



Media Release: Friday, October 28, 2016, 4:30 p.m.

## **Regional Municipality of Waterloo**

### **Administration and Finance Committee**

#### **Agenda**

Tuesday, November 1, 2016

Approximately 9:45 a.m. (Immediately following Community Services Committee)

Regional Council Chamber

150 Frederick Street, Kitchener

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- 1. Declarations of Pecuniary Interest under the “Municipal Conflict Of Interest Act”**
  - 2. Delegations**

#### **Consent Agenda Items**

Items on the Consent Agenda can be approved in one motion of Committee to save time. Prior to the motion being voted on, any member of Committee may request that one or more of the items be removed from the Consent Agenda and voted on separately.

- 3. Request to Remove Items from Consent Agenda**
- 4. Motion to Approve Items or Receive for Information**
  - 4.1 [HRC-CP-16-01](#), Service Review – Progress Update on Action Items (Information) 3**
  - 4.2 [COR-FSD-16-27](#), Development Charge Background Study and By-law for Transit and Waste Management – Update (Information) 28**
  - 4.3 [COR-TRY-16-104](#), Quarterly Summary of Tenders/Quotations, Requests for Proposals and Consultant Selections Approved by the 31**

Chief Administrative Officer (Information)

- 4.4 **COR-FFM-16-13**, Impact of Ontario Cap and Trade Program (Information) 40

<b>Regular Agenda Resumes</b>
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**5. Information/Correspondence**

- 5.1 The [Township of Woolwich](#) Re: Development Charges Background Study Resolution, dated September 21, 2016 46

- 5.2 Council Enquiries and Requests for Information Tracking List – No items pending

**6. Other Business**

- 7. Next Meeting – November 22, 2016**

- 8. Adjourn**



**Report:** HRC-CP-16-01

**Region of Waterloo**  
**Human Resources and Citizen Service**  
**Office of Corporate Performance**

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**To:** Chair Sean Strickland and Members of the Administration and Finance Committee

**Date:** November 1, 2016

**File Code:** A32-40/RSR

**Subject:** Service Review – Progress Update on Action Items

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**Recommendation:**

For Information

**Summary:** Nil

**Report:**

The purpose of this report is to inform Regional Council on the progress of the action items that were being pursued by the Region as a result of the Service Review completed in 2015.

**Background:**

In June, 2014, Regional Council approved undertaking a Regional Service Review under the direction of the Audit Committee. The overall purpose of the Service Review was to ensure that the Region's services provide the best value to the community. The Region engaged the consulting firm KPMG to undertake the Service Review. The service review was conducted between October 2014 and September 2015, with input from Regional Staff, Regional Council, local municipalities and the public.

KPMG summarized all of the service review work completed and developed a final report which identified a number of "opportunities for improvement", and included a more in-depth analysis of five opportunities. KPMG's final report was included as Appendix 3 to the staff report, dated September 15, 2015 (CAO-IAU-15-06). In addition to the top five opportunities where KPMG conducted an in depth analysis, a long list of improvement opportunities were identified and then categorized into three groups:

1. Opportunities Underway or About to be Implemented.
2. Opportunities Requiring Additional Investigation / Follow-up.
3. Opportunities which do not merit further follow-up or action.

At the October 21, 2015, Regional Council meeting, Council made decisions regarding each of the top five opportunities identified by KPMG. Details regarding the top five opportunities can be found in the staff report, dated September 15, 2015 (CAO-IAU-15-06). A decision was made to not to pursue three of the top 5 recommendations made by KPMG, specifically the recommendations with respect to Employment Ontario, Road Maintenance Compensation and Child Care Services. Regional Council agreed to pursue two of the top 5 recommendations made by KPMG, specifically the recommendations with respect to Shared IT Services and Optimizing Airport Commercial Value.

#### **Progress Updates:**

As noted above, Regional Council agreed to pursue two of the 5 recommendations made by KPMG, specifically the recommendations with respect to Shared IT Services and Optimize Airport Commercial Value. The following is the update with respect to each of the recommendations.

#### **Optimize Airport Commercial Value**

**Regional Council Decision (October 15, 2015):** That the Regional Municipality of Waterloo direct staff to complete the Airport Master Plan and associated Business Plan by the end of 2016, which would include recommendations regarding increasing revenue, managing operational and capital expenses and a net levy target for airport management to budget against to control operating and capital expenditures;

And that following completion of the Master Plan/Business Plan, Regional Council consider whether it wishes to explore additional private sector involvement in Airport operations and activities.

#### **Progress Update:**

The Airport Master Plan and accompanying Business Plan process is on track to be completed and presented to Regional Council during the first quarter of 2017. A Public Consultation Centre regarding the Airport Master Plan draft recommendations is scheduled for November 10, 2016 as described in Report PDL-AIR-16-06.

#### **Shared IT Services**

**Regional Council Decision (October 15, 2015):** That the Regional Municipality of

Waterloo invite all area municipalities to participate in a feasibility study to further explore the feasibility of a shared data centre, a shared service desk and deskside support services;

And that the Region work with all interested municipalities, through the Inter Municipal IT Collaboration Group (IMITCG), to complete the study.

### **Progress Update:**

As outlined in report CAO-IAU-15-06 dated September 15, 2015, there are many examples of IT-related collaboration between Waterloo Region's municipalities. The report also acknowledges that a shared data centre (and shared service desk) could produce savings and efficiencies particularly if one of the partners was considering a near term data centre/service desk investment. In accordance with the above recommendation, the IMITCC has assessed the opportunity outlined in the KPMG report along with other collaboration opportunities. While all parties believe there is a long-term opportunity, the group's analysis has concluded that:

- Currently, municipal data centres are generally small in nature but capable of meeting municipal needs, in facilities owned by the municipalities (i.e. no lease savings would accrue).
- All partners are currently near capacity within existing data centres. Several municipalities provide offsite back up storage for each other.
- None of the facilities has enough spare capacity to host all parties in any significant fashion, although a decline is being realized in footprint in certain locations currently occupied.
- None of the major partners is currently considering a near term investment in a data centre or service desk.
- There are no budgeted funds currently in any of partner's near term capital budgets. Data centres carry certain inherent costs such as the need for climate control, raised floors, emergency backup generator, a backup facility, proper connectivity and security.
- All municipalities in the region are continually rationalizing the data centre space they each use, which allows them to deliver more ITS in the same physical space, with less hardware and less electricity as technology continues to evolve.
- Most partners are investigating reducing their data centre footprint through increased use of cloud storage and hosting arrangements with service providers

(two recent examples in the case of the Region are the e-Procurement module and the Electronic Fare Management System).

With respect to the last two points, building a new centre in today's world may not be the optimal choice. Options available for consideration include:

- Build and maintain a new location for all.
- Lease and house all data centres together at an established third party site (caged and secure for municipal staff to enter and support).
- Outsource all infrastructure and support to such to third party.
- Hybrids of the above.

The group will continue to evaluate future options such as cloud solutions, building or leasing of additional space or a new centralized data centre location, particularly if the Region invests in new operational facilities for other municipal services in the future. Hosting externally may also be a cost effective future alternative. In anticipation of such decisions, the Region is assessing its future data centre requirements by evaluating:

- The Region's existing footprint requirements based on the documentation created over the past few months and redundant site requirements.
- Opportunities to physically reduce the data centre footprint through new technologies, virtualizing, and appropriate cloud opportunities.
- Evaluating power consumption needs.
- Long term physical capacity.

Understanding the Region's own footprint needs will be beneficial as future collaboration options are considered. Similar work has or will be completed at local municipalities. Evaluation of moves to cloud solutions is ongoing in each municipality and may yield greater benefits than significant investment in new data centres within the municipalities.

Similar findings were concluded for both a shared service desk and desk side support at this point in time. Should 24/7 support be required in the future there may be an opportunity to share location and resources for coverage during non-core hours. All support is fully maximized and lean at the current time, and as such the cost of consolidation is not projected to be a savings opportunity in the foreseeable future.

In addition, the IMITCC feels that there is an opportunity to collaborate and find savings or offer superior service through the investment of large shared internet connections to

provide greater bandwidth for all users through the ‘combining’ of many less cost effective smaller lines. All partners are seeing ever increasing demands on their internet connections and are looking for ways to increase capacity at lower costs while improving redundancy. Having higher capacity and redundant internet connections is also a necessary prerequisite for any significant move to a cloud or hosted solution.

Finally the IMITCC believes there may be additional opportunities through shared Request for Proposals and use of shared Vendors of Record to leverage buying and service power. This could include initiatives such as telephony replacement strategy, centers of excellence (GIS, Analytics etc.), bulk licence or hardware acquisitions.

### **Other “Opportunities for Improvement”**

As noted previously, the Service Review report identified a number of other “opportunities for improvement”. Appendix 1 provides a progress update on those items that were previously identified as “Opportunities Underway or About To Be Implemented”. Appendix 2 provides a progress update on those items that were previously identified as “Opportunities Requiring Additional Investigation/Follow Up”. In both appendices, the first three columns are taken directly from the September 15, 2015 staff report, and the fourth column is a progress update to September 2016.

As noted in the Appendices, significant progress has been made on many of the opportunities for improvement. Several of these have resulted in: improved service (e.g. more mobile apps, on-line engagement platform); additional revenue (e.g. sale of surplus Regional properties, increased waste management tipping fees); cost savings (e.g. realignment of staff positions, review of bus replacement schedule, reduction in insurance costs); and/or future cost avoidance (e.g. mobile devices for field staff). Work is underway, or planned to start in 2017 on a number of other opportunities, as noted in the Appendices.

### **Corporate Strategic Plan:**

The Service Review is consistent with Focus Area 5.3: Ensure Regional programs and services are efficient and effective and demonstrate accountability to the public.

### **Financial Implications:**

It is anticipated that the implementation of the actions in Appendix 1 and Appendix 2 could generate possible savings and/or future cost avoidance.

The Airport Master Plan and Business Plan budget is sufficient to complete the project. No anticipated extra funds are required.

**Other Department Consultations/Concurrence:**

All Departments provided input to this report.

**Attachments:**

**Appendix 1:** Opportunities Underway or About to be Implemented and Progress Update

**Appendix 2:** Opportunities Requiring Additional Investigation and Progress Update

**Prepared By:** David Young, Manager, Internal Audit

**Approved By:** Michael L. Murray, Chief Administrative Officer

**Appendix 1: Opportunities Underway or About to be Implemented and Progress Update**

These opportunities are either underway or are shortly being initiated.

Opportunity	Opportunity Description	Next Steps and Timing	Progress Update
Corporate Performance Measurement Program	Establish corporate performance measurement program with relevant but limited Key Performance Indicators (KPIs), performance targets, and regular measurement and reporting.	Performance measures are being tracked through Ontario Municipal Benchmarking Initiative (OMBI), Municipal Performance Measurement Program (MPMP), and various professional associations (e.g. water, wastewater, transit). The new office of Corporate Performance will coordinate the development, monitoring and use of performance measures. This office will be created in late 2015.	The Manager of Corporate Performance has been hired and is developing tools and strategies to build a culture of corporate performance. An RFP has been completed to identify a roster of Lean project leaders and trainers to ensure consistent application of Lean methodology and training across the Region. Phase 1 Departments have been identified to pilot the development and use of performance measures ranging from strategic to operational.
Integrated Asset/Work planning System	Develop approach for systems to support integrated: service request, work planning, asset management, time recording for payroll.	Q3/Q4 2015: Update report to Council. Issue a Request for Proposal for a corporate work order management system	Council approved the Corporate AM policy, and the purchase and implementation of the work management system. A steering committee, project governance and implementation group have been established.
Personal IT Devices	At present, the Region supplies its employees with IT devices such as blackberry smart phones; organizations have enjoyed much success by implementing a bring your own device IT strategy (phones, computers, tablets).	Information Technology Services staff will work with program areas over the next 12 to 18 months to assess mobile technology needs and recommend mobile device strategy to the Corporate Leadership Team.	A review of ordering, management, and disposal of smart devices has been completed and changes will be implemented by fall of 2016. Some preliminary research regarding device policies in other municipalities has commenced. ITS plans to make policy recommendations based on research findings by March 31, 2017. ITS also plans to define some standard devices the Region will support, accompanied by an exception process should the standards not fulfill a business requirement. Devices recommendations will be presented in December 2016.

Opportunity	Opportunity Description	Next Steps and Timing	Progress Update
Reception Desk Consolidation	There are multiple reception desks located within each ROW building. There is an opportunity to improve customer service through the consolidation of reception desks within Regional buildings.	A review of existing "reception" areas will be undertaken by Human Resources and Citizen Service to assess the scope and necessity of reception desks within the building and opportunities for consolidation will be identified by Q2 of 2016.	Work is underway to better coordinate reception services at 150 Frederick. Some transition of duties is underway for HRC and ITS. At 150 Main and 99 Regina, Public Health has transferred reception duties already. Citizen Service is participating in a project led by Community Services to create a common intake for their services. The Citizen Service Associate function will be incorporated into that model. Other options to enhance service at those locations is being investigated. Facilities has been engaged to ensure that all plans are in line with current building expectations as well as respectful of security and facilities standards.
eService Expansion	The Region currently has limited self-serve opportunities; there is an opportunity to expand the range of e-services offered through the establishment of a portal based self-serve application.	"Ping Street" has been launched as an introduction to self serve options. Currently, traffic management coordinated between the Region and the cities within the Region. Kitchener. Once the pilot is complete, other services will be reviewed to test their viability once an evaluation of the software is completed by Q1 of 2016. A prioritized list of possible options will be developed by Human Resources and Citizen Service in concert with program areas to broaden opportunities for eservice options.	Pingstreet mobile app has been implemented in collaboration with the area municipalities. New tiles have been based on public input. An online portal for complaints, self service and public engagement is being developed. The online public engagement platform has been implemented in collaboration with the cities. A working group has been established to identify further collaboration on eservices across the Region. Further enhancements to the Region's current Client Relationship Management Software technology are being reviewed to find better ways of offering e-services.

Opportunity	Opportunity Description	Next Steps and Timing	Progress Update
LRT station areas	Conduct planning reviews of areas around Light Rail Transit (LRT) stations with view to increasing density of development permitted.	The Region of Waterloo has completed a Community Building Strategy, which focuses on Station Area Planning in particular. The three Cities have or are in the process of amending their zoning by-laws to ensure they appropriately support higher densities of development in the ION corridor.	The Area municipalities continue to plan around ION Rapid Transit stops in consultation with the Region. The City of Cambridge initiated a Growth and Intensification Study in 2016, which will result in secondary plans to guide intensification around ION in downtown Cambridge, Preston and throughout the Hespeler Road commercial corridor. The City of Kitchener continues its Planning Around Rapid Transit Stations (PARTS) initiative. Started in 2014, the PARTS Central Station Plan is complete and Urban Strategies has been hired to support the planning process around the Grand River Hospital, Rockway and Mill ION stops. The City of Waterloo completed their draft station area plans in August 2016. These plans were guided in part by the Region's Community Building Strategy. Work on the Area municipalities zoning by-laws to support higher densities along the ION Corridor is ongoing.
Taxi Accessibility	As part of the Region's service improvement initiative, require all replacement taxis to be accessible vehicles, with a deadline for all taxis to be accessible within the next 5 years).	Looking at how this can be implemented (either fully or in part) through the taxi by-law review, slated to be completed in 2016.	The issue was reviewed during the taxi by-law review. Taxis are required to provide 7% of their fleet accessible cabs. Ridesharing vehicles will pay into a new established fund.
Modernize Taxis	Modernize taxi regulations - adopting some of the characteristics piloted by Uber into the taxi industry, or the limousine industry, or as a separate category.	A key issue is part of the above noted taxi by-law review to be completed in 2016.	A new by-law was passed on Sept. 21, 2016 and will effective Dec. 1 2016. This by-law establishes similar rules for all taxi and taxi type services. These rules are based on passenger safety and consumer protection.

Opportunity	Opportunity Description	Next Steps and Timing	Progress Update
Surplus Regional Land	The Region owns a significant number of property parcels, many the results of projects which have subsequently been completed, or which are otherwise surplus to Regional needs. The Region could review its property holdings with a view to maximize the value of surplus regional land & buildings, by selling, leasing or using as many parcels as possible.	This process was initiated during the 2014 budget process. Surplus land was identified and phased. Several parcels have been disposed of and others underway. Disposal of several parcels is complete, others are underway, and additional phased to proceed in 2015 and 2016.	Disposal of several parcels are complete, others are underway and a few have been put on hold for potential future use, additional phases to proceed in 2017 and 2018.
Re-evaluate EMS Response Targets	Recognizing that response targets for EMS will vary according to the density of the population, set response targets based on population density (urban/rural) within the ROW.	Issue will be referred to Emergency Medical Services Master Plan Review which is currently underway and which will be completed by the end of 2016 under the direction of a steering committee with Regional Councillor and staff membership.	The Paramedic Service Review investigated a wide range of items (i.e. service drivers and targets, demand, future projections, resource requirements and structure, system optimization approaches etc.). After this assessment it was determined that the Response Time Performance Plan (RTPP) for 2017 should remain the same as 2016. A report was taken to Committee on October 4 <sup>th</sup> 2016 where the RTPP was approved for 2017. A letter to the Director MOHLTC EHSB will be forwarded.
Re-evaluate Medical Transport	Evaluate medical need for transport, by case type, and seek authority to limit transport to cases where medically necessary.	Issue will be referred to Emergency Medical Services Master Plan Review which is currently underway and which will be completed by the end of 2016 under the direction of a steering committee with Regional Councillor and staff membership.	The Paramedic Services Master Plan Review project has investigated a wide range of items (i.e. service drivers and targets, demand, future projections, resource requirements and structure, system optimization approaches etc.). There was a recommendation contained in the report to Committee on October 4 <sup>th</sup> 2016 to lobby the MOHLTC to investigate different pathways for delivering patient to alternative sites. Work continues on the lobbying efforts.

Opportunity	Opportunity Description	Next Steps and Timing	Progress Update
Bus Lifecycle	Given the cost of maintenance for bus infrastructure, conduct a lifecycle analysis to determine best bus lifecycle management plan, including retirement timing.	Council has already approved a change to a 12 year life cycle from 18 year life cycle for buses. Staff are reviewing this annually and have moved to a 13 year life cycle to minimize overall cost. This will continue to be reviewed annually and revised as necessary to minimize life cycle costs.	Transit Services staff review this this annually to determine if GRT buses scheduled for retirement based on the 12 year cycle need to be replaced. Most buses are now being replaced at a 14 year interval. Staff will continue to inspect buses annually to identify the impact of delaying the replacement on life cycle costing and fleet safety.
Bus Route Data	Optimize bus route efficiency and effectiveness through the use of data and evidenced based decision making for bus routes.	The organizational integration of Transit Planning with the Transit Services Division has allowed closer alignment and sharing of data. This is being used to better understand ridership and provide the appropriate level of ridership. GRT is also reviewing minimum route ridership levels and targets. This information will be prepared for and used in the development of the next GRT business plan scheduled for completion in early 2016.	The 2017 - 2021 GRT Business Plan will include a Service Performance Monitoring Plan. This plan will set standards for service performance, service coverage, passenger comfort, and outline a framework to provide information to identify performance issues to manage the system more effectively.
Smart Card Fare Payment	Leading practice is to move away from a cash based payment system and implement a smart card fare payment system. This increases the efficiency of payment process and allows the transit operator to collect important user data.	Electronic Fare Management System project is underway and expected to be in place by 2017.	Phase 1A on schedule; farebox installations expected to complete by Aug 31, 2016. Phase 1B may be delayed due to end of life of Point of Sale device. Additional development time may be required, which will affect potential Smart Card launch date; Phase 2 (ION) unaffected by delay.
Bus Routes Cost Recovery Target	In order to reduce the amount of levy support required by Grand River Transit, establish cost recovery targets and plan bus routes based upon Council approved targets	This is to be reconsidered during the development of the GRT business plan. This is scheduled for completion in early 2016.	The 2017 -2021 GRT Business Plan will include a Financial Plan which captures the planned service and ridership growth, and establishes revenue recovery targets for each of the next five years. This includes continuing to increase transit fares to more closely align with the Provincial average.

Opportunity	Opportunity Description	Next Steps and Timing	Progress Update
Garbage Collection Service Levels	Establish consistent service levels throughout the ROW where there are similar operating environments.	Council recently approved consistent service levels across the Region and staff are preparing the contract for a private sector garbage collector. Selection of garbage contractor to occur in late 2015 with start of new contract to be in March 2017.	Initial actions identified in curbside implementation plan that was approved by Council in April 2016 have commenced and include promotion and education plan, bag tag program development and award of collection contracts.
Solid Waste Diversion	Adopt approaches to increase solid waste diversion rates, such as moving to garbage collection every two weeks, and/or setting tight garbage bag limits and/or implementing a bag tag system.	Council has approved bi-weekly collection of garbage with weekly blue box and green bin collection. This is to commence March 2017 with the start of a new garbage collection contract.	Initial actions identified in curbside implementation plan that was approved by Council in April 2016 have commenced and include promotion and education plan, bag tag program development and award of collection contracts.
Large Item Pick-Up	Operational savings can be achieved through a change from weekly to monthly large item curbside pickup.	Council recently approved consistent service levels across the Region and staff are preparing the contract for a private sector garbage collector. Large Item pick-up was changed to biweekly.	Initial actions identified in curbside implementation plan that was approved by Council in April 2016 have commenced and include promotion and education plan, bag tag program development and award of collection contracts.
Future Solid Waste Disposal	Launch program to find next solution to solid waste disposal, with consideration for a future landfill site, incineration, and other solutions.	Staff are evaluating thermal options for future garbage disposal. It is anticipated this will be back with Council in January 2016.	EFW Feasibility study presented to Council in June 2016; direction to take no further action toward implementing EFW for 3 years, continue to monitor EFW and work with inter-municipal partners on possible partnerships.

Opportunity	Opportunity Description	Next Steps and Timing	Progress Update
Waste and Recycling Public Relations	Expand messaging to residents and businesses with view to improving recycling rates and reducing solid waste.	Waste management has an ongoing public outreach program that includes education for children, Environews and recent promotional videos.	Initial actions identified in curbside implementation plan that was approved by Council in April 2016 have commenced and include promotion and education plan, bag tag program development and award of collection contracts.
Transfer Station Operation	Based upon the cost and utilization of transfer stations, Close or privatize their operations	Staff are preparing a report to Council for September 15, 2015. Council will decide how to proceed.	Council approved closure of all four rural transfer stations. North Dumfries, Wellesley and Wilmot closed end of December, 2015 while Woolwich closed end of March, 2016.
Road Patrol Tool	Implement automated, GPS enabled, road patrol tools to improve the level of road safety and efficiency in road operations.	Transportation is working with IT to develop options for implementing. See "Hand-held Data Entry Terminals" below.	Tablets already supplied to each signs, markings and signals crew. Full functionality subject to implementation of Asset Management project.
Hand-held Data Entry Terminals	Implement automated utility locate, work order and timesheet processes with hand-held data entry terminals (with GPS).	Implementation of this is linked with providing the road patrol tool. Current software that is being used for work management makes both of these items difficult to implement. The proposed asset management system would make of these items much easier to implement. When a decision on moving forward with asset management is made in fall 2015 a schedule and approach for implementing the items will be developed. If the proposed asset management system doesn't move forward a stand alone option will be considered.	Tablets already supplied to each signs, markings and signals crew. Full functionality subject to implementation of Asset Management project.
Transportation Rehabilitation	Given the significant cost of capital replacement, focus capital expenditures more on rehabilitation employing lifecycle analysis.	Current budget process already balances rehabilitation with replacement. TES is in the process of implementing a more advanced asset management system to further support rehab vs reconstruction decisions. Anticipated final implementation in 2018.	Council approved the governance Corporate AM policy, approved purchase and implementation of the work management system, steering committee and implementation group has been established.

Opportunity	Opportunity Description	Next Steps and Timing	Progress Update
Tender Insurance	While the ROW has a well-managed insurance program for all member municipalities, there is an opportunity to tender for insurance coverage to ensure that the cost of insurance is consistent with the market.	Competition for insurance consultant completed in 2014. New consultant chosen has confirmed that current insurance provider is the most cost effective option. Competitive process to be conducted for 2016/17 insurance renewal.	At the WRMIP's Advisory Board Meeting on May 27, 2016 the Pool's 2016-2017 Insurance Program was approved with current Insurer Frank Cowan. A 7% reduction in rates was obtained prior to adjustments for increased exposures which netted the Region a 5% reduction in its 2016/17 Levy. In addition Cowan has agreed in principle to a profit sharing concept for this policy term. Details are being finalized.
Consolidate Dispatches	At present, there are multiple dispatches serving emergency services in the ROW. There is an opportunity to develop a consolidated dispatch for police, fire and EMS across the Region and LHIN	The Region, area municipalities and WRPS, continue to pursue the creation of a consolidated dispatch system service Police, Fire and EMS. The Province is unwilling to transfer EMS dispatch responsibility to municipalities. Accordingly Police and Fire are continuing to work on an implementation plan for consolidated police and fire dispatch, which will maintain the opportunity to expand to include EMS dispatch in the future.	Consolidated dispatch was one of the items discussed during the development of the Paramedic Services Master Plan. The Master Plan Report was finalized and presented to Committee on October 4 <sup>th</sup> 2016. There was a recommendation within the report to lobby the MOHLTC EHSB to participate in these activities. A lobbying campaign will be undertaken by staff with direction from Council. Police, Fire and EMS leadership continue to work on the development of a consolidated dispatch model.
Mobile Technology for Public Health Inspectors	Adopt/enhance utilization of mobile technology for Public Health Inspectors to facilitate recording of inspection findings and delivery of service directly in the field.	Tablets and portable printers have been deployed to Public Health Inspectors, to allow inspection results to be directly inputted in the field, and printed if needed, for more accurate and timely service delivery. The inspectors are able to securely access information in the Region's electronic document management system off-site, contributing to a reduced need for trips to the office and quicker, more efficient service in the field. These new enhancements also enable after-hours, on-call Inspectors to receive time-sensitive faxes on their Blackberries, eliminating trips to the office to check fax machines.	The Tender process was completed in August 2016 for a replacement Data Management Software and negotiations are currently underway with the selected vendor. This will provide updated inspection software which will allow for greater functionality while working away from the office, and remove the need for inspectors to return to the office for database synchronization.

Opportunity	Opportunity Description	Next Steps and Timing	Progress Update
Compensation	Benefits form a considerable part of the overall compensation plan for ROW staffing. There is an opportunity to review benefit plans with a view to scaling back benefits that exceed municipal comparators and/or introducing cost-sharing.	A review of benefit coverage and contribution levels is underway to look at options for cost efficiencies. Current models will be reviewed along with comparators from other comparable jurisdictions such as other municipalities to see if there are alternatives to current models of benefits services.	An evaluation of existing benefits has been done and inconsistencies (i.e. dispensing fees) have been noted. Education sessions are occurring for B/U members as part of bargaining to identify costs associated with benefits and their impact on total compensation.
HR Process Review	In order to reduce the cost of processing and maintaining employee records, there is an opportunity to automate employee life-cycle processes.	Underway. Over the next year new systems options will be identified for improvement. LEAN methodology will continue to be utilized to establish new HR Processes. Currently the "Life Cycle" Review is focused on recruitment and job evaluation as prioritized areas for improvement. Process improvement exercises will be underway in August with proposed process changes anticipated in Summer 2016.	Various software packages are under review to streamline applicant tracking and screening. Offer letter automation is underway to expedite the offer process and interview scheduling software is being reviewed to support greater self service for clients.
Consolidate Service Improvement Planning	Consider consolidating Service Improvement Planning with Organizational Effectiveness & Wellness and/or Internal Audit.	This is being incorporated into HRC more fully as part of the HRC renew to ensure integrated organizational effectiveness support services are delivered in an integrated way with other organizational design and development functions. This will be announced in Q3 of 2015.	Service Improvement Planning has been integrated into HRC in the Citizen Service portfolio. It will be closely aligned with the new Corporate Performance unit to support integrated evaluation and planning.

**Appendix 2: Opportunities Requiring Additional Investigation and Progress Update**

These opportunities were not candidates for further in depth analysis by KPMG, but warranted follow-up by staff to determine whether implementation is warranted in some other way.

<b>Opportunity</b>	<b>Opportunity Description</b>	<b>Possible Next Steps and Timing</b>	<b>Progress Update</b>
Improve Training Program Targets	Conduct research on job market to improve the targeting of training programs offered by Employment Services.	In collaboration with local Employment Ontario service providers and Economic Development Offices, determine workforce and skill needs of current and future employers with the goal of designing skills based programs for under/unemployed citizens to fill job vacancies. To be undertaken in 2016.	This will be part of the implementation of the new employment model and customer service model.
Optimize Social Housing	Compare unit costs of various housing solutions (rent supplement, renovation, new construction, purchasing existing - considering expiring agreements) with a view to focusing supports, and growth in most efficient solution areas.	While no one solution is the answer to housing and homelessness and options are required to meet the needs of those being housed further analysis is required. To be undertaken in 2016.	This review and comparison of various housing unit costs will commence and be completed in December 2016.
Divest Nursing and Homemaker Services (Seniors' Community Programs)	Review program with the goal of serving the same or an increased number of seniors in their homes by divesting the service to a community based service provider.	Review and action plan to be undertaken in 2016.	Report to Council recommended a review of this program to be undertaken, which is currently underway and will be completed by December 31 2017.
Sunnyside Laundry/Kitchen Revenue	Use the large Sunnyside laundry to generate revenue from other customers in the public sector.	Require cost-benefit analysis of options for both food and laundry services to determine the most efficient and least costly methods to deliver both services. Analysis to be conducted in 2016.	Start date and end date revised to accommodate staffing changes and recruitment resulting from the retirement of Food and Environmental Services Manager for Seniors' Services. This review will commence in December 2016 and will be completed by December 31, 2017.

Opportunity	Opportunity Description	Possible Next Steps and Timing	Progress Update
Social Development Program Grants	Evaluate the process for allocating social development program grants and improved accountability for the social development program grants' results and outcomes.	All funded programs are under review in 2015/16 to examine for efficiency, value (outcome) for the investment made. Modifications will be made following the review.	The Social Development Program review is completed. Changes to the program are currently being implemented. RFP for Family Outreach Worker program is being completed and will be released in June 2016 to determine one lead agency for this program. RFP awarded to the lead agency in October 2016.
3 Year Budget	There is substantial time and effort devoted by management towards the preparation and review of the budget each year, even though most of the significant changes result from separate reports that are considered by Council outside the budget cycle. The Region could implement a 3 Year Budget Cycle, substantially reducing the cost and time of budget preparation and review. Unanticipated financial changes during the three years could result in a separate report dealing with any implications.	Finance staff to consider reviewing the Region's budget development and approval process in either 2016 (after 2016 Budget approval) or 2017 (after 2017 Budget approval).	Review is scheduled for 2017.
Financial Services Delivery Model	Review the model for delivering finance services and the number of financial analysts both within Corporate Services and in operational departments.	Division of duties between Financial Analysts and program area staff to be undertaken in 2016.	Investigation scheduled for 2018.
A/R process	Review the Accounts Receivable (A/R) process to reduce the operational costs of processing invoices and payments.	Review staff levels, work flows, possibly undertake LEAN review in 2016.	Initial discussions have taken place. Project scope and approach to be developed.

Opportunity	Opportunity Description	Possible Next Steps and Timing	Progress Update
Allocate Shared Services Costs	The Region currently allocates some shared service costs (e.g. Fleet) but does not allocate central costs such as IT, HR, and Finance to operating departments (with the exception of water and sewer). This makes it difficult to identify the actual cost of providing Regional services. The Region could develop a model to consistently allocate all (or at least most) shared/centralized service costs to the operating units to improve transparency and accountability.	Initiate a full review of internal charge-back allocation policies and procedures in 2017.	Review scheduled for 2017.
Materials Management Staffing	In order to ensure the optimum staffing and service for client facing departments, review materials management staffing and locations.	Assess staffing levels through either an internal review or by engaging a third party to conduct an external review in 2017.	Management has completed an initial review of the stockroom and implemented various changes to improve efficiency and effectiveness. Identified savings will be incorporated into the 2017 budget. Additional review scope to be considered with Corporate Performance Office.
E-payments	In order to reduce the processing cost of applications, establish systems to accept e-payments, e.g. for planning applications, etc.	Assess options for online application and payment system and methods of tracing payments to the applications to ensure payments have cleared before application proceeds. To be considered in 2016.	Timing to be accelerated due to requirement for online sale of bag tags for Waste Management by March 2017. Discussions between IT, Treasury Services and Waste Management have commenced. Treasury Services has investigated payment tool options.

Opportunity	Opportunity Description	Possible Next Steps and Timing	Progress Update
Municipal HR Service	Provide Human Resource (HR) services to lower tier municipalities (particularly the Townships) on a cost recovery basis.	The Commissioner of HRC will reach out to local municipalities, with a particular focus on the Townships, to determine their interest in acquiring any Human Resources services from the Region on a cost recovery basis. Some townships have expressed an interest in shared training opportunities. An evaluation of their responses will be available in early 2016.	As part of the discussion with CAOs service options for HR will be raised. Conversations have occurred with the local municipalities and a strong increase in access to training has been requested. Some municipalities have inquired about fee for service opportunities on targeted roles and tasks. An evaluation of resourcing and costing will be worked on for presentation to those requesting service in 2017.
Reception Desk Reduction	Eliminate reception functions at Regional buildings wherever possible, using access control with phones, and phone listings to contact staff.	Please see Reception Desk Consolidation in Appendix 1.	Locations that would benefit from alternative modes such as phone are being identified for evaluation to determine volumes and different methods.
eService Responsibilities	Currently, the Region's website is the responsibility of the Communication's unit. There is an opportunity to review roles and responsibilities for the Region's web site ("ownership", content provision, prioritization, e-service).	See E-service Expansion in Appendix 1. There is a natural link between expanded e-service options and increased Web capability. Citizen service is developing a strategy that will provide an integrated focus that links the portal, website and e-serve public options by Q2 of 2016.	A project to complete the corporate website and other Regional websites has been initiated and is scheduled for completion in early 2018. As part of this project e-service options will be considered.
Regional and Municipal Integration of Client Services	Work towards an integration of regional and local client service functions, perhaps based on a jointly integrated 311 call centre serving the Region, and member municipalities including Regional services in their client service counter offerings.	The Commissioner will reach out to local counterparts in the cities and townships to initiate discussions to explore the opportunities that exist for integrating a broad range of services including a 311 call centre or alternatively integrating multiple municipal services (i.e. fine payment) at the client service desks in Regional, City and Township headquarters. An initial review will be completed by Q1 of 2016 with options identified by Q3 of 2016.	Conversations have occurred with the majority of the local municipalities and opportunities for coordination and collaboration have been identified in both service and HR areas. The Region will be consolidating feedback with a proposal to area municipalities by Q1 2017.

Opportunity	Opportunity Description	Possible Next Steps and Timing	Progress Update
Planning Application Approval	Establish delegated authority for planning application approval for the cities of Cambridge and Waterloo similar to what was provided to the City of Kitchener in order to reduce possible duplications in service.	This matter will be discussed with all of the Area Municipalities in 2016. It is unclear which Area Municipalities would be interested, but could include the Townships as well.	A staff report entitled "Potential Delegation of Additional Planning Act Approval Authority by Regional Council to Interested Area Municipalities" (PDL-16-01) was approved by Council on March 2, 2016. Report reviewed potential for delegation of Draft Plans of Subdivision, Draft Plans of Condominium and Part Lot Control. Criteria or requirements that must be met for approval authority to be delegated to area municipalities were identified in the report. The report was provided to area municipalities. The City of Cambridge and Townships of Woolwich, Wilmot and Wellesley have passed resolutions that support delegated approval in principle and are in the process of evaluating the implications of delegated approval. The Region is waiting on the results of the evaluations and has not received formal requests for delegated approval from any of these municipalities. The City of Waterloo or the Township of North Dumfries have not formally commented on delegated approval.
Official Plans	Rationalize Regional and local Official Plans (OP) with a single OP and allow the member municipalities to handle subdivisions and zoning within the one OP.	This matter is being examined by Legal Services as to whether local Official Plans are required under the Planning Act. Staff will report back on this matter in 2016 in conjunction with the item immediately above.	Staff completed legal work and research associated with the potential for one Official Plan. Staff are consulting with area municipalities. A staff report detailing the consultation and evaluation will be brought forward to Council in late 2016 / early 2017.

Opportunity	Opportunity Description	Possible Next Steps and Timing	Progress Update
Transfer Salvage Yards and Second Hand Shops Licensing	The Region has a limited role in licensing, with the area municipalities issuing most licenses. Regional licensing of taxis (and other transportation related categories) is appropriate as it allows taxis to serve the entire Region efficiently, however licensing of salvage yards and second hand goods stores is generally a local matter, and more consistent with other categories licensed by the member municipalities. Responsibility to license salvage yards and second hand goods stores could be transferred to the member municipalities.	Passing responsibility back to Area Municipalities would require a successful triple majority vote. It may be advantageous to have this function remain Regionally to regulate these uses relative to source water considerations, including municipal supply wells. However, this by-law will be reviewed starting in 2016.	This by-law has not yet been reviewed. The Taxi By-law review has taken longer than anticipated and therefore resources have not been available. The review of the Salvage Yard and Second Hand Shops By-laws will commence in the first quarter of 2017.
Museum Strategy	Invite member municipalities to join in a review of local government museum strategy, clearly defining local and regional role, opportunities for cooperation and coordination (software, promotion, exhibits) and eliminating any duplication or low value elements.	A considerable amount of progress has already been made relating to this opportunity. However, in early 2016, key parties will be brought together to explore any additional opportunities for cooperation and coordination.	Data collection started - list of local museums indicating which museums are municipally owned and operated, and which museums receive municipal funding.
Area Based DCs	When the ROW is required to renew its development charge study, consider the opportunity to calculate and charge development charges on an area specific basis to encourage development in the lowest cost areas to service.	To be considered during the next DC Background Study. Timing is dependent on outcome of Bill 73 amendments to the DC Act and related regulatory changes.	Background Study to include options for area rating of transit DC. Background Study was released in August 2016. Council will consider the issue of area rating of transit and waste management DCs in late 2016.

Opportunity	Opportunity Description	Possible Next Steps and Timing	Progress Update
Multi-Residential Recycling	Municipalities are developing recycling services for multi-residential buildings in order to increase the diversion rate. Accordingly there is an opportunity for the ROW to develop recycling options in multi-residential (especially apartment) buildings.	Region recently changed multi residential waste collection to achieve consistency across the Region with implementation in March 2017. To be reviewed as part of 2021 update to Council.	Staff committed to bring information back to Council by 2020/2021.
Green Bin - Restaurants	As part of larger initiative to increase the diversion rate for ROW waste, there is an opportunity to implement green bin services for local restaurants.	To be reviewed as part of the multi residential waste collection as noted above.	Staff committed to bring information back to Council by 2020/2021.
ICI Waste	The Industrial, Commercial, Institutional (ICI) waste business is losing money for the ROW; the ROW can either increase fees or get out of the ICI line of business altogether.	To be considered as part of 2016 budget process.	Waste Management is looking at concept of phased in increases to ICI tipping fees over course of next few years with expectation that we will see some corresponding reduced ICI tonnage. Will be having meetings with local private sector waste firms in October 2016 to get a better sense of market conditions.
Sign Shop	Each member municipality in the ROW operates a sign shop. There is an opportunity to explore with area municipalities the operation of one consolidated, integrated sign shop serving the Region and area municipalities.	Region staff to contact Area municipal staff by Q4 2015 to initiate discussions concerning this option.	This Item was discussed at the June, 2016 Area Municipal Public Works Group meeting. The Group agreed to form a working group to discuss in more detail. Region's Director of Transportation will initiate the first meeting of the working group in Q4 2016 to look at the different sign shops: number of staff, types and number of signs produced, etc. A suggested approach will be developed in Q1 2017.

Opportunity	Opportunity Description	Possible Next Steps and Timing	Progress Update
Focus on Obesity	Shift focus to increase emphasis within Public Health towards chronic disease prevention, including obesity prevention.	<p>The planned actions are as follows:</p> <p>As one of the selected sites for the provincially funded Healthy Kids Community Challenge (HKCC), ROWPHE will be working with all area municipalities and a variety of community partners. The goal of HKCC is to reduce childhood obesity, as a community, through activities related to healthy eating, physical activity and adequate sleep. Expected start date: September 2015 for four years.</p>	<p>HKCC: Theme 1 encouraged physical activity through play, active transportation, sports and structured programming. (Dec 2015 to June 2016). ROWPHE supported over 25 initiatives throughout the three Cities and four Townships for a total of \$275,000. An additional \$50,000 was provided to support "Run. Jump. Play. Every day" activities across 48 community groups. A systems level impact evaluation was also completed.</p> <p>Theme 2 "Water does wonders" is currently underway. The goal is to increase water consumption among children and reduce sugar-sweetened beverages (June 2016 to March 2017). Key actions involve education and awareness, community challenges, media campaign and installing water hydration stations in schools, recreation and community meeting spaces.</p> <p>Theme 3 will be released in November-December 2016 and activities related to healthy eating will be implemented from June 2017-2018.</p>

Opportunity	Opportunity Description	Possible Next Steps and Timing	Progress Update
		<p>Healthy Living is initiating a number of program related reviews across the Division in order to ensure we are effectively addressing key issues related to chronic disease prevention including obesity prevention. Expected start date: August 2015 for approximately 12 months.</p>	<p>Healthy Living division has undergone a structural re-organization to effectively address key issues relate to chronic disease and injury prevention, including obesity prevention and reproductive health. Implementation of the new model is effective January 1, 2017.</p> <p>Healthy Living has also completed 4 program area reviews and currently examining the recommendations.</p> <p>Final reporting on the program reviews will be completed by December 15, 2016.</p>
RERU	Expand Regional Emergency Response Units (RERU) concept to provide response where (urgent) transport not required in urban area.	Issue will be referred to Emergency Medical Services Master Plan Review which is currently underway and which will be completed by the end of 2016 under the direction of a steering committee with Regional Councillor and staff membership.	Issue was referred to Paramedic Services Master Plan Review which was presented to Committee October 4 <sup>th</sup> 2016. Recommendation within the report was to keep status quo with the number of RERU's at this point and re-evaluate deployment options once a 35 % UU.
Emergency Dispatch	Following the successful lead of the Region of Niagara, assume responsibility for Emergency Medical Services (EMS) dispatch services from the Province.	The Region, area municipalities and WRPS, continue to pursue the creation of a consolidated dispatch system service Police, Fire and EMS. The Province is unwilling to transfer EMS dispatch responsibility to municipalities. Accordingly Police and Fire are continuing to work on an implementation plan for consolidated police and fire dispatch, which will maintain the opportunity to expand to include EMS dispatch in the future.	The Region, area municipalities and WRPS, continue to pursue the creation of a consolidated dispatch system service Police, Fire and EMS. The Province is unwilling to transfer EMS dispatch responsibility to municipalities. Accordingly Police and Fire are continuing to work on an implementation plan for consolidated police and fire dispatch, which will maintain the opportunity to expand to include EMS dispatch in the future. The Paramedic Services Master Plan also addresses this issue and requests the Region to lobby the MOHLTC on dispatch issues.

Opportunity	Opportunity Description	Possible Next Steps and Timing	Progress Update
More Consultation	Develop a program that will allow more frequent and more meaningful involvement by the public in the Region's decision-making processes.	One of the draft objectives in the Region's 2015-2018 Strategic Plan is to "enhance opportunities for public engagement, input and involvement in Regional decision making". The Strategic Plan will include specific actions to address this objective.	<p>Strategic Plan has two key objectives to address: Evaluate and implement a common e-engagement platform with online discussion forums, surveys, virtual town halls and other interactive features. (SR 2.28)</p> <p>Build staff capacity to plan and conduct effective public engagement processes by providing training and other tools. (SR 2.28)</p> <p>The platform is launched to the public and actively being used. Staff have been trained on the platform. An ongoing evaluation and metrics program is being developed and an initial evaluation will be completed by the end of September.</p> <p>In class training is being offered twice per year. Online resources and tips are available to staff. An internal community of practice is being established. A plan is being developed for leadership and Council training. Best practice information and advice is being provided.</p>



**Report:** COR-FSD-16-27

## **Region of Waterloo**

### **Corporate Services**

### **Financial Services and Development Financing**

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**To:** Chair Sean Strickland and Members of the Administration and Finance Committee

**Date:** November 1, 2016                      **File Code:** F27-50

**Subject:** **Development Charge Background Study and By-law for Transit and Waste Management - Update**

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#### **Recommendation:**

For Information

#### **Summary:**

Nil

#### **Report:**

#### **Background**

Through Report COR-FSD-16-02 dated January 12, 2016 Council directed staff to undertake a Development Charge Background Study (DCBS) and By-law for Transit and Waste Management in 2016. A Staff Committee of representatives from Transportation and Environmental Services, Corporate Services and Planning, Development and Legislative Services has been working with Hemson Consulting to complete the Background Study and draft By-law for Transit and Waste Management.

Update reports relating to the Development Charge Background Study & Bylaw for Transit & Waste Management were provided to the Administration and Finance Committee on May 3, 2016 (COR-FSD-16-13) and August 9, 2016 (COR-FSD-16-19) and to Regional Council on June 22, 2016 (COR-FSD-16-17). A public meeting was held on September 13, 2016.

## **Development Charge Background Study and Revised Rates**

The DCBS was prepared by Hemson Consulting Ltd. in accordance with the provisions of the Development Charge Act (DCA) and Regulation after consultation and discussion with Regional staff and the RDC Steering Committee. A copy of the DCBS has been distributed directly to various stakeholders and is available on the Region's website:

<http://www.regionofwaterloo.ca/en/doingbusiness/developmentcharges.asp?mid=17281>

Subsequent to publishing the DCBS in August, the Region learned that it is to be allocated \$35 million in federal funding under the Public Transit Infrastructure Fund (PTIF) – Phase One (see COR-FSD-16-24/TES-TRS-16-21 dated October 4, 2016). Since development charge rates are calculated net of any grants or subsidies, the Transit rates that were published in the DCBS will be recalculated to reflect the approved federal funding. Staff are currently working with the consultant to revise the rates for the PTIF funding. The rates may also be adjusted, if required, to reflect changes arising from stakeholder consultations. The revised rates will be reviewed by the Steering Committee.

## **Project Consultation and Timeline**

Public consultation and stakeholder engagement has, and will continue to, take place throughout the process. Staff has met with the Waterloo Region Homebuilder's Association, presented to the Economic Development Advisory Committee's for the Cities of Kitchener and Waterloo and met with senior staff from the City of Cambridge. Regional Staff maintain a database of stakeholders that receive regular updates and information relating to the DCBS and By-law update process.

The RDC Steering Committee met to review the status of consultations relating to the Development Charges Background Study for Transit and Waste Management. The original timeline for this process anticipated a policy and by-law recommendation report to the Administration and Finance Committee on October 4, 2016. The Steering Committee determined that the timeline for this process should be extended for a number of reasons including the need to recalculate the proposed development charge rates to take into account recently announced Public Transit Infrastructure Funding from the Federal Government and to allow for additional consultation and consideration of implementation options. The amended timeline is as follows:

Date	Background Study and By-law Update
<b>Nov 22</b> <b>(Alternate Date</b> <b>Dec 6)</b>	Steering Committee Recommendations to Administration & Finance Committee
<b>Nov 30</b> <b>(Alternate Date</b> <b>Dec 14)</b>	Administration & Finance Committee Recommendations to Council and Council Approval of By-law

Staff continues to work with stakeholders to respond to identified questions and concerns. A Steering Committee recommendation with respect to by-law implementation will come forward to the Administration and Finance Committee on November 22.

**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:** Nil

**Other Department Consultations/Concurrence:**

Staff in Planning, Development and Legislative Services, and Transportation & Environmental Services was consulted in the preparation of this report.

**Attachments:** Nil

**Prepared By:** Shane Fedy, Manager, Infrastructure Financing

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



**Report:** COR-TRY-16-104

**Region of Waterloo**  
**Corporate Services**  
**Treasury Services (Procurement)**

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**To:** Chair Sean Strickland and Members of the Administration and Finance Committee

**Date:** November 1, 2016

**File Code:** F18-01

**Subject: Quarterly Summary of Tenders/Quotations, Requests for Proposals and Consultant Selections Approved by the Chief Administrative Officer**

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**Recommendation:**

For Information

**Summary:** Nil

**Report:**

On August 9, 2016 Regional Council approved an updated Regional Purchasing By-law through report COR-TRY-16-78. The by-law, which came into effect on September 1, 2016 authorizes the Region's Chief Administrative Officer (CAO) to award certain tenders and Request for Proposals (RFPs) and Consultant Proposals based on specified criteria. Administrative awards allow for an efficient and timely procurement process. A summary report is submitted on a quarterly basis to the Administration and Finance Committee outlining all tenders, RFPs and consultant proposals approved by the Chief Administrative Officer. This is the first quarterly report under the new by-law. The criteria for CAO approval are set out below:

1. Tenders are competitive bids which specify the scope of work and the terms under which the Region will contract for the goods and services. Administrative awards of tenders between \$150,001 and \$1,000,000 can occur if the following criteria are met: a minimum of three compliant bids are received, award to the lowest bidder, and the bid amount is within budget (prior to September 1<sup>st</sup>, 2016 the approval limits were between \$100,000 and \$500,000).

2. A Request for Proposal (RFP) is a formal, publicly released document outlining a need and inviting proponents to submit plans to fulfill that need. The RFP specifies in general terms what the Region wants but provides flexibility for respondents to propose a solution. RFPs include an evaluation criteria and scoring matrix. While price is part of the evaluation criteria and scoring, award is made to the vendor with the highest overall score. For RFPs between \$150,001 and \$1,000,000, the criteria to enable an administrative award are that the proposal is compliant, that it best meets the criteria as established, that at least three compliant proposals are submitted, and price is within budget (prior to September 1<sup>st</sup>, 2016 the approval limits were between \$100,000 and \$500,000).
3. Consultant Proposals are a type of RFP with the commodity being consultant services. For consultant proposals between \$150,001 and \$500,000, the criteria to enable an administrative award are that the proposal is compliant, that it best meets the criteria as established, and the price is within budget (prior to September 1<sup>st</sup>, 2016 the approval limits were between \$100,000 and \$300,000).

Appendix 1 provides the details of the tenders awarded by the CAO under authority of the Purchasing By-law from July 1, 2016 to September 30, 2016. There were no RFPs or consultant proposals awarded by the CAO under the Purchasing By-law during this period. The Appendix includes a list of bidders with the successful bidder indicated in bold. If there were four or fewer bids, all bidders are identified. In the event that there were five or more bidders, the lowest three bidders are listed and an indication of the total number of bids is provided.

The Chief Administrative Officer By-law #04-063 allows for the CAO to award tenders and RFPs when Council is not in session providing that the terms of the Purchasing By-law have been followed. Appendix 2 provides the details of awards by the CAO when Council was not in session during the third quarter of 2016.

### **Corporate Strategic Plan:**

Award of these contracts meets the 2015-2018 Corporate Strategic Plan objective to ensure regional programs and services are efficient, effective and provide value for money under Strategic Focus Area 5, Responsive and Engaging Government Services.

### **Financial Implications:**

As set out in each Appendix.

**Other Department Consultations/Concurrence:** Nil

**Attachments:**

Appendix 1 – C.A.O. Tender Awards, July 1, 2016 to September 30, 2016

Appendix 2 – Awards Made by C.A.O. when Council Is Not in Session

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

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

**Appendix 1 – CAO Tender/Quote Awards (July 1, 2016 – September 30, 2016)**

<b>Tender Number, Name &amp; Description</b>	<b>List of Bidders (Successful Bidder Indicated in Bold)</b>	<b>Tender Price (Excludes HST)</b>	<b>Financial Implications</b>
<p><b>T2016-196</b> WRH Flat Roof Access Remediation</p> <p>Installation of guardrails, replacement of existing roof access ladders and other safety features on seven WRH apartment buildings</p>	<p><b>Proteck Roofing Inc.</b></p> <p>Eileen Roofing Inc.</p> <p>Wm. Green Roofing Ltd.</p>	<p><b>\$271,700.00</b></p> <p>\$319,900.00</p> <p>\$327,800.00</p>	<p>Cost including net HST: <b>\$276,500</b></p> <p>2016 capital budget: \$7,580,000</p> <p>Funding Source: Reserves, Reserve Funds &amp; Property Taxes</p> <p>Committed/Spent at time of award: \$6,966,888</p> <p>Allocation for this project: \$346,000</p>
<p><b>Q2015-1103</b> Pump &amp; Disposal of Liquid/Solids at Region of Waterloo International Airport</p> <p>Pumping and removal of liquid and solid waste from 2 sanitary wells for a two (2) year term.</p>	<p><b>J &amp; R Septic Services Ltd.</b></p> <p>Bartels Environmental Inc.</p> <p>Wessuc Inc.</p>	<p><b>\$185,400.00</b></p> <p>\$354,000.00</p> <p>\$798,000.00</p>	<p>Cost including net HST: <b>\$185,400</b></p> <p>Annual Cost: \$92,700</p> <p>2016 operating budget: \$93,130</p>

**Appendix 1 – CAO Tender/Quote Awards (July 1, 2016 – September 30, 2016)**

<b>Tender Number, Name &amp; Description</b>	<b>List of Bidders (Successful Bidder Indicated in Bold)</b>	<b>Tender Price (Excludes HST)</b>	<b>Financial Implications</b>
<p><b>T2016-205</b> Ottawa Street South Improvements – Alpine Road to Imperial Drive, Ottawa Street South Retaining Wall Relocation, City of Kitchener, Ontario.</p> <p>Remove and salvage existing retaining wall and fence materials, remove and relocate storm drainage works and replace the retaining wall with new and existing materials.</p>	<p><b>Capital Paving Inc.</b></p> <p>CSL Group Ltd.</p> <p>Euro Landscape Construction &amp; Grounds Inc.</p>	<p><b>\$334,000.06</b></p> <p>\$363,495.00</p> <p>\$399,877.70</p>	<p>Cost including net HST: <b>\$339,900</b></p> <p>2016 capital budget: \$865,000</p> <p>Funding Sources: Development Charges</p>

**Appendix 2 – Council Awards Made by C.A.O when Council Is Not in Session**

<b>Tender/Proposal Number, Name &amp; Description</b>	<b>List of Bidders (Successful Bidder Indicated in Bold)</b>	<b>Tender/Proposal Price (Excludes HST)</b>	<b>Financial Implications</b>
<p><b>P2015-09 – Green Bins Increase</b></p> <p>The one-time additional purchase of an estimated 14,100 Green Bins for the expansion of the Green Bin program to rural township residents, and green bin giveaways associated with the launch of the new waste collection contract.</p>	<p><b>Orbis Canada Ltd.</b></p> <p>(Original award made by Council through COR-TRY-15-43 on April 22, 2015)</p>	<p><b>\$196,695.00</b></p>	<p>Cost including net HST: <b>\$200,200</b></p> <p>2016 capital budget: \$595,000</p> <p>Funding Source: Reserve Funds</p> <p>Committed/Spent at time of award: \$0</p>
<p><b>Cooperative Purchase</b> - for the supply of up to sixty thousand (60,000) Blue Boxes.</p> <p>Supply &amp; Delivery of Blue Boxes for Municipal/ First Nations Purchasers by the Continuous Improvement Fund (CIF).</p>	<p><b>Gracious Living Corporation</b></p> <p>Orbis Corporation</p> <p>Peninsula Plastics Limited</p>	<p><b>\$335,400.00</b></p>	<p>Cost including net HST: <b>\$341,300</b></p> <p>2016 capital budget: \$595,000</p> <p>Funding Source: Reserve Fund</p> <p>Committed/Spent at time of award: \$200,200</p>

**Appendix 2 – Council Awards Made by C.A.O when Council Is Not in Session**

<b>Tender/Proposal Number, Name &amp; Description</b>	<b>List of Bidders (Successful Bidder Indicated in Bold)</b>	<b>Tender/Proposal Price (Excludes HST)</b>	<b>Financial Implications</b>
<p><b>C2016-02</b> Consultant Selection, Detailed Design and Services during Construction for the 1200mm Reservoir Inlet Twinning at the Mannheim Valve House Site</p>	<p><b>Stantec Consulting Ltd.</b> CIMA Canada Inc. Cole Engineering Group Ltd.</p>	<p><b>\$695,122.00</b></p>	<p>Cost including net HST: <b>\$707,400</b> 2016 capital budget: \$4,190,000 Funding Sources: Development Charges &amp; Reserves Allocation for this project: \$782,600</p>
<p><b>T2016-185</b> GRT Conestoga Blvd. Bus Wash &amp; Fuel Tank Replacement  Replacement of complete bus wash station, underground diesel storage tank and removal of decommissioned gasoline fueling system and underground storage tank at GRT Conestoga Blvd.</p>	<p><b>Ball Construction Ltd.</b> Ross &amp; Anglin Ontario Ltd.</p>	<p><b>\$928,849.00</b>  \$966,520.00</p>	<p>Cost including net HST: <b>\$945,200</b> 2016 capital budget: \$779,000 Funding Sources: Debentures &amp; Reserves. Additional funding to complete the project was transferred from other Facilities Capital Renewal projects.</p>

**Appendix 2 – Council Awards Made by C.A.O when Council Is Not in Session**

<b>Tender/Proposal Number, Name &amp; Description</b>	<b>List of Bidders (Successful Bidder Indicated in Bold)</b>	<b>Tender/Proposal Price (Excludes HST)</b>	<b>Financial Implications</b>
<p><b>T2016-188</b> Multi-Site Lighting Retrofit Phase 2</p> <p>Upgrade of the majority or all of the existing lights at ten (10) Region sites. This tender is Phase 2 of 4 for the Multi-Site Lighting project, where further buildings will be retrofitted as part of Phases 3 and 4 planned for 2017.</p>	<p><b>Harold Stecho Electric Ltd.</b></p> <p>Culliton Inc.</p> <p>Conestogo Electric Inc.</p>	<p><b>\$1,952,550.00</b></p> <p>\$2,261,700.00</p> <p>\$2,405,275.00</p>	<p>Cost including net HST: <b>\$1,986,900</b></p> <p>2016/17 capital budget: \$4,069,000</p> <p>Funding Source: Debentures</p> <p>Committed/Spent at time of award: \$1,394,000</p> <p>Allocation for this project: \$2,000,000</p>
<p><b>T2016-162</b> Ayr Sanitary Forcemain and Swan Street Watermain</p> <p>Installation of sanitary forcemain and the installation of a new sanitary pumping station on Swan Street in the Village of Ayr, to facilitate development in the southern section of Ayr.</p>	<p><b>1737126 Ontario Inc. o/a CC Underground</b></p> <p>Network Sewer and Watermain Ltd</p> <p>Regional Sewer and Watermain Ltd.</p> <p>Amico Infrastructures (Oxford) Inc.</p>	<p><b>\$2,055,187.10</b></p> <p>\$2,136,365.25</p> <p>\$2,298,941.36</p> <p>\$2,382,156.00</p>	<p>Cost including net HST: <b>\$2,091,400</b></p> <p>2016/17 capital budget: \$3,715,000</p> <p>Funding Source: Development Charges</p>

**Appendix 2 – Council Awards Made by C.A.O when Council Is Not in Session**

<b>Tender/Proposal Number, Name &amp; Description</b>	<b>List of Bidders (Successful Bidder Indicated in Bold)</b>	<b>Tender/Proposal Price (Excludes HST)</b>	<b>Financial Implications</b>
<p><b>T2016-158</b> - South Boundary Well Pumphouse &amp; Storm Water Management Pond 3 Modifications, Waterloo Landfill Site</p> <p>Construction of South Boundary Well Pumphouse, groundwater extraction well pumping systems and forcemains.</p>	<p><b>Ball Construction Inc.</b></p> <p>G.S. Wark Limited</p>	<p><b>\$1,471,828.04</b></p> <p>\$1,637,738.60</p>	<p>Cost including net HST: <b>\$1,497,700</b></p> <p>2016/7 capital budget: \$2,413,000</p> <p>Funding Source: Debentures</p> <p>Committed/Spent at time of award: \$435,000</p> <p>Allocation for this project: \$1,860,000</p>



**Report:** COR-FFM-16-13

**Region of Waterloo**  
**Corporate Services**  
**Facilities and Fleet Management**

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**To:** Chair Sean Strickland and Members of the Administration & Finance Committee

**Date:** November 1, 2016

**File Code:** A19-90

**Subject:** Impact of Ontario Cap and Trade Program

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**Recommendation:**

For Information

**Summary:**

This report provides an overview of the Cap and Trade Program Regulation (O. Reg. 144/16) under Bill 172, Climate Change Mitigation and Low-carbon Economy Act, 2016, anticipated implications relating to the Region's greenhouse gas (GHG) emissions reporting, fuel expenses and financial opportunities, as well as action being taken by Regional staff to mitigate financial impacts.

The Ontario government has announced its Greenhouse Gas Cap and Trade Program Regulation ("Regulation") which sets out a methodology to quantify, allocate, report and verify GHG emissions. The regulation was passed on July 1, 2016 and will take effect on January 1, 2017. It was developed to reduce the level of GHG emissions by setting limits and establishing trade mechanisms on such emissions.

The Regional Municipality of Waterloo's facility emissions are well below the limits set by the regulation. As such, the Region will not be subject to additional emissions reporting or emissions limits. The impact of the cap and trade program will come as additional costs for heating and transportation fuels are passed on by suppliers. It is expected that the Region's fuel costs will increase by an estimated \$880,000 in 2017 and by an additional \$200,000 by 2020 due to this Regulation. Staff are actively identifying and implementing energy and fuel savings initiatives to offset these increasing costs.

**Report:****Overview of the Cap and Trade Program**

In May 2016, the Ontario government passed the “Climate Change Mitigation and Low-carbon Economy Act, 2016” (Bill 172) and the “Cap and Trade Program Regulation” (O. Reg. 144/16). The cap and trade program regulation (“Regulation”) puts a price on carbon emissions by limiting (the “cap”) the amount of greenhouse gas (GHG) emissions and allowing those covered by the cap to trade among themselves (the “trade”). It is an initiative to reduce GHG emissions and address climate change by providing an incentive to cut emissions, with a provincial emission target of 80% below 1990 levels by 2050.

Organizations that have sites with annual emissions greater than 25,000 tonnes of CO<sub>2</sub>e must participate in the cap and trade program with capped emissions. Those with annual emissions between 10,000 and 25,000 tonnes of CO<sub>2</sub>e may choose to opt into the program as a voluntary participant. Capped emitters or voluntary participants can buy or sell carbon credits, also known as allowances. If a company reduces its GHG emissions levels to below the cap through energy efficiency initiatives or other measures, it may sell credits to another that emits more GHG than permitted by its cap.

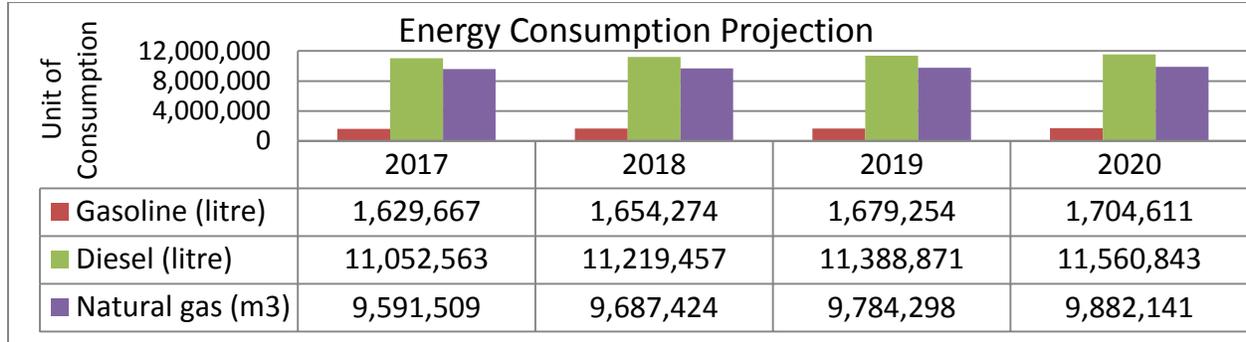
Ontario will implement its cap and trade program effective January 1, 2017 and will “link” its program to California and Quebec programs in 2018. This will allow for joint allowance auctions, and common markets for trading emission allowances. The 2016 California/Quebec auction reserve price is \$12.73 USD per tonne of CO<sub>2</sub>e.

**Program Impact on the Region of Waterloo**

The Region currently reports annual energy consumption and related emissions for applicable facilities to the Province (Green Energy Act, 2009, Reports CR-FM-11-016, CR-FM-13-009). These emission reports show that individual facilities are well under the 10,000 tonne of CO<sub>2</sub>e threshold for single site fuel consumption related emission set by the Regulation (Appendix A). The Region’s facility with the highest emissions is less than 6% of the 25,000 tonne emission limit. Therefore, the Region is not required to submit additional reporting and is not subject to the emission cap. This, however, also means that, at this time, the Region is not able to take part in the sale of carbon credits. There may be further revenue opportunities available in the future such as increased incentives for energy conservation initiatives. It is unclear if the Region will be eligible for such funding.

Fuel distributors such as Enbridge Gas Distribution, Union Gas and Kitchener Utilities, larger heating fuel distributors and transportation fuel distributors will buy emission allowances and will pass these costs on to their customers. For most, the impact of the cap and trade program will come as an additional cost for heating fuels (natural gas, oil and propane) and transportation fuels (gasoline and diesel).

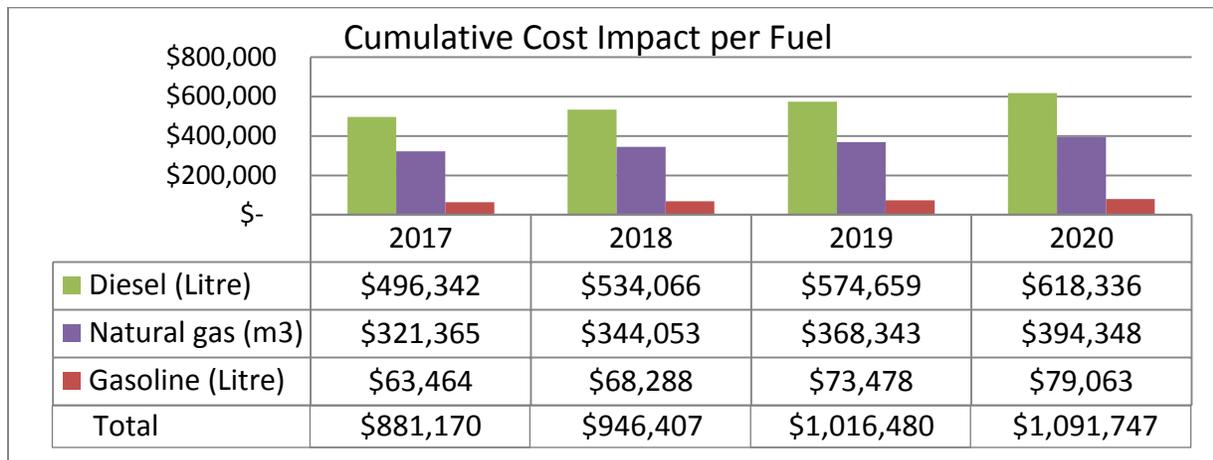
The graph below shows the Region’s projected fuel consumption showing modest growth over the next four years.



The table below shows the forecasted cumulative cost impacts of fuel from the Cap and Trade regulation, applying emissions factors and forecasted inflation. This represents a 10% increase on natural gas costs, and about 4% on diesel and gasoline costs.

	2017	2018	2019	2020	
Gasoline	3.9¢	4.1¢	4.4¢	4.6¢	¢/litre
Diesel	4.5¢	4.8¢	5.0¢	5.3¢	¢/litre
Natural gas	3.4¢	3.6¢	3.8¢	4.0¢	¢/m3

The graph below illustrates the estimated cumulative fuel cost increases associated with the Cap and Trade Program Regulation from the current 2016 cost.



In addition, there is a potential electricity cost impact relating to electricity generated by fuels such as natural gas. Electricity generation companies will pay an additional cost for natural gas from their distributors and that may cause them to bid their electricity into the market at a higher price than they would otherwise. For the period 2017–20, the net effect of cap and trade on electricity prices is forecasted to be negligible.

### **Mitigation Measures**

Staff are actively identifying and implementing energy cost savings initiatives to offset increasing energy costs. In 2014, a Corporate Energy Conservation and Demand Management Plan was developed and approved, as required by the Green Energy Act (CR-FM-14-005). This Plan established strategies and actions to improve energy performance in the Region. Since then, a number of energy conservation initiatives have been planned and implemented such as lighting retrofits, building system upgrades and recommissioning.

Facilities and Fleet Management implemented energy savings initiatives in 2015 that resulted in \$156,000 in annual energy cost savings with a further \$800,000 in annual cost savings expected from projects implemented and planned in 2016-17.

Transportation and Environmental Services is implementing projects to be complete by 2018 that are expected to result in \$790,000 in annual cost savings. More energy savings projects are under investigation for 2018 such as cogeneration systems, LED lighting and geothermal systems.

Energy savings projects reduce overall operating costs by reducing energy consumption, partially offsetting cost increases from the Regulation and other factors driving increasing energy costs. In some cases, these projects will also reduce maintenance costs, such as LED lighting retrofits which last longer and require replacement less frequently. In order to further mitigate the fuel cost increase from the cap and trade, Corporate Services staff are investigating options to determine the most appropriate fuel procurement strategy. Several programs exist that are intended to stabilise energy costs by signing up for procurement contracts at fixed rates.

### **Corporate Strategic Plan:**

This report aligns with the 2015-2018 Corporate Strategic Plan objective to ensure regional programs and services are efficient, effective and provide value for money under Strategic Focus Area 5, Responsive and Engaging Government Services. It also aligns with the objective to enhance efforts to improve air quality under Focus Area 3, Environment and Sustainable Growth.

**Financial Implications:**

Additional energy and fuel costs resulting from the Regulation are expected to start in 2017 with an annual cost increase of approximately \$880,000 and increasing by an additional \$200,000 by 2020. This represents a 10% increase on natural gas costs, and about 4% on diesel and gasoline costs.

For both gasoline and diesel fuel, a fuel price strategy was adopted in both the 2015 and 2016 budgets to mitigate the risk of a potential increase in oil prices while taking advantage of lower current fuel prices. The strategy provides that 50% of budget savings resulting from lower fuel prices will accrue to the property tax levy and 50% will be transferred to reserves to reduce future borrowing requirements. For the preliminary 2017 base budget, the budget price for both fuel types will be set at \$0.90/L, with a total of \$1,163,000 being transferred to the Transit vehicle and Fuel equipment reserves. In the event fuel prices rise above \$0.90/L for both fuel types, the transfer to reserve could be used to offset the resulting unfavourable variance. There is sufficient capacity in reserve transfers to reset the budgeted fuel price to \$0.99/L for both fuel types without impacting the property tax levy.

For natural gas, the 2017 budget will be increased by approximately \$320,000 to account for the effective price increase of \$0.034 per m3 on budgeted volumes.

The energy cost increases may be partially offset by continuing to pursue energy conservation measures and investigating fuel procurement options. The provincial government will use cap and trade revenue to increase incentives for energy conservation (particularly natural gas) and therefore, the Region should continue to explore alternate funding sources for energy savings initiatives to offset these additional costs.

**Other Department Consultations/Concurrence:**

Planning, Development and Legislative Services and Finance staff have reviewed this report and their feedback has been incorporated.

**Attachments:**

Appendix A - Summary of GHG Emissions from Region Facilities

**Prepared By:** Jose Rocha, Program Manager, Corporate Energy,  
Facilities and Fleet Management

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

**Appendix A: Summary of GHG Emissions from Region Facilities**

List of highest 20 Region Facilities by GHG Emissions in 2013:

<b>Operation Name</b>	<b>Operation Type</b>	<b>Address</b>	<b>City</b>	<b>GHG tonnes</b>
Mannheim Water Treatment Plant	Water	2056 Ottawa St S	Kitchener	1,423
GRT North	GRT	250 Strasburg Rd	Kitchener	1,236
Galt Wastewater Plant	Wastewater	230 Water St. S. R.R. #5	Cambridge	911
Kitchener Wastewater Plant	Wastewater	368 Mill Park Dr	Kitchener	783
Waterloo Wastewater Plant	Wastewater	340 University Ave E	Waterloo	780
Conestoga Blvd Ops Centre	GRT	460 Conestoga Blvd	Cambridge	691
Regional Operations Centre	Operations	100 Maple Grove Rd	Cambridge	617
Regional Administration Building	Offices	150 Frederick St	Kitchener	585
Middleton PS & Reservoir	Water	50 Middleton St	Cambridge	578
Police Headquarters	Police	200 Maple Grove Rd	Cambridge	406
Greenbrook PS, Reservoir, Treatment Plant	Water	20 Greenbrook Dr	Kitchener	328
Public Health & Social Services	Offices	99 Regina St	Waterloo	324
150 Main	Offices	150 Main St	Cambridge	319
Elmira Wastewater Plant	Wastewater	80 First St	Elmira	304
Mannheim Storage & Pumping	Water	2056 Ottawa St S	Kitchener	297
Police Central Division	Police	134 Frederick St	Kitchener	220
St Jacobs Wastewater Plant	Wastewater	61 Water St S	St. Jacobs	208
Hespeler Wastewater Plant	Wastewater	900 Beaverdale Rd	Cambridge	199
Doon - Curatorial Centre	Museum	10 Huron Rd	Kitchener	198
Doon - Museum	Museum	10 Huron Rd	Kitchener	188

Full report available online:

[http://www.regionofwaterloo.ca/en/aboutTheEnvironment/resources/BPS\\_GHG\\_Report\\_2013.pdf](http://www.regionofwaterloo.ca/en/aboutTheEnvironment/resources/BPS_GHG_Report_2013.pdf)



THE TOWNSHIP OF  
WOOLWICH

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FINANCE/RECREATION/FACILITIES FAX 519-669-9348

September 21, 2016

Kris Fletcher, Regional Clerk  
Region of Waterloo  
150 Frederick Street 2<sup>nd</sup> Floor  
P.O. Box 9051, Station C  
Kitchener, ON N2G 4J3

To Ms. Fletcher,

RE: Region of Waterloo – Development Charges Background Study Resolution

This letter is to inform you that the Council of the Township of Woolwich passed the following resolution at the Council meeting held on September 20, 2016:

WHEREAS the Region of Waterloo retained Hemson Consulting Ltd. to prepare a new Development Charges (DC) Background Study, specifically related to Waste Management and Transit Services in order to amend the DC's calculated under the recently adopted 2014 DC Background Study and associated by-law;

AND WHEREAS there are a full range of waste management services provided by the Region to all residents;

AND WHEREAS the Region currently provides conventional transit service to the urban areas of Kitchener, Cambridge and Waterloo;

AND WHEREAS currently the same level of conventional transit service is not provided within the Townships;

AND WHEREAS Regional commitments to transit infrastructure are located within the urban areas of Kitchener, Cambridge and Waterloo;

AND WHEREAS at this time Regional commitments to transit infrastructure expansions and route upgrades in the Townships is unknown at this time;

NOW THEREFORE BE IT RESOLVED, that the Council of the Township of Woolwich supports the application of Waste Management Development Charges region-wide as outlined in Region of Waterloo Report COR-FSD-16-19, Development Charge Background Study and By-law for Transit and Waste Management; and further

THAT the Council of the Township of Woolwich supports Option #1 for Transit Development Charges as outlined in Region of Waterloo Report COR-FSD-16-19,

*“Proudly remembering our past; Confidently embracing our future.”*



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Development Charge Background Study and By-law for Transit and Waste Management, whereby transit development charges are imposed on development in the urban areas of Kitchener, Cambridge and Waterloo only; and further

THAT the Council of the Township of Woolwich make it known that the Township would be willing to consider transit related development charges for development within the Townships, once full conventional and sustainable transit systems that meet the needs of rural residents have been established;

AND FURTHER THAT this resolution be forwarded to the Region of Waterloo.

Should you require any further information or clarification, please call.

Yours truly,

Valrie Hummel  
Municipal Clerk  
Township of Woolwich