductions for Vacant and Excess Commercial and Industrial Property:** In 2018, Regional Council approved tax policy changes to reduce the tax rate reductions for vacant and excess land in the commercial and industrial property classes and to eliminate property tax rebates for vacant units in commercial and industrial properties (Report COR-TRY-18-50 dated May 29, 2018). On December 6, 2018 the Province passed the required Regulations (O. Reg. 490/18 and 491/18) to enable the Region to proceed with these changes. Tax rate reductions for vacant and excess land in the commercial and industrial property subclasses are being phased out over the years 2018-2020. The tax rate reduction, which was 30% in 2018, reduces to 15% in 2019 and 0% in 2020. This results in a slight property tax shift onto these subclasses and off all other classes.
- c. Tax rate on qualifying small-scale on-farm business activities:** The previous Provincial government also provided municipalities with the option to reduce the tax rate on qualifying small-scale on-farm business activities that occur on farms. Optional new subclasses for the commercial and industrial property classes have been established to allow the municipal tax rate to be reduced by 75% for the first \$50,000 of qualifying assessment. The education tax rate would also be reduced by 75% for this qualifying assessment. The use of this option is an upper tier / single tier decision. This option was evaluated and analyzed with the Area Treasurers, and no action is suggested at this time.

Next Steps

Once the 2020 tax ratios are approved, the Region and the Area Municipalities can pass their 2020 tax rate by-laws and Area Municipalities can prepare their final bills for the non-capped classes (i.e. all property classes other than multi-residential, commercial and industrial). The by-laws to implement the 2020 tax ratios and to approve the 2020 tax rates will be prepared and submitted to Regional Council for approval.

The 2020 tax ratios and rates will also be used to model the 2020 capping program for the multi-residential, commercial and industrial property classes. Capping program recommendations are currently being developed and it is anticipated that the recommended 2020 capping program will be presented to Administration and Finance Committee in early May.

Corporate Strategic Plan:

The common tax ratio for the commercial, industrial and multi-residential property classes supports Focus Area 1 of the Corporate Strategic Plan – Thriving Economy and the strategic objective to create a competitive business-supportive community to help attract, retain and grow employers, talent and investments in Waterloo Region.

Financial Implications:

Tax ratios determine the distribution of taxes between the property classes. The amount of taxes collected by the Region is not impacted by tax ratio decisions. Shifts between property classes impact all tax bills and are independent of budget increases. The shifts between classes will differ by area municipality depending on the market conditions and mix of assessments in the municipality. Similarly, the class shifts for the Region's general levy will vary somewhat from the shifts for the Region's area rated services.

Other Department and Area Municipal Consultations/Concurrence:

Given that tax policy decisions at the Regional level impact the Area Municipalities, the recommendations in this report were discussed at a recent Area Treasurers meeting. The Area Treasurers are in agreement with the recommended tax ratios noted in this report.

Attachments:

Appendix 1 – History of Region of Waterloo Tax Ratios

Appendix 2 – Comparison of 2019 Municipal Tax Ratios

Prepared By: Emily Dykeman, Financial Analyst

Cathy Deschamps, Director, Treasury Services/Deputy Treasurer

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

Appendix 1: History of Region of Waterloo Tax Ratios

Property Class/ Year	Residential	New Multi- Res*	Multi-Res	Commercial	Industrial	Landfill	Pipeline	Farmland	Mgd. Forest
1998-2000	1.0000	n/a	3.2146	2.0148	3.2175	n/a	1.1613	0.2500	0.2500
2001	1.0000	1.0000	2.7400	1.9800	2.6300	n/a	1.1613	0.2500	0.2500
2002	1.0000	1.0000	2.7400	1.9800	2.6300	n/a	1.1613	0.2500	0.2500
2003	1.0000	1.0000	2.5250	1.8910	2.5730	n/a	1.1613	0.2500	0.2500
2004	1.0000	1.0000	2.5800	1.9500	2.6100	n/a	1.1613	0.2500	0.2500
2005	1.0000	1.0000	2.5800	1.9500	2.6100	n/a	1.1613	0.2500	0.2500
2006	1.0000	1.0000	2.3400	1.9500	2.6100	n/a	1.1613	0.2500	0.2500
2007	1.0000	1.0000	2.2400	1.9500	2.4500	n/a	1.1613	0.2500	0.2500
2008	1.0000	1.0000	2.1500	1.9500	2.2800	n/a	1.1613	0.2500	0.2500
2009	1.0000	1.0000	2.0500	1.9500	2.1000	n/a	1.1613	0.2500	0.2500
2010	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2011	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2012	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2013	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2014	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2015	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2016	1.0000	1.0000	1.9500	1.9500	1.9500	n/a	1.1613	0.2500	0.2500
2017	1.0000	1.0000	1.9500	1.9500	1.9500	1.7800	1.1613	0.2500	0.2500
2018	1.0000	1.0000	1.9500	1.9500	1.9500	1.6500	1.1613	0.2500	0.2500
2019	1.0000	1.0000	1.9500	1.9500	1.9500	1.5900	1.1613	0.2500	0.2500
Recommendation for 2020	1.0000	1.0000	1.9500	1.9500	1.9500	1.5400	1.1613	0.2500	0.2500

*The New Multi-Res property class was adopted by the Region of Waterloo in 2001

Appendix 2 - Comparison of 2019 Municipal Tax Ratios

Municipality	Multi-Residential	Commercial - Residual	Industrial - Residual
Barrie	1.0000	1.4331	1.5163
Belleville	2.2390	1.9191	2.4000
Brampton	1.7050	1.2971	1.4700
Brant County	1.7000	1.9000	2.5500
Brantford	1.8762	1.7911	2.2745
Brockville	1.7700	1.9482	2.6131
Bruce	1.0000	1.2331	1.7477
Caledon	1.7223	1.3475	1.5910
Chatham-Kent	1.9404	1.9404	2.0350
Cornwall	2.1971	1.9407	2.6300
Dufferin	2.1500	1.2200	2.1984
Durham	1.8665	1.4500	2.1040
Elgin	1.9999	1.6376	2.2251
Elliot Lake	1.8630	1.5111	1.5111
Essex	1.9554	1.0820	1.9425
Greater Sudbury	1.9650	1.9420	3.7263
Greenstone	2.0000	1.4967	2.5000
Grey	1.4412	1.3069	1.8582
Guelph	1.8254	1.8400	2.2048
Haldimand	2.0000	1.6929	2.3274
Halton	2.0000	1.4565	2.3599
Hamilton	2.5671	1.9800	3.3696
Kenora	1.5462	2.1522	2.1298
Kingston	1.8000	1.9800	2.6300
Lambton	2.0000	1.6271	2.0476
London	1.7491	1.9200	1.9200
Middlesex	1.7697	1.1449	1.7451
Mississauga	1.3461	1.5007	1.6266
Muskoka	1.0000	1.1000	1.1000
Niagara	1.9700	1.7349	2.6300

Municipality	Multi-Residential	Commercial - Residual	Industrial - Residual
Norfolk	1.6929	1.6929	1.6929
North Bay	2.0000	1.8822	1.4000
Orillia	1.4240	1.8653	1.8500
Ottawa	1.4005	1.8249	2.5521
Owen Sound	1.7600	1.7800	2.1570
Oxford	2.1850	1.9018	2.6300
Parry Sound	1.5145	1.6646	1.5162
Perth	1.4751	1.2469	1.9692
Peterborough	1.9472	1.5200	1.6372
Prescott and Russell UCO	2.0000	1.4410	2.7215
Prince Edward County	1.4402	1.1125	1.3895
Quinte West	2.0000	1.5385	2.4460
Sarnia	2.0000	1.6271	2.0476
Sault Ste. Marie	1.0820	2.1829	4.6948
Simcoe	1.1346	1.2521	1.3476
St. Marys	1.1000	1.5463	2.4812
St. Thomas	2.2472	1.8645	2.2418
Stratford	2.0000	1.9759	2.7347
Sudbury District	1.9953	1.8715	2.4000
Thunder Bay	2.2850	2.1152	2.4151
Timmins	1.8452	2.0454	2.5000
Toronto	2.3444	2.7800	2.7632
Waterloo	1.9500	1.9500	1.9500
Wellington	1.9000	1.4910	2.4000
Windsor	2.0000	2.0187	2.3200
York	1.0000	1.2794	1.5704
Average	1.7801	1.6785	2.1931
Median	1.8714	1.6929	2.2016
Minimum	1.0000	1.0820	1.1000
Maximum	2.5671	2.7800	4.6948

Source: BMA Management Consulting Inc.



Report: PDL-CAS-20-03

Region of Waterloo

Planning, Development and Legislative Services

Council and Administrative Services

To: Regional Chair Karen Redman and Members of Regional Council

Date: March 24, 2020

File Code: A34-80

Subject: **Regional Council Composition Review – Process**

Recommendation:

That the Regional Municipality of Waterloo direct the Regional Clerk to complete the required Council Composition Review using in house resources and the assistance of a consultant, with a cap of \$50,000 for expenditures as outlined in report PDL-CAS-20-03, dated March 24, 2020.

Summary:

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Report:

Current Composition

The current Council composition is fifteen (15) Councillors plus the Regional Chair. The Regional Chair first became an elected position in 1997 and the Councillors were directly elected in 2000. The seven (7) Mayors, from the area municipalities, are legislatively required to sit on Regional Council.

Past Composition Reviews

The Region of Waterloo has undertaken composition reviews in the past. Changes in council composition since regionalization in 1973 are as follows:

- first Regional Council was twenty-six (26) members,
- a review was completed for the 1997 municipal election to reduce the size of Regional Council to twenty-two (22) members,
- the last regional review was completed for the 2000 municipal election and Council was reduced to the current sixteen (16) members, with nine (9) members (including the Chair) being directly elected.

Legislative Context

Changes to the Municipal Act in 2017 now require regional municipalities to conduct a review of council composition. Pursuant to Section 218 of the Municipal Act:

a) Reviews by regional municipalities

(6) Following the regular election in 2018 and following every second regular election after that, a regional municipality shall review, for each of its lower-tier municipalities, the number of members of its council that represent the lower-tier municipality. 2017, c. 10, Sched. 1, s. 14 (2).

b) Regulations

(7) The Minister may make a regulation changing the composition of a council of a regional municipality if the regional municipality does not, in the period of time that starts on the day the new council is organized following a regular election referred to in subsection (6) and **ends on the day two years after that day**, either,

- (a) pass a by-law to change, for one or more of its lower-tier municipalities, the number of the members of its council that represent the lower-tier municipality; or
- (b) pass a resolution to affirm, for each of its lower-tier municipalities, the number of the members of its council that represent the lower-tier municipality. 2017, c. 10, Sched. 1, s. 14 (2).

As outlined in the legislation, the review needs to be completed within two years from when the new Council is organized, which is November 30, 2020.

c) Ward Boundaries

The Region of Waterloo directly elects eight (8) of its Council members plus the Regional Chair. The Municipal Act allows these Councillors to be elected by general

vote, wards or a combination of general vote and wards. Currently the Region elects its members by wards that are the current area municipal boundaries. The Municipal Act also allows for Council members to represent more than one lower tier municipality.

Triple Majority Required for Approval

Any by-law making changes to the composition of Regional Council, or a resolution to affirm the current composition, needs to be supported by a triple majority, namely:

- a majority of the votes on Regional Council;
- supportive resolutions from a majority of the Councils of the area municipalities; and
- the area municipalities that have passed resolutions consenting to the by-law, or the resolution, must represent a majority of the electors in the Region.

Deadline

In early 2019, the Minister of Municipal Affairs asked that Regional Council composition reviews be put on hold due to the Provincial Government's review of regional municipalities. This ended with an announcement on October 25, 2019 that the Province was not making any broad changes to regional governance. Subsequently, the Regional Chair received additional correspondence in January 2020 asking us to commence our review. No additional time was granted for this review. The review needs to start now in order to comply with the legislation, provide time for the area municipalities to provide input and pass resolutions, and then implement any changes well in advance of the October 2022 municipal election.

Methodology and Guiding Principles

The review will focus on the distribution of elected officials across the Region and general or ward voting. Population statistics and projections, along municipal and geographic boundaries, will form part of the data to be considered in the composition review. Attached to the report are charts with current representation and population for each of the area municipalities and the Region.

Staff will use the following guiding principles when reviewing the council composition

- Representation by Population – Subject to the overriding principle of effective representation, it is desirable that voters should be relatively equally represented across the Region. The principle is intended to ensure that residents have comparable access to their elected representatives and that the workload of these representatives is relatively balanced. Representation by population will be calculated using total population figures rather than by the number of eligible electors, recognizing that non-voters are also participants within the community.
- Balance of Rural and Urban Communities – It is important to recognize the

uniqueness of our rural and urban communities and to ensure that residents of Townships and Cities are all provided with effective representation.

- Current and Future Population Trends – The review will consider anticipated population trends to ensure effective representation for the 2022 and 2026 Municipal Election.
- Effective Representation – In the “Carter decision”, the Supreme Court of Canada concluded that the “purpose of the right to vote enshrined in s.3 of the Charter is not equality of voting power per se but the right to ‘effective representation’”. While voter parity is important, exact voter parity is not obtainable. Rather, since a vote is intended to provide meaningful on-going representation after the election, it may be necessary to consider the best forms of representation and place a higher priority on other principles to create plausible and coherent electoral areas that better contribute to ‘effective representation’ than electoral areas that are equal in population.

Public Engagement and Public Meeting Requirements

With respect to public consultation, it is recommended there be a minimum of three (3) consultation centres/open houses be held in various areas of the Region with the format to be decided with consultant input, and to utilize the Engage Waterloo Region platform. It is also recommended that one (1) public input meeting of the A&F Committee be held to hear delegations.

Next Steps

The following is a high level project plan for the proposed work.

Timeframe	Tasks
April – May	<ul style="list-style-type: none"> • Select consultant • Gather data to be considered in the composition review • Develop 3-4 options for public consideration
May 26 th A&F meeting	<ul style="list-style-type: none"> • Present report to the Committee with options for representation • Determine what options should be considered and sent to consultation
June - August	<ul style="list-style-type: none"> • Present the options to the Area Municipal Councils for input • Utilize the Engage Waterloo Region Platform • Hold public consultation centers
August/September	<ul style="list-style-type: none"> • Present preferred option to Council on August 20th (No Decision)

Timeframe	Tasks
	<ul style="list-style-type: none"> • Hold the required Public Meeting to hear from delegations on the preferred option on September 16th • Pass intention to confirm current composition or intention to approve a by-law adopting a change to the composition of Council on September 23rd.
October	<ul style="list-style-type: none"> • Seek triple majority consent from Area Municipal Councils to the confirmation of the current composition or the by-law
November 4 th Council Meeting	<ul style="list-style-type: none"> • Final confirmation of current composition or approval of a by-law changing the composition of Council

Corporate Strategic Plan:

The proposed review of council composition aligns with Focus Area 5 of the Strategic Plan – Responsive and Engaging Public Service and Strategic Imperative, Balance of Rural and Urban Communities.

Financial Implications:

There is no budget for a review of council composition. It is proposed that any funds required for the hiring of a consultant be taken from the Election Reserve with a cap of \$50,000 for expenditures.

Other Department Consultations/Concurrence:

Staff from Legal Services, Planning Information and Information Technology Services will be required to assist with the in house review.

Attachments:

Population and Representation Charts

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Rod Regier, Commissioner, Planning, Development and Legislative Services

Appendix A

Population and Representation

Municipality	2018 Population	Number of Township or City Councillors (not including Mayors)	Average population per councillor	Number of Regional Councillors	Average Population per Regional Councillor
Cambridge	137,639	8	17,205	3	45,880
Kitchener	255,372	10	25,537	5	51,074
North Dumfries	10,564	4	2,641	1	10,564
Waterloo	124,994	7	17,856	3	41,665
Wellesley	11,545	4	2,886	1	11,545
Wilmot	21,697	5	4,339	1	21,697
Woolwich	26,097	5	5,219	1	26,097