1. DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

2. DELEGATIONS

3. REPORTS – Grants Committee
   a) CC-12-001, Grants to Community Organizations – 2012 Allocations

4. INFORMATION/CORRESPONDENCE

5. OTHER BUSINESS
   a) Council Enquiries and Requests for Information Tracking List

7. MOTION TO GO INTO CLOSED SESSION

THAT a closed meeting of the Planning and Works, Administration and Finance, and Community Services Committees be held on Tuesday, May 29, 2012, immediately following the Administration and Finance Committee in the Waterloo County Room, in accordance with Section 239 of the Municipal Act, 2001, for the purposes of considering the following subject matters:

a) proposed or pending acquisition of land in the City of Kitchener
b) proposed or pending disposition of land in the City of Waterloo
c) receiving of advice subject to solicitor-client privilege related to terms and conditions of a construction contract
d) personal matters about identifiable individuals

8. ADJOURN
REGION OF WATERLOO
GRANTS COMMITTEE

TO: Chair T. Galloway and Members of the Administration and Finance Committee

DATE: May 29, 2012

FILE CODE: F25-20

SUBJECT: GRANTS TO COMMUNITY ORGANIZATIONS – 2012 ALLOCATIONS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve the 2012 grants to Community Organizations as recommended by the Grants Committee and outlined in Report CC-12-001 and the attached Appendix 1 dated May 29, 2012.

SUMMARY:

This report addresses the recommended 2012 grants for Community Organizations. Grants for Arts and Culture organizations for 2012 were previously allocated.

REPORT:

The Grants Committee has reviewed the 2012 grant applications for Community Organizations. The budget in 2012 for grants to Community Organizations is $311,000. The 2012 Community requests total $380,934 and include a prior year grant recipient, Waterloo Region Block Parent Program Inc., new applications from Alliance for Children and Youth of Waterloo Region and Capacity Waterloo Region and a referral from Economic Development and Promotion Committee related to the Strong Start Program.

The Waterloo Region Block Parent Program Inc. is an organization whose purpose is to provide immediate assistance to children through a network of safe homes and to offer supportive community education programs. The organization has requested a grant of $5,000 to help with developing a school/area representative training program to manage the expanding demographic and population and increase awareness for the Program through media education. Block Parent did not apply for a 2011 grant, but has applied and received grants in prior years. In 2010, it received a $5,000 grant. The Grant Committee is recommending a grant of $5,000 for 2012.

The Alliance for Children and Youth of Waterloo Region is a collective of members representing a wide range of child and youth-serving organizations. Its purpose is to improve the well-being for children, youth and their families by nurturing a culture that challenges and empowers all people to show they have a stake in the community’s future. It is requesting an annual grant of $30,000 from the Region to support its core operations, namely staff whose main focus is to help members in working together to achieve collective goals.

Capacity Waterloo Region is requesting an operating grant of $30,000 to expand the reach of its programs and services to provide mentoring and training and accelerate organizational innovation and leadership growth. The organization has contracted with TIDES Canada Initiatives (a registered Canadian Charity) to provide office, financial and human resources functions.
The request for an annual grant of $5,000 from Strong Start was referred from the Region’s Economic Development and Promotion Committee. The organization provides a reading program to children ages 5-7 who are struggling to acquire reading skills.

While the Grants Committee recognizes the value of the new organizations requesting funding and the programs and services they provide, the grants budget does not have sufficient funds to support new requests. In addition, the grants policy states that the Region will not fund agencies whose purpose is the responsibility of other levels of government including education as is the case with Strong Start.

2012 Recommendations

The Grants Committee recommendations for 2012 grants to Community Organizations are listed in Appendix 1 attached to this report and generally reflect an inflationary increase of 2% as well as re-instatement of the grant provided in 2010 and prior years to Waterloo Region Block Parent Program Inc.

CORPORATE STRATEGIC PLAN:

Grants to Community Organizations do not fall directly under the objectives of the Corporate Strategic Plan; however the provision of these grants enhances the social well being of the Region.

FINANCIAL IMPLICATIONS:

The recommended allocations for Community Organizations, as shown in Appendix 1, total the 2012 budget of $311,000.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Finance Department staff coordinates the annual Grants to Community Organizations process.

ATTACHMENTS:

Appendix 1 – Community Organizations - 2012 Recommended Allocations

Respectfully submitted,
The Grants Committee

Jane Brewer
Jane Mitchell
Ken Seiling
# The Regional Municipality of Waterloo

## Grants to Community Organizations - 2012 Grants Recommended

### COMMUNITY REQUESTS

<table>
<thead>
<tr>
<th>Organization</th>
<th>2011 Approval</th>
<th>2012 Requests</th>
<th>2012 Recommended</th>
<th>Organization Mandate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waterloo Region 4-H Association</td>
<td>2,500</td>
<td>2,500</td>
<td>2,500</td>
<td>Administer and deliver 4-H programs for youth.</td>
</tr>
<tr>
<td>Kitchener-Waterloo Multicultural Centre</td>
<td>16,074</td>
<td>16,500</td>
<td>16,396</td>
<td>Provide operating assistance for the fostering of diversity.</td>
</tr>
<tr>
<td>Leadership Waterloo Region</td>
<td>40,000</td>
<td>40,000</td>
<td>40,000</td>
<td>Train 20-30 emerging leaders from all sectors in the region and build an alumni of strong community leaders.</td>
</tr>
<tr>
<td>Canadian Mental Health Association</td>
<td>23,252</td>
<td>23,949</td>
<td>23,717</td>
<td>Telephone support lines through the Distress Centre of Waterloo Region.</td>
</tr>
<tr>
<td>Central Ontario Developmental Riding Program</td>
<td>2,679</td>
<td>3,300</td>
<td>2,733</td>
<td>Therapeutic horse back riding for children with disabilities.</td>
</tr>
<tr>
<td>Child Witness Centre of Waterloo Region</td>
<td>8,976</td>
<td>10,000</td>
<td>9,156</td>
<td>Child witness program case workers.</td>
</tr>
<tr>
<td>Community Justice Initiatives</td>
<td>19,653</td>
<td>20,046</td>
<td>20,046</td>
<td>Community Mediation Service and training of volunteers.</td>
</tr>
<tr>
<td>Food Bank of Waterloo Region</td>
<td>23,575</td>
<td>24,500</td>
<td>24,047</td>
<td>Collect &amp; coordinate the distribution of emergency food throughout Waterloo Region.</td>
</tr>
<tr>
<td>Kaljas Homes (1)</td>
<td>10,401</td>
<td>11,308</td>
<td>11,308</td>
<td>Property taxes for homeless and street persons shelter.</td>
</tr>
<tr>
<td>Independent Living Centre Program: Community Support Services</td>
<td>4,080</td>
<td>4,500</td>
<td>4,162</td>
<td>To support persons with disabilities to achieve independence and live independently in their community.</td>
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<tr>
<td>Program: Kids on the Block</td>
<td>9,109</td>
<td>9,500</td>
<td>9,291</td>
<td>Disability Awareness Program, including recruiting &amp; training volunteers.</td>
</tr>
<tr>
<td>Social Planning Council - Community Information Centre</td>
<td>79,728</td>
<td>80,119</td>
<td>80,119</td>
<td>Maintenance &amp; sharing of the database of comprehensive human services information.</td>
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<tr>
<td>Telecare Cambridge</td>
<td>4,600</td>
<td>6,000</td>
<td>4,692</td>
<td>7 day a week distress hot line.</td>
</tr>
<tr>
<td>Volunteer Action Centre of K-W &amp; Area Inc.</td>
<td>27,050</td>
<td>28,000</td>
<td>27,591</td>
<td>Human resource support and volunteer management resources to voluntary organizations and programs in the community.</td>
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<tr>
<td>Waterloo Regional Block Parent Program Inc.</td>
<td>-</td>
<td>5,000</td>
<td>5,000</td>
<td>Collect &amp; coordinate the distribution of emergency food throughout Waterloo Region.</td>
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<tr>
<td>Wilmot Family Resources Centre, Inc.</td>
<td>14,825</td>
<td>15,294</td>
<td>15,122</td>
<td>Provide programs to youth &amp; teens, resources &amp; support for parents, adults and seniors, an emergency food bank, information &amp; assistance to individuals &amp; families in accessing resources and family events.</td>
</tr>
<tr>
<td>Woolwich Community Services</td>
<td>14,825</td>
<td>15,418</td>
<td>15,122</td>
<td>Provide programs, services and support to meet the needs of the Woolwich community, including recruiting volunteers and developing new initiatives.</td>
</tr>
<tr>
<td>COMMUNITY GRANTS (PRIOR RECIPIENTS)</td>
<td>301,328</td>
<td>315,934</td>
<td>311,000</td>
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</table>

### NEW 2012 GRANT APPLICATIONS

<table>
<thead>
<tr>
<th>Organization</th>
<th>2011 Approval</th>
<th>2012 Requests</th>
<th>2012 Recommended</th>
<th>Organization Mandate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alliance for Children and Youth of Waterloo Region</td>
<td>30,000</td>
<td>0</td>
<td>0</td>
<td>Empower children, youth &amp; their families to take a stake in community's future.</td>
</tr>
<tr>
<td>Capacity Waterloo Region</td>
<td>30,000</td>
<td>0</td>
<td>0</td>
<td>Provide not-for-profit leaders in Waterloo Region new resources &amp; support to enhance leadership skills, promote knowledge sharing &amp; encourage social innovation.</td>
</tr>
<tr>
<td>Strong Start (2)</td>
<td>5,000</td>
<td>0</td>
<td>0</td>
<td>Provide assistance to 5-7 yr old children who are struggling to read.</td>
</tr>
<tr>
<td>Total New Requests</td>
<td>65,000</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>TOTAL COMMUNITY GRANTS</td>
<td>301,328</td>
<td>380,934</td>
<td>311,000</td>
<td></td>
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<tr>
<td>BUDGET</td>
<td>302,000</td>
<td>311,000</td>
<td>311,000</td>
<td></td>
</tr>
<tr>
<td>FUNDS REMAINING/(IN EXCESS OF BUDGET)</td>
<td>672</td>
<td>-69,934</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

### Notes:

1. Kaljas Homes grant is the actual amount of property taxes for the year
2. Referral from Economic Development Program Committee
TO: Chair T. Galloway and Members of the Administration and Finance Committee  

DATE: May 29, 2012  

FILE CODE: F22-00  

SUBJECT: 2012 PROPERTY TAX CAPPING  

RECOMMENDATION:  

THAT the Regional Municipality of Waterloo approve the following options for the 2012 Property Tax Capping Program:  

a. Establish the annual limit on tax increases for properties in the commercial, industrial and multi-residential classes at the greater of ten percent (10%) of the previous year’s annualized capped taxes or 5% of the previous year’s current value assessment (CVA) taxes;  

b. Establish thresholds for properties in the commercial, industrial and multi-residential classes such that if the taxes on the property calculated under the capping program are within $250 of the current value assessment taxes (CVA), the CVA taxes will apply;  

c. Continue with the “Stay at CVA” option and exclude properties in the commercial, industrial and multi-residential classes that were at their Current Value Assessment taxes in 2011 from the 2012 capping and claw back program;  

d. Continue with one aspect of the “Cross CVA” option and exclude properties in the commercial, industrial and multi-residential classes that were subject to a claw back in 2011 from moving to capping in 2012;  

e. Fund the limits on tax increases for 2012 for the multi-residential, commercial and industrial classes by limiting tax decreases for properties in the same class.  

AND THAT the required by-law to establish the options for the 2012 Property Tax Capping Program be included on the June 6, 2012 Regional Council agenda;  

AND THAT the required by-law to establish 2012 claw back percentages for capped classes be included on the June 27, 2012 Regional Council agenda;  

AND FURTHER THAT the Area Municipalities be notified accordingly.  

SUMMARY:  

Provincial legislation introduced for 2005 provided single tier and upper tier municipalities with options for determining the annual property tax capping program for multi-residential, commercial and industrial properties (the capped classes). Capping options must be approved on an annual basis or the default option that applied prior to 2005, where tax increases were limited to 5% of previous years capped taxes plus municipal budget increases, will apply. Since 2005, the Region has approved the annual capping program with a ten percent (10%) limit, thresholds of $250 and limits on tax decreases to fund capping costs within the same class.
In 2010, the Region adopted the use of the “Stay at CVA” option, one of the new capping options introduced by the Province in 2009. In 2011, the Region approved further changes to the program to establish the annual limit or cap at greater of 10% of prior year’s capped taxes or 5% of prior year current value assessment (CVA) taxes and to implement the “Cross CVA” option to the extent that properties subject to a claw back in 2010 were prohibited from moving to a capped status in 2011. The two program options added in 2011 along with the other capping options adopted by the Region assists the Region with its efforts to get out of capping. There are currently two mitigation strategies in place, capping and the reassessment phase-in, when only one is required. The recommended capping program for 2012 is the same program used in 2011. The Area Treasurers are in agreement with the recommended capping program for 2012.

REPORT:

Background

In 1998, the Province passed legislation to protect Ontario businesses from large property tax increases resulting from property tax reform. The legislation limited property tax increases for commercial, industrial and multi-residential properties (the capped classes) to 10% in 1998 and a further 5% in each of 1999 and 2000. The 10-5-5 limits applied to tax increases related to property tax reform and budgetary increases were in addition to the limits. The limits on tax increases for the capped classes were financed by limiting tax decreases for other properties within the same class and there were no impacts on the uncapped property classes, including the residential class.

The Continued Protection for Taxpayers Act, 2000 (Bill 140) established a permanent program to implement the Province's commitment of limiting tax increases for the capped classes. With Bill 140, the ability to pass municipal levy increases on to the capped classes depends on the tax ratios established for the capped classes relative to threshold ratios prescribed by the Province. Municipal levy or budget increases are in addition to the increases calculated under the capping program provided municipalities are at or below the threshold ratios for the capped classes as is the case in this Region. The approved tax ratios for the multi-residential, commercial and industrial classes for 2012, at 1.95, are all below the provincial thresholds. Under Bill 140, municipalities can finance all or part of the capping costs by limiting tax decreases for properties in the same class, through internal revenues, or through the general levy. Since capping began in 1998, annual capping costs in this Region have been funded by limiting decreases for properties in the same class without experiencing any shortfalls.

Capping Program Options

Effective 2005, the Province provided a number of capping options, rather than mandatory requirements, to enable municipalities to make decisions which respond to local conditions rather than conditions in other areas of the province. The options include:

1. an increase in the amount of the annual cap from 5% to up to 10% of previous year’s capped taxes;
2. the ability to set an upper limit at the greater of a 5% to 10% cap on previous year’s capped taxes or 5% of previous year’s CVA (Current Value Assessment) taxes;
3. the ability to move capped and/or claw back properties directly to their current value assessment (CVA) taxes if they are within $250 of the CVA taxes;
4. the ability to combine option 3) with either of options 1) or 2);
5. the ability to use different options or combinations of options for each of the three capped classes.
An additional option to “phase-out” the preferential treatment given to new construction was adopted by Regional Council in 2005. Effective 2008, all new construction is taxed at its current value assessment taxes.

In 2009, the Province introduced further capping options to provide municipalities with increased flexibility under the business tax capping program. Those options included the “Stay at CVA” option which removes properties from the capping and claw back program once they have reached their CVA level taxes. For example, properties can be removed from the 2012 capping program if they reached CVA taxes in 2011. In addition, the “Cross CVA” option prohibits properties that were capped in one year (2011) from becoming a clawed back property in the next year (2012) and/or properties that were clawed back in one year from becoming a capped property in the next year. A final option, the “Both” option, allows municipalities to implement both the “Stay at CVA” and “Cross CVA” options. For properties that exit the capping program under these options, future assessment changes would be mitigated by the province-wide assessment phase-in.

These options are intended to assist with the incompatibility that exists between capping programs and assessment phase-ins and enable municipalities to reduce capping impacts in terms of cost and number of properties affected. The options also eliminate the previous “taxpayer unfairness” where properties could continually be protected through subsequent reassessments and assist municipalities to get out of capping where capping is not needed.

Staff examined the new options offered in 2009 and the Region adopted the “Stay at CVA” option in 2010 and the “Cross CVA” option in 2011 to the extent that properties subject to a claw back could not cross over to become a capped property. Prior to adopting any of the new options, staff wanted to ensure that the new options did not result in a significant number of properties being excluded from capping protection including businesses, and in particular small businesses, which were feeling the effects of the economic recession. Staff also wanted to ensure that the new options did not have an adverse impact on future years and result in capping shortfalls.

**Recommended Capping Program for 2012**

For 2012, staff is recommending a capping program based on the same options recommended and approved for the 2011 program. For 2012, staff is recommending that the tax increase or “cap” be based on the greater of 10% of previous year’s annualized capped taxes or 5% of previous year’s CVA taxes. There are some “outlier” properties that have received significant capping protection over the years with a cap based on 10% of prior years capped taxes as their capped taxes are significantly lower than their CVA taxes. Continued use of the 5% CVA cap for these properties rather than 10% of capped taxes moves these properties towards their CVA taxes at a faster rate. This also reduces capping costs by $16,400 and claw back percentages by 0.04% to 0.19% depending on the class and based on current data in the Ontario Property Tax Analysis (OPTA) system. The recommended 2012 program would continue to have thresholds of $250 applicable to both capped and claw back properties, include the “Stay at CVA” option so properties that were at CVA taxes in 2011 would be excluded from the 2012 capping and claw back program regardless of the tax increase or decrease for the property, continue with the “Cross CVA” option to the extent that properties subject to a claw back in 2011 are prohibited from moving to a capped status in 2012 and fund capping costs by limiting tax decreases within the same property class.

This program is recommended for the following reasons:

- capping costs, number of capped properties and claw back percentages are the lowest;
- capping costs are funded by limiting decreases within the same property class; there are no shortfalls, no budget impacts, no impact on the other property classes and no use of reserve funds;
all three capped classes are treated the same; simpler for area municipal staff to administer and easier for taxpayers who own property in more than one of the capped classes;  
the cap on tax increases is at the maximum allowed under legislation;  
the “Stay at CVA” option, which is one of the best tools to assist with the goal of “getting out of capping,” continues to prohibit properties that have reached their CVA taxes from returning to capped or claw back status;  
use of the “Cross CVA” option prevents properties from moving from claw back to capped status;  
especially, the greatest number of properties are paying full CVA taxes and the lowest number of properties affected by capping;  
progress towards the goal of getting out of the capping program altogether;  
assessment phase-in program continues to provide benefits to properties losing protection under the capping program;  
same program as previous years which simplifies capping for taxpayers.

Appendix 1, attached, shows a comparison of the 2012 capping options based on:  
the 5% Default program;  
the program used from 2005-2009 which included the use of $250 thresholds;  
the program used in 2010 which added the “Stay at CVA” option;  
the program used in 2011 which added of the option to limit increases at the greater of 10% of capped taxes or 5% of CVA taxes and the Cross CVA” program to exclude claw back to capped movements (recommended program for 2012);  
the use of the “Cross CVA” program to exclude movement from both claw back to capped and capped to claw back (“Both”).

The recommended program for 2012, which is the same as 2011, is noted in the second column from the right on Appendix 1. In all cases, the analysis is based on 2012 Area Municipal tax rates and the data currently available in the OPTA system, which is provided by the Province and used to calculate capping impacts. Past experience has shown that capping costs and the number of properties impacted by capping generally decreases between the time the capping options are modeled and the data is finalized for billing.

With the recommended 2012 program, capping costs are $1.54 million with 322 properties capped, 1,059 properties with a claw back and 16.6% of all properties in the capped classes affected by the program. While the recommended 2012 program and the program that includes the full “Cross CVA” option are essentially the same based on current data, the recommended program better aligns with the goal of getting out of capping as it prohibits properties from moving from claw back to capped status. The other options shown on Appendix 1 have higher capping costs and impact a greater number of properties in the capped classes, particularly the Default 5% program where capping costs are $2.10 million and 77.1% of all properties in the commercial, industrial and multi-residential classes are affected by the capping program. In the absence of a Council resolution approving a capping program for 2012, the Default 5% option will apply. Approval of recommended options for 2012 does not bind the Region to continue with the options in subsequent years as Council is required to approve capping programs annually.

Appendix 2 shows the capping results for 2005 – 2011 as compared to the Default 5% and recommended programs for 2012. Data for 1998, the first year of the program, is also shown.

Area Municipal Input

The Area Treasurers support a capping program that does not result in capping shortfalls and positions the Region to get out of capping. The Area Treasurers are in agreement with the recommended program for 2012.
Capping Beyond 2012

The 2012 tax year is the final year of a four year assessment phase-in. The Municipal Property Assessment Corporation is now working on the reassessment based on January 1, 2012 CVA, and it is expected that similar to the current phase-in, assessment increases will be phased-in over four years (2013-2016) while assessment decreases will be effective in the first year (2013). While it is anticipated that the capping program will continue, the options that the Region has implemented over the past few years should be beneficial. In the absence of changes to the capping program, properties at their CVA taxes would be protected through the assessment phase-in rather than the capping program. As noted previously, there are currently two mitigation strategies in place, capping and the reassessment phase-in, when only one is required.

Timing and By-law Requirements

Under the Municipal Act, the Region must pass a by-law to include any of the capping options (existing or new) for 2012. If a by-law including the recommended options is not passed, the default 5% capping option would apply. Tax increases for capped properties would be limited to 5% of previous year’s capped taxes plus budgetary increases. This would result in capping costs of $2.10 million and impact 77.1% of all properties in the capped classes compared to $1.54 million and 16.6% for the recommended option. While the Region has until the end of the year to establish the 2012 capping program, passing the 2012 capping by-law sooner enables the Area Municipalities to finalize and bill taxes for the capped classes. Upon approval of the recommendation, the required by-law will be placed on the June 6, 2012 Council agenda. The final claw back percentages for 2012 will then be determined and the required by-law to establish those percentages will be placed on the June 27, 2012 Council agenda.

CORPORATE STRATEGIC PLAN:

Property tax policy and tax capping align with the strategic objective of ensuring all Regional programs and services are responsive, efficient, effective and accountable to the public.

FINANCIAL IMPLICATIONS:

The provincially mandated capping program is intended to assist property owners in the commercial, industrial and multi-residential property classes transition to the Current Value Assessment system. The recommend capping program for 2012 has the lowest possible capping costs and impacts the fewest number of properties in the capped classes. Capping costs will be funded by limiting decreases for other properties in the same class so there is no impact on the residential taxpayer and no impact on the total amount of property taxes collected for 2012.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE: Nil

ATTACHMENTS:

Appendix 1 – 2012 Capping Program Options
Appendix 2 – Comparison of 2005 – 2012 Capping Programs

PREPARED BY: A. Hinchberger, Director of Financial Services, Treasury and Tax Policy

APPROVED BY: C. Dyer, Chief Financial Officer
## THE REGIONAL MUNICIPALITY OF WATERLOO
### 2012 CAPPING PROGRAM OPTIONS

### RECOMMENDED

<table>
<thead>
<tr>
<th></th>
<th>2012 as at May 18, 2012 (Actual Tax Rates)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Default 10% An. Tax 10% An. Tax 10% or 5% CVA 10% or 5% CVA</td>
</tr>
<tr>
<td></td>
<td>5%  Thresholds Thresholds Thresholds Thresholds</td>
</tr>
<tr>
<td></td>
<td>(2005-2009) Stay at CVA Stay at CVA Stay at CVA Ex. Claw to Cap Cross CVA</td>
</tr>
</tbody>
</table>

### MULTI-RESIDENTIAL

- **Clawback %**: 16.99%
- **Capping Costs**: $99,016
- **Clawbacks**: $99,016
- **Net Class Impact**: $0
- **# of Prop Capped**: 24
- **# of Prop Clawback**: 140
- **# of Prop - Thresholds**: 46
- **# of Prop - No Impact**: 745
- **Total Properties**: 945

### COMMERCIAL

- **Clawback %**: 33.65%
- **Capping Costs**: $1,206,245
- **Clawbacks**: $1,206,245
- **Net Class Impact**: $0
- **# of Prop Capped**: 304
- **# of Prop Clawback**: 649
- **# of Prop - Thresholds**: 145
- **# of Prop - No Impact**: 4,643
- **Total Properties**: 5,741

### INDUSTRIAL

- **Clawback %**: 12.70%
- **Capping Costs**: $527,009
- **Clawbacks**: $527,009
- **Net Class Impact**: $0
- **# of Prop Capped**: 112
- **# of Prop Clawback**: 331
- **# of Prop - Thresholds**: 42
- **# of Prop - No Impact**: 1,068
- **Total Properties**: 1,553

### ALL CLASSES

- **Capping Costs**: $1,832,270
- **Clawbacks**: $1,832,270
- **Net Class Impact**: $0
- **# of Prop Capped**: 440
- **# of Prop Clawback**: 1,120
- **# of Prop - Thresholds**: 233
- **# of Prop - No Impact**: 6,443
- **Total Properties**: 8,239

### % of Properties Affected

- **11.78740%**

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1178740
### THE REGIONAL MUNICIPALITY OF WATERLOO

**Comparison 2005 - 2012 Capping Programs**

<table>
<thead>
<tr>
<th></th>
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<tr>
<td>Capping Costs</td>
<td>$858,100</td>
<td>$2,244,388</td>
<td>$550,029</td>
<td>$218,922</td>
<td>$123,880</td>
<td>$213,403</td>
<td>$138,669</td>
<td>$99,016</td>
<td>$113,735</td>
<td>$94,907</td>
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<tr>
<td>Clawback %</td>
<td>52.0%</td>
<td>29.87%</td>
<td>49.21%</td>
<td>10.43%</td>
<td>11.44%</td>
<td>7.69%</td>
<td>16.99%</td>
<td>15.01%</td>
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<tr>
<td>Capped Properties</td>
<td>127</td>
<td>36</td>
<td>139</td>
<td>51</td>
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<td>74</td>
<td>34</td>
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<tr>
<td>Properties at CVA Taxes</td>
<td>300</td>
<td>124</td>
<td>432</td>
<td>52</td>
<td>28</td>
<td>100</td>
<td>651</td>
<td>735</td>
<td>316</td>
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<td>0</td>
<td>490</td>
<td>126</td>
<td>578</td>
<td>703</td>
<td>531</td>
<td>78</td>
<td>46</td>
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<td>614</td>
<td>558</td>
<td>630</td>
<td>731</td>
<td>631</td>
<td>729</td>
<td>781</td>
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<td>255</td>
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<td>209</td>
<td>254</td>
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<td></td>
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<td>$1,256,940</td>
<td>$1,398,300</td>
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<td>497</td>
<td>415</td>
<td>304</td>
<td>350</td>
<td>211</td>
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<td>833</td>
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<td>3,512</td>
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<td>2,676</td>
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<td>1,430</td>
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<td>329</td>
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<td>17.81%</td>
<td>20.92%</td>
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<td>172</td>
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<td>112</td>
<td>159</td>
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<tr>
<td>Properties at CVA Taxes</td>
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<td>274</td>
<td>385</td>
<td>79</td>
<td>97</td>
<td>429</td>
<td>1,129</td>
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<td>535</td>
<td>867</td>
<td>1,050</td>
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<td>920</td>
<td>945</td>
<td>1,147</td>
<td>1,078</td>
<td>1,152</td>
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<td>160</td>
<td>1,138</td>
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<tr>
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<td>74</td>
<td>156</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
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<td>252</td>
<td>371</td>
<td>394</td>
<td>354</td>
<td>358</td>
<td>356</td>
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<td>1,608</td>
<td>1,654</td>
<td>1,553</td>
<td>1,550</td>
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### TOTAL

| Capping Costs                             | $12,494,316 | $4,183,643 | $4,214,593 | $2,529,167 | $1,742,709 | $2,223,693 | $2,304,685 | $1,832,270 | $2,101,936 | $1,541,813 |
| Clawback %                                | --          | --          | --          | --          | --          | --          | --          | --          | --          | --          |
| Capped Properties                         | 3,328 | 1,161 | 1,298 | 631 | 398 | 743 | 440 | 547 | 322 |
| Properties at CVA Taxes                   | 1,184 | 1,231 | 2,321 | 3,643 | 4,289 | 3,205 | 6,153 | 6,446 | 1,906 | 6,820 |
| Prop. At CVA per thresholds               | 0     | 3,238 | 2,308 | 1,854 | 2,082 | 2,732 | 181 | 233 | 0 | 111 |
| Total at CVA                              | 1,184 | 4,469 | 4,829 | 5,497 | 6,371 | 5,937 | 6,334 | 6,679 | 1,906 | 6,931 |
| New Construction *                        | n/a   | 236   | 248   | 303   | 0     | 0    | 0     | 0     | 0     | 0    |
| Clawback Properties                       | 3,064 | 1,968 | 1,773 | 1,541 | 1,213 | 1,351 | 1,250 | 1,120 | 5,859 | 1,059 |
| Total Properties                          | 7,576 | 7,834 | 7,948 | 7,972 | 7,982 | 8,031 | 8,179 | 8,239 | 8,312 | 8,312 |
| % of Properties Affected                  | 84.4% | 43.0% | 41.8% | 31.0% | 20.2% | 26.1% | 22.6% | 18.9% | 77.1% | 16.6% |
| Capping Shortfall                         | n/a   | n/a   | n/a   | n/a   | n/a   | n/a   | n/a   | n/a   | $0 | $0 |

* Effective 2008, New Construction Taxed at full CVA taxes
TO: Chair Tom Galloway and Members of the Administration and Finance Committee

DATE: May 29, 2012

FILE CODE: A34-40

SUBJECT: SERVICE FIRST CALL CENTRE SPACE AND TECHNOLOGY SHARING WITH CITY OF KITCHENER

RECOMMENDATION:

THAT the Regional Municipality of Waterloo endorse the proposed shared use of space at the Kitchener Operation Facility (Goodrich Drive) for the Region’s Service First Call Centre; and, the offer of the use of the Region’s Customer Relationship Management (CRM) software, should Kitchener elect to do so, as outlined in report CR-CLK-12-009 dated May 29th, 2012 and as per the License Agreement and Memorandum of Understanding to be executed by the Commissioner of Corporate Resources in a form satisfactory to the Regional Solicitor.

THAT the proposed use of the Region’s Customer Relationship Management (CRM) software as described in report CR-CLK-12-009 dated May 29th, 2012 is subject to Regional Council awarding the proposal for the license and implementation of same to be recommended on May 29th, 2012 in a companion finance report (CR-CLK-12-012/FIN-12-038).

SUMMARY:

Nil.

REPORT:

In August of 2011, Regional Council endorsed a plan for the implementation of a Region-wide Service First Call Centre (CR-CLK-11-012 dated August 16th, 2011). Since that time, work has been underway to implement this new initiative. An opportunity arose to partner with the City of Kitchener in co-locating the Service First Call Center (SFCC) within the newly constructed City of Kitchener Operations Facility located on Goodrich Drive. A related opportunity was also discussed with Kitchener involving their possible use of the Customer Relationship Management (CRM) software the Region is purchasing for its SFCC which is described in a companion finance report (CR-CLK-12-012/FIN-12-038).

Various options have been considered for locating the SFCC, which will require between 2,500 to 4,000 square feet of office/administrative space depending upon the building configuration, amenities and the ability to share common areas. The options explored included the use of existing Region facilities, privately-owned commercial space on a leasehold basis, and partnerships with other public sector service providers within the community. After consideration of a variety of options, it was determined that there are a number of benefits, including cost and expenditure avoidance, that would accrue to both the Region of Waterloo and Kitchener in licensing space within the City-owned Kitchener Operations Facility (KOF) on Goodrich Drive. The Region call handlers and SFCC management and technical staff would occupy space adjacent to that occupied by the Kitchener call center staff.
The proposed license agreement would be in effect for a minimum term of ten (10) years with an option for renewing the agreement beyond this initial term. Approximately 2,500 square feet will be occupied at a rate of $16/ square foot which is comparable to similar market lease options ($14-$17). The proposed agreement will stipulate that Regional employees working within the City-owned facility will continue to be directly supervised by Regional management staff. Kitchener management will retain supervisory responsibility for their call centre staff who will be working in close proximity to Region staff.

The Region is currently completing a proposal process to acquire Customer Relationship Management (CRM) software for use in the SFCC and the broader Region organization. Staff have extended the offer of using the Region’s software to Kitchener should they decide to replace their current CRM system. Kitchener is undergoing a review and rationalization of its existing software systems and will be assessing its current and future needs. Given this pending review, Kitchener will be given up to two years from the date of executing the licensing agreement for the shared use of call center space to determine, at its sole discretion, whether they wish to use the Region’s CRM. Should Kitchener opt to use the Region’s CRM software, the Region would no longer pay license costs for the space for the remaining term of the agreement. In exchange, the cost of Kitchener’s CRM license and maintenance would be included in the Region’s agreement with the CRM vendor at no additional cost to the Region for the remainder of the term of the agreement. This arrangement would result in significant cost and expenditure avoidance for both parties, but only if the City feels there is an operational benefit from an overall software systems perspective. Should Kitchener elect to proceed, a separate Memorandum of Understanding would be executed to capture the terms and conditions of the City’s use of the CRM software and related licensing, maintenance and other related considerations.

The benefits of sharing call center space and technology are both monetary and non-monetary and accrue more or less equally to Kitchener and the Region. They include:

- Showcases a collaborative partnership between two municipalities to reduce or avoid cost and to leverage the shared use of an existing facility and technology infrastructure as opposed to undertaking new construction or renovation.
- The Region would be paying for less space than would be required if leased or built elsewhere due to the ability to share common areas and elements already in place at the Kitchener facility.
- The rent the Region would be paying would go to another municipality and generate new revenue from an existing facility.
- Should Kitchener opt to use the Region’s CRM, it would be avoiding the one time capital cost of a call centre CRM and the ongoing maintenance costs for the term of the agreement.
- If Kitchener utilizes the Region’s CRM, the Region would not pay rent for the remainder of the agreement which would result in a reduced SFCC operating cost.
- There are other operational efficiencies and cost avoidance that would be realized if Kitchener chose to utilize the Region’s CRM as opposed to replacing their existing system in terms of: shared training resources for staff; ability for management staff to provide some support to each other and share learnings; and if using the same CRM software customized reports and other configurations of the software could be shared.
- The co-location of call centre services and the potential sharing of CRM software would foster a greater degree of possible sharing of knowledge base information.
- Region call handling staff would be working in a call handling environment that has been developed for public sector.
- Region time and cost required to find and fit accommodation for the SFCC Region would be reduced.
Kitchener staff recommended entering into the arrangement outlined above to their Council for consideration on May 28, 2012 and direction to authorize the Mayor and Clerk to execute the license agreement. The outcome of that meeting was not available as of the submission deadline of this report. The Commissioner of Corporate Resources, under the Region’s Execution of Documents Bylaw, has the authority to execute the proposed agreement. However, given the significance of the License Agreement and Memorandum of Understanding relative to the Region’s partnering with Kitchener, Regional Council’s endorsement of the overall direction and approach to this arrangement is being requested.

CORPORATE STRATEGIC PLAN:

The 2011-2014 Corporate Strategic Plan contains an action (5.1.2) involving the creation of the Service First Call Centre.

FINANCIAL IMPLICATIONS:

The 2012 capital budget and forecast includes $5.837 million for the Service First Call Centre over the years 2012-2014 funded from debentures. Within this amount, $676,000 is allocated to create, equip and furnish the required space and $349,000 is allocated for rent costs ($139,600 per year from mid 2012 to end of 2014). Rent costs are covered by the capital budget through 2014 and will be included in the operating budget once the Call Centre commences full operation in 2015.

The potential collaboration with the City of Kitchener through the license of space at the Kitchener Operations Centre and possible sharing of the CRM software system will result in financial savings in relation to the existing budget for the Service First Call Centre implementation. Costs to renovate, equip and furnish the space are estimated to be approximately $250,000. Annual costs for the space would be in the range of $40,000, based on 2,500 square feet at $16/ sq. ft, commencing in 2013 for a total of $80,000 through 2014. The estimated savings of $695,000 would be available for other components of the capital project as required. Savings not required for other components would reduce the amount of debenture financing for the project.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

A review of the potential space for suitability has included Facilities Management, Human Resources and Information Technology Services staff. Legal services have been involved negotiations and in the drafting of agreements.

ATTACHMENTS

N/A

PREPARED BY: Deb Bergey, Service First Call Centre Project Manager

APPROVED BY: Gary Sosnoski, Commissioner Corporate Resources
TO: Chair T. Galloway and Members of the Administration and Finance Committee  

DATE: May 29, 2012  

FILE CODE: A34-40  

SUBJECT: P2012-02 CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM  

RECOMMENDATION:  

THAT the Regional Municipality of Waterloo accept the negotiated proposal of Kana for Customer Relationship Software in the amount of $1,181,076 including HST.  

SUMMARY: Nil  

REPORT:  

Background  

A Customer Relationship Manager (CRM) system is a workflow management, tracking and reporting tool critical to compiling and sharing information which can be used by staff to improve services delivered to the public. It is also used to manage a service request from start to finish through integration with work order and other back-of-house systems. It allows staff to more accurately and consistently respond to requests for information and services through documented knowledge management. It can also be used for activities such as tracking public consultations, event participation and course registrations. Customer Relationship Management software is a significant component of an efficient and effective call-centre operation and also has significant benefits for the rest of the organization.

The Region currently has approximately 45 separate applications fulfilling part of the functionality of a CRM comprised of a variety of spreadsheets and databases which will need to be replaced in the near term. This need was identified in a consultant study completed for ITS in 2006. Information Technology Service staff are conducting a review to determine which systems will be replaced, integrated or referenced by the CRM.

Due to the diverse range of queries that the Service First Call Centre (SFCC) will respond to, the Region will require a robust CRM system that uses an integrated scripting and knowledge base to guide Customer Service Representatives (CSRs) through the steps to respond to and close a call. A strong CRM system will provide scripting that can link to the specific information required at appropriate points, can document and create service requests, can launch applications when required. Robust integration of GIS mapping will be used to identify services located in an area requested by a caller and to pinpoint service issues (i.e. potholes, signal out) to assign service requests (staff responsible for different geographic areas). GIS can also be used to report on certain call types by geographic locations.

The Region intends to use this CRM software beyond the call centre for other functions such as comprehensive contact management, event management, public consultations, mobile apps and on-line self service options.
Request for Proposals Process

Earlier this year, proposals were called for a CRM system and were advertised in The Record, and on the Ontario Public Buyer’s Association’s and the Region’s website. Five proposals were received. One proposal was disqualified and two other proposals were not shortlisted as they did not meet the minimum requirements. The two remaining proposals were received from Kana and Active Network. A more in depth review was conducted to determine the capability of the proposals to deliver the services and products required in the RFP. The evaluation process included the following steps:

- Each vendor conducted a presentation to describe the implementation process they would use and demonstrate the key functionality of their products. A video conference presentation was also arranged with an existing municipal client to demonstrate how they are using the system and to assess their satisfaction with the services they received.
- Further reference checks and a site visit with existing clients of each vendor were conducted to ensure comparability to the Region’s call centre model and scale. It was important to ensure that the software selected has been implemented on a scale similar to the Region’s due to the anticipated significant impact on operations and breadth of use by the Region. Vendors were asked to submit references for the phone calls and site visits based on the following key aspects of the Region’s call center model: mid to large municipality, 24/7 operation fully consolidated call centre, integration to other systems (i.e. work order, document management, GIS), extensive use of knowledge base and scripting and extensive use of geographic information systems (GIS).
- After completing the above evaluations steps, price envelopes for Kana and Active were opened. Both proposals were under the project stated budget of $1.4 million. Licensing and implementation costs inclusive of HST at the time that the price envelope was opened were: Kana - $1,059,346 and Active - $597,611.

For comparability purposes both Kana and Active were fully evaluated. As a result of all evaluation steps, the Region has determined that Kana can provide the services and product that best meet the needs of the Region. Some examples are provided here of the advantages of the Kana product:

- Proven experience implementing services and product in large scale consolidations of a similar or larger scope to ours.
- Proven ability to efficiently and accurately lead Customer Service Representatives (CSRs) through a complex array of call types through the use of scripting and integration to knowledge base information at the correct step.
- Proven ability to use Geographic Information Systems (GIS) to create service requests, link to actual cases and assign cases to staff based on geographic distribution which creates greater CSR efficiency and accuracy.
- Access to a wide range of other applications to serve a greater organization need such as event management, public consultation, course registration.
- Proven use of self service options that will provide greater access to services by citizens and also relieve pressures of growth to the call centre if requests can be handled through additional channels.
- Proven integration to back of house systems such as work order systems which will provide greater efficiency in creating and tracking citizen requests to resolution.

Gartner, an independent leading technology research and advisory company, released a comprehensive review of local government CRMs. Kana, along with only one other vendor who declined to submit a bid, was given the strongest rating. KANA CRM is used internationally in numerous major municipalities, in Canada it is used in Toronto, Vancouver, Winnipeg, Ottawa, Durham Region, Oshawa and, most recently, will be implemented by the Region of Peel.
Further Negotiations

According to the terms of the RFP, the Region entered into negotiations with Kana as the vendor that best met the Region’s full requirements. Through negotiations with Kana, the Region maximized the value of its expenditure by securing greater functionality and use of the product at a competitive price when compared to other municipalities for a price of $1,181,076 including HST. A highlight of enhancements achieved through this negotiation is included here:

- Ability to deploy all components of the Kana software (including modules for additional functionality) for as many users as required across the Region of Waterloo.
- As per report CR-CLK-12-009 (circulated separately), licensing for the CRM and associated products can extend to the City of Kitchener should they choose and to any other area municipality within Waterloo Region.
- Ability to access on-line training for CRM software.
- An extended warranty on product of one year.
- Maintenance and support costs reduced in the first year of implementation and increases locked in to Consumer Price Index for the first 5 years of the contract.

After negotiations with the vendor to achieve the best value for the Region and an overall evaluation of the quality of the product and services, Region of Waterloo staff is recommending Kana as the supplier for the CRM system.

CORPORATE STRATEGIC PLAN:

The 2011-2014 Corporate Strategic Plan contains an action (5.1.2) involving the creation of the Service First Call Centre. CRM software is a critical component of that action.

FINANCIAL IMPLICATIONS:

Proposal 12-02  
Less: Municipal Rebate of 86.46 of HST (11.24%)  
Total $1,063,598

The 2012 capital budget and forecast includes $5.837 million for the Service First Call Centre over the years 2012-2014 funded from debentures. Within that capital budget, $1.4 million was allotted for the Customer Relationship Management Software implementation and licensing. The net cost of $1,063,598 is less than the budget allocation and the balance of $336,402 will be available for other components of this capital project as required. Annual maintenance costs of $76,320 for the first year and $112,903 for the second year will be covered by the capital budget through 2014 and included in the operating budget once the Call Centre commences full operation in 2015. The capital budget includes $320,000 ($160,000 per year for two years) allocated for annual maintenance. The savings on maintenance costs of $130,777 will also be available for other components of this project as required.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Staff from the Finance and Corporate Resources (ITS, Legal, SFCC) departments formed the core negotiating team. All departments participated on the selection team.
ATTACHMENTS: Nil

PREPARED BY: C. Whitlock, Director of Procurement and Supply Services  
D. Bergey, Service First Call Centre Project Manager

APPROVED BY: C. Dyer, Chief Financial Officer  
G. Sosnoski, Commissioner Corporate Resources
TO: Chair Tom Galloway and Members of the Administration and Finance Committee

DATE: May 29, 2012  FILE CODE: C01-01

SUBJECT: REVISED NOTICE POLICY # 07-02

RECOMMENDATION:

THAT the Regional Municipality of Waterloo provide the public with notice, in accordance with the Notice Policy, of the proposed revisions to the Notice Policy # 07-02 as set out in report CR-CLK-12-011 dated May 29, 2012, and bring the amended policy to the June 27, 2012 Council meeting for final approval;

AND THAT the Regional Municipality of Waterloo request the Association of Municipalities of Ontario (AMO) to lobby for a review of the prescribed notice requirements, taking into consideration the various pieces of legislation and regulations in an attempt to streamline the process and provide some autonomy for municipalities in providing public notice.

SUMMARY:

In accordance with the Notice Policy, Council and Administrative Services undertook a review of the Policy. Staff has identified three major areas for improvement: utilize some of the Region’s social media tools to reach a broader audience for matters of a general interest; allowing greater flexibility in what newspapers public notices are placed in; and bringing statutory notices into the Policy.

REPORT:

The Region’s current Notice Policy was adopted by Council on December 12, 2007 with a provision that it be reviewed each term of Council for efficiency. Council and Administrative Services undertook this review on the basis of increasing efficiency, effectiveness of meeting the target audience, transparency and access for the community and stakeholders; as well as expanding on cost effective methods of providing notice to the public where possible. The current Notice Policy requires notice to be given by direct delivery, newspaper public notices, the Region’s website, and email. The Region has established social media outlets such as Facebook, Twitter, RSS feeds, and Email subscriber service. There is value in making use of these tools as supplementary methods to keep the public informed about issues that may impact them.

Since the focus is on informing the appropriate audience, an opportunity has been identified to streamline the process for the required public notices which would have all newspaper public notices being placed through the Regional Clerk’s Office. This would also include statutory public notices, which are currently not captured under the Notice Policy. The benefits of this
would be to reduce advertising costs, improve consistency and conformity as well as a single contact to manage the various notice requirements suggested in this report.

Upon approval of the recommendation in this report, the required 21 days notice for the proposed revisions to the Notice Policy will be given. The revised Notice Policy will then be brought back directly to the June 27, 2012 Council meeting for an opportunity for public input and if possible, final approval that evening.

A survey was completed through Corporate Communications on how the public wants to receive notice and it showed the citizens’ preference is for direct delivery. However this is not always the most cost efficient method for those broader matters that affect a large portion of the Region. Direct delivery will still be utilized for specific areas when and where it is appropriate and manageable.

**Legislative Notice**

Some legislation such as the *Planning Act, Expropriations Act, Environmental Assessment Act, and Development Charges Act*, still contain prescribed forms required for municipal notice and these public notices can be very detailed, lengthy and costly when placed in multiple newspapers. In 2006, the *Municipal Act* was amended requiring municipalities to establish their own notice policies. This has given municipalities greater flexibility and autonomy in making decisions about notice, taking into consideration changes in technology and local needs.

In this regard, staff suggests that the Association of Municipalities of Ontario (AMO) be requested to lobby for a review of the prescribed notice requirement, taking into consideration the various pieces of legislation and regulations in an attempt to streamline the process, and provide some autonomy for municipalities in providing public notice.

**Notice Classes**

The Class system of the Notice Policy was reviewed and staff believes that the Classes provide appropriate parameters for the different types of notices that the Region provides. An additional Class 5 is recommended to bring the prescribed Statutory notice requirements under the umbrella and direction of this Policy. There is an opportunity with these types of notices to capture a broader audience. The streamlining of these public notices with the current policy would allow for the use of social media and the Region’s website to augment the newspaper notices and utilize advertising dollars more wisely. As an example, the Form 1 notice required under the *Expropriations Act* is very detailed and lengthy but is prescribed in the legislation.

**Website**

The Public Notices page on the Region’s website currently includes electronic copies of newspaper public notices, but it is the goal that with these revisions to the Notice Policy and streamlining, that this webpage would encompass more notices and function as a one-stop shop for citizens looking for information. Council and Administrative Services has been working on the design of this page to improve readability and flow of information.

The website is equipped with an RSS Feed which provides a summary list when new information is added to the website. Over the last five months there have been approximately 18,883 hits on the RSS feed. Staff will work toward improving the information accessed through the RSS Feed.
An email subscription for Council/Committee Agendas and Minutes was implemented by the Regional Clerk at the beginning of this year with great interest from staff and members of the public. This initiative has realized print savings and should be used for notices under this Policy. Staff would look at ways to promote awareness of this service. Currently there are 25 external subscribers, not including staff. As an alternative, staff is considering establishing a separate subscription service for public notices.

**Newspaper**

The Notice Policy provides that public notices be placed in a newspaper that is of sufficiently general circulation in the specific area at the discretion of the Department Head in order to meet the target audience. The proposed amendment will allow for public notices to be placed in newspapers at the request of the Department Head in consultation with the Regional Clerk or designate. This may also include the establishment of pointer notices to direct people to the Region's website and the use of other newspapers to augment the existing public notice. All of this information will be captured in the Public Notice Manual being developed, including how the target audience is determined. There are multiple methods of advertising that can be considered for reaching the appropriate audience.

**Open Data**

At the end of last year, the Region launched an Open Data initiative with significant interest from the community and stakeholders. Council Services is working to take the information on the Region’s website Public Notices page and make it available through the Open Data catalogue to share with the public in the coming months.

**Social Media**

Currently, the Region has Facebook and Twitter pages which are managed by Corporate Communications. The Region’s Facebook page has approximately 600 likes and its Twitter feed has over 3,000 followers. A simplified and plain language post of a notice would be made on the Facebook and Twitter pages about one or two days prior to the meeting or event. The post would provide a link to the applicable notice on the Region’s website where more detailed information would be found.

As citizens become more aware and reliant on technology, staff has recognized that there are opportunities for the Region to continue to expand on the technology used to keep citizens informed. As the community looks to alternative electronic ways to get their information, newspaper readership decreases. However, the Region acknowledges that not all residents in the community have access to the internet in their homes. Staff is exploring various additional methods of providing notice and has identified social media tools and alternatives to giving notice which would not eliminate any existing method, but would add more options for residents. Staff will experiment and evaluate the use of new formats of giving notice such as social media outlets and the Notice Policy will be brought back to Council for further review at the same time as the comprehensive public participation plan report will be presented.

**Display Boards**

Where appropriate, display boards, including, road or property signage should be used for notices that are specific to an area. The timing and placement of such signs would be at the
discretion of the Department Head in consultation with the Regional Clerk. The details on this process will be worked out as part of the Public Notice Manual.

Implementation Process

A Public Notice Manual will be developed to provide more detailed information about the process and guidelines for staff in processing public notices in accordance with the Notice Policy. Topics to be covered will include definitions, statutory advertising procedures, use of social media and additional notice methods.

CORPORATE STRATEGIC PLAN:

The recommendation for the revised Notice Policy falls under Strategic Focus Area #5, Service Excellence: to engage and involve the public in decisions that impact the community and to ensure Regional programs and services are efficient and are open and transparent to the public.

FINANCIAL IMPLICATIONS:

Some savings have been realized as staff no longer requires printed agendas. Staff anticipates additional cost savings with a change to newspaper advertising but this will be determined at the end of the year.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

All Departments will be affected by this change in Notice Policy. Corporate Communications was consulted in the preparation of this report.

ATTACHMENTS:

1. Draft Revised Notice Policy

PREPARED BY: Jessica Reid, Council/Committee Support Specialist
               Lee Ann Wetzel, Manager, Council & Administrative Services/Deputy Clerk

APPROVED BY: Kris Fletcher, Director, Council & Administrative Services/Regional Clerk
               Gary Sosnoski, Commissioner, Corporate Resources
COUNCIL/LEGISLATED POLICY

Policy # 07-02
Revision Date: DRAFT

Title: Notice Policy

Approval Level: Council

Applies to: All Staff and Councillors

POLICY STATEMENT

In recognition of the emphasis placed on transparency and accountability measures within the Municipal Act, the Region of Waterloo believes citizens should be made aware of the business of the municipality. In order to keep citizens informed, the Region will provide notice based on the following:

- development of a class system that identifies the circumstances of when notice will be provided;
- establishment of notice formats and notice methods that provide consistent, accessible and readable information;
- development of minimum notice time periods;
- development of alternate forms of notice that meets citizens’ needs.

OPERATING PRINCIPLE

The notice provisions are based on the following principles:
- citizens should be aware what, when and where the business of the municipality is being discussed;
- citizens should be aware when the business being discussed will have an impact on them;
- adequate time should be provided to citizens so they can make submissions.

The following principles apply to the notice:
- be provided in a timely manner in accordance with the scope and magnitude of the issue;
- be distributed to the broadest possible audience;
- should be given in a variety of manners and forms, including but not limited to social media, display boards, radio and television;
- provide credible, accessible information in a usable format that is easy to understand while being open, inclusive and respectful to all citizens;
- take into consideration directly delivered notice for those individuals who are directly impacted.
OPERATING DETAILS

Notice Format
A common format has been developed for giving notice which ensures consistency and includes the following information:

- date, time, location, contact information, summary of what notice is being given, how to obtain additional information, how to register to speak at a meeting (if appropriate), accessibility information and privacy considerations.

Newspaper Public Notice

All newspaper public notice requisitions are to be forwarded to the Clerk’s office with the appropriate requisition for placement to ensure cost efficiency, conformity and consistency. The format for notices may be amended as required to meet accessibility needs such as font size, etc. All language in notices should be written to the Canadian Press Standards at a Grade 8 reading level. The only exception to this will be when a legislated prescribed form must be used.

Individual departments establish their own standards related to informal notice not captured in the scope of this policy and collecting information from the public for matters such as disruption to service, minor road construction/repairs, etc.

Emergency Provision
If a matter or situation arises that, in the opinion of the Chief Administrative Officer, in consultation with the Regional Chair, is considered to be of an urgent or time sensitive nature, or could affect the health and well-being of the residents of the Region of Waterloo, or if a state of emergency is declared, or is so directed by a Provincial Ministry, the notice provisions may be waived and best efforts should be made to provide as much notice as is reasonable under the circumstances.

NOTICE CATEGORIES

General Guidelines:
- all references to days are calendar days, not business days.
- direct delivery includes hand delivery, pre-paid first class mail, facsimile and email.
- notice can be provided through multiple channels including, on the Region’s website - Public Notices webpage, newspapers, radio, television, direct mailing, location signs, and social media outlets.
- The Regional Clerk shall determine the newspaper of sufficiently general circulation, in consultation with the appropriate Department Head, if necessary.
- Social media outlets includes but is not limited to the Region’s RSS feed, Region of Waterloo Facebook page, and Twitter feed.

Class 1 – Standard Council/Committee Operating Process (minimum 3 days notice)
This class refers to the normal operations of the Region of Waterloo when notice is provided of upcoming Committee/Council meetings.

The foundation for this class of notice is the publication of the annual Schedule of meetings and updates to the Schedule. The Schedule is available on the Region’s website and is distributed
in electronic or hard copy upon request. The schedule shows the time and date for each regular Council and Committee meeting and notice of any change to the schedule will be provided a minimum of 3 days in advance.

Notice of Council/Committee meetings where the business of the municipality is being discussed is provided through the development of agendas. Notice shall be provided a minimum of 3 days in advance of the meeting by:

- posting of the agenda and supporting information including staff reports to the Region's website and email subscriber service;
- direct delivery to affected individuals where they have requested to be notified of an upcoming meeting or when required by legislation; and
- posting on social media outlets, one or two days prior to meeting.

A hard copy of the agenda for every Council and Committee meeting can also be obtained from the citizen kiosk located at 150 Main Street, Cambridge, 99 Regina Street, Waterloo, or the Clerk’s Office at 150 Frederick St., Kitchener.

Notice requirements do not apply to revised or consolidated agendas.

Class 2 – Defined or Specific Issues (minimum 14 days notice)
The issues associated with this class of notice are more specific and affect a smaller, more contained population. These notice provisions will take into consideration the difference between communities of interest, area municipalities and specific user groups. There are cases where the broad general notice may still be required but some discretion is necessary. Notice is to be more flexible and directed at affected individuals. As an example, the notice provision will apply to the following but may not be limited to:

- sale of minor parcels of land;
- controlled access by-laws and amendments;
- road renaming, highway closing by-laws;
- consultation on localized road repairs where a Class Environmental Assessment is not required;
- licensing hearings.

A minimum of 14 days notice is required utilizing the following methods:

- direct delivery or pre-paid first class mail to affected parties, that may include, but are not limited to:
  - affected land owners/occupants and abutting land owners/occupants within a radius defined by legislation and/or in consultation with the appropriate Department Head and Regional Clerk;
  - license holders;
  - stakeholders;
- posting of notice on the Region’s Public Notice webpage and email subscriber service;
- subscriber email to each municipal Clerk within the Region;
- at the request of the Department Head and at the discretion of the Regional Clerk or designate, public notice in a newspaper that is of sufficiently general circulation in the specific area;
- when newspaper public notice is used, posting will also be done with social media outlets, one or two days prior to the meeting;
• where appropriate, display boards should be placed along roadways in specific areas. Timing of these placements will be at the discretion of the Regional Clerk in consultation with the appropriate Department Head.

Class 3 – Major Issues (minimum 21 days notice)
The issues associated with this class have a significant impact on the community. This notice shall meet the broadest audience as the topics may be of interest to the Region as a whole. It is important to allow sufficient time for the public to respond to these major issues. Notice provisions will apply to the following:

- consulting with the public on the development of new and amending Council policies under the Municipal Act;
- consulting with the public on the development of new regulatory by-laws and amendments to those regulatory by-laws that affect general population i.e. amendment to pesticide or smoking by-laws;
- amendments to procedural by-law;
- proposed changes to governance structure (e.g. change of municipality name, change in size of Council);
- approval of fees and charges by-law, including GRT fees;
- sale of land containing buildings or the sale of land where a building permit could be acquired;
- approval of the budget and any amendments resulting in an adjustment to the levy.

A minimum of 21 days notice is required utilizing the following methods:

- public notice in a newspaper that is of sufficiently general circulation in the specific area in advance of meeting and/or passing of By-law, etc.;
- posting of notice on the Region’s Public Notice webpage in advance and email subscriber service;
- posting on social media outlets, one or two days prior to meeting;
- subscriber email to each municipal Clerk within the Region.

Class 4 – Planned Service Disruptions (minimum 24 hours notice)
Departments shall be responsible for establishing processes to deal with planned service interruptions. Notice of the disruption should include information about the reason for the disruption, its anticipated duration and a description of any available alternate services. A minimum of 24 hours is required utilizing the following methods:

- direct delivery or pre-paid first class mail to affected parties, that may include, but are not limited to, affected land owners/occupants, abutting land owners/occupants, license holders, stakeholders;
- posting of the information in a conspicuous place or on the premises as applicable;
- posting of notice on the Region’s Public Notice webpage in advance and email subscriber service;
- consideration should be given on whether to notify the appropriate area municipality;
- posting on social media outlets, one or two days prior to service disruption.

Class 5 – Other Legislatively Prescribed Statutory Notices

These advertisements may include but are not limited to requirements under the Development Charges Act, Environmental Assessment Act, Expropriations Act, Planning Act. The minimum
number of days in advance required for public notice will be completed as prescribed in the legislation as follows:

- as required, direct delivery, pre-paid first class mail or registered mail to affected parties
- if newspaper public notice is required, placement in a newspaper that is of sufficiently general circulation in the specific area;
- posting the notice on the Region’s Public Notice webpage and email subscriber service;
- posting on social media outlets should also be utilized where appropriate and in consultation with the Regional Clerk and appropriate Department Head;
- alternative forms of notice that meets citizens’ needs should be considered for this class.

RESPONSIBILITIES

All Regional staff are responsible for adhering to the parameters outlined in this policy and for ensuring appropriate application of the notice policy.

MONITORING/CONTRAVENTIONS

The Regional Clerk shall be responsible for receiving complaints and/or concerns related to this policy. Upon receipt of a complaint and/or concern, the Regional Clerk will consult with the Regional Solicitor and notify Regional Council and the Chief Administrative Officer as required.

POLICY REVIEW

The Notice Policy will be reviewed for effectiveness once per term of Council by the Office of the Regional Clerk. Any required amendments will be brought back to Committee/Council once notice is given and the public has an opportunity to comment on any revisions.

SEE ALSO:

Accountability and Transparency Policy #07-01
Municipal Act
Planning Act
Expropriations Act
Environmental Assessment Act
Development Charges Act
Public Notice Manual
TO: Chair Tom Galloway and Members of the Administration and Finance Committee
DATE: May 29, 2012
FILE CODE: D06-80
SUBJECT: ENVIRONMENTAL SUSTAINABILITY PROGRESS REPORT: 2011 ACHIEVEMENTS

RECOMMENDATION:
For Information.

SUMMARY:
This progress report provides a summary overview of the Region of Waterloo's activities and achievements during the year 2011 with respect to the goals of the Environmental Sustainability Strategy. The first progress report on strategy implementation was provided to Regional Council on February 15, 2011 (CR-FM-11-004). This current status report places a greater emphasis on measurable improvements and achievements in relation to the strategic environmental goals. For example, in 2011, the Region reduced 7756 tonnes of greenhouse gas emissions from its corporate operations. At the community scale, an estimated 91 million litres of water consumption was reduced last year through local uptake of a number of water efficiency programs. Major actions for the Region’s Sustainability Office planned for the 2012 - 2013 time period are also included in this report.

REPORT:

Sustainability Strategy Background

The Region of Waterloo’s Sustainability Strategy established an organization-wide Environmental Policy Statement which commits the Region to incorporate environmental considerations in its decision-making and to foster community stewardship of the natural environment (CR-FM-09-012, dated May 12, 2009). The application of this policy is geared towards Regional corporate operations as well as community-oriented programs and services provided by the Region. The Environmental Strategic Framework aims to:

- Optimize the efficient use of natural resources;
- Prevent pollution, and;
- Protect and enhance the environment.

The Strategic Framework includes five environmental goals which address air, water, waste, land and culture. The goal statements and recent progress achieved in these five areas are included in the next section of this report.

One of the main responsibilities of the Region’s Sustainability Office is to provide consolidated monitoring and public reporting of progress on the Region’s environmental goals and activities. In addition, Sustainability staff work with the Region’s departments in applying the Environmental Policy towards achieving continuous improvement in the five environmental goal areas identified in the strategy. This includes the development and maintenance of a variety of Environmental Progress Indicators for both corporate initiatives applied to the Region’s operations as well as community
oriented programs such as transit ridership and waste diversion (CR-FM-09-001, dated January 6th, 2009). The Sustainability Office coordinates progress monitoring in this regard in collaboration with staff across all departments including data collection, analysis and verification along with preparation of specialized reports on greenhouse gases (GHG) for example. Historical environmental achievements of the Region of Waterloo were reported during the development of the Sustainability Strategy in a reference document entitled Past and Present Environmental Initiatives: Towards Regional Environmental Excellence and is available on the Region’s environment web pages.

Progress Monitoring 2011

Following the approval of the Sustainability Strategy, the first progress report provided to Regional Council addressed updates on strategy implementation and other related achievements within the May 2009 – December 2010 timeframe (CR-FM-11-004, dated February 15, 2011). This current status report places a greater emphasis on measurable improvements and achievements in relation to the Region’s strategic environmental goals. The following five tables include highlights of recent accomplishments achieved up to year-end 2011 for each of the corresponding environmental goals established within the Sustainability Strategy.

| Table 1. Air and Energy: Effectively use and manage energy resources and reduce greenhouse gases and other air emissions. |
|---|---|
| **Scope** | **2011 Progress / Achievement** |
| **Corporate** | A corporate-wide GHG emission inventory (using 2009 as base year) and action plan for Regional operations was completed and approved by Regional Council in 2011. In implementing the corporate action plan last year, over 7700 Tonnes of GHG emissions were reduced from Regional operations at the landfill, energy efficiency in buildings, fuel efficiency in vehicle fleet and a reduction in staff business travel as well as completion of six solar photovoltaic rooftop installations which produce 255,000 MWh of clean renewable energy annually (see Appendix A). This is a positive step towards reaching the Region’s 10 year GHG reduction target of approximately 40,000 tonnes of emissions by the year 2019. |
| **Community** | A Climate Collaborative was formally established to develop a community-wide GHG Action Plan as part of the Region’s commitment to the FCM partners for Climate Protection program. The local collaborative involves Sustainable Waterloo Region, REEP Green Solutions, area municipalities, local utility providers and representatives from local post-secondary institutions. Details of progress on this initiative are included in a companion report CR-FM-012-009. |

| Table 2. Water: Protect the quality and quantity of our water resources |
|---|---|
| **Scope** | **2011 Progress / Achievement** |
| **Corporate** | Regional road salt applications have been at or below the target set in 2004 six of the last eight years. In 2011, 23 Tonnes of road salt per 2-lane km were applied, below the target of 25 Tonnes. This is influenced by both winter weather conditions as well as salt applicators being trained through the Region’s Snowfighter program which balances road safety with protection of our local water quality. |
| **Community** | An estimated 91 million litres of community water consumption was reduced through a variety of Water Efficiency Master Plan programs (e.g. water efficient technology in businesses, aerators, shower head and toilet replacements). This continues the trend of decreasing community water consumption over the past decade (see Appendix B) which also includes the impact of the water conservation by-law and improvements in new building construction. |
### Table 3. Waste and Material Resources:
Reduce the amount of waste requiring landfill and the demand and impact on natural resources

<table>
<thead>
<tr>
<th>Scope</th>
<th>2011 Progress / Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate</td>
<td>Within Regional operations:</td>
</tr>
<tr>
<td></td>
<td>- 18,369 tonnes of reclaimed asphalt was used in road re-paving projects which reduces the need for new aggregate resources;</td>
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<tr>
<td></td>
<td>- use of recycled “paperless” restroom hand towels within Regional buildings saved 700 trees;</td>
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<tr>
<td></td>
<td>- recycled 7179 fluorescent light tubes to recover 1743 kg of glass, metals, phosphor and mercury;</td>
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<tr>
<td></td>
<td>- 3750 square yards of environmentally friendly carpet was installed in Regional administration buildings which includes lower environmental impact throughout the lifecycle of the product (from raw material extraction to end of product life);</td>
</tr>
<tr>
<td>Community</td>
<td>Total residential, business and institutional waste going to Regional landfill was 22% lower in 2011 (209,900 Tonnes) compared to 2006 (270,391) even though population has increased by 45,000 people during that time period (see Appendix C). The Region's Green Bin, e-waste ban and other diversion programs provided with several different partners such as Habitat for Humanity and Recycles Cycles has helped achieve this reduction.</td>
</tr>
</tbody>
</table>

### Table 4. Rural and Urban Land:
Manage and shape land use to ensure a liveable, healthy and sustainable Waterloo Region.

<table>
<thead>
<tr>
<th>Scope</th>
<th>2011 Progress / Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate</td>
<td>The Region planted over a thousand native species trees and shrubbery in 2011 along side of Regional roads, on closed portions of the landfill as well as in various grounds surrounding Regional facilities. The Region is also responsible for managing 16 forests throughout the community. Native species of trees and healthy forests help contribute to biodiversity, provide habitat and shading, can prevent soil erosion as well as aid in improving air quality and removing GHGs from the atmosphere.</td>
</tr>
<tr>
<td>Community</td>
<td>- Transit oriented development in urban areas, on-going service improvements to the transit network including new and more direct routes, increased frequency and hours of service, and transportation demand management programs such as individualized marketing have assisted in increasing Grand River Transit ridership in 2011 by approximately 9.2% compared to 2010 and has doubled since the Region assumed operations in 2000. A previous ridership target of 19.7 million to be achieved by the year 2016 was met by year-end 2011. A new ridership target has been established at 53.6 million by the year 2034 as part of the recently updated Regional Transportation Master Plan (see Appendix D);</td>
</tr>
<tr>
<td></td>
<td>- The Regional Official Plan targets a minimum of 45% of all new residential development to be achieved within designated growth areas each and every year by 2015 onward. This target has been surpassed within the region during four of the past six years with an average of 46.7% since 2006. In 2011, 55% of new development was achieved within these designated growth areas.</td>
</tr>
</tbody>
</table>
Table 5. Sustainability Culture:
Foster stewardship of the natural environment and encourage behaviours to reduce environmental impact

<table>
<thead>
<tr>
<th>Scope</th>
<th>2011 Progress / Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate</td>
<td>- Since 2010, approximately a dozen initiatives proposed by Regional staff have been funded by the Corporate Sustainability Fund including projects that reduce staff business travel, improve fleet fuel efficiency, planting of trees, naturalizing child care play space, reduce waste from Regional buildings as well as the completion of a corporate GHG reduction plan.</td>
</tr>
<tr>
<td></td>
<td>- As part of the Environmental Champions program, 80 trees were planted near the Grand River in Woolwich Township to acknowledge Regional staff who incorporate environmental sustainability into their daily lives either at work, on the road or at home. Woolwich’s Mayor and the Regional CAO joined in the event during spring 2011. A new site is being established for annual staff tree planting events for this ongoing employee recognition program.</td>
</tr>
<tr>
<td>Community</td>
<td>- The Environmental Stewardship and Community Sustainability grant programs were integrated into a new Community Environmental Fund. The 2011 call for proposals recently led to an allocation of $270,000 towards 28 different projects that will address all five environmental goals of the Sustainability Strategy (results available in 2013).</td>
</tr>
<tr>
<td></td>
<td>- Waterloo Region placed 1st in Ontario and 2nd nationally in the annual Commuter Challenge including a 94% increase in local participation.</td>
</tr>
</tbody>
</table>

These highlights are examples of the areas where progress is being made however there is additional information available on the internet regarding both corporate and community sustainability related initiatives. An on-line interactive database was established in 2009 to monitor progress on the Region’s Strategic Plan including those related to the Environmental Sustainability goals. Recently the website was revised to focus solely on the Region’s corporate and community Environmental Progress Indicators. The new site is available at the following internet address: http://regionofwaterloo.fuseforward.com. Several indicators still need to be further developed or updated which is an ongoing process as information becomes available. The goal of this site is to publicly communicate the environmental impact and subsequent improvements of both the Region as an organization and at the community scale.

Corporate Environmental Performance

Many environmentally related success stories come from the local community’s participation in the Region’s various programs and services such as transit, blue/green waste diversion bins and the Rural Water Quality Program to name just a few. The Region also strives to demonstrate that it is making parallel efforts within its operations in those areas where we ask the community to help reduce environmental impact. In terms of measuring the results of this effort, the Region monitors its corporate environmental performance through progress indicators which are also made publicly available on the previously mentioned website. As part of the ongoing development of this public database, informative data is still being compiled within 2012 for future indicator reporting including areas such as GHGs, green purchasing practices, corporate-wide waste diversion and the internal Travelwise program for Regional staff. A summary overview of some recent progress in this regard is provided below.

Preliminary analysis on staff business travel indicate that despite expanding services, staff business mileage was reduced by over 8% from 2010-2011, a reduction of 177,000 km. Approximately 15,000 km of this reduction was achieved from implementing two staff initiated projects funded by the internal Corporate Sustainability Fund where technology is employed to enable Regional staff to reach more
stakeholders and clients without as much need for vehicle travel (e.g. videoconferencing). Another outcome of utilizing the Corporate Fund was to improve the Region’s internal recycling and organic waste diversion. Following a comprehensive staff education program in 2009-2010, a 17% increase in recycling in four of the Region’s largest buildings was achieved in 2011 from using high profile multi-sort bins with educational signs which resulted in diverting an additional 7400 kilograms of waste from going to the landfill compared to waste diversion figures from the previous year. Other initiatives to reduce packaging waste are being explored by the Region’s internal Green Purchasing Committee.

The Region has publicly reported its consumption of utilities and fuel for a number of years. This is an important area to monitor in terms of environmental sustainability due to the demand that energy and water consumption places on natural resources along with the associated air and GHG emissions from the combustion of non-renewable energy sources. The Region’s consumption of electricity, natural gas, water and fuel is used to support and deliver a wide variety of community oriented programs and services and reflect the environmental efficiency of our corporate operations in delivering those services. They are briefly summarized here in relation to population growth and expansion of Regional facilities and fleet.

The growth in local population has influenced associated expansion of programs and services along with increases in Region’s facilities and fleet. For example, the population of Waterloo Region has grown by 11.3% from 2004 – 2011 whereas the building area of Regional facilities has grown 12% during this same time period. Similar growth has occurred within the Regional vehicle fleet during recent years in areas such as Transit and Police in order to better serve our growing community. Subsequent trends in the Region’s total consumption of electricity and water within its operations have shown increases over the past several years whereas natural gas consumption used for heating has decreased largely due to a number of recent warm winters (see Table 6 below). The increase in water consumption in Regional facilities is due to some recent prolonged cases of flushing water lines and occurrences of leaks during a few construction projects. Table 6 also shows that energy consumption per square meter (m2) decreased during this time due to energy conservation efforts and LEED construction standards.

<table>
<thead>
<tr>
<th>Utility Consumption</th>
<th>Total Consumption*</th>
<th>Consumption / m2 of Region’s administrative building area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>+ 4.9%</td>
<td>- 7.4%</td>
</tr>
<tr>
<td>Natural gas</td>
<td>- 8.7%</td>
<td>- 18.5%</td>
</tr>
<tr>
<td>Water</td>
<td>+ 13.2%</td>
<td>+ 1.1%</td>
</tr>
</tbody>
</table>

*includes electricity consumption in traffic signals, street lights and water service facilities

Figure 1 illustrates the improved efficiency in consumption of electricity in relation to the increased demand for services and growth of Regional infrastructure from 2004 - 2011. In other words, Regional operations and services are improving their management of electricity use whilst providing power to a larger area of building space and services to an increased local population. However, improvements are still needed as increased consumption occurred in 2011 for electricity (+2.8%), natural gas (+7.7%) and water (+6.3%) even though the Region’s building area only increased by 0.6% last year. Plans are being developed to identify additional initiatives that could improve the Region’s efficient use of utilities which will include a resource strategy to support their implementation. These include an energy efficiency plan for wastewater facilities, and energy management plan for Regional buildings based on a number of building audits that are being conducted as well as the expansion of successful pilot projects funded by the Corporate Sustainability Fund.
The overall Regional fleet grew by 65 vehicles from 2009 – 2011 and used approximately half a million more litres of fuel. However, there have been some minor improvements in fuel efficiency during this time due to efforts in greening a small portion of the fleet. For example, approximately two dozen replacement vehicles were purchased using life-cycle costing to ensure that they were right-sized (appropriate vehicle class/specifications for the required workload) and fuel-efficient which in turn helped save approximately 40,000 litres of fuel and reduced 100 tonnes of GHG in 2011. Much more progress can be made in this regard as this approach is expanded throughout the Regional fleet along with pilot projects such as idling reduction technology being assessed in 2012.

An inventory update on the Region’s total corporate GHG emissions, including all energy and fuel consumption, will be provided to Regional Council at a later date as a part of the ongoing progress monitoring towards the Region’s reduction targets. Although efficiency improvements are useful in monitoring incremental progress, in terms of long-term sustainability, alternatives to natural resource use need to be considered more widely across Regional operations in terms of greater use of renewable energy and water supplies.

**Planned Actions: 2012 - 2013**

Major priorities of the Sustainability Office over the next year include:

- continued implementation of the Region’s GHG reduction plan along with associated progress reporting;
- completion of a community-scale GHG action plan with a variety of local stakeholders which includes establishing reduction targets for the year 2020;
- assisting the Region’s Energy Conservation Office in preparing for compliance with Ontario’s Green Energy Act (energy and GHG reporting along with development of action plans);
- assisting in the expansion of the Region’s green purchasing practices, and;
- aligning the Region’s asset management and infrastructure master plans with the Sustainability Strategic Framework along with incorporation of adaptation considerations regarding emerging changes in Waterloo Region’s climate.
The next consolidated annual sustainability report reflecting Regional environmental achievements and major related activities will be provided in the spring of 2013.

CORPORATE STRATEGIC PLAN:

Focus Area 1 - Protect and Enhance the Environment:

- Objective 1 – Integrate environmental considerations into the Region’s decision-making
- Objective 2 – Reduce Greenhouse gas emissions and work to improve air quality
- Objective 3 – Reduce the amount of waste going to landfill
- Objective 4 – Protect the quality and quantity of our drinking water sources
- Objective 5 – Restore and preserve green space, agricultural land and sensitive environmental areas

Focus Area 5 - Service Excellence

- Objective 6 - Strengthen and enhance partnerships with area municipalities, academia, community stakeholders and other orders of government

FINANCIAL IMPLICATIONS:

Costs of the initiatives addressed within this report have been accommodated within existing departmental budgets.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Development of this report included interdepartmental feedback via staff consultation as well as the Environmental Leadership Committee.

ATTACHMENTS:

Appendix A: Summary of Estimated Corporate GHG Emission Reductions from Region of Waterloo Operations - Projects Completed in 2011

Appendix B: Community Water Consumption in Waterloo Region, 1999 - 2011

Appendix C: Community Waste Landfilled in Waterloo Region, 1991 – 2011

Appendix D: Grand River Transit Ridership, 2000 – 2011

PREPARED BY: David Roewade, Sustainability Planner, Corporate Resources

APPROVED BY: Gary Sosnoski, Commissioner, Corporate Resources
## APPENDIX A:

### Summary of Estimated Corporate GHG Emission Reductions

#### Region of Waterloo Operations - Projects Completed in 2011

<table>
<thead>
<tr>
<th>Emission Reduction Description</th>
<th>GHG Emissions Reduced Annually (Tonnes CO₂e)</th>
<th>Annual $ Savings or Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methane destruction at landfill – solar flaring</td>
<td>4027</td>
<td>not applicable</td>
</tr>
<tr>
<td>Methane reduction from landfill - Green Bin Organic Waste diversion</td>
<td>3428</td>
<td>not applicable</td>
</tr>
<tr>
<td>Rightsizing fleet (smaller, more fuel efficient vehicles)</td>
<td>104</td>
<td>$40,000 fuel savings</td>
</tr>
<tr>
<td>Purchase, and put into operation, six new Hybrid-electric diesel transit buses (based on comparison with conventional GRT bus)</td>
<td>74</td>
<td>$27,600 fuel savings</td>
</tr>
<tr>
<td>Energy efficiency lighting and equipment retrofits (includes furnace replacements in housing)</td>
<td>56</td>
<td>$45,000 energy savings</td>
</tr>
<tr>
<td>Completion and operation of solar photovoltaic installations on 6 Regional Buildings</td>
<td>27</td>
<td>$155,800 Feed-in-Tariff revenue</td>
</tr>
<tr>
<td>Reduction in Employee Commute and Business Travel (Staff Travelwise program = 20 T, Commuter Challenge = 2 T; initiatives reducing staff business travel* = 4 T;)</td>
<td>26</td>
<td>$7,000 saved in mileage expense* *(from business travel)</td>
</tr>
<tr>
<td>Green Energy Purchase for LEED Building</td>
<td>14</td>
<td>cost neutral</td>
</tr>
</tbody>
</table>

### Annualized Totals

- **Savings:** $119,600
- **Revenue:** $155,800

### Notes:

- **Note A:** CO₂e = Carbon Dioxide (CO₂) Equivalents which include CO₂, Methane (CH₄) and Nitrous Oxide (N₂O)
- **Note B:** Revenue and energy savings dollar values are not net of the Region’s capital investment in each initiative.
APPENDIX B:

Total Residential, Business & Institutional Water Consumption in Waterloo Region:
1999 to 2011 - Integrated Urban System (IUS)*

*Integrated Urban System accounts for 95% of water consumption in Waterloo Region including Cambridge, Kitchener, Waterloo, Elmira and St. Jacobs which is also where the majority of regional growth is planned.
APPENDIX C

Total Waste Landfilled (Tonnes) in Waterloo Region: 1991 - 2011
(Residential, Industrial, Commercial and Institutional Waste)
APPENDIX D:

Grand River Transit Ridership 2000 - 2011

*Note: 2016 target from Regional Transportation Master Plan 1999 - adjusted to account for population growth 1999-2009. The new target for ridership is 53.6 million by the year 2034.
TO: Chair Tom Galloway and Members of the Administration and Finance Committee  
DATE: May 29, 2012  
FILE CODE: D06-80  
SUBJECT: UPDATE ON THE COMMUNITY CLIMATE COLLABORATIVE

RECOMMENDATION:  
For information.

SUMMARY:  
The Region of Waterloo is participating in a multi-stakeholder initiative, referred to as the Climate Collaborative, which aims to contribute to the development of a Community-wide GHG Action Plan (CR-FM-11-012). Organizations involved in the collaborative to date include two non-profit organizations, three local cities as well as electrical and gas utilities. This initiative is part of the Region’s commitment to the Federation of Canadian Municipalities Partners for Climate Protection (FCM-PCP) program (CR-FM-10-007). Recently, the collaborative completed a community GHG emissions inventory and forecast that shows the “carbon footprint” of Waterloo Region through local energy use, traffic volume, waste sent to landfill, and some agricultural activities (Executive Summary attached in Appendix A). In completing a baseline GHG emissions inventory, the Region, along with the Cities of Cambridge, Kitchener and Waterloo who are also participants in the FCM-PCP program, can all receive recognition from FCM in fulfilling the first PCP milestone. The Climate Collaborative has successfully leveraged significant financial resources for this project to continue into the emission reduction planning phase which aims to draw important links with achieving related social, economic and environmental goals. Stakeholder engagement and ongoing partnership building will be critical to the successful development and implementation of this action plan.

REPORT:  
In 2011, Regional Council approved entering into a collaborative agreement with Sustainable Waterloo Region and REEP Green Solutions to form the Climate Collaborative (CR-FM-11-012, May 3, 2011). This leadership-based initiative is focussed on developing a community-wide GHG action plan for Waterloo Region as part of the FCM Partners for Climate Protection (PCP) program. The PCP program includes five milestones to be completed for both the corporate scope (i.e. municipal operations) and the community scope. These five milestones include:

1. Creating a greenhouse gas emissions inventory and 10-year forecast;
2. Setting an emissions reductions target;
3. Developing a local action plan;
4. Implementing the local action plan or a set of activities; and
5. Monitoring progress and reporting results

The Region committed to the FCM-PCP program on April 6, 2010 (CR-FM-10-007) and has already completed milestones 1-3 for its corporate scope (CR-FM-11-011, May 3, 2011). Cambridge, Kitchener and Waterloo are also members of the PCP program and can receive milestone recognition.
for the community scope by participating in this collaborative. The Climate Collaborative partnership has successfully engaged the three local cities along with local energy utilities in completing the first of five milestones under the PCP program: a community-scale GHG emissions inventory and ten-year forecast. An Executive Summary of the emissions inventory is included in Appendix A. The full summary emissions inventory and forecast report will be used as a discussion paper for the next stage of the project as outlined below. The emissions inventory has received third party verification and the discussion paper is now posted on the Region’s and partner’s websites for public access. The submission of the inventory documentation to the FCM-PCP secretariat will partially fulfill the Region’s agreement with FCM regarding this voluntary GHG reduction program.

The initiative will now focus on developing an action plan to identify opportunities to reduce GHG emissions which can also include strategic opportunities to achieve other related social, economic and environmental goals. For example, development of an innovative GHG action plan can incorporate objectives such as:

- enhancing sustainable and active transportation in the community which may help lower local air pollution, contribute to overall public health and optimize use of infrastructure and land;
- increasing the demand of our local green economy by shifting to more advanced environmental technology and energy efficiency systems which can also help achieve financial benefits from energy savings;
- identifying opportunities to increase security of energy supply and optimization through local energy production and community energy planning;
- reducing other environmental impacts of local activities by drawing links with activities such as water efficiency and organic waste diversion which also affect GHG emissions.

The action planning and target setting phase will include stakeholder engagement and public consultation over the next year (i.e. June 2012 – June 2013). Although the outcome of this phase will be a community-developed plan, PCP members are required to make a formal council resolution to approve the action plan and reduction target in order to receive recognition from FCM for completing milestones 2 and 3. The current project schedule aims to fulfill this portion of the terms of our agreement with FCM by presenting the action plan and emission reduction targets for consideration of Regional and area City Councils in the summer of 2013. The four area Townships continue to be kept informed of the initiative and are invited to participate in stakeholder meetings.

The Climate Collaborative has successfully raised $372,000 to support the completion of PCP milestones 1-3 for the community scope. Grants for development of the Community GHG Action Plan have been approved by the Ontario Trillium Foundation ($150,000), the Kitchener and Waterloo Community Foundation ($30,000) and most recently the FCM Green Municipal Fund ($143,000). Considering financial contributions by the Region ($25,000) and the three local cities ($24,000), the collaborative has leveraged $6.60 of external funding for every $1 provided by regional/local government for this initiative.

In addition to financial resources, the collaborative initiative also benefits from important in-kind resources from participating organizations, such as staff time dedicated to data collection as well as document review and participation in stakeholder meetings. It is critical for the ongoing success of the initiative to secure the local expertise and responsibility towards developing an action plan in which partners have ownership and interest in implementing. As the project incrementally moves toward public and stakeholder engagement, the commitment of partners within the Climate Collaborative will help provide a unified voice regarding this important community sustainability initiative.
CORPORATE STRATEGIC PLAN:

Focus Area 1 - Protect and Enhance the Environment:

- Objective 2 – Reduce Greenhouse gas emissions and work to improve air quality

Focus Area 5 - Service Excellence

- Objective 6 - Strengthen and enhance partnerships with area municipalities, academia, community stakeholders and other orders of government

FINANCIAL IMPLICATIONS:

The Region’s financial contribution of $25,000 to this collaborative initiative was included in the Facilities Management 2011 capital budget.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Development of this report included interdepartmental feedback via the Environmental Leadership Committee.

ATTACHMENTS:

Appendix A: Executive Summary of Community GHG Emissions Inventory for Waterloo Region

PREPARED BY:  David Roewade, Sustainability Planner, Corporate Resources

APPROVED BY:  Gary Sosnoski, Commissioner, Corporate Resources
APPENDIX A (CR-FM-12-009)

Discussion Paper: Community Greenhouse Gas Inventory and Forecast for Waterloo Region

THE CLIMATE COLLABORATIVE

MAY 2012
Executive Summary: Community GHG Inventory and Forecast for Waterloo Region

GRANTORS

THE KITCHENER AND WATERLOO COMMUNITY FOUNDATION

Ontario Trillium Foundation

Fondation Trillium de l’Ontario

TECHNICAL SUPPORT

Stantec Consulting Ltd.

122710083

49 Frederick Street

Kitchener, ON N2H 6M7

(519) 579-4410

CLIMATE COLLABORATIVE PARTNERS

reen Green Solutions

Region of Waterloo

sustainable WATERLOO REGION

CAMBRIDGE It’s all right here

Kitchener

The City of Waterloo

Kitchener Utilities

Community-Owned for over 100 Years

union gas

A Spectra Energy Company

Energy+

Kitchener Wilmot Hydro Inc.

Waterloo North Hydro Inc.
Executive Summary

Over 1000 communities around the world are taking action on climate change. A local effort to develop a community-wide GHG Action Plan for Waterloo Region has recently begun under the name the Climate Collaborative. This leadership-based partnership has formed initially to develop a community-scale GHG emissions inventory and currently involves local governments, two non-profit organizations along with local electric and gas utilities. This collaborative is following the framework provided by the Federation of Canadian Municipalities (FCM) Partners for Climate Protection (PCP) program, which includes participation by 220 other communities across Canada.

This discussion paper summarizes the inventory process and greenhouse gas GHG emissions data for the geographical boundary of Waterloo Region. The inventory considers local activities within five main sectors or sources of emissions as indicated below:

<table>
<thead>
<tr>
<th>Sector</th>
<th>GHG Emissions (tonnes CO₂e)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential - energy use</td>
<td>782,459</td>
</tr>
<tr>
<td>Industrial, Commercial and Institutional Buildings (ICI) – energy use</td>
<td>1,152,389</td>
</tr>
<tr>
<td>Transportation – fuel consumption</td>
<td>830,445</td>
</tr>
<tr>
<td>Agriculture – methane from livestock and manure management</td>
<td>167,053</td>
</tr>
<tr>
<td>Community Waste - methane from landfill</td>
<td>44,112</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,976,457</strong></td>
</tr>
</tbody>
</table>

*(CO₂e = carbon-dioxide equivalents is a unit of measurement combining different GHGs)*

Community-wide GHG emissions for Waterloo Region from these sources are estimated to be 2,976,457 tonnes of CO₂e for 2010 as the base year. The FCM-PCP program also requires a business-as-usual or status quo forecast of future emissions be developed 10 years outward from the base year. Based on projected population growth within Waterloo Region, emissions are expected to grow to by approximately 17% to 3,495,010 tonnes CO₂e by 2020 if no new emission reduction initiatives are put into place.

The next step for the Climate Collaborative is to build on the emission inventory by conducting further stakeholder engagement and initiating public consultation sessions as a means to develop a community-wide action plan and reduction target for the year 2020. This plan will contain actions that participating stakeholders own in the sense that they have the authority to implement the individual initiatives. Moreover, there will be clear additional social, economic and environmental benefits to these actions being implemented as the community works together to achieve the reduction target.
REGION OF WATERLOO
CORPORATE RESOURCES
Legal Services

TO: Chair Tom Galloway and Members of the Administration and Finance Committee
DATE: May 29, 2012
FILE CODE: L04-20
SUBJECT: PROPOSED BY-LAW TO REPEAL, AMEND AND CONSOLIDATE EXECUTION OF DOCUMENTS BY-LAW 06-034 ON BEHALF OF THE REGIONAL MUNICIPALITY OF WATERLOO

RECOMMENDATION:

THAT the Regional Municipality of Waterloo repeal Execution of Documents By-Law 06-034, as amended, and pass a by-law in the form attached hereto as Appendix “A” to Report CR-RS-12-032 to amend and consolidate Execution of Documents By-Law 06-034, as amended, which governs the execution of documents and provides for delegation of execution of certain documents to certain Regional staff on behalf of the Region.

SUMMARY:

Execution By-Law 06-034 currently provides for (i) standardized requirements for the execution of documents; and (ii) specific delegation of authority for the execution of certain routine documents by certain Regional staff.

The purposes of the proposed amending and consolidating by-law are as follows:

- To update and consolidate Execution of Documents By-Law 06-034 and all subsequent amending by-laws which authorize certain Regional staff to execute certain additional documents on behalf of the Region;
- To provide for the delegated execution of certain additional documents not presently referenced in the Execution of Documents By-Law 06-034 or amending by-laws which are “routine” in nature in order to improve operational effectiveness and efficiency;
- To provide for specific parameters and requirements within which Regional staff is authorized to execute the specified documents on behalf of the Region in order to ensure that the Region’s best interested are protected; and
- To provide for specific requirements for execution of the specified documents on behalf of the Region in order to ensure that legal requirements are met and proper corporate records retention is maintained.

REPORT:

The Municipal Act, 2001 provides that the powers of a municipality must be exercised by by-law of its Council. Accordingly, the execution of any document that is binding on a municipality (such as leases or agreements) must be authorized by specific resolution (and confirmatory by-law) or otherwise by a by-law which authorizes the execution of the document. Council may pass a specific resolution authorizing an officer or employee to sign a specific document or, in the case of certain types or categories of routine documents, may delegate such authority on an ongoing or “standing” basis such that no individual Report and resolution is required for the execution of each document of
the same category.

Prior to the passing of Execution of Documents By-Law 06-034, there were numerous “standing resolutions” that had been passed by Regional Council over the years that provided for delegations of signing authority with respect to certain types of documents. In 2006, Execution of Documents By-Law 06-034 was passed which consolidated, superceded and updated the numerous “standing resolutions” relating to execution of certain routine documents and includes signing authority for other routine documents. The Execution of Documents By-Law 06-034 contains specific parameters and requirements in connection with the execution of such documents to ensure that the Region’s best interests are protected.

Since the passing of Execution of Documents By-Law 06-034, there have been a number of subsequent amending by-laws to authorize the execution of additional routine documents including By-Law 08-020 (Rent supplement agreements, lease and license agreement and other agreements and documents under the Social Housing Reform Act, 2000), By-Law 08-035 (Loan and mortgage documentation and agreements under the Social Housing Reform Act, 2000), By-Law 08-045 (Applications and supporting documents related to the widening of Regional Roads), and By-Law 09-064 (Municipal Access agreements under the Telecommunications Act (Canada)). Furthermore, all Regional Departments have been canvassed, and substantial input has been obtained with respect to additional required amendments to Execution of Documents By-Law 06-034. Regional staff have recommended amendments to include a myriad of additional categories of routine documents not currently referenced in Execution of Documents By-Law 06-034.

The proposed by-law will repeal and consolidate the existing Execution of Documents By-Law 06-034 and all amending by-laws referenced above, and will include all staff recommended additional categories of routine documents, together with the designated Regional staff who are authorized to sign such documents. Attached hereto as Appendix “B” to Report CR-RS-12-032 is a list of the additional agreements to be included in the proposed by-law.

If the proposed by-law is passed, Commissioners will continue to be responsible for ensuring that their respective staff adhere to the requirements of the by-law in executing documents on behalf of the Region and that the authority is being exercised in an appropriate manner.

It is important to note that despite the signing authority granted in the proposed by-law, there is provision that staff may bring any specific matter or document to Regional Committee and Council for direction or approval and such decision of Council will supercede staff’s authority under the proposed by-law.

Furthermore, the proposed by-law does not affect current signing authority of certain staff under other specific existing by-laws; namely, the Financial Management By-Law 05-008 which provides for signing authorities for certain financial transactions, the Purchasing By-Law 04-093 which provides for the signing authority of the Chief Purchasing Officer and the Chief Administrative Officer of certain agreements for the purchase of goods or services, By-Law 01-028 which delegates certain approval authority under the Planning Act, including the authority to sign agreements contemplated under that Act, to the Commissioner of Planning, Housing and Community Services, By-Law 05-081 which provides for signing authority of the Regional Solicitor in connection with certain legal matters, and Regional Real Property Acquisition By-Law 11-055 which provides for the delegation of authority to approve the acquisition of designated classes of, or interests in real property within the Regional Municipality of Waterloo.
CORPORATE STRATEGIC PLAN:

The recommendation of this Report is in furtherance of Focus Area 5 of the Corporate Strategic Plan which is to ensure operational effectiveness and efficiency.

FINANCIAL IMPLICATIONS:

There are no financial implications of the proposed by-law *per se*. The proposed by-law stipulates that any financial implications arising from the execution of a document on behalf of the Region must be provided for or consistent with the then current approved Budget (including as may be modified in accordance with the Financial Management By-law).

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

All Regional Departments were consulted in the preparation of the proposed by-law and, in particular, all Commissioners provided input with respect to Schedule “A” of the proposed by-law which sets out specific types of documents and the proposed designation of certain Regional staff as signing officers.

PREPARED BY: Arlene Metz, Solicitor, Corporate

APPROVED BY: Gary Sosnoski, Commissioner of Corporate Resources
Schedule “A” to Report CR-RS-12-032

BY-LAW NUMBER 12-***

OF

THE REGIONAL MUNICIPALITY OF WATERLOO

A By-law to Authorize and Govern the Execution of Documents on Behalf of The Regional Municipality of Waterloo and to Repeal By-law 06-034, As Amended

WHEREAS the Council of The Regional Municipality of Waterloo deems it expedient to govern the execution of documents on behalf of The Regional Municipality of Waterloo;
AND WHEREAS the Council of The Regional Municipality of Waterloo deems it expedient to authorize the approval and execution of certain agreements and documents by certain officers and employees of the Region subject to certain terms and requirements;

NOW THEREFORE the Council of The Regional Municipality of Waterloo enacts as follows:

PART 1 – DEFINITIONS

1. In this By-law:

1.1 "approval authority" means the employee who is authorized to execute a document as a signing officer of the Region pursuant to this by-law;

1.2 "document" and “documentation” mean any written instrument whether on paper or in electronic form including, without limiting the foregoing any contract, agreement, deed, lease, memorandum, letter of intent, application, permit, notice, release, waiver or acknowledgement which, when executed, will have or is intended to have the effect of causing the Region to be bound in a legally enforceable relationship with, or matter in relation to, any other person; and shall not include:

(a) Any cheques, bank drafts, orders for payment of money, promissory notes, acceptances, bills of exchange, debentures and any similar instruments; and

(b) correspondence, whether by letter or in electronic form, intended to convey information or confirm a position on a matter, but not intended to create a contract or agreement between the Region and any other person, whether or not a legally enforceable right or remedy is created thereby.

1.3 "execute" and “execution” mean, subject to the requirements of this by-law, to carry out all activities including but not limited to review, consideration, drafting and negotiation of a document, acceptance and approval of the form and content of a document, and completion of the formalities intended to give effect to and make legally binding and enforceable a document on the Region and the other party or parties to the document and may include any one or more of the following formalities as may be required in the circumstances:

(a) signing the document, whether by written signature or in electronic form;

(b) causing the seal of the Region to be affixed to the document; and

(c) causing delivery of the document to be made to the other parties thereto.

1.4 "Region" and “Regional” mean The Regional Municipality of Waterloo.
PART 2 - APPOINTMENT OF SIGNING OFFICERS

2.1 Subject to the requirements of this by-law and any statute regarding the execution of any particular kind of document, the persons who, at the time of execution of any document hold the position of Regional Chair and Regional Clerk are signing officers of the Region and have the authority to execute document on its behalf.

2.2 In addition to the signing officers designated in section 2.1, a document listed in Column 1 of Schedule “A” of this by-law may be executed by an officer or employee of the Region who, at the time of execution of the particular document, holds the respective office or position set out opposite in Column 2 of Schedule “A”, and they shall be considered to be signing officers under this by-law and authorized as an approval authority to execute the respective documents set out in Schedule “A”, subject to compliance with all other provisions of this by-law and subject to the approval authority ensuring that:

(a) he or she is authorized to approve the document for execution pursuant to this by-law;

(b) he or she has reviewed the document and (i) consulted with other Regional staff as reasonably required; and (ii) determined that execution of the document is consistent with the Region’s then current Corporate Strategic Plan or otherwise in the Region’s best interests;

(c) the document is in accordance with a form and content approved for the intended purpose by the Regional Solicitor or designate or legal advice from the Regional Solicitor or designate as to the form and content of the document has been obtained where reasonably necessary or appropriate;

(d) advice from the Region’s Risk Manager has been obtained with regard to any insurance and indemnification provisions or requirements;

(e) any financial obligation of the Region arising from the execution of the document is provided for in, or consistent with, the then current approved Regional budget, or as has been modified in accordance with the Regional Financial Management By-law and advice from the Region’s Chief Financial Officer or designate has been obtained where reasonably necessary or appropriate;

(f) any applicable fees relating to the preparation of the document have been paid to the Region;

(g) the purpose and effect of the executed document are consistent with then applicable Regional policies, procedures and by-laws and applicable laws including but not limited to the Municipal Freedom of Information and Protection of Privacy Act (Ontario); and

(h) to the best of the approval authority’s knowledge and belief, the document reflects the terms and conditions that are necessary and reasonable to achieve the intent and purpose for which it was created.

2.3 When any signing officer designated under section 2.2 is temporarily absent for any reason or the position is vacant then:

(a) the direct supervisor of the position may designate in writing an employee to hold the position in an acting capacity and such employee is authorized to exercise the
authority of such position as an approval authority and signing officer under this by-law during the time period that such person is so designated and for the authority described in such designation; or

(b) in the absence of an acting designation under (a) above then:

(i) the direct supervisor of the position of the signing officer is authorized to exercise the authority of such position as an approval authority and signing officer under this by-law; and

(ii) in the event that the direct supervisor is absent for any reason or the position is vacant then the direct supervisor of such supervisor is authorized to exercise the authority of the position as an approval authority and signing officer under this by-law.

(c) Despite (a) above, a Regional Commissioner who is temporarily absent for any reason may designate in writing a Regional Director in such Commissioner’s Department to hold the Commissioner’s position in an acting capacity and such Director is authorized to exercise the authority of such Commissioner’s position as an approval authority and signing officer under this by-law during the time period that such person is so designated and for the authority described in such designation.

The provisions of this section do not apply with respect to the exercise of authority for which the Regional Solicitor or any Solicitor has been designated as the signing officer in Schedule “A” of this by-law.

2.4 Despite anything in this by-law, the approval authority may refer any specific matter or document to Regional Council through the appropriate Standing Committee for direction, approval, resolution or information at any time and any decision, direction or action of Regional Council in respect of such matter shall supersede and replace the authority of the approval authority under this by-law in respect of such specific matter or document.

2.5 The reference to a title or position of a Regional officer or employee in this by-law shall be deemed to refer to any applicable title or position that succeeds the stated title or position without further amendment to this by-law being necessary.

PART 3 - AUTHORITY AND MANNER OF EXECUTION

3.1 Subject to any statutory requirement to the contrary, signing officers shall not execute any document unless its execution is authorized by by-law enacted by Regional Council. For greater certainty, and without limiting the foregoing, a by-law authorizing execution of a document includes:

(a) a by-law expressly or by implication authorizing the execution of the document and without limiting the generality of the foregoing includes the Regional Purchasing By-law;

(b) a by-law confirming the proceedings of Regional Council that confirms a resolution, including a resolution adopting a Committee recommendation, which expressly or by implication authorizes the execution of the document; and

(c) this by-law including as it relates to the documents listed in Schedule “A” of this by-law.

3.2 The authority to execute documents shall include the following:

(a) Where a by-law, including but not limited to this by-law and the Purchasing By-law, authorizes the acceptance, approval or execution of a document, then in addition to
the execution of such document, the signing officers are also authorized to execute any and all documents relating to an offer in respect of the document and any and all documents that are required by the terms of the document or are necessary for its performance or to carry out the Region's obligations under it and any such by-law shall be deemed to include such authority; and

(b) The authority to execute any other documentation in relation to such document including but not limited to any document relating to the amendment, addendum, renewal, release or termination of such document.

3.3 The Regional Chief Administrative Officer, a Regional Commissioner or the Regional Solicitor may execute any document that is subject to or conditional upon Regional Council approval before the document is so approved, provided that the requirements of section 2.2 of this by-law have been fulfilled and the document expressly states that it is subject to or is conditional upon approval by Regional Council and its execution shall not be legally binding on the Region unless and until a Regional by-law approving the document or execution is enacted.

3.4 (a) The Regional Chair and Regional Clerk are authorized to execute any and all documents necessary to effect the purchase, sale, transfer or release of interest in any lands, including but not limited to an easement interest in lands and any modification of the terms and conditions of such easement, provided that such transaction is:

(i) **authorized by Regional by-law; or**

(ii) required as, or is incidental to, an approval granted pursuant to the Planning Act (Ontario).

(b) (i) The Regional Chair and Regional Clerk are authorized to co-execute any and all documents requiring execution by the Region in its capacity as sole shareholder of Region of Waterloo Community Housing Inc. save and except matters considered to be fundamental changes to the corporation as defined by Part XIV of the Ontario Business Corporations Act, which matters shall require approval of Regional Council; and

(ii) The Regional Chair and the Region’s Chief Financial Officer are authorized to co-execute any and all documents pertaining to the banking arrangements for Region of Waterloo Community Housing Inc., subject to any requirements of its by-laws.

3.5 The following rules shall apply to the execution of documents:

(a) Unless otherwise required by statute or this by-law, a document may be executed by the signature(s) of the signing officer(s) and when so executed the document may be endorsed with the words, "I/We have authority to bind the Corporation", or any similar words indicating the authority of the signing officer(s) and the seal need not be affixed;

(b) Every signing officer shall ensure that his or her name and title are legibly printed beneath his or her signature; and

(c) A signing officer may cause a document to be executed electronically in accordance with any legal requirements in that connection, provided that the provisions of this by-law are otherwise complied with, subject to any necessary modifications. Without limiting the foregoing, where the signature of a signing officer or the electronic equivalent thereof is to be affixed to a document electronically, the signing officer
may authorize another person to do so with respect to that particular document and not as a general delegation of the signing officer’s authority.

PART 4 - ADMINISTRATION

4.1 All documents to be executed shall be prepared in a sufficient number of identical originals to permit at least one executed original to be retained by the Region.

4.2 The approval authority shall be responsible for distribution of the executed documents.

4.3 All documents executed by the Regional Chair and Regional Clerk shall be kept by the Regional Clerk in accordance with Regional Records Retention By-law 93-076. All other documents shall be kept by the initiating department in accordance with the Regional Records Retention By-law 93-076 unless otherwise directed by the Regional Clerk.

4.4 A Document Execution Record is required for a document to be executed by the Regional Chair and Regional Clerk.

4.5 The Regional Clerk shall approve the form of the Document Execution Record, prepare and circulate procedures, and ensure that a registry of documents executed is kept for the purposes of this by-law. A Document Execution Record shall include the following:

(a) A brief description of the nature of the document;

(b) The names of all parties to the document, other than the Region;

(c) The Council resolution or by-law number and the Council meeting date under which execution is authorized;

(d) The name, position and signature of the person responsible for the project, program or activity to which the document relates, initiating the completion of the Document Execution Record and distributing executed documents;

(e) The effective date and expiry date of the document, if any;

(f) If delivery of an executed document is conditional, the conditions and arrangements for delivery; and

(g) A statement signed by the person responsible for the project, program or activity to which the document relates, together with such person’s name and position, that:

(i) he or she has reviewed the document and consulted with other Regional staff as reasonably required and determined that execution of the document is consistent with the Region’s then current Corporate Strategic Plan or otherwise in the Region’s best interests;

(ii) the document is in accordance with a form and content approved for the intended purpose by the Regional Solicitor or designate or legal advice from the Regional Solicitor or designate as to the form and content of the document has been obtained where reasonably necessary or appropriate;

(iii) advice from the Region’s Risk Manager has been obtained with regard to any insurance and indemnification provisions or requirements;

(iv) any financial obligation of the Region arising from the execution of the document is provided for in, or consistent with, the then current approved Regional budget, or as has been modified in accordance with the Regional
Financial Management By-law and advice from the Region’s Chief Financial Officer or designate has been obtained where reasonably necessary or appropriate;

(v) any applicable fees relating to the preparation of the document have been paid to the Region;

(vi) the purpose and effect of the executed document are consistent with then applicable Regional policies, procedures and by-laws and applicable laws including but not limited to the Municipal Freedom of Information and Protection of Privacy Act (Ontario); and

(vii) to the best of the knowledge and belief of the person requesting execution, the document reflects the terms and conditions that are necessary and reasonable to achieve the intent and purpose for which it was created.

4.6 When documents are executed by a signing officer other than the Regional Chair and Regional Clerk, each Regional Commissioner shall be responsible for a Departmental registry system that will include information about the documents executed by the signing officers of the respective Departments including the specific provision of this by-law that apply.

**PART 5 - PREVIOUS BY-LAWS, REFERENCES, SEVERABILITY, HEADINGS**

5.1 This By-law may be cited as the “Execution of Documents By-law”.

5.2 This By-law shall come into force and effect on the date of final passing by Regional Council.

5.3 By-law Numbers 06-034, 08-020, 08-035, 08-045 and 09-064 are hereby repealed.

5.4 Any Regional by-law, including resolutions adopted by confirmatory by-law, inconsistent with this by-law is hereby repealed to the extent of the inconsistency. Despite the foregoing and for greater certainty, this by-law shall not affect in any manner the authority provided for under Financial Management By-Law 05-008, Regional Purchasing By-law 04-093, Regional Commissioner of Planning, Housing and Community Services By-law 01-028, Regional Solicitor By-law 05-081, or Regional Real Property Acquisition By-law 11-055.

5.5 Despite the repeal of the by-laws mentioned in subsections 5.3 and 5.4, the valid execution of any document, or the repeal of any other by-laws, under the authority of any one of those by-laws prior to the date that this by-law takes effect remains valid.

5.6 Failure to adhere to the provisions of this by-law shall not render any document to be void or voidable.

5.7 Any reference to a by-law in this by-law shall be deemed to refer to such by-law as may be amended from time to time or to its successor by-law.

5.8 Any reference to a statute in this by-law shall be deemed to refer to the statute as may be amended from time to time or to its successor legislation.

5.9 Each section of this by-law and every part of each is an independent section or part of a section, and the holding of any section or a part thereof to be void or ineffective for any cause shall not be deemed to affect the validity of any other sections or parts thereof.
5.10 Headings are for reference purposes only and shall not affect in any way the meaning or interpretation of the provisions of this by-law.

By-law read a first, second and third time and finally passed in the Council Chamber in the Regional Municipality of Waterloo this *** day of ***, A.D., 2012.

_________________________  ____________________________
REGIONAL CLERK            REGIONAL CHAIR
### Schedule “A” to By-law 12:***

In accordance with section 2.2 of this by-law, the documents listed in Column 1 may be Executed by the employees and officers of the Region holding the position shown opposite in Column 2:

<table>
<thead>
<tr>
<th>Section</th>
<th>Column 1 Document</th>
<th>Column 2 Approval Authority and Signing Officer</th>
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<tbody>
<tr>
<td><strong>CHIEF ADMINISTRATOR’S OFFICE</strong></td>
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</table>
| 1. | Agreements with any federal or provincial Ministry, agency or body, or any local municipality, Board of Education or post-secondary institution, with respect to the hosting of evacuees from communities in Northern Ontario in the event of an emergency, provided that:  
   (a) the requirements of section 2.2 have been fulfilled. | Director, Corporate Communications |
| 2. | Agreements related to shared resources and cooperation during emergencies, provided that:  
   (a) the requirements of section 2.2 have been fulfilled. | Director, Corporate Communications |
| 3. | Agreements to implement emergency measures not contemplated in the Region’s Emergency Response Plan, provided that:  
   (a) the requirements of section 2.2 have been fulfilled. | Director, Corporate Communications |
| **CORPORATE RESOURCES DEPARTMENT** | | |
| 4. | Agreements to lease or license to third parties, residential or non-residential lands or premises, excluding Regional lands and premises referred to specifically elsewhere in this Schedule “A”, provided that:  
   (a) Such lands or premises are not required for then current and known Regional purposes for the term of the Agreement;  
   (b) The rent or licence fee does not exceed $50,000 per annum exclusive of taxes, utilities and common area maintenance fees;  
   (c) Such agreements contain provisions, including rent or licence fees, that are consistent with the current fair market value at time of execution as determined by the Region’s Director of Facilities Management in consultation with the Region’s Administrator, Real Estate Services; | Commissioner, Corporate Resources |
(d) The term of the agreement in the case of non-residential lands or premises does not exceed a maximum of 15 years, including renewals at the sole option of the tenant or licensee;
(e) The revenue from such agreement accrues to the general revenue for the program or activity to which the subject lands or premises relate and is not used for any other purpose;
(f) Such agreement is satisfactory to the Commissioner responsible for the program or activity to which the lands or premises relate; and
(g) The requirements of section 2.2 of this by-law have been fulfilled.

5. Agreements to lease or license lands or premises from third parties, other than as more specifically described elsewhere in this Schedule “A”, provided that:
   (a) such lands or premises are required for the purposes of carrying out a program or activity which is part of the then approved Regional budget;
   (b) the rent or licence fees do not exceed $50,000 per annum exclusive of taxes, utilities and common area maintenance fees;
   (c) such agreement contains provisions, including rent, that are consistent with the current fair market value at the time of execution as determined by the Region’s Director of Facilities Management in consultation with the Region’s Administrator, Real Estate Services;
   (d) the term of such agreement does not exceed a maximum of 15 years, excluding options to renew at the option of the Region;
   (e) such agreement is satisfactory in form and content to the Commissioner responsible for the program or activity for which the lands or premises are being leased or licensed; and
   (f) the requirements of section 2.2 have been fulfilled.


7. Undertakings, certificates, declarations and similar ancillary documents required for the completion of any transaction involving the purchase, sale, lease or exchange of any interest in land, including an easement interest, provided that:
(a) any applicable Regional requirements or approvals relating to the transaction have been fulfilled or obtained; and
(b) the requirements of section 2.2 have been fulfilled.

8. All applications and supporting documents on behalf of the Region for entry or removal of a notice, interest, caution, lien, restriction, inhibiting order, technical title defect correction, by-law including but not limited to a road closing by-law, property consolidation or name change of a technical nature, acquisition of land for the purpose of widening Regional roads including the conveyance of 1 foot (0.3 metre) reserves, Reference Plan, Expropriation Plan, Registered Plan or any other similar registration in the Ontario Land Registry provided that:
   (a) the requirements of section 2.2 have been fulfilled.

9. Document Generals, Document Registration Agreements, Land Transfer Tax statements or affidavits and electronic signatures under the Land Registration Reform Act (Ontario), for the registration or entry of any documents provided that:
   (a) any applicable Regional requirements or approvals relating to the transaction have been fulfilled or obtained; and
   (b) the requirements of section 2.2 have been fulfilled.

10. Consents, Objections and Waivers of Notice relating to an application for first or absolute title registration under the Land Titles Act (Ontario) provided that:
    (a) the Commissioner responsible for the program, activity or project to which the lands relate provides information regarding the objection or clearance, which may be subject to conditions and, if so, such conditions are fulfilled.

FINANCE DEPARTMENT

11. Requests for Reconsideration pursuant to the Assessment Act (Ontario) and settlement of such Requests pertaining to Regional lands and premises, including on behalf of a tenant or tenants, and related Minutes of Settlement and any documentation. Chief Financial Officer

12. Assessment Appeals pursuant to the Assessment Act (Ontario) and settlement of such appeals pertaining to Regional lands and premises initiated by Chief Financial Officer
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<td>the Region, including on behalf of a tenant or tenants</td>
<td>and consent to third party appeals relating to assessment of</td>
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<td>and consent to third party appeals relating to assessment of</td>
<td>Regional lands and premises, and related Minutes of Settlement</td>
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<td>the Region, including on behalf of a tenant or tenants</td>
<td>and other documentation, provided that:</td>
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<td>and consent to third party appeals relating to assessment of</td>
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<td>(a) the Regional Chief Financial Officer shall report the</td>
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<td>Regional lands and premises, and related Minutes of Settlement</td>
<td>commencement of such appeal in order to request Regional Council</td>
<td>commencement of such appeal in order to request Regional Council</td>
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<td>and other documentation, provided that:</td>
<td>ratification of such appeal as soon as reasonably practicable</td>
<td>ratification of such appeal as soon as reasonably practicable</td>
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<td>and consent to third party appeals relating to assessment of</td>
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<td>Regional lands and premises, and related Minutes of Settlement</td>
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<td>and other documentation, provided that:</td>
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<td>ratification of such appeal as soon as reasonably practicable</td>
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<td>outcome of such appeal.</td>
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<td>13.</td>
<td>Documentation relating to the Region’s banking services</td>
<td>and investment portfolio requirements, save and except an</td>
<td>Chief Financial Officer and Regional Chair jointly</td>
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<td>requirements and investment portfolio requirements, save and</td>
<td>agreement related to the purchase of banking services obtained</td>
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<td>except an agreement related to the purchase of banking services</td>
<td>pursuant to the Region’s Purchasing By-law, provided that:</td>
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<td>obtained pursuant to the Region’s Purchasing By-law, provided</td>
<td>(a) the requirements of Section 2.2 are fulfilled.</td>
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<td>that:</td>
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<td>(a) the requirements of Section 2.2 are fulfilled.</td>
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<td>14.</td>
<td>Documentation to authorize use of data supplied by the</td>
<td>Chief Financial Officer or Director, Financial Services,</td>
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<td></td>
<td>Municipal Property Assessment Corporation.</td>
<td>Treasury/Tax Policy</td>
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<td>15.</td>
<td>Documentation to authorize temporary borrowing for current</td>
<td>Chief Financial Officer and Regional Chair jointly</td>
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<td>expenditures pursuant to section 407 of the Municipal Act, 2001</td>
<td>(Ontario) (the “Act”), provided that:</td>
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<td>(Ontario) (the “Act”), provided that such borrowing is:</td>
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<td>(a) temporary until taxes are collected and other revenues are</td>
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<td>temporarily until taxes are collected and other revenues are</td>
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<td>revenues are received; and</td>
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<td>(b) in an amount that is reasonably necessary to meet the</td>
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<td>in an amount that is reasonably necessary to meet the</td>
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<td>expenditures of the Region for the year in respect of which</td>
<td>expenditures of the Region for the year in respect of which the</td>
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<td>the borrowing occurs and that does not exceed the limits</td>
<td>the borrowing occurs and that does not exceed the limits</td>
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<td>prescribed by the Act.</td>
<td>prescribed by the Act.</td>
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<td>16.</td>
<td>Documentation to authorize temporary borrowing for current</td>
<td>Chief Financial Officer and Regional Chair jointly</td>
<td>Chief Financial Officer and Regional Chair jointly</td>
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<td>expenditures made in connection with a work to be financed in</td>
<td>(a) the capital works and financing from debentures has been</td>
<td>(a) the capital works and financing from debentures has been</td>
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<td>whole or in part by the issue of debentures pursuant to section</td>
<td>duly approved by Regional Council;</td>
<td>duly approved by Regional Council;</td>
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<td>405 of the Municipal Act, 2001 (Ontario) (the “Act”),</td>
<td>(b) the amount to be borrowed does not exceed the amount of</td>
<td>(b) the amount to be borrowed does not exceed the amount of</td>
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<td>provided that:</td>
<td>long-term financing approved for the capital works; and</td>
<td>long-term financing approved for the capital works; and</td>
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<td>(a) the capital works and financing from debentures has been</td>
<td>(c) any such borrowing is reported to Regional Council as soon</td>
<td>(c) any such borrowing is reported to Regional Council as soon</td>
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<td>duly approved by Regional Council;</td>
<td>as practicable.</td>
<td>as practicable.</td>
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</table>
17. Documentation in connection with Receivers or Trustees in Bankruptcy appointed for a debtor of the Region, provided that:
   (a) such matter is reported to Council in accordance with the Regional Accounts Receivable Policy.

18. Proofs of Loss and Claim Releases related to the Region's insured claims, provided that:
   (a) in the case of a settlement amount paid on behalf of the Region in respect of a Claim Release, such amount does not exceed $100,000;
   (b) in the case of a settlement amount paid on behalf of the Region in respect of a Claim Release that is greater than $100,000 but less than the Region's then current self-insured retention amount, approval of the Waterloo Region Municipalities Insurance Pool’s Advisory Board is first obtained;
   (c) execution of the document is consistent with the requirements of the then current Subscriber’s Agreement and Insurance Policy Conditions; and
   (d) the requirements of section 2.2 have been fulfilled.

**HUMAN RESOURCES DEPARTMENT**

19. Memoranda of Understanding pertaining to collective bargaining negotiations provided that:
   (a) such memorandum is conditional upon Regional Council approval.

20. Engagement Documentation relating to unpaid or co-operative education work placements and practicum placements provided that:
   (a) the requirements of section 2.2 have been fulfilled.

21. Agreements pertaining to secondment assignments, including, but not limited to, an employee from an external organization working within the Region and a Regional employee working: (i) on another assignment within their own Regional department; (ii) on an assignment in another department within the Region; or (iii) on an assignment within an external organization, provided that:
   (a) any applicable Regional requirements or policies relating to the secondment have been fulfilled; and
   (b) the requirements of section 2.2 have been fulfilled.
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<tr>
<td><strong>PLANNING, HOUSING AND COMMUNITY SERVICES DEPARTMENT</strong></td>
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</table>
| **22.** | Rent Supplement Agreements and other agreements and documentation required to be signed by the Region in its capacity as “Service Manager” under the *Housing Services Act, 2011* (Ontario), save for Agreements specifically referred to in section 23 of this Schedule “A”, provided that:  
   (a) the requirements of section 2.2 have been fulfilled; | Director of Housing |
| **23.** | Agreements to lease or license to third parties, residential or non-residential lands or premises, where such Agreements are required to be signed by the Region in its capacity as either “Service Manager” or “housing provider” under the *Housing Services Act, 2011* (Ontario), provided that:  
   (a) the requirements of section 2.2 have been fulfilled. | Director of Housing, the Manager of Waterloo Region Housing, the Coordinator of Tenant Services, or the Property Manager of the property to which the Agreement relates |
| **24.** | Loan and mortgage documentation and agreements required under the Home Ownership Program to be signed by the Region in its capacity as “Service Manager” under the *Housing Services Act, 2011* (Ontario), provided that:  
   (a) the requirements of section 2.2 have been fulfilled; and  
   (b) the loans do not exceed $10,400, subject to adjustment based upon increases in the Provincial maximum home purchase price. | Director of Housing |
| **25.** | Agreements for the rental of the Region’s mobile teaching lab(s) provided that:  
   (a) the term of such agreement does not exceed twelve (12) months;  
   (b) the rental is for the purpose of teaching internet and/or computer skills by the party signing the agreement within the geographic boundaries of the Region;  
   (c) the Agreement provides for the payment of the applicable fees prescribed by Regional Fees & Charges By-law 10-001; and  
   (d) the requirements of section 2.2 have been fulfilled. | Director of Community Services |
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| **26.** | Agreements or other documentation for the donation by gift, bequest or otherwise of historical, cultural or artistic objects to the Region, provided that;  
(a) the donation is consistent with the Regional Policy pertaining to collections development and management; and  
(b) the requirements of section 2.2 have been fulfilled. | Manager/Curator of the facility to which the donation relates |
| **27.** | Agreements relating to programs and activities at Waterloo Region Museum, Schneider Haus and McDougall Cottage including but not limited to daily rental or licence agreements for special events such as weddings or an entertainment production, provided that:  
(a) the Agreement pertains to an activity or program that is consistent with the mandate of the programs and activities conducted at the facility;  
(b) the Agreement provides for the payment of applicable fees prescribed by Regional Fees & Charges By-law 10-001; and  
(c) the requirements of section 2.2 have been fulfilled. | Manager/Curator of the facility to which the agreement relates |
| **28.** | Agreements and other documentation pertaining to the disposal of Regional objects of a cultural, historic or artistic nature, provided that:  
(a) the terms of the disposal are in accordance with the Statement of Purpose, Collections Management Policy, and Collections Development Policy of the applicable museum facility; and  
(b) the value of the object to be disposed of does not exceed $5,000. | Manager/Curator of the facility to which the Regional personal property relates |
| **29.** | Agreements for the temporary custody and use of items of Regional personal property on a short term basis from Waterloo Region Museum, Schneider Haus or McDougall Cottage, or for temporary loan of farm animals and other personal property to the Region, for the purpose of research, education, interpretation, exhibition, conservation, reproduction or special event, provided that:  
(a) the term of the Agreement does not exceed two years;  
(b) appropriate provision is made for the preservation of the integrity, security and ownership of the subject Regional personal property; and  
(c) the requirements of section 2.2 have been fulfilled. | Manager/Curator of the facility to which the Regional personal property relates, or the Manager/Curator of the facility to which the property is being loaned |
<table>
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<tr>
<th>#</th>
<th>Description</th>
<th>Requirement Details</th>
<th>Responsible Official</th>
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<tr>
<td>30.</td>
<td>Agreements for the use of the West Montrose Covered Bridge by third parties, provided that: (a) the road on which the Bridge is located has been temporarily closed in accordance with the applicable by-law; (b) the use is for a period of time not exceeding twenty-four hours; (c) the use is consistent with the preservation of the structure; (d) the Agreement provides for the payment of applicable fees prescribed by Regional Fees &amp; Charges By-law 10-001; and (e) the requirements of section 2.2 have been fulfilled.</td>
<td>Manager/Curator of Waterloo Region Museum</td>
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<td>31.</td>
<td>Despite provision elsewhere in this Schedule “A”, facility licence agreements for the use of meeting rooms in Regional library branches, provided that: (a) the term of the agreement is one year or less; (b) the subject facilities are not required for Regional purposes during such term; (c) the Agreement provides for the payment of applicable fees prescribed by Regional Fees &amp; Charges By-law 10-001; and (d) the requirements of section 2.2 have been fulfilled.</td>
<td>Supervisor of the facility to which the Agreement relates</td>
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<td>32.</td>
<td>Despite provision elsewhere in this Schedule “A”, Applications for building permits for temporary structures and other municipal and provincial licences and permits required for special events and programs at Waterloo Region Museum, Joseph Schneider Haus and McDougall Cottage, and related documentation, provided that: (a) the application pertains to an activity or program that is consistent with the mandate of the programs and activities conducted at the facility; and (b) the requirements of section 2.2 have been fulfilled.</td>
<td>Manager or Supervisor of the facility to which the special event or program relates</td>
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<td>33.</td>
<td>Agreements pertaining to Grand River Transit bus passes, including but not limited to corporate passes and UPasses, provided that: (a) such agreements provide for the payment of the applicable fees prescribed by Regional Fees and Charges By-law 12-001; and (b) the requirements of section 2.2 have been fulfilled.</td>
<td>Director, Transportation Planning</td>
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<td><strong>PUBLIC HEALTH DEPARTMENT</strong></td>
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| **34.** | Agreements for the purchase of services from physicians, nurses, dentists, lab technicians and other health care professionals for approved programs of the Regional Public Health Department, provided that:  
(a) the requirements of section 2.2 have been fulfilled. | Commissioner/Medical Officer of Health |
| **35.** | Agreements for the purpose of providing services relating to identified public health supports to vulnerable or at risk populations, provided that:  
(a) the requirements of section 2.2 have been fulfilled. | Director of Division of Public Health Department responsible for the program or activity |
| **36.** | Agreements with hospitals designated by the Province of Ontario to provide a base hospital program, related to patient care standards and procedures provided that:  
(a) the then current Provincial requirements are included in the agreement; and  
(b) the requirements of section 2.2 have been fulfilled. | Commissioner/Medical Officer of Health or Director, Emergency Medical Services |
| **37.** | Special Event Agreements for the provision of Ambulance Services provided that:  
(a) the agreement provides for payment of the applicable fees in accordance with Regional Fees & Charges By-law 10-001;  
(b) the Agreement provides for the Region to withdraw the services in the event of a major emergency elsewhere; and  
(c) the requirements of section 2.2 have been fulfilled. | Director, Emergency Medical Services |
| **38.** | Agreements pertaining to emergency communications and dispatch service, including, but not limited to, Tiered Response agreements provided that:  
(a) the requirements of section 2.2 have been fulfilled. | Director, Emergency Medical Services |
| **39.** | Agreements relating to research conducted under the Resuscitation Outcomes Consortium provided that:  
(a) any applicable Federal, Provincial or Regional requirements have been fulfilled; and  
(b) the requirements of section 2.2 have been fulfilled. | Director, Emergency Medical Services |
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<th>Agreements pertaining to the funding of Automated External Defibrillators and related training equipment and the provision of associated training, or resources for training events, at specific sites within the Region of Waterloo provided that:</th>
<th>Director, Emergency Medical Services</th>
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<td>(a)</td>
<td>the requirements of section 2.2 have been fulfilled.</td>
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## SOCIAL SERVICES DEPARTMENT

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<th>Agreements with Provincial or Federal Government ministries, departments or agencies relating to operating programs of the Regional Social Services Department, provided that:</th>
<th>Commissioner of Social Services</th>
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<tr>
<td>(a)</td>
<td>the requirements of section 2.2 have been fulfilled.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Agreements for the provision of services to the Region in respect of clients under the Ontario Works Program or similar or successor Provincial or Federal program provided that:</th>
<th>Director of Employment and Income Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>the then current applicable Federal or Provincial requirements are included in the Agreement; and</td>
<td></td>
</tr>
<tr>
<td>(b)</td>
<td>the requirements of section 2.2 have been fulfilled.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Agreements relating to the admission of persons to Sunnyside Home and related services operated by the Region, including permanent and temporary admissions (respite), convalescent and day programs, provided that:</th>
<th>Director of Seniors’ Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>such Agreement provides for the payment of applicable fees in accordance with the Provincial requirements and applicable fees prescribed by Regional Fees &amp; Charges By-law 10-001; and</td>
<td></td>
</tr>
<tr>
<td>(b)</td>
<td>the requirements of section 2.2 have been fulfilled.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Agreements with homemakers and nursing providers for the provision of homemaker and nursing services in households throughout the Region provided that:</th>
<th>Director of Seniors’ Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>any applicable Provincial requirements have been met; and</td>
<td></td>
</tr>
<tr>
<td>(b)</td>
<td>the requirements of section 2.2 have been fulfilled.</td>
<td></td>
</tr>
<tr>
<td>Agreement</td>
<td>Details</td>
<td>Approver</td>
</tr>
<tr>
<td>-----------</td>
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</tr>
<tr>
<td>45.</td>
<td>Agreements to lease residential lands, where such agreements pertain to tenancies in a care home, as defined under the <em>Residential Tenancies Act, 2006</em> (Ontario), provided that: (a) the requirements of section 2.2 have been fulfilled.</td>
<td>Director of Seniors’ Services</td>
</tr>
<tr>
<td>46.</td>
<td>Agreements for the provision of health care services including but not limited to physicians, dentistry, podiatry, physiotherapy and pharmacy services at Sunnyside Home provided that: (a) the requirements of section 2.2 have been fulfilled.</td>
<td>Director of Seniors’ Services</td>
</tr>
<tr>
<td>47.</td>
<td>Agreements with provincially licensed child care operators and special needs resourcing agencies for the provision of child care services provided that: (a) the child care centre or special needs resourcing agency has been approved for the provision of child care services on behalf of the Region by Regional Council; and (b) the requirements of section 2.2 have been fulfilled.</td>
<td>Director of Children’s Services or Manager, Children’s Services Administration</td>
</tr>
<tr>
<td>48.</td>
<td>Agreements with home child care providers for the provision of child care services through the Region provided that: (a) the applicable Provincial and Regional criteria for selection have been fulfilled; and (b) the requirements of section 2.2 have been fulfilled.</td>
<td>Manager, Home Child Care or Supervisor, Home Child Care</td>
</tr>
<tr>
<td>49.</td>
<td>Agreements with provincially licensed child care operators, agencies, and special needs resourcing agencies for the provision of Provincial or Regional funding relating to costs for matters pertaining to child care, including but not limited to, wage subsidy, health and safety, major and minor capital projects and professional development activities, provided that: (a) any applicable Provincial requirements have been fulfilled; and (b) the requirements of section 2.2 have been fulfilled.</td>
<td>Director of Children’s Services or Manager, Children’s Services Administration</td>
</tr>
<tr>
<td>50.</td>
<td>Agreements with local Boards of Education pertaining to the purchase or provision of services related to child care and recreational programs, including but not limited to, extended day programs and fee collection, provided that: (a) any Provincial requirements have been fulfilled; and</td>
<td>Director of Children’s Services or Manager, Children’s Services Administration</td>
</tr>
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</tr>
<tr>
<td>(b) the requirements of section 2.2 have been fulfilled.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>51.</strong></td>
<td><strong>Director, Social Planning, Policy &amp; Program Administration</strong></td>
<td></td>
</tr>
<tr>
<td>Agreements with identified social service providers for the purposes of addressing homelessness and/or promoting housing stability, including but not limited to, supportive housing agreements, emergency shelter agreements, and domiciliary hostel agreements, provided that:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) the requirements of section 2.2 have been fulfilled.</td>
<td></td>
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</tr>
<tr>
<td><strong>52.</strong></td>
<td><strong>Director of Division of Social Services Department responsible for the program or activity</strong></td>
<td></td>
</tr>
<tr>
<td>Agreements for the purpose of providing services relating to identified social services supports to vulnerable or at risk populations, including but not limited to, counselling services, peer counseling services, community outreach program, emergency food hamper program, and dental program, provided that:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) the requirements of section 2.2 have been fulfilled.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>53.</strong></td>
<td><strong>Director, Social Planning, Policy &amp; Program Administration</strong></td>
<td></td>
</tr>
<tr>
<td>Agreements for the provision of research and project grants by the Region related to social development, provided that:</td>
<td></td>
<td></td>
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<tr>
<td>(a) the requirements of section 2.2 have been fulfilled.</td>
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</table>

**TRANSPORTATION AND ENVIRONMENTAL SERVICES DEPARTMENT**

<p>| | |</p>
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<tbody>
<tr>
<td><strong>54.</strong></td>
<td><strong>Commissioner of Transportation and Environmental Services</strong></td>
</tr>
<tr>
<td>Agreements pertaining to landscape advertising on Regional road allowances provided that:</td>
<td></td>
</tr>
<tr>
<td>(a) the requirements of Section 2.2 are fulfilled.</td>
<td></td>
</tr>
<tr>
<td><strong>55.</strong></td>
<td><strong>Commissioner of Transportation and Environmental Services</strong></td>
</tr>
<tr>
<td>Maintenance Cost-Sharing Agreements for stormwater management ponds and/or other stormwater infrastructure required for Regional purposes, provided that:</td>
<td></td>
</tr>
<tr>
<td>(a) the requirements of section 2.2 have been fulfilled.</td>
<td></td>
</tr>
<tr>
<td><strong>56.</strong></td>
<td><strong>Director of Transportation</strong></td>
</tr>
<tr>
<td>Notices of Temporary Closure of all or part of a Regional Road for a period of time for the construction, repairing, or improvement of all or part of such Regional Road or infrastructure under, over, along, across or upon such Regional Road, provided that:</td>
<td></td>
</tr>
<tr>
<td>(a) the requirements of section 2.2 have been fulfilled.</td>
<td></td>
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<tr>
<td></td>
<td>Description</td>
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<td>-----------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| 57 | “Overload” Permits including any conditions in respect of use of Regional Roads issued pursuant to the *Highway Traffic Act* (Ontario) provided that:  
   (a) the requirements of section 2.2 have been fulfilled. | Director of Transportation                               |
| 58 | Boundary Road Maintenance Agreements with municipalities abutting the Region, provided that:  
   (a) the requirements of section 2.2 have been fulfilled. | Commissioner of Transportation and Environmental Services |
| 59 | Agreements for the installation and operation of traffic control signals on Local Municipal Roads, provided that:  
   (a) the requirements of section 2.2 have been fulfilled. | Commissioner of Transportation and Environmental Services |
| 60 | “Adopt-A-Road” Agreements with volunteer organizations, provided that:  
   (a) the requirements of section 2.2 have been fulfilled. | Commissioner of Transportation and Environmental Services |
| 61 | Agreements with the Ministry of Transportation, Local Municipalities and Area Hydro Corporations with respect to infrastructure and maintenance of Regional Roads, provided that:  
   (a) the requirements of section 2.2 have been fulfilled. | Commissioner of Transportation and Environmental Services |
| 62 | Municipal Access Agreements to permit use of Regional roads, other Regional lands and Regional infrastructure by third parties pursuant to the *Telecommunications Act* (Canada), provided that:  
   (a) such agreement provides for the payment of the applicable fees prescribed by Regional Fees and Charges By-law 10-001;  
   (b) the requirements of section 2.2 have been fulfilled; and  
   (c) such agreement is consistent with report CR-RS-09-054/E-09-108, dated December 1, 2009. | Commissioner of Transportation and Environmental Services |
| 63 | Railway Crossing Warning Modification System Agreements, provided that:  
   (a) the requirements of section 2.2 have been fulfilled; and  
   (b) such agreement is in accordance with the *Canada Transportation Act* requirements. | Commissioner of Transportation and Environmental Services |
<table>
<thead>
<tr>
<th></th>
<th>Waterloo Spur Access Agreements, provided that:</th>
<th>Commissioner of Transportation and Environmental Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>64.</td>
<td>(a) such agreement provides for the payment of the applicable fee prescribed by Regional By-law; and (b) the requirements of section 2.2 have been fulfilled.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Documents permitted or required under Regional By-law I-90 (Sewer Use) and Regional By-law 33-90 (Supply of Water), subject to the provisions of those respective by-laws including applicable Regional Council approval requirements.</th>
<th>Commissioner of Transportation and Environmental Service, as provided for under Regional By-law 1-90 and Regional By-law 33-90</th>
</tr>
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<tbody>
<tr>
<td>65.</td>
<td></td>
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<tr>
<th></th>
<th>Agreements, commonly referred to as “servicing agreements”, relating to the reservation of supply of water or wastewater treatment services as a condition(s) of an approval under the <em>Planning Act</em> (Ontario), provided that: (a) the requirements of section 2.2 have been fulfilled; (b) such agreement provides for its expiry at the end of the calendar year in which it is executed; and (c) the capacity to be allocated under such agreement is available for allocation under the then current Regional Water and Wastewater Monitoring Report.</th>
<th>Commissioner of Transportation and Environmental Services</th>
</tr>
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<tbody>
<tr>
<td>66.</td>
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<thead>
<tr>
<th></th>
<th>Agreements with the Canadian Air Transportation Security Authority or the Canadian Border Service Agency for the provision of Customs inspection and security services at the Region of Waterloo International Airport provided that: (a) the requirements of Section 2.2 have been fulfilled.</th>
<th>Director of Transportation</th>
</tr>
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<tbody>
<tr>
<td>67.</td>
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<thead>
<tr>
<th></th>
<th>Agreements for the sale of advertisement on the Grand River Transit system including but not limited to vehicles, shelters and benches provided that: (a) the requirements of section 2.2 have been fulfilled.</th>
<th>Director of Transit Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>68.</td>
<td></td>
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</table>

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<thead>
<tr>
<th></th>
<th>Agreements to lease or license to third parties lands or premises, or both, at the Region of Waterloo International Airport, provided that: (a) such agreement provides for rent or licence fees, exclusive of tax, common area maintenance, utilities and other fees, which do not exceed $50,000 per annum, and are the applicable fees prescribed by Regional Fees and Charges By-law 10-001; and (b) such agreements do not exceed a twenty-one year less a day term; and</th>
<th>Director of Transportation</th>
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<tbody>
<tr>
<td>69.</td>
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<tr>
<td></td>
<td>(c) the requirements of section 2.2 have been fulfilled.</td>
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</tr>
</tbody>
</table>
| 70. | Encroachment or Licence Agreements and other documents permitting Regional infrastructure and/or access or encroachment on, under and over lands or premises of third parties provided that:  
(a) the consideration paid by the Region does not exceed **$100,000** exclusive of taxes and is determined in consultation with the Region’s Administrator, Real Estate Services; and  
(b) the requirements of section 2.2 have been fulfilled. | Commissioner of Transportation and Environmental Services |
| 71. | Encroachment or Licence Agreements permitting access, use or encroachment by third parties for the installation and maintenance of third party structures on, under or over Regional road allowances or other Regional lands provided that:  
(a) such agreement provides for the payment of the applicable fees prescribed by Regional Fees and Charges By-law 10-001; and  
(b) the requirements of section 2.2 have been fulfilled. | Commissioner of Transportation and Environmental Services |
| 72. | Agreements with Local Municipalities and/or local utility companies for infrastructure improvements, including but not limited to, sidewalks, storm sewers, sanitary sewers and gas mains on Regional Roads or other Regional lands provided that:  
(a) the requirements of section 2.2 have been fulfilled. | Director of Division responsible for project, program, activity or operations to which the agreement relates |
| 73. | Documents permitted or required under Regional By-law 05-019 (Special Events) and Regional By-law 05-075 (Filming on Regional Property) subject to the requirements and provisions of the respective By-law. | Commissioner of Transportation and Environmental Services, subject to Regional By-law 05-019 and Regional By-law 05-075 |
| 74. | Railway Occupancy License Agreements with railway companies for the installation and/or maintenance of municipal infrastructure provided that:  
(a) the requirements of section 2.2 have been fulfilled. | Commissioner of Transportation and Environmental Services |
75. Agreements with snowmobile associations and/or clubs pertaining to the installation, operation, maintenance and utilization of snowmobile trails on Regional lands provided that:
   (a) the requirements of section 2.2 have been fulfilled.  

Director of Transportation

### MULTI-DEPARTMENTAL

76. Acknowledgements of the status, term and conditions of any lease under which the Region is a tenant and Notices pursuant to the *Residential Tenancies Act, 2006* (Ontario) and the *Commercial Tenancies Act* (Ontario).

Commissioner that is responsible for the management of the subject property

77. Agreements or other documentation for the use, shared use, or exchange of, data, information, research or resource materials, photographs, documents, reproductions or historic images, logos, or other types of information or material of the Region, or by the Region, provided that:
   (a) such agreement or documentation provides for the payment of the applicable fees prescribed by Regional Fees & Charges By-law 10-001 if the subject matter includes Regional data or other information or material; and
   (b) the requirements of section 2.2 have been fulfilled.

Commissioner or Director of the program or activity to which the Agreement or other documentation relates

78. Agreements, commonly referred to as “consent to enter” agreements, permitting the Region and its employees, agents and/or contractors and their respective employees to enter onto and occupy or use lands or premises of third parties provided that:
   (a) such agreement is for a term that is of the duration reasonably required in connection with the project, program or activity approved by Council;
   (b) any fee or payment under the agreement is determined in consultation with the Region’s Administrator, Real Estate Services; and
   (c) the requirements of section 2.2 have been fulfilled.

Commissioner that is responsible for the project, program or activity

79. Agreements, commonly referred to as “consent to enter” agreements, permitting third parties to enter onto and occupy or use Regional lands or premises provided that:
   (a) such agreement is for a duration of 2 weeks or less;

Commissioner responsible for the Regional lands or premises that are the subject of the Agreement
<table>
<thead>
<tr>
<th>(b) such agreement provides for the payment of the applicable fees prescribed by Regional Fees &amp; Charges By-law 10-001; and (c) the requirements of section 2.2 have been fulfilled.</th>
<th>Chief Purchasing Officer or Director of Division responsible for project, program or activity for which facility use is required.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>80.</strong> Facility licence or rental agreements for the use of facilities on a short term basis by the Region for purposes such as staff meetings, public meetings, public information centres and open houses, provided that: (a) such agreement is for a duration of 2 weeks or less; and (b) the requirements of section 2.2 have been fulfilled.</td>
<td>Director of Division responsible for management of the lands or facilities to which the agreement pertains.</td>
</tr>
<tr>
<td><strong>81.</strong> Facility licence or rental agreements for the use of Regional facilities, excluding Regional roads and facilities specifically referred to elsewhere in this Schedule “A”, by third parties on a short term basis including but not limited to Regional meeting rooms, council chambers and parking lots, provided that: (a) such agreement is for a duration of 2 weeks or less; (b) the subject facilities are not required for Regional purposes on the dates that are the subject of the agreement; (c) such agreement provides for the payment of the applicable fee prescribed by Regional Fees &amp; Charges By-law 10-001; and (d) the requirements of section 2.2 have been fulfilled.</td>
<td>Director of Division responsible for management of the lands or facilities to which the agreement pertains.</td>
</tr>
<tr>
<td><strong>82.</strong> Applications for utility, municipal, provincial or federal permits, licences, approvals, authorizations or certificates as required under any legislation or regulation in connection with a project, program or activity approved by Council and any agreements or other documentation required in connection with such permits, licences, approvals, authorizations or certificates, provided that: (a) the requirements of section 2.2 have been fulfilled.</td>
<td>Director of Division responsible for project, program, activity or operations to which the application relates.</td>
</tr>
<tr>
<td><strong>83.</strong> Applications to any Federal or Provincial Government department, ministry, agency, fund, or program or to any non-governmental organization or foundation for compensation, funding, subsidies or grants related to any Regional programs, activities, operations or approved capital project, and subsequent submissions, declarations, representations and agreements and any other documentation required in connection with the application or the receipt of</td>
<td>Commissioner or Director who is responsible for the program, activity, operation or project to which the application relates.</td>
</tr>
</tbody>
</table>
funds, provided that:

(a) the requirements of section 2.2 have been fulfilled.
Schedule “B” to Report CR-RS-12-032
Additional Agreements to be included in Proposed by-law

A. Chief Administrator’s Office

1. Agreements with any federal or provincial Ministry, agency or body, or any local municipality, Board of Education or post-secondary institution, with respect to the hosting of evacuees from communities in Northern Ontario in the event of an emergency.
   (Director, Corporate Communications)

2. Agreements related to shared resources and cooperation during emergencies.
   (Director, Corporate Communications)

3. Agreements to implement emergency measures not contemplated in the Region’s Emergency Response Plan.
   (Director, Corporate Communications)

B. Human Resources Department

4. Agreements pertaining to secondment assignments, including, but not limited to, an employee from an external organization working within the Region and a Regional employee working: (i) on another assignment within their own Regional department; (ii) on an assignment in another department within the Region; or (iii) on an assignment within an external organization.
   (Commissioner, Human Resources)

C. Planning, Housing and Community Services Department

5. Agreements pertaining to Grand River Transit bus passes, including but not limited to corporate passes and UPasses.
   (Director, Transportation Planning)
   (This is an amendment to the existing section 54 of Schedule “A” of Document Execution By-law 06-034.)

D. Public Health Department

6. Agreements with hospitals designated by the Province of Ontario to provide a base hospital program, related to patient care standards and procedures.
   (Commissioner/Medical Officer of Health or Director, Emergency Medical Services)

7. Agreements pertaining to emergency communications and dispatch service, including but not limited to, Tiered Response agreements.
   (Director, Emergency Medical Services)

8. Agreements relating to research conducted under the Resuscitation Outcomes Consortium.
   (Director, Emergency Medical Services)

9. Agreements pertaining to the funding of Automated External Defibrillators and related training equipment and the provision of associated training, or resources for training events, at specific sites within the Region of Waterloo.
E. Social Services Department

10. Agreements with homemakers and nursing providers for the provision of homemaker and nursing services in households throughout the Region.
   (Director of Senior’s Services)

11. Agreements to lease residential lands, where such agreements pertain to tenancies in a care home, as defined under the Residential Tenancies Act, 2006.
   (Director of Senior’s Services)

12. Agreements with provincially licensed child care operators, agencies, and special needs resourcing agencies for the provision of Provincial or Regional funding relating to costs for matters pertaining to child care, including but not limited to, wage subsidy, health and safety, major and minor capital projects and professional development activities.
   (Director of Children’s Services or Manager, Children’s Services Administration)
   (This is an amendment to the existing section 36 of Schedule “A” of Document Execution By-law 06-034.)

13. Agreements with local Boards of Education pertaining to the purchase or provision of services related to child care and recreational programs, including but not limited to, extended day programs and fee collection.
   (Director of Children’s Services or Manager, Children’s Services Administration)

14. Agreements with identified social service providers for the purposes of addressing homelessness and/or promoting housing stability, including but not limited to, supportive housing agreements, emergency shelter agreements, domiciliary hostel agreements.
   (Director, Social Planning, Policy & Program Administration)

15. Agreements for the purpose of providing services relating to identified social services supports to vulnerable or at risk populations, including but not limited to, counselling services, peer counselling services, community outreach program, emergency food hamper program, dental program.
   (Director of Division of Social Services Department responsible for the program or activity)
   (This is an amendment to the existing section 37 of Schedule “A” of Document Execution By-law 06-034.)

16. Agreements for the provision of research and project grants by the Region related to social development.
   (Director, Social Planning, Policy & Program Administration)
   (This is an amendment to the existing section 38 of Schedule “A” of Document Execution By-law 06-034.)

F. Transportation and Environmental Services Department

17. Encroachment or Licence Agreements and other documents permitting Regional infrastructure and/or access or encroachment on, under and over lands or premises of third parties.
   (Commissioner of Transportation and Environmental Services)
   (This is an amendment to the existing section 56 of Schedule “A” of Document Execution By-law 06-034 to increase the maximum consideration paid by the Region from $5,000 to $100,000.)
18. Agreements with Local Municipalities and/or local utility companies for improvements, including but not limited to, sidewalks, storm sewers, sanitary sewers and gas mains on Regional Roads or other Regional lands.
   (Director of Division responsible for project, program, activity or operations to which the agreement relates)
   (This is an amendment to the existing section 58 of Schedule “A” of Document Execution By-law 06-034.)

19. Railway Occupancy License Agreements with railway companies for the installation and/or maintenance of municipal infrastructure.
   (Commissioner of Transportation and Environmental Services)

20. Agreements with snowmobile associations and/or clubs pertaining to the installation, operation, maintenance and utilization of snowmobile trails on Regional lands.
   (Director of Transportation)
<table>
<thead>
<tr>
<th>Meeting date</th>
<th>Requestor</th>
<th>Request</th>
<th>Assigned Department</th>
<th>Anticipated Response Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>26-Jan-10</td>
<td>Committee</td>
<td>Report on a policy related to development charge grants, exemptions and deferral requests, to include past history/practice, implications, and options.</td>
<td>Finance</td>
<td>2012</td>
</tr>
<tr>
<td>08-Jun-10</td>
<td>A&amp;F</td>
<td>Review current funding for the tax increment grant program, with full range of funding options.</td>
<td>Finance</td>
<td>2012</td>
</tr>
<tr>
<td>23-Nov-10</td>
<td>A&amp;F</td>
<td>Assess the application of the prequalification guidelines (both generals and sub contractors) and report back to A &amp; F after one years experience</td>
<td>Finance</td>
<td>2012</td>
</tr>
<tr>
<td>10-Jan-12</td>
<td>A&amp;F</td>
<td>Consent agendas</td>
<td>Council Services</td>
<td>Aug-2012</td>
</tr>
<tr>
<td>28-Feb-12</td>
<td>A&amp;F</td>
<td>Process for calculating/appeal of development charges</td>
<td>Finance / Legal Services</td>
<td>Spring 2012</td>
</tr>
<tr>
<td>20-Mar-12</td>
<td>A&amp;F</td>
<td>Report maintaining the optional class for new multi-residential development, including revenue forecasts</td>
<td>Finance</td>
<td>Fall 2012/Winter 2013</td>
</tr>
</tbody>
</table>