MEDIA RELEASE: Friday, March 16, 2012, 4:30 p.m.

REGIONAL MUNICIPALITY OF WATERLOO
PLANNING AND WORKS COMMITTEE
AGENDA

Tuesday, March 20, 2012
Approximately 10:45 A.M.
(Immediately following Administration & Finance Committee)
Regional Council Chamber
150 Frederick Street, Kitchener, Ontario

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

2. DELEGATIONS

3. REPORTS – TRANSPORTATION AND ENVIRONMENTAL SERVICES
   DESIGN AND CONSTRUCTION
   a) **E-12-034**, Architectural Enhancements to the Grade Separation at the Weber Street/CN Railway Grade Separation Structure North of Victoria Street
      (*staff presentation*)
   b) **E-12-035**, Consultant Selection – Detailed Design and Services During Construction for the Decommissioning of the Biosolids Storage Lagoons and Upgrading of the Biosolids Pumping System at the Kitchener Wastewater Treatment Plant
   c) **E-12-036**, Traffic Management for 2012 Road Construction Contracts
   d) **E-12-037**, Consultant Services Agreement for Contract Administration and Inspection Services, Rehabilitation of Runway 08-26 and Runway Guard Lights at the Region of Waterloo International Airport.

   RAPID TRANSIT
   e) **CR-RS-12-015**, Authorization to Expropriate Lands (1st Report) for King/Victoria Multi-Modal Transit Hub Project and the King Street Grade Separation Project (Part of Phase 1 of the Rapid Transit Project), in the City of Kitchener, Lands Known Municipally as 490-520 King Street West, Kitchener, Ontario

   TRANSIT
   f) **E-12-018**, MobilityPlus 5 Year Business Plan (2012 – 2016)

   TRANSPORTATION
   g) **E-12-041**, Homer Watson Boulevard and Block Line Road Roundabout, Southbound Lane Reduction
WASTE MANAGEMENT

h) E-12-039, Municipal Hazardous or Special Waste (MHSW) Update
   (staff presentation)

WATER SERVICES

i) E-12-003, 2011 Summary Report for Regional Municipality of Waterloo Integrated Municipal Hazardous or Special Waste (MHSW)

REPORTS – PLANNING, HOUSING AND COMMUNITY SERVICES

COMMUNITY PLANNING

j) P-12-035, Monthly Report of Development Activity for February 2012

k) P-12-037, Region of Waterloo Centre Transit Corridor Community Building Strategy Update

COMMUNITY SERVICES

l) P-12-038, Workplace Count – Report on Places of Employment in the Region of Waterloo

m) P-12-039, 2011 Building Permit Activity and Growth Monitoring

TRANSPORTATION PLANNING

n) P-12-040, Renewal of U-Pass Agreements with Post Secondary Students

o) P-12-041, Grand River Transit Service Planning Public Consultation Centres

4. INFORMATION/CORRESPONDENCE

a) Memo re: Kitchener Wastewater Treatment Plant Upgrades - Newsletter

5. OTHER BUSINESS

a) Council Enquiries and Requests for Information Tracking List

6. NEXT MEETING – April 17, 2012

7. ADJOURN
### NEXT MEETINGS

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Description</th>
<th>Location</th>
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<tbody>
<tr>
<td><strong>Planning and Works Committee</strong></td>
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<tr>
<td>Tue., April 17, 2012</td>
<td>9:00 A.M.</td>
<td>Planning and Works Committee</td>
<td>Council Chamber 2nd Floor, Regional Administration Building 150 Frederick Street Kitchener, Ontario</td>
</tr>
<tr>
<td>Tue., May 8, 2012</td>
<td>9:00 A.M.</td>
<td>Planning and Works Committee</td>
<td>Council Chamber 2nd Floor, Regional Administration Building 150 Frederick Street Kitchener, Ontario</td>
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<td><strong>Planning, Housing and Community Services</strong></td>
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<tr>
<td>Wed., March 21, 2012</td>
<td>4:00 P.M. – 8:00 P.M.</td>
<td>Proposed 2012 Transit Service Improvements Public Consultation Centre (Kitchener provision of new BusPLUS service to Doon South area)</td>
<td>Pioneer Park Community Library, Games Room 150 Pioneer Drive Kitchener, Ontario</td>
</tr>
<tr>
<td>Thu., March 22, 2012</td>
<td>4:00 P.M. – 8:00 P.M.</td>
<td>Proposed 2012 Transit Service Improvements Public Consultation Centre (Cambridge improvements to east Galt area)</td>
<td>Clemens Mill Library (St. Benedict C.S.S.) Seminar Rooms 1 &amp; 2 50 Saginaw Parkway Cambridge, Ontario</td>
</tr>
<tr>
<td>Sat., March 24, 2012</td>
<td>2:00 P.M. – 5:00 P.M.</td>
<td>Corridor Development Strategy Launch</td>
<td>Council Chamber 2nd Floor, Regional Administration Building 150 Frederick Street Kitchener, Ontario</td>
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<td>Tue., March 27, 2012</td>
<td>3:00 P.M. – 8:00 P.M.</td>
<td>A Vision for the Corridor Open House and Workshop</td>
<td>Knox Presbyterian Church 50 Erb Street West Waterloo, Ontario</td>
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<td>Wed., April 18, 2012</td>
<td>4:00 P.M. – 8:00 P.M.</td>
<td>2012 Transit Fare Change Proposal Public Consultation Centre</td>
<td>Front Lobby - Regional Administration Building 150 Frederick Street Kitchener, Ontario</td>
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<td><strong>Transportation and Environmental Services</strong></td>
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<tr>
<td>March 28, 2012</td>
<td>4:00 P.M.</td>
<td>Water Efficiency Advisory Committee</td>
<td>Room 218, Regional Administration Building 150 Frederick Street Kitchener, Ontario</td>
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TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: March 20, 2012

FILE CODE: T04-20, 7101

SUBJECT: ARCHITECTURAL ENHANCEMENTS TO THE GRADE SEPARATION AT THE WEBER STREET/CN RAILWAY GRADE SEPARATION STRUCTURE NORTH OF VICTORIA STREET

RECOMMENDATION:

That the Region of Waterloo incorporate the architectural enhancements described in Report E-12-034 into the design of the proposed grade separation structure included in the Weber Street Reconstruction and Widening project between College Street and Union Street.

SUMMARY:

The Region of Waterloo will be constructing a road-under-rail grade separation structure at the CN Railway crossing north of Victoria Street as part of the reconstruction and widening of Weber Street between College Street and Union Street. The construction of the structure is planned to begin in 2013 with completion anticipated by late 2014. In order to enhance the appearance of the structure given its proximity to the downtown core of Kitchener, a bridge architect has been retained to design architectural enhancements for incorporation into the overall design of the structure. The recommended architectural enhancements are presented in this report.

REPORT:

1. Background

The Region of Waterloo undertook and received approval in July 2011 of a Municipal Class Environmental Assessment (EA) Study that recommended the reconstruction and widening of Weber Street between College Street in the City of Kitchener and Union Street in the City of Waterloo. The project includes the construction of a road-under-rail grade separation structure at the CN Railway crossing north of Victoria Street. This grade separation is necessary to reduce delays to vehicular traffic and to enhance safety at the crossing.

During the Class EA Study, the Project Team determined that several constraints, including the configuration of the existing railway tracks, the proximity of existing abutting properties and the location and depth of the storm sewers on Victoria Street available to drain Weber Street would limit the types of structures that were feasible for this grade separation. The Project Team investigated several span arrangements; however, the only structure type considered feasible based on the project constraints was an arrangement that
consists of steel girders constructed above the deck of the structure. Since Weber Street will be lowered below existing elevation at this location, concrete retaining walls will be constructed immediately adjacent to the roadway on the north side of the bridge as part of the overall structure. South of the bridge, retaining walls will be constructed parallel to the tracks (perpendicular to the road). These walls will have a maximum height of approximately 5 metres.

Detailed Design of the proposed roadworks and grade separation is currently underway. This work is on an aggressive schedule in order to allow construction to start as early as possible in 2013. This schedule must be maintained to ensure that traffic can be accommodated when construction of the Rapid Transit project is started on King Street in 2015.

During the Class EA Study, the Project Team recognized the importance of enhancing the aesthetics of the new grade separation structure by adding architectural features that would reflect the manufacturing heritage of this area and support the City of Kitchener’s Economic Development Strategy involving the creation of an Innovation District in the downtown core. The Design Concept for the proposed grade separation structure referred to in the Class EA Study, as approved by Council, included a recommendation that the Region retain the services of a bridge architect to design architectural enhancements for the structure and that an allowance for the construction of these features be included in the construction budget for this project.

2. Recommended Architectural Enhancements to the Railway Grade Separation Structure

Stantec Consulting Ltd. has been retained by the Region of Waterloo to complete the overall Detailed Design for this project including the basic grade separation structure. An architectural design sub-consultant, Montgomery Sisam Architects Ltd, has also been retained to design the architectural enhancements for the grade separation. Montgomery Sisam is a mid-sized architectural firm based in Toronto, Ontario. Their design practice encompasses various project types and scales, including several significant bridge structures in and around the Greater Toronto Area, such as the Fort York and Humber River pedestrian bridges, the Eastern Gap bridge and the John Street bridge. Several of their bridge designs have won awards for design innovation.

Design and Construction staff met with Stantec, Montgomery Sisam, the Region’s Cultural Heritage Planner and the City of Kitchener's Heritage Planner to discuss possible themes for the architectural design of the grade separation structure. It was decided that a theme centred on the manufacturing heritage of the project area and also recognizing Kitchener’s designation of the area as an Innovation District would be appropriate.

An Advisory Team made up of the following staff was formed to provide direction to Montgomery Sisam and make recommendations to Planning and Works Committee regarding the architectural enhancements to the grade separation structure. The Advisory Team includes:

- Tom Galloway – Regional Councillor
- Dan Glenn-Graham – City of Kitchener Councillor
- John Hammer – Director, Transportation (Region of Waterloo)
- Kate Hagerman – Cultural Heritage Principal Planner (Region of Waterloo)
- Peter Linn – Senior Project Manager (Region of Waterloo)
- Sandro Bassanese – Planner (City of Kitchener)
- Kevin Mick – Engineer (City of Kitchener)
The Advisory Team met twice with Montgomery Sisam staff to discuss design alternatives for various architectural enhancements created to support the selected theme. After consideration of these alternatives, a consensus of opinion could not be reached on all matters; however the majority of the Team is recommending that the structure include the following features:

- Exposed heavy steel girders supporting the bridge structure. The steel will be self-weathering to create a maintenance-free surface with a uniform color. The steel girders will create an appearance similar to older train bridges reflecting the heritage of the railway itself and the importance of rail transportation in the development of Kitchener.

- Exposed aggregate / colored cast-in-place concrete lower retaining walls between the lowered roadway and elevated sidewalk on each side of the road. This textured surface treatment is meant to reflect natural soil conditions in the area.

- Cast-in-place concrete upper retaining walls between the elevated sidewalk and existing ground surface on each side of the road. The walls are to be faced with fibre reinforced concrete panels textured to resemble felt, leather, wood and buttons representing historic manufacturing industries in the vicinity. Descriptive plaques will be installed to inform interested pedestrians of these industries.

- Stainless steel post and wire railings installed on the top of the lower retaining walls. The purpose of the railings is to provide safe separation between pedestrians and the roadway. This railing will also be extended across each face of the grade separation structure in front of the exposed steel girders supporting the railway tracks. This will help to integrate the bridge structure with the pedestrian railing system and provide contrast with the weathered steel of the girders.

- Fluted concrete posts and decorative lighting on the western bridge abutments of the structure. Matching smaller scale posts and lighting will be installed at the ends of the upper retaining walls. These will be gateway features signalling the approach to the proposed multi-modal station for train passengers and the entrance to the Kitchener downtown core for vehicle drivers and pedestrians.

The Advisory Team selected these architectural features because they effectively highlight several aspects of local manufacturing heritage and past innovation. The estimated cost of these architectural features is $550,000. Conceptual drawings of the features are included in Appendix “A” to this report. Staff from Montgomery Sisam will be in attendance at the March 20, 2012 Planning and Works Committee meeting to make a presentation regarding the recommended features.

3. Project Schedule

The proposed grade separation structure is planned to be constructed in 2013 and 2014 so that it will be complete and operational prior to the construction of the proposed grade separation structure on King Street to be constructed in conjunction with the Rapid Transit system. To meet this aggressive schedule, the detailed design of the Weber Street grade separation structure must be completed as soon as possible and all required approvals obtained. Planning and Works Committee endorsement of the recommended architectural enhancements at the March 20, 2012 Committee meeting is vital to maintaining the project schedule.
CORPORATE STRATEGIC PLAN:

The proposed architectural enhancements support Focus Areas Two (Growth Management) and Five (Service Excellence) of the Strategic Plan by meeting the objectives to promote and enhance local heritage and ensure services are responsive to comments made by the public.

FINANCIAL IMPLICATIONS:

The estimated cost of the architectural features recommended in this report is $550,000. The approved 2012 Transportation Capital Program includes total funding in the amount of $48,400,000 for the Weber Street project. There are sufficient funds available in this overall budget to construct the recommended architectural enhancements.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Staff of the Community Services Division of the Planning, Housing and Community Services Department has been consulted in the consideration of the alternatives and recommendations contained in this report.

ATTACHMENTS

Appendix “A” - Architects concept of design enhancements

PREPARED BY: Peter Linn, Senior Project Manager, Design and Construction

APPROVED BY: Thomas Schmidt, Commissioner, Transportation and Environmental Services
APPENDIX A
Architects concept of design enhancements
TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: March 20, 2012

FILE CODE: C06-60/E13-20/8797-20


RECOMMENDATION:

That the Regional Municipality of Waterloo enter into a Consulting Services Agreement with AECOM of Kitchener, Ontario to provide engineering services for detailed design and services during construction for the decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system at the Kitchener Wastewater Treatment Plant (WWTP) in the City of Kitchener at an upset fee limit of $1,913,422 plus applicable taxes.

SUMMARY:

Upgrades are ongoing and more upgrades are planned for the Kitchener WWTP over the next 10 years in accordance with the Region’s approved Wastewater Master Plan Update (2007). To date, Plant 1 aeration upgrades have been completed, Plant 2 upgrades are under construction and a new Biosolids Dewatering Facility has been commissioned at the existing Manitou Drive Transfer Station. The remaining upgrades planned for the Kitchener WWTP are related primarily to the construction of a new Plant 3.

In order to accelerate project schedules for the delivery of key wastewater capital projects, Council approved a process in 2008 whereby the Region would initially award consulting assignments for the preliminary design of key wastewater projects and later extend these assignments with the same consultant to include the provision of consulting services during the detailed design and construction administration phases. The extensions would be subject to satisfactory completion of the preliminary design assignment, review of the proposal and upset fees by staff, successful fee negotiations, and Council approval of the extension. The Kitchener WWTP Upgrades was identified as one of these key wastewater projects.

AECOM was retained by the Region in June 2010 to complete a site-wide facility plan and preliminary design for the Kitchener WWTP Plant 3. The site-wide facility plan has recently been completed by AECOM and identified five separate Contract Packages to be designed and constructed over the period of 2012 through 2020. The first contract package will include decommissioning the existing biosolids storage lagoons and upgrading of the biosolids pumping system. This work must be completed first because the area currently occupied by the biosolids storage lagoons is required for the remaining Plant 3 construction. With the recent successful commissioning of the Manitou Biosolids Dewatering Facility, the biosolids storage lagoons are no longer required. Detailed design for the decommissioning of the biosolids storage lagoons and
upgrading of the biosolids pumping system must proceed now in order to tender for the construction work in the fall of 2012 and maintain the overall schedule for the Kitchener WWTP Plant 3 construction. By tendering the work in the fall of 2012, decommissioning work can commence during the winter months to reduce the potential for odour emissions.

AECOM has successfully completed the site-wide facility plan and the preliminary design for the decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system, and the Project Team has been satisfied with their performance to date. The Project Team has therefore requested AECOM to submit a proposal for the detailed design and services during construction for Contract Package 1 (decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system). The Project Team carefully reviewed AECOM’s detailed proposal based on the Region’s typical evaluation criteria for consultant selection and negotiated an upset fee. Staff also retained an independent consulting engineer to conduct a third-party evaluation of AECOM’s proposal and upset fee. The Project Team and the independent consulting engineer have concluded that AECOM’s proposal met all the Region’s requirements, that it was appropriate for the scope of this project and that the negotiated upset fee was competitive. Based on this evaluation and AECOM’s performance during the preliminary design stage, the Project Team recommends that AECOM be awarded this assignment for a total upset fee of $1,913,422 plus applicable taxes.

The construction costs of this project are estimated to be $19,772,000. Subject to Council’s approval of this consultant assignment, it is anticipated that the detailed design phase will commence immediately. A Schedule B Municipal Class Environmental Assessment for the Plant 3 Upgrades is currently nearing completion and construction contract tenders are scheduled for the fall of 2012, with completion of all construction work scheduled for the end of 2013.

REPORT:

Background

The Kitchener Wastewater Treatment Plant (WWTP) comprises two separate treatment plants served by common preliminary and primary treatment facilities. Plant 1 was constructed in 1963, and has been operating for almost 50 years. Plant 2 was constructed in the mid-1970s. The total capacity of the plant is approximately 120 million litres per day (MLD).

The 2007 Wastewater Treatment Master Plan recommended upgrades to Plant 2 and construction of a new Plant 3 to improve the quality of the plant effluent being discharge to the Grand River. These upgrades will improve water quality in the Grand River, energy efficiency, overall plant reliability, and reduce odour emissions. Upgrades are ongoing and more upgrades are planned for the Kitchener WWTP over the next 10 years. Plant 1 was recently retrofitted with a diffused air system to ensure equipment reliability until all upgrades to the WWTP are completed. Plant 2 upgrades are under construction and a new Biosolids Dewatering Facility has recently been commissioned at the Manitou Drive Transfer Station to dewater biosolids from the Kitchener WWTP. Once all upgrades are completed, ammonia and phosphorus loadings to the Grand River will be reduced significantly. Commissioning of the Plant 2 upgrades (scheduled in 2013) will help improve water quality in the Grand River approximately three years earlier than initially estimated in the Wastewater Master Plan Update of 2007.

AECOM was retained by the Region in June 2010 (Report E-10-071) to complete a site-wide facility plan and preliminary design for Kitchener WWTP Plant 3. The site-wide facility plan has been completed and identifies five separate Contract Packages to be designed and constructed over the period of 2012 through 2020 as follows:
• Package 1 – Biosolids Storage Lagoons Decommissioning and Upgrading of the Biosolids Pumping System
• Package 2 – Power Centre and Anaerobic Digestion Upgrades
• Package 3 – Headworks, Tertiary Treatment and Outfall Upgrades
• Package 4 – Plant 3 Secondary Treatment
• Package 5 – Sludge Thickening, Administration Building and Miscellaneous Upgrades

The area currently occupied by the biosolids storage lagoons (Package 1) is required for the remaining Plant 3 construction (Packages 2 through 5). With the recent successful commissioning of the Manitou Biosolids Dewatering Facility, the biosolids storage lagoons are no longer required. Detailed design for Package 1 (the decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system) must proceed now with tendering of the construction work in the fall of 2012 in order to maintain the overall schedule for the Kitchener WWTP Plant 3 construction. By tendering the work in the fall of 2012, decommissioning work can commence during the winter months to reduce the potential for odour emissions.

Due to the nature of the work and spatial separation, it is recommended that Contract Package 1 be tendered as two separate but concurrent construction contracts, as follows:

• Contract 1a) Biosolids Storage Lagoons Decommissioning, a contract primarily involving civil earthworks and environmental controls located in the southern portion of the site; and,
• Contract 1b) Biosolids Pumping Upgrades, a contract with primarily process mechanical equipment and piping located in the northern portion of the site.

A recent estimate of the construction costs for Contract Package 1 (decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system) is $19,772,000.

Consultant Selection

In order to accelerate project schedules for the delivery of key wastewater capital projects, Council approved in 2008 (Report E-08-010) a process whereby the Region would initially award consulting assignments for the preliminary design of these key projects and later extend these assignments with the same consultant to include the provision of consulting services during the detailed design and contract administration phases. The extensions would be subject to satisfactory completion of the preliminary design assignment, review of the proposal and upset fees by staff, successful fee negotiations, and Council approval of the extension. The Kitchener WWTP Upgrades was identified as one of these key wastewater projects.

Based on this Council-approved approach, the Region awarded AECOM an assignment to complete the site-wide facility plan and preliminary design for Plant 3 at an upset fee limit of $2,098,275.00 plus applicable taxes (Report E-10-071). AECOM has successfully completed the site-wide facility plan and the preliminary design for the decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system and the Project Team staff has been satisfied with their performance to date.

As noted above, detailed design for the decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system must proceed now with tendering of the construction work in the fall of 2012 in order to reduce the potential for odour emissions by commencing work during the winter months and to maintain the overall schedule for the Kitchener WWTP upgrades. Regional staff therefore requested AECOM to prepare a work plan and upset fee for the detailed design and services during construction for Contract Package 1 (decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system). Staff carefully reviewed the Consultant’s detailed work plan based on the Region’s typical evaluation criteria for consultant
selection including quality factors such as project approach and understanding, experience of the project manager, experience of the project support staff, experience on similar projects and negotiated an upset fee in the amount of $1,913,422.

The staff project team involved with the review of AECOM’s work plan consisted of:

Jorge Cavalcante, Manager, Engineering and Planning, Water Services
José Bicudo, Senior Project Engineer, Engineering and Planning, Water Services
Nancy Corbett, Senior Project Manager, Environmental Engineering, Design and Construction
Jo-Anne Ing, Senior Project Manager, Environmental Engineering, Design and Construction

Staff also retained an independent consulting engineer (Malcolm Pirnie, Inc.) to conduct a third-party evaluation of AECOM’s work plan and upset fee. Staff and the independent consulting engineer concluded that the work plan submitted by AECOM demonstrated good understanding of the project, a capable project team and experience on a number of similar projects, including recent decommissioning of biosolids storage lagoons in 2010 at the Region of Peel’s Clarkson WWTP. The $1,913,422 upset fee for this design and construction administration assignment was negotiated after careful scrutiny by staff and the independent consulting engineer. The negotiated upset fee represents approximately 9.7% of the project cost, which is considered competitive for a project of this nature.

Based on the above evaluation criteria, including careful scrutiny by staff and the independent consulting engineer of the detailed work plan, schedules, and upset fees provided, the Project Team recommends that AECOM be retained to undertake the detailed design and services during construction for the decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system at the Kitchener WWTP at an upset fee of $1,913,422.

**Scope of Work**

For this engineering assignment, the consultant will conduct detailed site surveys and investigations, finalize process and hydraulic modeling, conduct pre-selection and pre-purchase of pumps, finalize the design of the facilities, finalize process control narratives, obtain all necessary approvals, prepare contract drawings and specifications, prepare communications for public information, including a pre-construction information meeting, arrange and conduct a bidder’s site meeting, provide technical responses to bidders during the tendering process, provide analysis of the tender and recommendation to the Region regarding the award of the tender, provide construction contract administration and site inspection services, review shop drawings, oversee commissioning and decommissioning of facilities, coordinate and oversee SCADA programming activities, provide operation and maintenance manuals and asset management data according to Region standards, oversee operator training, prepare record drawings and provide warranty administration services. Specifically for the decommissioning of the biosolids storage lagoons, the consultant will confirm biosolid removal approach(es), confirm acceptable final receivers for the biosolid materials and associated contaminated soils, confirm applicable waste minimization techniques, and develop acceptable monitoring and confirmatory sampling techniques. A list of consultant responsibilities including a breakdown of their upset fee is included in Appendix A attached to this report.

**Environmental Assessment and Public Information Centre**

The recently completed and ongoing construction related to the Kitchener WWTP (Plant 1 Upgrades, Plant 2 Upgrades and Manitou Biosolids Dewatering facility) have been undertaken as Schedule A undertakings under the Municipal Class Environmental Assessment, with
pre-construction public information centres held in advance of construction. A Schedule B Municipal Class Environmental Assessment is currently nearing completion for the remaining upgrades for Kitchener WWTP Plant 3 (Contract Packages 1 to 5).

As noted above, detailed design for the decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system must proceed now with tendering of the construction work in the fall of 2012 in order to reduce the potential for odour emissions by commencing work during the winter months and to maintain the overall schedule for Kitchener WWTP Plant 3. Tendering for the construction work is scheduled to proceed in the fall of 2012 upon successful completion of the Municipal Class Environmental Assessment for the Plant 3 Upgrades.

A pre-construction public information centre is planned and a public information package will be distributed in late 2012 prior to commencing construction to inform the public of the proposed decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system at the Kitchener WWTP.

**Project Schedule**

Subject to Council’s approval of this Report, detailed design work for the decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system will commence immediately to allow construction tenders in the fall of 2012 and construction work to commence in January 2013. Construction completion is scheduled for December 2013. A separate recommendation to Council is planned for later in 2012 for detailed design and construction administration engineering services for the remaining Plant 3 Contract Packages 2 to 5.

**CORPORATE STRATEGIC PLAN:**

The Kitchener WWTP Upgrades supports the Corporate Strategic Plan Focus Areas 1 and 2: Environmental Sustainability and Growth Management and Prosperity, respectively; and the following strategic objectives: protect the quality and quantity of our water sources, and develop, optimize and maintain infrastructure to meet current and projected needs.

**FINANCIAL IMPLICATIONS:**

The Region’s 2012 Ten Year Wastewater Capital Program provides a total budget of $54,812,000 for the Kitchener WWTP upgrades over the years 2012-2013, of which $19,772,000 has been allocated for construction costs of decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system. AECOM’s upset fee of $1,913,422 is within the consulting fee allowance provided for in the total project budget.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

NIL

**ATTACHMENTS**

Appendix A: Breakdown of consultant’s upset fee

**PREPARED BY:** Nancy Corbett, Senior Project Manager, Environmental Engineering

**APPROVED BY:** Thomas Schmidt, Commissioner, Transportation and Environmental Services
## APPENDIX A
DETAILED DESIGN AND SERVICES DURING CONSTRUCTION FOR THE DECOMMISSIONING OF THE BIOSOLIDS STORAGE LAGOONS AND UPGRADING OF THE BIOSOLIDS PUMPING SYSTEM AT THE KITCHENER WASTEWATER TREATMENT PLANT

### BREAKDOWN OF CONSULTANT’S UPSET FEE

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<tr>
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<th>Sub-Task</th>
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<th>Contract 1b) Biosolids Pumping Upgrades</th>
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<td>$350,798</td>
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<tr>
<td></td>
<td>Contract Administration</td>
<td>$105,084</td>
<td>$93,620</td>
<td>$198,704</td>
</tr>
<tr>
<td>Task 5: Start-up, Commissioning, O&amp;M Manuals and Training</td>
<td></td>
<td>$18,884</td>
<td>$52,858</td>
<td>$71,742</td>
</tr>
<tr>
<td>Task 6: Post-Construction Services and Record Drawings</td>
<td></td>
<td>$37,500</td>
<td>$39,066</td>
<td>$76,568</td>
</tr>
<tr>
<td><strong>Total Upset Fee (plus applicable taxes)</strong></td>
<td></td>
<td><strong>$1,082,866</strong></td>
<td><strong>$830,556</strong></td>
<td><strong>$1,913,422</strong></td>
</tr>
</tbody>
</table>
TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: March 20, 2012

FILE CODE: T04-20, 5555

SUBJECT: TRAFFIC MANAGEMENT FOR 2012 ROAD CONSTRUCTION CONTRACTS

RECOMMENDATION:

For Information Only

SUMMARY:

NIL

REPORT:

As has been customary in past years, staff has produced this report for information purposes to provide details on the major road construction activity in the Region of Waterloo in the current year. The attached tables provide information on projects greater than one month in duration that will be undertaken in 2012 on major arterial Regional roads or on major Area Municipal streets. The tables also include the on-going construction work on provincial highways within the Region of Waterloo that is being undertaken by the Ontario Ministry of Transportation (MTO).

Each year, Region staff meets with representatives of the three Cities to plan and coordinate the next year’s collective road construction programs. At these meetings staff:

- Confirm respective priorities and needs;
- Consider combining construction contracts to reduce costs and minimize public inconvenience;
- Coordinate the proposed work to optimize the number of key major roads that are open and available to traffic;
- Organize the sequence of construction and detours to minimize public disruption; and
- Coordinate public notifications

Region and City staff acknowledge that any road construction on an existing road will involve lane restrictions and a certain amount of disruption to traffic. In order to minimize the disruption while efficiently completing the required work, a number of basic traffic management principles are applied in the design of each individual construction project. All designs take into account the following traffic management principles:

- Accommodation of emergency services;
- Ensuring the safety of construction staff;
- Maintenance of safe passage through construction;
- Minimizing disruption (motorists, pedestrians, cyclists, transit);
- Maintaining accesses;
- Minimizing lane restrictions;
- Providing for Municipal garbage collection; and
- Minimizing overall construction duration.
As a result of the joint efforts of staff at the Region and the three Cities, the collective construction programs are planned and coordinated with the objective of minimizing overall public disruption while delivering the transportation needs of the broader community.

A list of the major construction activity for 2012 is contained in Appendix A. The list identifies construction contracts that affect area highways, major arterials or major Area Municipal streets and that are greater than one month in duration.

The Region’s website also provides a complete listing of all active 2012 Region construction projects for reference by the public. Included in the website listing are the limits and duration of each project as well as the traffic restrictions or detours in effect for each project.

CORPORATE STRATEGIC PLAN:

The Region’s coordination of construction programs with City staff is in harmony with Focus Area 5 – Service Excellence of the Strategic Plan by contributing to the objective to strengthen and enhance partnerships with area municipalities.

The completion of the 2012 capital roads program will support Focus Area 2 – Growth Management and Prosperity of the Strategic Plan by continuing to develop, optimize and maintain infrastructure to meet current and projected needs.

FINANCIAL IMPLICATIONS:

NIL

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

NIL

ATTACHMENTS:

Appendix A - 2012 Construction on Major Roads

PREPARED BY:  Gary MacDonald, Head, Transportation Rehabilitation Program

APPROVED BY:  Thomas Schmidt, Commissioner, Transportation and Environmental Services
## APPENDIX A-1

### 2012 Construction on Major Roads in the City of Kitchener

<table>
<thead>
<tr>
<th>Project</th>
<th>Managed by</th>
<th>Limits</th>
<th>Traffic Restrictions</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Major projects (more than one month duration)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highway 8 Widening</td>
<td>MTO</td>
<td>Fairway Road to Sportsworld Drive</td>
<td>Evening lane restrictions only</td>
<td>Summer 2009 to Summer 2012</td>
</tr>
<tr>
<td>Highway 7/8 Widening</td>
<td>MTO</td>
<td>1.9 km West of Fischer-Hallman Road to Courtland Avenue</td>
<td>2012 Traffic Restrictions: (April- November) • Highway 7/8 eastbound reduced to one lane at Fischer-Hallman Road • Fischer-Hallman Road reduced to one lane each direction • Short-term nightly ramp closures at Fischer-Hallman Road interchange • One full weekend closure of Fischer-Hallman Road ramps</td>
<td>Spring 2011 to Fall 2015</td>
</tr>
<tr>
<td>Fairway Road Extension and Bridge over the Grand River</td>
<td>Region</td>
<td>Zeller Drive to Grand River</td>
<td>New Road (not open during construction)</td>
<td>Fall 2010 to Fall 2012</td>
</tr>
<tr>
<td>Frederick Street Reconstruction</td>
<td>Region</td>
<td>Lancaster Street to Bruce Street</td>
<td>Closed eastbound; open one-way westbound (into downtown)</td>
<td>Late Summer to Fall 2012</td>
</tr>
<tr>
<td>Courtland Avenue Reconstruction</td>
<td>Region</td>
<td>Phase Two (Highway 7/8 to Stirling Avenue)</td>
<td>Full closures by block</td>
<td>Spring 2011 to Fall 2012</td>
</tr>
<tr>
<td>Trussler Road Reconstruction</td>
<td>Region</td>
<td>New Dundee Road to Bleams Road</td>
<td>Full closures in stages</td>
<td>Spring to Fall 2012</td>
</tr>
</tbody>
</table>
APPENDIX A-2

2012 Construction on Major Roads in the City of Kitchener (continued)

<table>
<thead>
<tr>
<th>Project</th>
<th>Managed by</th>
<th>Limits</th>
<th>Traffic Restrictions</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Huron Road Reconstruction</td>
<td>City</td>
<td>Strasburg Road to Fischer-Hallman Road</td>
<td>Full closure (July-August)</td>
<td>Spring to Fall 2012</td>
</tr>
<tr>
<td>Mill Street Reconstruction</td>
<td>City</td>
<td>Queen Street to Stirling Avenue</td>
<td>Full closure</td>
<td>Spring to Fall 2012</td>
</tr>
<tr>
<td>Queen Street Reconstruction</td>
<td>City</td>
<td>Charles Avenue to Courtland Avenue</td>
<td>Full closure</td>
<td>Spring to Summer 2012</td>
</tr>
<tr>
<td>Wabanaki Bridge Rehabilitation</td>
<td>City</td>
<td>East of Manitou Drive</td>
<td>Reduced to one lane each way</td>
<td>Summer 2012</td>
</tr>
</tbody>
</table>

Note: Other reconstructions managed by City staff are occurring on local City streets at various locations and may include full closures.
### 2012 Construction on Major Roads in the City of Waterloo

<table>
<thead>
<tr>
<th>Project</th>
<th>Managed by</th>
<th>Limits</th>
<th>Traffic Restrictions</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>University Avenue Sanitary Sewer</strong></td>
<td>City</td>
<td>Weber Street to Regina Street</td>
<td>Reduced to one lane each way</td>
<td>Summer 2012</td>
</tr>
<tr>
<td><strong>Phillip Street Reconstruction</strong></td>
<td>City</td>
<td>University Avenue to Columbia Street</td>
<td>Full closure</td>
<td>Spring/Summer 2012</td>
</tr>
<tr>
<td><strong>Columbia Street Sanitary Sewer</strong></td>
<td>City</td>
<td>West of Albert Street</td>
<td>Reduced to one lane each way</td>
<td>Summer 2012</td>
</tr>
</tbody>
</table>

**Note:** Other reconstructions managed by City staff are occurring on local City streets at various locations and may include full closures.
### APPENDIX A-4

#### 2012 Construction on Major Roads in the City of Cambridge

<table>
<thead>
<tr>
<th>Project</th>
<th>Managed by</th>
<th>Limits</th>
<th>Traffic Restrictions</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hespeler Road Grade Separation</strong></td>
<td>Region</td>
<td>Dundas Street to Avenue Road</td>
<td>Short-term lane restrictions off-peak and during transitions</td>
<td>Fall 2010 to Fall 2012</td>
</tr>
<tr>
<td><strong>Fairway Road Extension and Bridge over the Grand River</strong></td>
<td>Region</td>
<td>Grand River to Fountain Street</td>
<td>New Road (not open during construction)</td>
<td>Fall 2010 to Fall 2012</td>
</tr>
<tr>
<td><strong>Dundas Street Reconstruction including City Sanitary and Watermain</strong></td>
<td>Region</td>
<td>Branchton Road to Franklin Boulevard</td>
<td>Northbound closed; one southbound lane only</td>
<td>Spring 2011 to Fall 2012</td>
</tr>
<tr>
<td><strong>George Street Reconstruction</strong></td>
<td>Region</td>
<td>St. Andrews Street to Parkhill Road</td>
<td>Full closure</td>
<td>Spring to Fall 2012</td>
</tr>
<tr>
<td><strong>Townline Road Reconstruction</strong></td>
<td>Region</td>
<td>Avenue Road to Can-Amera Parkway</td>
<td>Full closure, Saginaw Parkway to Cedarbrook Court</td>
<td>Fall 2010 to Summer 2012</td>
</tr>
<tr>
<td><strong>Franklin Blvd Reconstruction</strong></td>
<td>City</td>
<td>Winston Blvd to Thomas Street</td>
<td>Full closure</td>
<td>Summer 2012</td>
</tr>
<tr>
<td><strong>Rehabilitation of Speedsville Road Bridges</strong></td>
<td>City</td>
<td>Over Speed River, south of Highway 401</td>
<td>One alternating lane with temporary traffic signals</td>
<td>Summer to Fall 2012</td>
</tr>
</tbody>
</table>

**Note:** Other reconstructions managed by City staff are occurring on local City streets at various locations and may include full closures.
APPENDIX A-5

2012 Construction on Major Roads - Townships

<table>
<thead>
<tr>
<th>Project</th>
<th>Managed by</th>
<th>Limits</th>
<th>Traffic Restrictions</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Major projects (more than one month duration)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nafziger Road Bridge Rehabilitation</td>
<td>Region</td>
<td>Over Nith River south of Erb’s Road</td>
<td>One alternating lane with temporary traffic signals</td>
<td>Spring to Summer 2012</td>
</tr>
<tr>
<td>Snyder’s Road Rehabilitation and Sidewalk</td>
<td>Region</td>
<td>West of Baden to Waterloo-Oxford Secondary School</td>
<td>Short-term lane closures</td>
<td>Spring 2012</td>
</tr>
<tr>
<td>Trussler Road Reconstruction</td>
<td>Region</td>
<td>New Dundee Road to Bleams Road</td>
<td>Full closures in stages</td>
<td>Spring to Fall 2012</td>
</tr>
</tbody>
</table>

**Note:** Other reconstructions managed by Township staff are occurring on local Township streets at various locations and may include full closures.
REPORT: REGION OF WATERLOO
TRANSPORTATION AND ENVIRONMENTAL SERVICES
Design and Construction

TO: Chair Jim Wideman and Members of the Planning and Works Committee
DATE: March 20, 2012
FILE CODE: T04-20, 3548
SUBJECT: CONSULTANT SERVICES AGREEMENT FOR CONTRACT ADMINISTRATION AND INSPECTION SERVICES, REHABILITATION OF RUNWAY 08-26 AND RUNWAY GUARD LIGHTS AT THE REGION OF WATERLOO INTERNATIONAL AIRPORT

RECOMMENDATION:

THAT the Regional Municipality of Waterloo enter into a Consultant Services Agreement with the MMM Group Limited for Contract Administration and Inspection Services on a time basis for Rehabilitation of Runway 08-26 and Runway Guard Lights at the Region of Waterloo International Airport

SUMMARY:

NIL

REPORT:

1. Background

The detailed design for the rehabilitation of Runway 08-26 at the Waterloo International Airport was completed by the MMM Group Limited in 2011. The estimated construction cost for the project is $5.3 million.

This project is funded, in part, by Transport Canada through the Airport Capital Assistance Program (ACAP). Under Transport Canada’s regulations for this program, any construction related engineering services awarded prior to the official funding announcement is considered ineligible for ACAP funding. As the Region’s Request for Proposal for the detailed design preceded Transport Canada’s funding announcement (received in June 2011), the award of the consulting assignment to MMM Group Ltd. was limited to detailed design services only. The contract administration and inspection assignment needed to be awarded at a later date to still be eligible for ACAP funding.
2. **Request to Retain Consulting Services**

On road, bridge and airport projects, the time required for contract administration and construction inspection can vary significantly depending on weather conditions, the actual contractor hired for construction and other unknown variables. Because an upset fee does not lend itself well to these types of services, it has been the Region's practice on road, bridge and airport projects to pay for contract administration and construction inspection fees on a time basis. It is recommended that this same practice be followed for this project. For budgetary purposes, staff has estimated the cost of contract administration and construction inspection services to be $177,000 (plus applicable taxes) which is based on an estimate of fees submitted by MMM Group and a review of contract administration and construction inspection costs expended on projects of similar scope and magnitude.

Region staff is recommending that the Region sole source and enter into a Consultant Services Agreement with the MMM Group Limited to provide the contract administration and construction inspection services on a time basis for the Rehabilitation of Runway 08-26 and Runway Guard Lights at the Region of Waterloo International Airport, for the following reasons:

a) The MMM Group completed the detailed design for the Rehabilitation of Runway 08-26 and the Runway Guard Lights and as a result is intimately familiar with all the design details and project constraints and therefore is best suited to complete the contract administration and construction inspection at the lowest cost;

b) The MMM Group has the required corporate expertise to administer airport construction contracts including knowledge pertaining to enforcement of airside activity, communication with Airport escorts and Nav Canada, providing runway displacement data to airport staff and inspection of electrical runway guard lights.

c) The MMM Group has successfully completed numerous previous Regional Airport contracts;

d) The MMM Group has confirmed that it can provide the required resources to complete this contract administration and construction inspection assignment to meet the Region's timetable;

e) Staff has thoroughly reviewed and negotiated MMM's work plan and schedule of fees for this assignment and find them to be fair, reasonable and comparable to industry standards for similar types of projects

f) Clause 21.g of the Purchasing By-Law allows for purchase by negotiation and the extension of an existing or previous contract if it proves cost effective or beneficial to the Region.

3. **Project Schedule**

Construction of the Runway 08-26 Rehabilitation and Runway Guard Lights is scheduled to commence in April 2012 with completion expected by May 25, 2012. The construction work has been structured on a very tight schedule in order to minimize disruption to scheduled air service. Westjet will not be operating flights during the period between May 1 and May 12, 2012 to accommodate the construction activities. To that end, the Contractor is only allowed a limited number of days to complete the work and will be permitted to work 24 hours a day, 7 days a week if required to adhere to this very tight schedule.
CORPORATE STRATEGIC PLAN:

Construction of improvements at the Airport supports Focus Area 2: Growth Management and Prosperity in that it will maintain infrastructure to meet current and future needs and the work also supports Focus Area 3: Sustainable Transportation in that it will result in improvements to inter-city transportation services to and from Waterloo Region.

FINANCIAL IMPLICATIONS:

The Region’s approved 2012 Airport Capital Program includes a budget of $7.684 million in 2012 for this project.

Staff has negotiated with MMM Group to establish an estimate of $177,000 for Contract Administration and Inspection Services for this assignment. The estimated cost for this consulting assignment is within the allowance included in the Region’s approved 2012 Airport Capital Program budget for this project. The design and construction of this project, including services to be provided under this consulting assignment, are funded in part by Transport Canada through the Airport Capital Assistance Program (ACAP). Total ACAP funding for this project is estimated to be $2.7 million.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

NIL

ATTACHMENTS

NIL

PREPARED BY: Frank Kosa, Senior Project Manager, Design and Construction

APPROVED BY: Thomas Schmidt, Commissioner, Transportation and Environmental Services
REGION OF WATERLOO
CORPORATE RESOURCES
Legal Services

TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: March 20, 2012 FILE CODE: L07-90

SUBJECT: AUTHORIZATION TO EXPROPRIATE LANDS (1ST REPORT) KING/VICTORIA MULTI-MODAL TRANSIT HUB PROJECT AND THE KING STREET GRADE SEPARATION PROJECT (PART OF PHASE 1 OF THE RAPID TRANSIT PROJECT), IN THE CITY OF KITCHENER, LANDS KNOWN MUNICIPALLY AS 490-520 KING STREET WEST, KITCHENER, ONTARIO

RECOMMENDATION:

THAT The Regional Municipality of Waterloo direct and authorize the Regional Solicitor to take the following actions with respect to the expropriation of lands for the construction of King/Victoria Multi-Modal Transit Hub and the King Street Grade Separation Project (part of Phase 1 of the Rapid Transit Project), in the City of Kitchener, in the Region of Waterloo

1. Complete application(s) to the Council of the Regional Municipality of Waterloo, as may be required from time to time, for approval to expropriate land, which is required for Multi-Modal Transit Hub Project and the King Street Grade Separation Project (part of Phase 1 of the Rapid Transit Project), and described as follows, Lot 1, 2, and Part Lot 3, Plan 374, part Lot 15, Streets and lanes, part Lot 16, Streets and Lanes as in 290048 City of Kitchener, Region of Waterloo, being the entirety of the property known municipally as 490-520 King Street West, Kitchener, Ontario

2. Serve notices of the above application(s) required by the Expropriations Act;

3. Forward to the Chief Inquiry Officer any requests for a hearing that may be received;

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

5. Discontinue expropriation proceedings or any part thereof, in respect of the above described lands, or any part thereof, upon the registration on title of the required documentation to complete a transaction whereby the required interests in the lands are conveyed; and

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

SUMMARY: NIL
REPORT:

Since the commencement of the King/Victoria Multi Modal Transit Hub Project land acquisition process in 2007, the Region has completed acquisition of the required properties for the development (510 King Street West, 16 Victoria Street North, and 50-60 Victoria Street North) with the exception of property municipally known as 490-520 King Street West, in the City of Kitchener (the “Beer Store property”). The Beer Store property was identified as an essential part of the proposed King/Victoria Multi-Modal Transit Hub Project development site since conception of the Project in 2007.

Further, it is noted that the property in its entirety is also required for the proposed King Street Grade Separation to be constructed as part of Stage 1 of the Rapid Transit Project. The functional design of the grade separation has been completed and it has been determined that this property will be required for construction staging. Moreover, it has been determined that the construction of the grade separation will result in a grade differential between King Street West and the Beer Store property such that this property will no longer have access to a public street, i.e. King Street West.

Acquisition efforts for the Beer Store property have been ongoing since early 2008 and possession of the property is required by mid-2013 in order to maintain the projected development schedule for both the Rapid Transit Project and the King/Victoria Multi-Modal Transit Hub Project.

Representatives of the Beer Store have been provided with a form of conditional offer to purchase, a projected expropriation timeline, and the Region’s Expropriation Information Sheet explaining the expropriation process. A copy of the Expropriation Information Sheet is attached as Appendix “B” to this Report. Beer Store representatives and Regional staff continue to work cooperatively in an effort to reach a negotiated settlement. In order to maintain the project construction schedule, however, it is recommended that the expropriation process be initiated in order to ensure timely possession of the required lands.

CORPORATE STRATEGIC PLAN:

The recommendations of this Report support the focus area of the Corporate Strategic Plan to develop greater, more sustainable and safe transportation choices and the objective to encourage improvements to inter-city transportation services to and from Waterloo Region. Further, the recommendations of this Report support Focus Area 3.1 of Council’s Strategic Focus: Develop an implementation plan for light rail including corridor and station area planning.

FINANCIAL IMPLICATIONS:

Funding for the previous land acquisitions for the King/Victoria Multi-Modal Hub Project transit facility was provided from the Council-approved budget for property acquisitions and other project development expenditures for the RT project. Funding for the proposed acquisition will be provided from the project budget. Once the Project strategy is finalized and approved by Council, the land purchase costs can be transferred to that project budget.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Finance, Planning Housing and Community Services, Transportation and Environmental Services and Rapid Transit staff have been consulted in the preparation of this Report.
ATTACHMENTS

Appendix “A” - Area Map
Appendix “B” – Copy of Expropriation Information Sheet

PREPARED BY:  Tom Penwarden, Manager of Real Estate Services
                Fiona M. McCrea, Solicitor, Property

APPROVED BY:  Gary Sosnoski, Commissioner of Corporate Resources
Appendix “B”

Region of Waterloo

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

Expropriation Information Sheet

What is Expropriation?

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

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

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

What is the process of the Region of Waterloo under the Expropriations Act?

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

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

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

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

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

- Within 30 days of registration of the Plan, the Region of Waterloo must serve a Notice of Expropriation on the affected property owner advising of the expropriation. Within 30 days of this Notice, the property owner may serve the Region of Waterloo with a Notice of Election selecting the valuation date under the *Expropriations Act* for calculation of the compensation.

- In order to obtain possession of the expropriated lands, the Region of Waterloo must also serve a Notice of Possession setting out the date that possession of the land is required by the Region of Waterloo. This date has to be 3 months or more from the date that this Notice of Possession is served on the affected property owner.

- Within 3 months of registration of the Plan, the Region of Waterloo must provide the affected property owner with payment for the full amount of the appraised fair market value of the expropriated land or easement and a copy of the appraisal report on which the value is based. If the property owner disagrees with this amount, and/or claims other compensation and/or costs under the *Expropriations Act*, the compensation and/or costs matter may be referred to a provincially-appointed Board of Negotiation in an effort to reach a mediated settlement and/or an appeal may be made to the Ontario Municipal Board (OMB) for a decision. In any event, the Region of Waterloo continues in its efforts to reach a negotiated settlement with the affected property owner prior to the OMB making a decision.
REGION OF WATERLOO
TRANSPORTATION AND ENVIRONMENTAL SERVICE
Transit Service (GRT)

TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: March 20, 2012

FILE CODE: F29-01

SUBJECT: MOBILITYPLUS 5 YEAR BUSINESS PLAN (2012 - 2016)

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve the MobilityPLUS Business Plan for the period 2012 to 2016 as described in Report E-12-018 with the implementation of the business plan subject to Regional Council’s annual budget deliberations.

SUMMARY:

This report summarizes the proposed MobilityPLUS five year business plan for 2012 to 2016. This plan was based on a review of existing specialized transit services and included a comparison to service levels provided in similarly sized municipalities, followed by community consultation to determine the future direction for specialized transit service delivery in Waterloo Region. A copy of the executive summary is attached and a full copy of the printed business plan is available upon request from the Clerk’s office or Grand River Transit. An electronic version of the plan is also available on the Grand River Transit (GRT) website at www.grt.ca.

REPORT:

In 2001 the Region of Waterloo assumed responsibility for specialized transit services. Today this includes services provided by MobilityPLUS in the urban areas and North Dumfries and by contract to Kiwanis Transit for services in Wilmot, Wellesley and Woolwich townships. Since assuming this responsibility the total number of accessible trips provided by the Region increased by 116% from 190,936 in 2001 to 411,964 trips in 2010. This includes approximately 106,000 annual trips taken on conventional low floor transit buses on scheduled GRT bus routes.

The project steering committee guiding the development of the MobilityPLUS business plan included the following members:

- Jean Haalboom, Regional Councillor
- Sharron Garrah, Chair, Specialized Transit Services Advisory Committee
- Cheryl Fisher, Kiwanis Transit
- Dave Smith, Region of Waterloo
- Bonnie Liesemer, Region of Waterloo
- Sandy Roberts, Region of Waterloo
- Bryan Tyrrell, Region of Waterloo
- Eric Gillespie, Region of Waterloo

One of the primary goals of earlier MobilityPLUS business plans was to increase the hours of service and ridership to a level comparable to the accessible transit services offered in similar sized communities.
Having achieved these service coverage goals, this business plan was developed to:

- Achieve modest service expansions to accommodate expected growth in demand
- Ensure compliance with the Accessibility for Ontarians with Disabilities Act (AODA)
- Strengthen staff resources to better support the increased level of accessible services
- Improve the quality and consistency of taxi and contracted services
- Manage the growing demand for transportation for customers attending dialysis treatment
- Identify productivity improvements to further enhance service delivery effectiveness

Part of developing this business plan included gathering community feedback on the existing specialized services. The following were the main conclusions from this community dialogue:

1) The current level of service provided seems adequate to meet current demand. In 2009 MobilityPLUS logged only 227 non-accommodated trip requests, and Kiwanis Transit reported less than 200.

2) The operation of service meets or exceeds the levels of efficiency found within the industry. A number of innovations helped maintain this high level of efficiency including the TaxiScrip and Program Commuter Bus services and also the provision of free rides on the conventional transit service, provided to MobilityPLUS registrants.

3) Urban customers expressed concerns regarding the quality of taxi services operating under contract to MobilityPLUS, especially sedan taxis. Also mentioned were the long waits on the phone when requesting a trip, the inability to obtain a trip when needed at peak travel times and uneven schedule adherence.

4) Rural customers expressed the strong desire for Saturday service and to a lesser extent for Sunday service.

In response, this Business Plan identified a Service Improvement Plan (S.I.P.) which is based on a series of recommendations for both MobilityPLUS and the contracted Kiwanis Transit services.

The following is a summary of the MobilityPLUS recommendations:

- Revise the MobilityPLUS Vision Statement to:
  MobilityPLUS provides persons with disabilities in the Urban Service Area of Waterloo Region and North Dumfries with access to safe, convenient and comfortable transportation, encouraging the use of Grand River Transit accessible buses whenever possible and providing a range of specialized services to people who cannot use conventional transit due to a disability.

- Expand the door-to-door service to:
  Provide 9,000 additional service hours and 20,000 more passenger trips per year by adding one additional vehicle in 2013 and 2015 together with the two already added in late 2011.

- Implement improvements to contracted taxi services by:
  - Developing performance-based contracts for sedan and accessible taxis.
  - Expanding annual trips provided by accessible taxis from 70,000 to 85,000 by 2016.
  - Strategically deploying accessible taxis trips to evening and weekend hours.
  - Adding accessible taxi licenses to increase the number of accessible vehicles.

- Enhance the Travel Training Program to encourage and assist more MobilityPLUS customers to use the regularly scheduled accessible low floor conventional bus service.
Develop new approaches for transporting dialysis patients.

Replace the current trip scheduling software system.

Create one temporary contract Technical Coordinator position to optimize the use of the new mobile data terminals and scheduling software and also one Supervisor position to ensure supervision is provided during all hours of service operations.

Investigate a variety of service innovation strategies.

**Kiwanis Transit Services**

Kiwanis Transit provides specialized transit services, under contract to the Region of Waterloo, to eligible residents in the Townships of Woolwich, Wilmot and Wellesley. The service is funded by the Region, and the costs are then assessed to the three townships.

This non-profit agency began operating in Elmira in July 1992 with funding from local service groups such as the Kiwanis, Lions and Optimist clubs, to provide transportation to those with a disability and also to people over age 65. By the time the Region assumed responsibility for specialized transit in 2001, Kiwanis Transit had grown to offer specialized transit services in Woolwich, Wellesley and Wilmot Townships and a decision was made to enter into a contract with this agency.

Since there was no conventional transit service available in the township communities their eligibility criteria is broader then the urban areas and includes those over age 65. This same eligibility criterion was used when specialized services were introduced into North Dumfries in 2004, although this service is provided through Mobility PLUS.

The following is a summary of the Kiwanis Transit service recommendations:

- Adopt the following Vision Statement for Kiwanis Transit:
  
  **“Kiwanis Transit provides specialized transit to residents of Woolwich, Wellesley and Wilmot Townships who have a disability that affects their mobility, and to residents 65 years of age or older.”**

- Introduce Saturday service that will not require additional vehicles, but rather use the existing fleet more intensively.

- Develop a service expansion plan to address the anticipated increase in demand by adding an expansion vehicle in 2014.

- Implement computer aided scheduling software to improve service efficiency in 2013.

- Create an Assistant Manager position to ensure adequate supervisory coverage during all service hours.

- Actively promote GRT Route 21 to Kiwanis Transit registrants.

- Develop a reciprocal eligibility with Mobility PLUS for qualified Kiwanis Transit registrants.

- Investigate expansion of office and garage space to accommodate service growth.

- Implement improvements to contracted taxi service contracts.
The following is a summary of the AODA compliance recommendations:

The AODA recommendations are based on the legislative requirements to improve access to transportation services in Ontario over the next few years.

- Establish the same fares and fare media as GRT conventional by January 2013.
- Exempt support persons from paying a transit fare by January 2013.
- Extend MobilityPLUS service hours to match conventional GRT services by January 2013.
- Extend MobilityPLUS booking to 3 hours before the end of service day by January 2014.
- Develop an annual MobilityPLUS Accessibility Plan beginning in 2014.
- Accelerate the MobilityPLUS Eligibility Application Process by 2014.

All recommendations outlined above will be incorporated into the annual Transit Division operating plan. Any cost impacts associated with their implementation will be presented to Regional Council during the annual budget process.

CORPORATE STRATEGIC PLAN:

This development of the five year business plan for specialized transit services supports both the Service Excellence - focus area 5 and the Sustainable Transportation focus area 3 of the Strategic Plan. Specifically, section 5.1 “Improve the accessibility of Regional programs and services to support our diverse community” and section 3.1.3 to “Develop and implement programs to improve access to and the awareness of public transit (GRT and MobilityPLUS)”.

FINANCIAL IMPLICATIONS:

The table below is a summary of estimated operating, AODA compliance and one-time costs resulting from the MobilityPLUS business plan, for each year from 2012 until 2016. The 2012 one-time cost has been funded by a Kiwanis Transit reserve for the replacement of their scheduling software. The 2012 operating costs for AODA compliance and the installation of the new mobile data units were included in the 2012 GRT budget.

The business plan budget forecasts were provided as a range between low-end and high-end operating cost estimates and will then be finalized to reflect current costing during the annual budget process. Some service plans may be deferred to future years to allocate the costs more evenly among the future years. The final cost estimates will be included in the transit services budget for Regional Council’s consideration each year during the annual budget process.

<table>
<thead>
<tr>
<th>Estimated Costs</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating (Low-End)</td>
<td>$46,000</td>
<td>$717,500</td>
<td>$262,000</td>
<td>$233,000</td>
<td>$2,000</td>
<td>$1,260,500</td>
</tr>
<tr>
<td>Operating (High-End)</td>
<td>76,000</td>
<td>1,052,000</td>
<td>415,000</td>
<td>326,000</td>
<td>5,000</td>
<td>1,874,000</td>
</tr>
<tr>
<td>One-Time</td>
<td>100,000</td>
<td>696,500</td>
<td>0</td>
<td>230,000</td>
<td>0</td>
<td>1,026,500</td>
</tr>
</tbody>
</table>
OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE: NIL

ATTACHMENTS

Appendix A – Executive Summary

PREPARED BY: Eric Gillespie, Director, Transit Services

APPROVED BY: Thomas Schmidt, Commissioner of Transportation and Environmental Service
Appendix A

Regional Municipality of Waterloo
Grand River Transit

Mobility PLUS and
Kiwanis Transit
Five-Year Business Plan 2012 – 2016

October 13, 2011
(Revised February 15, 2012)
EXECUTIVE SUMMARY

1. INTRODUCTION

This is the second Business Plan for the specialized transit services of the Region of Waterloo. The first Business Plan, for 2003 through 2007, saw great advances made in both the variety and the amount of service available to clients, and in the reduction of the unit cost per passenger trip.

MobilityPLUS and Kiwanis Transit combined passenger trips rose from about 190,000 before the first plan to 411,000 in 2010, while the average net cost per trip, expressed in constant dollars, actually fell by 8%, from $15.88 in 2001 to $14.70 in 2010\(^1\). Significant contributing factors were the 106,000 trips made by MobilityPLUS registrants on GRT conventional transit in 2010, and the 62,000 trips made under the TaxiSCRIP program.

After a period of moderate expansion from 2008 through 2010, during which there was minimal increase in service, the Region began once again to increase its investment in 2011, funding two additional vehicles for MobilityPLUS, one additional vehicle for Kiwanis Transit and mobile data terminals for MobilityPLUS to improve service productivity.

For this new Business Plan period, 2012 – 2016, the focus is on consolidating the gains made during the previous plan, building more management capacity, and improving service quality:

- Reinforcing the administrative and technical resources of MobilityPLUS and Kiwanis Transit, which were strained by the dramatic expansion of service mentioned above
- Complying with the new Accessibility for Ontarians with Disabilities Act regulations
- Achieving a modest expansion of service, commensurate with the expected growth in demand, and
- Pursuing improvements in the quality and consistency of taxi services provided under contract.

MobilityPLUS and Kiwanis Transit are both generally doing well at meeting the demand for service. During this plan they will aim for a moderate expansion of service capacity, further develop initiatives successfully introduced under the previous Business Plan, and build the administrative capacity required by the large increase in service achieved between 2003 and 2010.

Improving the quality of taxi service, reducing the unit costs of the van services, and meeting the requirements of the AODA are therefore the watchwords of this new plan.

2. BACKGROUND

In 2002, shortly after assuming responsibility for the delivery of specialized transit services in the Region, Grand River Transit (GRT) commissioned a Five-Year Business Plan study to chart a course for the orderly development of MobilityPLUS (MP) and Kiwanis Transit (Kiwanis Transit).

GRT’s implementation of the first Business Plan has been highly effective:

- Specialized transit trips provided have risen from 190,000 in 2001 to 412,000 in 2010.
- TaxiSCRIP, introduced in 2003, provided 62,000 spontaneous trips in sedan and accessible taxis, subsidized 50% by MobilityPLUS.
- Perhaps most significant of all, in 2010 MobilityPLUS registrants made 106,000 trips on GRT conventional transit under the free fare incentive program. The Program Commuter Bus service, introduced in June 2008, now carries about 7,000 passenger trips each year transporting people with cognitive disabilities to and from their work or program activities.

\(^1\) Calculated using a Consumer Price Index deflator of 18.5% to convert 2010 dollars to 2001 dollars. Please see [http://www40.statcan.gc.ca/l01/cst01/econ150a-eng.htm](http://www40.statcan.gc.ca/l01/cst01/econ150a-eng.htm)
Progress has been made towards an effective travel training program to foster in people with disabilities and seniors the skills they need to use GRT conventional service effectively.

The revised eligibility regime has functioned well, ensuring that specialized transit is reserved for those who meet the established qualifications.

Travel to and from K-W and Cambridge, once very difficult, has become much simpler and more convenient for Mobility PLUS passengers.

The frequent complaints about the insufficient quantity of service have now given way mainly to reflections on service quality issues such as on-time performance.

Over the same period of time, Kiwanis Transit has added sufficient capacity to respond to virtually all requests for service and continues to be highly regarded by both passengers and township officials. Its low service costs offer excellent value to township taxpayers. A significant assistance to Kiwanis has been the GRT Route 21 demonstration project to provide regular transit along a single corridor from the City of Waterloo to Elmira. This service provides about 5,000 passenger trips per year to Kiwanis Transit registrants who otherwise would have used the specialized service, thus saving the equivalent of at least one full-time vehicle.

The purpose of the current 5-year Business Plan, which will run from 2012 through 2016, is to provide a framework to guide the improvement of services, accommodation of anticipated travel needs, and the development of additional administrative capacity where it is needed. The Plan is intended to provide management with the basis for drafting issue papers for consideration by Regional Council through the budget process.

3. OVERVIEW OF EXISTING SERVICES

The existing specialized transit services currently consist of three components serving specific geographic areas of the Region:

- Mobility PLUS urban service serves customers in the cities of Kitchener-Waterloo & Cambridge;
- Mobility PLUS rural service serves the Township of North Dumfries;
- Kiwanis Transit serves customers in the Townships of Woolwich, Wilmot and Wellesley, operating under a contract with the Region.

During the preparation of the Business Plan, the existing services were assessed through a stakeholder consultation process as well as through direct observations and comparison to services in other similarly sized communities. Some of the main conclusions reached through this assessment are as follows:

- The level of service provided seems generally adequate to meet current demand. In 2009 Mobility PLUS logged only 227 unaccommodated trip requests, and Kiwanis Transit reported less than 200.
- The operation of the service meets or exceeds the levels of efficiency generally found in the industry. A number of innovations have helped maintain this high level of efficiency.
- Urban customers have concerns regarding the quality of taxi services operating under contract to Mobility PLUS, especially sedan taxis. Also mentioned were the inability to obtain a trip when needed at peak travel times, long waits on the phone when requesting a trip, and uneven schedule adherence.
- Rural customers expressed the strong desire for Saturday service and to a lesser extent for Sunday service.
TABLE ES.1: SUMMARY OF WATERLOO REGION SPECIALIZED TRANSIT SERVICES (2010 VERSUS 2001)

<table>
<thead>
<tr>
<th>Service Area Population</th>
<th>Totals for 2001</th>
<th>Totals for 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Area Population</td>
<td>439,000</td>
<td>543,800</td>
</tr>
<tr>
<td>Registered Clients</td>
<td>5,696</td>
<td>8,652</td>
</tr>
<tr>
<td>Trips Provided (Total)</td>
<td>190,936</td>
<td>411,964</td>
</tr>
<tr>
<td>Dedicated Vans</td>
<td>115,002</td>
<td>162,408</td>
</tr>
<tr>
<td>Contracted Services</td>
<td>75,934</td>
<td>75,222</td>
</tr>
<tr>
<td>Taxi S.C.R.I.P</td>
<td>N/A</td>
<td>61,486</td>
</tr>
<tr>
<td>Conventional Transit</td>
<td>N/A</td>
<td>105,912</td>
</tr>
<tr>
<td>Program Commuter Service</td>
<td>N/A</td>
<td>6,936</td>
</tr>
<tr>
<td>Total Cost of Service</td>
<td>$3,459,758</td>
<td>$8,133,425</td>
</tr>
<tr>
<td>Net Cost of Service</td>
<td>$3,031,467</td>
<td>$7,180,519</td>
</tr>
<tr>
<td>Net Cost per Trip</td>
<td>$15.88</td>
<td>$17.43</td>
</tr>
<tr>
<td>Trips Provided Per Capita</td>
<td>0.43</td>
<td>0.76</td>
</tr>
</tbody>
</table>

4. DEMAND FOR SPECIALIZED TRANSIT SERVICE

The Mobility PLUS urban area service is providing approximately 375,000 trips annually to clients, nearly double the number provided in 2001. The study projection of travel demand for 2016 calls for an overall increase in demand of 20% from 2010, driven mainly by the continued increase in the proportion of the population 65 years or older, and by the expected 30% growth in the number of people requiring dialysis treatment by 2016\(^2\).

Mobility PLUS and Kiwanis Transit currently carry about 200 dialysis patients per week. By 2016 this number is expected to grow to about 260, representing more than 81,000 passenger trips per year. Since by 2016 urban Waterloo Region population is expected to increase by about 10% and the rural population in the townships by about 13%, the study has projected a 27% increase in ridership for Kiwanis Transit. The townships’ population is aging more rapidly than are the urban populations, especially in established farming communities.

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2 Ontario Ministry of Health and Long Term Care estimate, posted on: [http://www.longwoods.com/content/20684](http://www.longwoods.com/content/20684)
TABLE ES.2: RIDERSHIP FORECAST FOR 2016 BY MODE

<table>
<thead>
<tr>
<th>OVERALL RIDERSHIP FORECASTS</th>
<th>POTENTIAL BREAKDOWN BY MODE FOR 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010 Trips</td>
</tr>
<tr>
<td>K-W/C</td>
<td>375,284</td>
</tr>
<tr>
<td>WWW</td>
<td>35,304</td>
</tr>
<tr>
<td>ND</td>
<td>1,376</td>
</tr>
<tr>
<td>TOTAL</td>
<td>411,964</td>
</tr>
</tbody>
</table>

Comparison with Peer Cities

A comparison of the numbers of clients, annual trips per capita and annual trips per registrant in Waterloo Region with other cities is provided in Table ES.2 below.

TABLE ES.3: COMPARISON WITH OTHER CITIES

<table>
<thead>
<tr>
<th>Jurisdictions</th>
<th>Registered Clients/1000 Residents</th>
<th>Annual Client Trips / Capita</th>
<th>Annual Trips per Registered Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waterloo Region</td>
<td>16 clients/1000 residents</td>
<td>0.73</td>
<td>44.6</td>
</tr>
<tr>
<td>Eight Similar Size Canadian Communities</td>
<td>13 clients/1000 residents</td>
<td>0.60</td>
<td>61.5</td>
</tr>
<tr>
<td>Cities with Enhanced or Mature Services</td>
<td>17 clients/1000 residents</td>
<td>1.10</td>
<td>63.8</td>
</tr>
</tbody>
</table>

5. RECOMMENDED SERVICE IMPROVEMENT PLAN - MOBILITY PLUS

The recommended service improvement plan for Mobility PLUS is based on further developing the “family of services” approach that has proven itself in the previous Business Plan: providing customers a greater choice of services to meet their travel needs. It also calls for improvements in the consistency of the quality of contracted taxi services, and for productivity enhancements that will reduce the unit costs of Mobility PLUS van service. The program components are:

5.1. Revised Vision Statement for Mobility PLUS. To capture the essence of how MobilityPLUS addresses its mission and mandate, particularly the growing integration between MobilityPLUS and Grand River Transit, we propose the following revised vision statement: "MobilityPLUS provides persons with disabilities in the Urban Service Area of Waterloo Region and North Dumfries with access to safe, convenient and comfortable transportation, encouraging the use of Grand River Transit accessible buses whenever possible and providing a range of specialized services to people who cannot use regular transit due to a disability".
5.2. **Expansion of the door-to-door service operated by MobilityPLUS staff** over the 5-year plan with the addition of one vehicle in 2013 and another in 2015. These two additional vans, together with the two that are scheduled to be added late in 2011, will eventually provide a total about 9,000 additional service hours, which, at the current van productivity level, will produce about 20,000 more passenger trips per year. Deployment of the in-house services will be maximized in weekday peak periods where their higher capacity and superior service quality bring the maximum benefit.

5.3. **Improvements to contracted taxi services.**
   a. Performance-based contracts for sedan and accessible taxis. Now that the recent change in Regional bylaws makes it possible to employ taxis at rates other than the meter rate (flat-rate, distance-based, or some variant of meter rate) and to negotiate specific terms of service, MobilityPLUS has the opportunity to develop improved taxi service contracts that identify specific performance targets such as on-time performance, vehicle and driver cleanliness and fitness, a minimum standard of driver training, complaint reduction, and reporting, and which offer incentives for excellent performance. During this Business Plan period, updates to the contracts for taxi services should be implemented to encourage and achieve better performance and higher quality service.
   b. Expansion of trips. Over the life of the Business Plan, the number of annual trips provided by contracted sedan and accessible taxis should expand to 85,000 from the current 70,000.
   c. Strategic deployment. These trips should be focused on evening and weekend hours when it is uneconomical to use a MobilityPLUS van, including those hours when additional service will be required by incoming AODA regulations. These will be ‘fringe’ hours when demand for service is limited. Taxis will also continue to be used at other times to absorb overflow trips, particularly longer trips where ride-sharing potential is minimal and vehicle utilization is low.
   d. Additional accessible taxi licenses. Regional licensing officials report that all 15 accessible taxi licenses are currently in use. To create more capacity, Grand River Transit should consider requesting the Region to create additional accessible taxi licenses. Regional licensing officials have suggested that they would be receptive to such a request.

5.4. **An enhanced travel training program to encourage MobilityPLUS clients to use GRT Conventional accessible low floor bus services.** This enhanced program would take advantage of the full-time travel trainer position recently approved, and would focus on two modes of activity
   - intensive ‘one-on-one’ coaching of people with cognitive disabilities with the goal of training them to use GRT safely, effectively and independently, and
   - group familiarization sessions on how to use GRT, which are aimed at people aged 65 and older, and younger people with physical disabilities in the hope of getting them accustomed to GRT transit and avoiding a dependency on MobilityPLUS.

This enhanced program would also take further advantage of the highly successful policy of offering complimentary fares on GRT conventional transit for registered MobilityPLUS clients upon presentation of their identification card. By the end of the 5-year plan this should accommodate at least an additional 5,000 annual client trips.

5.5. **New approaches to transporting dialysis patients**
   a. **Extension of the Program Commuter Bus to dialysis patients.** A demonstration program is recommended that will test the feasibility of creating regular runs to transport selected dialysis patients to and from Grand River Hospital. The demonstration would be done in collaboration with the hospital to identify patients whose treatment schedule and mobility needs are suited to such a service. This initiative would begin movement towards providing
dialysis service separately from regular MobilityPLUS vans, in order to preserve as much capacity as possible for traditional clientele (persons with disabilities who cannot use GRT), and to provide dialysis trips using a lower cost service. The Region would then have an identifiable cost centre for dialysis transportation for which it could seek greater support from the applicable health service agencies. The strategy for the demonstration program would be to have the Program Commuter Bus carry 30 dialysis patients daily, in two time slots, interleaved with the transportation of people with cognitive disabilities to and from workshops and day programs. The target would be to provide about 5,000 dialysis trips initially in 2013 or 2014, and allow the program to grow to as much as 10,000 trips over the subsequent 2 or 3 years.

b. **Creation of dialysis transportation partnerships within the health care sector.** MobilityPLUS and Kiwanis Transit should invite Waterloo Region officials to collaborate in emulating the example of Peel Region, which has led the way in creating partnerships with the Local Health Integration Network (for funding and support), and with the Canadian Red Cross Society (for service provision). As a result, dialysis patients in Peel are transported to and from treatment in vehicles acquired by the Region for the Red Cross and cost-shared by the Region and the LHIN.

In Sault Ste Marie, the transit system is actively engaged with Sault Area Hospital in supporting the program that has effectively reduced the number of patients requiring dialysis by about 30% between 2006 and 2011, through a combination of patient education, targeted medical interventions, and coaching.

5.6. **Creation of a Technical Coordinator position reporting to the Assistant Manager MobilityPLUS.** This position, made necessary by the anticipated increase in service hours required by the AODA, for which additional management-level support is needed, would also discharge the important functions of:

a. Centralizing expertise on the mobile data terminals and scheduling software,

b. Interfacing with technology vendors,

c. Coordinating technical training for call-takers, schedulers, dispatchers and drivers,

d. Helping to define and monitor key service productivity and quality indicators, and

e. Advising the Assistant Manager on technical issues.

This position might also be assigned responsibility for the annual accessibility plan and for coordinating and monitoring AODA compliance measures.

It is noted that since the need to cover these functions is acute and immediate, making the position a two or three-year contract assignment, rather than a permanent position would make it easier to proceed. The ongoing need for the position could then be reviewed after two years to determine whether a permanent position is still required.

5.7. **Replacement of the current scheduling software system.** TransView, once considered a very advanced product, is showing its age after 15 years service. TransView’s performance may be improved by the new mobile data terminal (MDT) installation which MobilityPLUS will be implementing by the end of 2011. However if it fails to support the optimal use of new technologies, MobilityPLUS is advised to seek a more effective product within the duration of this Business Plan.

5.8. **Additional Supervisor Hours.** Even after adding one Supervisor in 2011, supervisory staff is stretched so thin that coverage of all MobilityPLUS operating hours is only possible when no Supervisors are absent on vacation or sick leave. Lack of coverage is a liability for the service, especially because the marginal service hours are mostly covered by contracted service, which should not operate unsupervised. As a minimum, one additional Supervisor
position is required to ensure adequate coverage. In the future more supervisory coverage may be necessary as the additional service hours required by the new AODA regulations are brought on-stream. MobilityPLUS should consider adding an additional Supervisor to coincide with the additional van recommended for 2013.

5.9. **Improved facilitation of cross-boundary trips.** A requirement of the AODA is that adjacent specialized transit services make efforts to facilitate cross-boundary travel by their respective registrants. Kiwanis Transit and MobilityPLUS should work together during the 2012-2016 Business Plan to achieve this requirement.

5.10. **Areas where further investigation is warranted**

Although the concepts below have been assigned a lower priority at this time, each of them has the potential to contribute to lower unit costs, increase service availability, improve service quality and enhance passenger and employee satisfaction.

With a view to continually improving the service, MobilityPLUS and Kiwanis Transit may wish to investigate the following concepts:

   a. The Paratransit taxi concept, whereby clients deal directly with taxi providers to order their MobilityPLUS trip, and pay for it with a MobilityPLUS ticket. This concept is already in use in cities as diverse as a New York, San Francisco and Woodstock, Ontario.

   b. Review of the effectiveness and efficiency of current vehicle maintenance arrangements.

   c. Refresher training for drivers covering areas such as: the use of the new technologies, team-building and quality circles, customer service and disability accommodation skills as mandated by the AODA regulations and/or identified by the annual accessibility plan.

   d. Transition to a five-year bus life from the existing 7-year average life.

   e. Investigation of the use of low-floor vehicles in the MobilityPLUS fleet.

5.11. **Service Innovations for consideration in the future**

   a. **‘Shopping Trip’ service,** where the passenger would be transported by MobilityPLUS van or other convenient mode to the shopping destination, but would always be picked up for the return trip by a taxi, to make it easier to transport groceries and other bulky purchases home.

   b. **Open-ended ‘call returns’** from medical destinations. The client would have an open return and would call for the return trip when ready to travel. If combined with the Paratransit Taxi concept, the client would simply book a one-way to the appointment, and call at their convenience for a Paratransit Taxi ride home.

   c. **Same day trips:** specific targets for the number of ride requests accommodated on the day of service. These would be modest at first, but could be increased over time as better scheduling and MDTs become available.

   d. **On-line, IVR and web-based trip confirmation, cancellation and booking.** If implemented by 2014, these options might fulfill the AODA obligation for extended booking hours, and save the service significant extra staff time.

   e. **Pre-paid fares available to all clients.** Some leading software packages include this capability as a no-cost option. It is a great convenience to passengers who have difficulty handling cash or tickets. It reduces the time and effort of daily cash and ticket counts. It also provides an easy way to deduct fares for late cancellations and no-shows.

   f. **Re-loadable TaxiSCRIP and fare cards.**

   g. Discount off the meter rate for TaxiSCRIP passengers, by virtue of MobilityPLUS bulk buying power as a major purchaser of taxi services. Changes to the Regional taxi by-law now seem to make this feasible.

   h. **Newsletter in accessible formats** – AODA Compliance
i. **Flexibility in TaxiSCRIP limits** – a passenger with an acute need for more TaxiSCRIP might be able to have a temporary raise from three books to five, or be able to draw on their whole year’s allotment of 36 books to buy more in a month where more are needed.

j. **Increase the telephone hold queue capacity** of the MobilityPLUS Call Centre so that clients on hold are not disconnected due to overload.

6. **RECOMMENDED SERVICE IMPROVEMENT PLAN – KIWANIS TRANSIT**

The recommended service improvement plan for Kiwanis Transit revolves around the goals of adding Saturday service, responding to the anticipated increase in demand, and developing the administrative and technical capacity of the service to support these goals.

The program components are:

6.1. **Proposed new Vision Statement for Kiwanis Transit.** To capture the essence of how Kiwanis Transit accomplishes its mission and mandate, we propose the following new vision statement: *“Kiwanis Transit provides specialized transit to residents of Woolwich, Wellesley and Wilmot Townships who have a disability that affects their mobility, and to residents 65 years of age or older.”*

6.2. **Introduction of Saturday service.** Passengers, the Kiwanis Transit Board and management all agree that adding Saturday service should be a key objective of the Business Plan. Kiwanis Transit has operated for nearly 20 years in the townships during the daytime on weekdays only. Given the number of activities that take place in rural areas on Saturdays, the availability of Saturday would be a natural development. The new service should commence by 2014, in order to enable Kiwanis Transit to put in place the necessary organizational support. Saturday service will not require additional vehicles, but rather will use the existing fleet more intensively.

6.3. **Service expansion.** With the advent of Saturday service, and the anticipated increase in general demand, Kiwanis Transit should plan to be delivering 50,000 passenger trips annually by 2016. This will require an additional vehicle to be added during the Business Plan, in 2014. The additional vehicle will provide about 5,000 additional passenger trips, and Saturday service, for which the demand will build over time, will eventually account for another 5,000 trips.

6.4. **New scheduling software.** The existing Motor City Dispatch software has given reliable service, but relies entirely on staff to do the scheduling manually, and is no longer supported with regard to maintenance, updates and bug fixes. It is therefore opportune to re-equip the service in 2012 with a modern software package which does computer-aided scheduling, and for which adequate support is available. The new software will increase the efficiency of the service, and help to implement Saturday service.

6.5. **Creation of an Assistant Manager position.** The addition of Saturday service and of another vehicle in 2014 will require Kiwanis Transit to create an Assistant Manager position to ensure adequate management and supervisory coverage during all service hours. At the present time, the Manager is on call when not actually on duty, and has difficulty arranging coverage when on vacation or absent from the service area. This new position should be added in 2012, to assist with the transition to new software, and to prepare for the launch of Saturday service.

6.6. **Active promotion of GRT Route 21 to Kiwanis Transit registrants.** Kiwanis Transit should consider actively promoting greater use of GRT Route 21 by Kiwanis Transit registrants through such means as promotional brochures and Take-Ones on Kiwanis
Transit buses, and an arrangement to offer free fare for Kiwanis Transit registrants on Route 21. If such an arrangement mirrors what is available to MobilityPLUS registrants in the urban areas, then Kiwanis Transit registrants who want to use GRT Route 21 would have to have a Kiwanis Transit ID card to present in lieu of payment. If necessary Kiwanis Transit should be prepared to reimburse GRT for Kiwanis Transit passengers transported.

6.7. **Improved facilitation of cross-boundary trips.** As mentioned in the MobilityPLUS Service Improvement Plan, a requirement of the AODA is that adjacent specialized transit services make efforts to facilitate cross-boundary travel by their respective registrants. Kiwanis Transit and MobilityPLUS should work together on this requirement during the 2012-2016 Business Plan.

6.8. **Reciprocal eligibility with MobilityPLUS for qualified Kiwanis Transit registrants.** Although extending reciprocal eligibility to registrants from neighbouring communities is common practice in Canada, such an arrangement between MobilityPLUS and Kiwanis Transit has been hindered up to now by the differences between MobilityPLUS and Kiwanis Transit eligibility criteria – specifically that Kiwanis Transit accepts any applicant aged 65 and older, with or without a disability. Applications based on age frequently have little or no information on mobility disabilities that could be used to determine whether the person would meet MobilityPLUS eligibility criteria. A step forward would be for the two services to reach a working arrangement about reciprocity. This could be based on:

a) A blanket acceptance by MobilityPLUS of all Kiwanis Transit residents as eligible, or
b) A working arrangement whereby KT would undertake to refer trip requests to MobilityPLUS only from KT passengers, whom KT believes, would satisfy MobilityPLUS eligibility criteria.

6.9. **Expansion of office space.** Kiwanis Transit has been at its current location for five years. Space is now at a premium, and in preparation for the development of the service, additional office space is required. This should happen, ideally, in 2012 or 2013. Additional space would enable Kiwanis to have a locker and ready room for drivers, an office for the Assistant Manager, and secure accommodation for file servers needed for the new software system.

6.10. **Investigate** improved accommodation for vehicles. Consultations with staff revealed that they identify indoor vehicle storage with an integrated or nearby wash bay as very desirable. Aside from the difficulty of clearing snow and ice from vehicles in winter months, drivers report that modern vehicles are very slow to warm up in cold weather, and that the first passengers of the day travel in a vehicle which is too cold for comfort, especially if the passenger has circulatory problems, which many do. The current arrangement for cleaning the vehicles, whereby drivers go to a remote wash bay, works well enough, but inconvenient.

6.11. **Improvements to taxi service contracts.** Now that the recent change in Regional bylaws makes it possible to hire taxis at rates other than the meter rate (flat-rate, distance-based, or some variant of meter rate) and to negotiate specific terms of service, Kiwanis Transit is interested in collaborating with MobilityPLUS on developing a standard, performance based contract for taxi service, which it can them adapt as required to meet the needs of a rural service. As mentioned elsewhere, the new standard contract is expected to identify specific performance targets such as on-time performance, vehicle and driver cleanliness and fitness, minimum standard of driver training, complaint reduction and reporting, and to contain incentives and penalties to encourage a high standard of performance.
7. **STAFFING AND FINANCIAL IMPLICATIONS OF THE PLAN**

The service improvements will require additional staff resources for MobilityPLUS and Kiwanis Transit. The estimated in-house staffing increases over the 5-year Business Plan are summarized in the tables below.

**TABLE ES.3: ADDITIONAL STAFFING REQUIREMENTS, MOBILITYPLUS**

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Technical Co-ordinator</td>
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<tr>
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<td>0.5</td>
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**TABLE ES.4: ADDITIONAL STAFFING REQUIREMENTS, KIWANIS TRANSIT**

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<thead>
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**TABLE ES.5: COMBINED SERVICE GOAL FOR MOBILITYPLUS AND KIWANIS TRANSIT**

<table>
<thead>
<tr>
<th>Combined Trips Provided</th>
<th>2010</th>
<th>Target for 2016</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>MobilityPLUS and Kiwanis Transit</td>
<td>412,000</td>
<td>500,000</td>
<td>21%</td>
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</table>

**TABLE ES.6: SUMMARY OF FIVE-YEAR BUSINESS PLAN COSTS: SERVICE IMPROVEMENT PLANS (S.I.P.) PLUS AODA**
For further information please refer to the summary tables in Section 8, and the detailed tables in Appendix 1. Estimates of AODA regulation compliance costs will require updating during the course of the Business Plan as the understanding of these new requirements is clarified over time.

<table>
<thead>
<tr>
<th>Costs</th>
<th>Additional Operating Cost (Low Range)</th>
<th>Additional Operating Cost (High Range)</th>
<th>One-Time Costs</th>
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<tr>
<td>S.I.P. MobilityPLUS *</td>
<td>$740,000</td>
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<td>S.I.P. Kiwanis Transit*</td>
<td>$217,500</td>
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<tr>
<td>Combined</td>
<td>$1,260,500</td>
<td>$1,874,000</td>
<td>$1,026,500</td>
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</table>

*S.I.P – SERVICE IMPROVEMENT PLANS

8. DETAILED PLANS AND IMPLEMENTATION

Sections 6 and 7 of the main report contain detailed recommendations for the Business Plans of MobilityPLUS and Kiwanis Transit. Section 8 summarizes the suggested implementation program with estimated costs for each initiative.

9. THE AODA INTEGRATED ACCESSIBILITY STANDARDS

Section 9 of the report discusses the requirements of the new Integrated Accessibility Standards of the Accessibility for Ontarians with Disabilities Act. Appendix 2 presents summaries clause-by-clause, and a general summary of requirements organized by topic.

The preliminary estimate of compliance costs is from $0.7 to $1.1 million for 2012-2016.

Key Compliance Issues can be briefly summarized as follows:

9.1. Establish the same fares and fare media as GRT Transit, such that passengers have access to the same fares, discounts, concessions and fare media when they use MobilityPLUS.

Note that the free-fare incentive on GRT Transit for MobilityPLUS is not affected, and is to be retained as a key service delivery strategy.

We estimate the reduction in MobilityPLUS revenue from the use of seniors and other concession fares and passes will be about 10% of MobilityPLUS revenues, or about $75,000 to $100,000 per year, beginning in 2013. There is the potential for increased trip requests from people with monthly passes, although the amount is unknown.

9.2. Exempt support persons from paying a fare on MobilityPLUS. Non-eligible passengers - support persons and companions (to whom the exemption does not apply) now make up approximately 5% of MobilityPLUS passengers. Support persons represent about one third of this group. We estimate that exempting support persons from paying a MobilityPLUS fare will reduce revenues by about 1.5% or about $7,500 per year.

Kiwanis Transit will not be affected, because it already carries attendants free of charge, and even encourages wheelchair passengers to bring an attendant to improve time efficiency for drivers when riders require assistance to and from buildings.
9.3. **Offer MobilityPLUS at the same service hours as Grand River Transit.** We expect that this will not apply to Kiwanis Transit. We estimate that a minimum of 900 additional service hours will be required. The cost will vary depending on what proportion of the new hours is provided by van service and what proportion by contracted taxi or other contracted service, within the range of $20,000 to $70,000 per year beginning in 2013.

9.4. **Extend MobilityPLUS booking hours.** Presently available until 8:30 pm, MobilityPLUS will have to enable clients to book trips up until 3 hours before the end of service of the previous day. This expected to cost between $20,000 and $50,000 annually beginning in 2014.

9.5. **MobilityPLUS must develop its own Accessibility Plan.** Specialized services must now have their own annual accessibility plan. MobilityPLUS will have to create and annually update its own plan to identify and remove barriers to the use of its service by people with disabilities. Since its sole purpose is to serve people with disabilities, requirements in this area will not be onerous. The one-time cost for a consultant to develop the plan is from $10,000 to $20,000. Annual cost of updating and reporting on this plan is unknown. It could possibly be done in-house in conjunction with the Social Planning Associate, for AODA / ODA issues who prepares similar Plans for other departments). Kiwanis Transit, as a not-for-profit organization, appears to be exempt.

9.6. **Eligibility Processes.** Applications to determine eligibility to use MobilityPLUS and Kiwanis Transit service must be processed and the applicant notified within 14 days, failing which the applicant receives temporary eligibility status pending the outcome of the application process. We assume the regulation will state 14 business days, which is nearly three full weeks. The cost of this measure, if it should require further outsourcing of assessments, could be in the range of $20,000 to $40,000 per year beginning in 2014.

We expect that MobilityPLUS will require as much as .5 full-time equivalent (FTE) staff time for AODA compliance tasks, such as contributing to the development and updating of the annual accessibility plans, coordinating actions to implement the plans, and monitoring and reporting on compliance.

These duties could be assigned to the Technical Coordinator position which is recommended elsewhere in this report.
TO: Chair Jim Wideman and Members of the Planning and Works Committee  
DATE: March 20, 2012  
FILE CODE: T04-10/28  
SUBJECT: HOMER WATSON BOULEVARD AND BLOCK LINE ROAD ROUNDABOUT, SOUTHBOUND LANE REDUCTION

RECOMMENDATION:

THAT the Regional Municipality of Waterloo retain the southbound 3 lane configuration on Homer Watson Boulevard approaching Block Line Road and reconsider removal of the southbound curb lane following the extension of Block Line Road to Courtland Avenue planned in 2013, in the City of Kitchener, as outlined in Report E-12-041, dated March 20, 2012.

SUMMARY:

NIL

REPORT:

On January 31, 2012 Planning and Works Committee requested Regional staff to provide additional information on the practical and financial implications of a lane reduction for the southbound approach to the roundabout situated at Homer Watson Boulevard (Regional Road 28) and Block Line Road. Staff was also directed to meet with the Canadian National Institute for the Blind and the Grand River Accessibility Advisory Committee and report back on possible solutions for the visually and hearing impaired for all roundabouts and intersections in the Region of Waterloo. Staff expect to have a report to Planning and Works on this issue in late 2012.

Regional staff has been monitoring collisions at this roundabout very closely and the month of February saw a total of 3 collisions. Collisions are continuing on a downward trend and are approaching the average expected collision rate of approximately 2 collisions per month at this roundabout based on its daily traffic volume. A collision timeline plot is attached as Appendix A.

Staff has assessed the feasibility of 3 options, as noted below, for reducing the southbound approach from the current 3 lanes to 2 lanes. Each of the proposed options would include the implementation of the collision countermeasures in the spring of 2012, as recommended in Report E-12-006 dated January 31, 2012, which are intended to improve the observed fail-to-yield vehicular collisions.

Option 1 – Close the southbound curb lane using pavement markings and delineators

This option would see the southbound curb lane closed on the approach, within the circulatory roadway and beyond the roundabout by using pavement markings and delineators. A concept of this pavement marking scheme is attached as Appendix C. This option could be completed concurrently with or following the approved collision countermeasures planned to be installed in the spring of 2012.
Advantages:

- Potential reduction of southbound fail-to-yield collisions;
- Can be implemented with little disruption to traffic; and
- Reduces the crosswalk distance on the north leg of the roundabout in the southbound direction.

Disadvantages:

- Potential increase in collisions as motorists appear to have become accustomed to the 3 lane configuration and a reduction to a 2 lane configuration would be another significant change;
- Pavement markings and delineators do not provide a physical barrier to prevent vehicles from using the third lane (curb lane) and motorists could still by-pass traffic to make right turns or continue southbound on Homer Watson Boulevard;
- Delineators would need to be placed within the roadway and this would restrict maintenance equipment from clearing debris and snow causing drainage problems (with potential for icing of the roadway in winter months) and likely an ongoing requirement to replace the delineators on a regular basis;
- Pedestrians crossing at this location would need to either stand at the existing curb line, which would now be located 1 lane away from the traffic creating confusion for the motorists and pedestrians, or the pedestrians would stand in the existing roadway next to the traffic lane leaving them in a more exposed position;
- Requires temporary lane closures for the installation of pavement markings and delineators; and
- Increase in traffic delays during peak hour traffic times if traffic demand following the extension of Block Line Road to Courtland Avenue exceeds updated forecasts. Upcoming planned projects on Highway 7/8 and Ottawa Street will place additional traffic demand on this roundabout adding increased uncertainty to future operational performance. Updated forecasts indicate the third lane may be required by 2021.

This option, excluding the countermeasures already approved as recommended in Report E-12-006, could be completed at an estimated cost of $10,000. The cost to reinstate the 3 lanes is estimated at a cost of $5,000. Staff has assessed this option and considers it non-viable and would be problematic even on a temporary basis.

Option 2 – Close the Southbound Curb Lane using temporary curbs

This option would see the southbound curb lane closed on the approach, within the circulatory roadway (including the west splitter island) and beyond the roundabout by using temporary curbs, catch basins and surface restoration between the existing curb and temporary curb. The location of the curb would be as shown in Appendix C. This option could be completed concurrently with or following the approved collision countermeasures planned to be installed in the spring of 2012.

Advantages:

- Potential reduction of southbound fail-to-yield collisions;
- Reduces the crosswalk distance on the north leg of the roundabout in the southbound direction; and
- Provides clear visual guidance for motorists and pedestrians that the southbound curb lane has been closed.
Disadvantages:

- Potential increase in collisions as motorists appear to have become accustomed to the 3 lane configuration and a reduction to a 2 lane configuration would be another significant change;
- Potential additional maintenance costs and traffic disruption associated with the temporary curb as it is not as durable as permanent curb and can be more easily damaged with maintenance equipment and/or vehicles;
- Requires temporary lane closures for the installation of the curb, catch basins and surface restoration; and
- Increase in traffic delays during peak hour traffic times if traffic demand following the extension of Block Line Road to Courtland Avenue exceeds updated forecasts. Upcoming planned projects on Highway 7/8 and Ottawa Street will place additional traffic demand on this roundabout adding increased uncertainty to future operational performance. Updated forecasts indicate the third lane may be required by 2021.

This option could be completed concurrently with or following the approved collision countermeasures planned to be installed in the spring of 2012 at a cost of $140,000. The future cost to reinstate the 3 lanes is estimated at a cost of $60,000.

**Option 3 – Close southbound curb lane using permanent curbs**

This option would see the southbound curb lane closed on the approach, within the circulatory roadway and beyond the roundabout by using permanent curbs, catch basins and surface restoration. The location of the curb would be as shown in Appendix C. This option could be completed concurrently with or following the approved collision countermeasures planned to be installed in the spring of 2012.

Advantages:

- Potential reduction of southbound fail-to-yield collisions;
- Reduces the crosswalk distance on the north leg of the roundabout in the southbound direction; and
- Provides clear visual guidance for motorists and pedestrians that the southbound curb lane has been closed.

Disadvantages:

- Potential increase in collisions as motorists appear to have become accustomed to the 3 lane configuration and a reduction to a 2 lane configuration would be another significant change;
- Requires temporary lane closures for the installation of the curb, catch basins and surface restoration; and
- Increase in traffic delays during peak hour traffic times if traffic demand following the extension of Block Line Road to Courtland Avenue exceeds updated forecasts. Upcoming planned projects on Highway 7/8 and Ottawa Street will place additional traffic demand on this roundabout adding increased uncertainty to future operational performance. Updated forecasts indicate the third lane may be required by 2021.

This option could be completed concurrently with or following the approved collision countermeasures planned to be installed in the spring of 2012 at a cost of $150,000. The future cost to reinstate the 3 lanes is estimated at a cost of $200,000.
Recommendation

It was recommended by Regional staff, in the Planning and Works committee Homer Watson Boulevard roundabout review report presented on January 31, 2012, that the existing 3 lane configuration be retained and that consideration of the removal of the southbound curb lane be done following the completion of the Block Line Road Extension (see plan shown in Appendix B). Staff is still recommending this action for the following reasons:

- Collisions are continuing on a downward trend and are approaching the average expected collision rate of approximately 2 collisions per month at this roundabout based on its daily traffic volume;
- Motorists appear to have become accustomed to the 3 lane configuration and a reduction to a 2 lane configuration would be another significant change that would potentially increase collisions;
- Allows a monitoring period to assess the impacts of the countermeasures installed to date and planned this spring. Should traffic demand associated with the Block Line Road extension not exceed anticipated traffic volumes on opening day and countermeasures fail to address fail-to-yield collisions, staff would then consider reducing the southbound lanes to two lanes at the earliest opportunity;
- Avoids potential throw-away costs and traffic disruption associated with options 1, 2 or 3; and
- Maintains roundabout capacity service levels.

CORPORATE STRATEGIC PLAN:

This report addresses the Region’s goal to implement proven roadway safety strategies and education to enhance the safety of our roadways (Strategic Objective 3.3.2)

FINANCIAL IMPLICATIONS:

The 2012 Transportation Capital Program currently does not include funding for reducing the southbound lanes from 3 to 2 lanes.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Design and Construction, Transportation Planning and Transportation Operations staff have been consulted with on this report.

ATTACHMENTS:

APPENDIX A – Collision Timeline Plot
APPENDIX B – 3 lane configuration
APPENDIX C – 2 lane configuration

PREPARED BY: Bob Henderson, Manager, Transportation Engineering
              John Hammer, Director Transportation

APPROVED BY: Thomas Schmidt, Commissioner, Transportation and Environmental Services
3 lane configuration
2 lane configuration

Pavement marking or temporary curb location
RECOMMENDATION:

For Information Only

SUMMARY:

Ongoing changes to the Province of Ontario’s Municipal Hazardous or Special Waste (MHSW) Program are affecting the funding available to municipalities to help cover the collection and processing (transportation and recycling/disposal) costs for these materials. The changes do not affect the Waste Management Division’s ability to handle MHSW (such as paints, solvents, and other chemicals), and keep these hazardous materials out of the landfill. The Waste Management 2012 operating budget includes full program funding, taking into account program uncertainty, and staff continue to submit for available funding.

The Province of Ontario classifies MHSW into three categories for funding purposes through Stewardship Ontario (SO): Phase 1, Phase 2, and Phase 3. The funding available to municipalities to cover collection and processing of MHSW is not yet finalized. Currently, SO is responsible for the costs associated with Phase 1 materials, the Province of Ontario is responsible for Phase 2 costs, and municipalities remain responsible for Phase 3 costs. How these costs are covered, reimbursed, and at what percentage (full or partial), as well as which service providers are approved through the SO MHSW program continue to change.

Waste Management staff continue to operate the existing MHSW program and work directly with our existing service provider for all phases of MHSW. Further program clarity is anticipated by April 1st, 2012, in accordance with direction provided by the Minister of Environment. Waste Management staff will ask for new proposals by mid-year from service providers that will fit the MHSW program modifications as well as negotiate and bring forward to Council for approval a new MHSW Agreement with SO.

REPORT:

Background

The Municipal Hazardous or Special Waste (MHSW) program is one of the Province of Ontario’s Extended Producer Responsibility (EPR) programs, intended to have those responsible for introducing a product to market (stewards) also be responsible for some or all of the costs of disposing of their product at the end of its use. Stewardship Ontario (SO) is the Industry Funding Organization responsible for this program at the request of the Minister of the Environment (Minister).
The MHSW program was to be rolled out in three stages, focusing on three categories of hazardous waste. Phase 1 includes paints, solvents and chemicals such as fertilizers and pesticides, and is approximately 68 per cent of the MHSW stream; Phase 2 includes pharmaceuticals, devices that contain mercury (e.g. thermostats) and fluorescent light bulbs and is approximately 2 per cent of the MHSW stream; Phase 3 includes all other MHSW such as bleach, oven cleaners, and windshield washer fluid, and is approximately 30 per cent of the MHSW stream.

The funds to cover MHSW program costs are collected from the stewards by SO; these fees are passed on to consumers as eco-fees. The costs associated with managing MHSW are collection (through the Region’s HHW drop-off locations, or Community Event Days), and processing (transportation and recycling/disposal of items, handled through a contracted service provider).

Phase 1 was introduced on July 1, 2008 under a shared responsibility program where costs for collection and processing were to be partially reimbursed to municipalities. Phases 2 and 3 of the plan were implemented on July 1, 2010 under a full producer responsibility program (all collection and processing costs to be reimbursed to municipalities). Phase 1 was also converted to full producer responsibility on July 1, 2010.

Following the introduction of new eco-fees for Phase 2 and 3 materials in July 2010, there was considerable public backlash. In October 2010, the Minister announced that eco-fees would no longer be charged to consumers on Phase 2 and 3 materials, and instructed SO to develop a new plan under which the stewards would be fully responsible for the cost of managing Phase 1 materials. The Minister also indicated that the Province would be responsible for the cost of managing Phase 2 materials, and municipalities would remain responsible for the costs of managing Phase 3 materials.

**New Phase 1 Program**

Stewardship Ontario (SO) currently has a plan in place only with regard to Phase 1 materials. Municipalities will be reimbursed for collection costs of Phase 1 materials, but only after signing a MHSW Collection Services Agreement (Agreement) with SO. The original Agreement, rescinded by SO on July 1, 2011, indicated that municipalities would be fully reimbursed for collection costs. Waste Management staff was still in negotiation with SO on the original Phase 1 contract when it was rescinded, and only received the latest draft Agreement on February 15, 2012.

SO has indicated that it will not process payments for collection of Phase 1 materials by municipalities for the period after July 1, 2011 until a new Agreement is signed, but will reimburse municipalities retroactively to July 1, 2011 at the agreed upon rate when that Phase 1 contract is finalized. For the processing costs associated with disposing of Phase 1 materials up until December 31, 2011, SO has committed to reimbursing these costs in full, based on invoices from our service provider. However, these payments will also not be processed until the new Agreement is signed.
Under the new Phase 1 SO program, transportation and processing costs for the period after January 1, 2012 will be paid directly to service providers by SO. However, some service providers, including our existing service provider, are unhappy with the incentive payments offered by SO for their services. They consider the payments too low, and have chosen to leave the program. Waste Management staff are currently in discussion with another service provider for the transportation and processing of Phase 1 materials (pending SO approval), as SO pays for this service directly at no cost to the Region.

Current Situation

The Region of Waterloo continues to collect all MHSW and ensure that it is properly transported off-site for approved recycling or safe disposal. The Waste Management Division’s Operating Budget for 2012 included full costs associated with the collection and processing of MHSW, with a provision for an estimated $150,000 in funding to be received from SO to partially reimburse these costs.

Waste Management staff continue to examine the new MHSW Collection Services Agreement presented by SO for Phase 1 materials, as the payment amounts being offered by SO do not accurately reflect program collection costs. Staff are also working with other municipalities (facilitated through the Regional Public Works Commissioners of Ontario, Ontario Waste Management Association, and Association of Municipalities of Ontario) for continued discussion with SO regarding collection costs and the latest proposed Agreement. In the interim, the Region is in discussion with potential service providers to manage our Phase 1 materials in accordance with the proposed SO plan, while continuing to work with our existing MHSW service provider (who recently opted out of SO’s MHSW Phase 1 program) for all Phases of MHSW.

On February 9, 2012, the Minister of Environment announced changes to the Waste Diversion Act to ensure that stewards pay the actual cost of waste disposal, instead of projected costs. This means that once the changes are implemented, EPR program costs will be reimbursed to municipalities based on materials handled, rather than by estimating how much material will be handled by all municipalities, and distributing funds based on percentages. The Minister’s comments require that further program clarity be provided by April 1st, 2012.

Given the ongoing uncertainty and anticipated program changes regarding MHSW, Waste Management staff met with Procurement staff from Finance to discuss how to proceed with the next MHSW service proposal, intended to be advertised by mid-year. Other municipalities are currently facing issues in assigning MHSW contracts, and the pending Waste Diversion Act changes mean there is a lot of unknown information. Service providers continue to pull out of the Phase 1 MHSW program, while others are attempting to increase operations to meet the new demand. Additionally, once the terms of a new SO agreement are finalized, staff will bring the agreement to Council for final approval.

CORPORATE STRATEGIC PLAN:

This report has been prepared consistent with the Corporate Strategic Plan Objective 1.3 of “Reducing the Amount of Waste Requiring Landfill”.
FINANCIAL IMPLICATIONS:

The Waste Management Division’s Operating Budget for 2012 includes full funding for collection and processing of MHSW, with a provision for an estimated $150,000 in funding to be received from Stewardship Ontario to partially reimburse these costs. Based on the program review currently being undertaken, a new MHSW Transportation/Processing Contract will be issued in the first half of 2012 in conjunction with finalizing a new MHSW Agreement with SO.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Waste Management staff consulted with Procurement staff on the issuance of an RFP for a new MHSW Transportation/Processing Contract. Waste Management staff will also consult with Legal regarding the proposed MHSW Services Agreement from Stewardship Ontario.

PREPARED BY: Cari Rastas Howard, Project Manager (Programs), Waste Management

APPROVED BY: Thomas Schmidt, Commissioner, Transportation and Environmental Services
TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: March 20, 2012

SUBJECT: 2011 SUMMARY REPORT FOR REGIONAL MUNICIPALITY OF WATERLOO INTEGRATED URBAN AND RURAL WATER SYSTEMS

RECOMMENDATION:

For information only.

SUMMARY: NIL

REPORT:

Background


The 2011 Summary Report has four key objectives:

1) a statement identifying compliance with requirements including the Act, Regulations, Approvals and Ministry of the Environment (MOE) orders;
2) the details as to non-compliance with any requirements including duration;
3) a summary of the quantities and flow rates of water supplied; and
4) a comparison of quantities and flow rates to system’s approvals.

The Ministry of the Environment (MOE) annually performs 25 inspections of the Region’s water supply systems, including seven inspections of the distribution systems in the Townships of Wellesley and North Dumfries. A Drinking Water System Inspection Report (DWSIR) is prepared after each inspection, which reviews all regulatory issues and provides non-compliance or best management corrective actions. The Region’s 2011 Summary Report includes all non-compliance issues identified by RMOW staff and/or through the MOE inspections, and any other relevant legislation, and reports on all related corrective action or mitigating measures.

Overview of Summary Report

The key findings from the 2011 Summary Report (attached as Appendix A) is that while there were a few minor incidents, they were detected and corrected quickly and there were no significant issues in the Region’s water supply systems and Townships of Wellesley and North Dumfries distribution systems. The Region’s Water Services has taken corrective action to address all best
management and non-compliance issues identified by the MOE. The water quality meets the Safe Drinking Water Act requirements.

Annual Summary Report

A copy of the report will be placed in the Councillors’ library after the Council meeting on March 28. Copies of the report are available free of charge from Water Services. The report will be posted on the Region’s website (regionofwaterloo.ca/water).

CORPORATE STRATEGIC PLAN:
The Annual Summary Report supports Focus Area 1: Protect and enhance the environment.

FINANCIAL IMPLICATIONS: NIL

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:
The Public Health Department has reviewed this report and is in agreement with its conclusions.

ATTACHMENTS:
Appendix A: 2011 Summary Report for Integrated Urban and Rural Water Systems – no tables or appendices

PREPARED BY: Olga Vrentzos, Manager, Water Operations and Maintenance

APPROVED BY: Thomas Schmidt, Commissioner, Transportation and Environmental Services
1.0 Overview

Schedule 22-2 of Ontario Regulation 170/03 states that owners of municipal drinking water systems shall ensure that, not later than March 31st of each year, a summary report is prepared for the preceding calendar year and presented to the members of municipal council. The Regulation has established the following criteria that must be included in the Summary Report:

1. list the requirements of the Act, the regulations, the system’s approval, drinking water works permit, municipal drinking water license, and any order applicable to the system that was not met at any time during the period covered by the report;

2. for each requirement in (1) specify the duration of the failure and the measures that were taken to correct the failure;

3. a summary of the quantities of flow rates of water supplied during the period covered by the report, including monthly average and maximum flows;

4. a comparison of the summary referred in (3) to the rated capacity flow rates approved by the system’s approval, drinking water works permit or municipal drinking water license.

This report identifies compliance with requirements included under the Safe Drinking Water Act (SDWA), regulations, approvals; drinking water works permits, municipal drinking water licenses and MOE orders. Non-compliance key finding for regionally owned and operated drinking water systems are highlighted in the report.

2.0 Background

The Region of Waterloo is responsible for bulk delivery of drinking water to the seven local Area Municipalities. The municipal water supply is obtained from two sources: groundwater and surface water. In 2011 about 71.06% of the total annual water supply was obtained from 126 groundwater wells and the remaining 28.93% was obtained from the Mannheim Water Treatment Plant (Grand River raw surface water source).

This summary report includes all Region of Waterloo owned and operated drinking water treatment systems for Cambridge, Kitchener, Waterloo, Woolwich, and Wilmot. The summary report contains relevant treatment and distribution system information for the townships of North Dumfries and Wellesley drinking water systems.

The summary report outlines non-compliance issues with respect to the SDWA, the regulations, the systems approvals, drinking water works permit, and municipal drinking water licenses. Each non-compliance issue and corresponding corrective action(s) or mitigating measure(s) is identified in Table 2. The summary of water quantity supplied and flow rates (appendix A) are compared to the system’s approvals and/or Municipal Drinking Water License’s (MDWL).
Adverse Water Quality Incidents (AWQI) not captured in the Annual Water Quality Report, issued February 28th, and are included in Appendix B of this report.

3.0 DRINKING WATER QUALITY MANAGEMENT SYSTEM CONFORMANCE AND MUNICIPAL DRINKING WATER LICENSING PROGRAM

In compliance with the Drinking Water Quality Management requirements, the Regional Municipality of Waterloo was issued 15 Municipal Drinking Water Licenses (MDWL) and Drinking Water Works Permits by the Ministry of the Environment (MOE) on May 25th 2011. The Municipal Drinking Water License was obtained as a condition of meeting the following criteria:

- **Drinking Water Works Permit (DWWP)** - A permit established to alter a drinking water system (in conjunction with MDWL replaces the certificate of approval)
- **Permit To Take Water (PTTW)** - Valid PTTW (existing)
- **An MOE Accepted Operational Plan** - Based on the Drinking Water Quality Standard (DWQMS) that documents the Quality Management System (QMS)
- **Accredited Operating Authority** - Third party audit of the QMS conducted by the Canadian General Standard Board (CGSB), Limited Scope - Entire DWQMS accreditation was obtained January 2011. Full Scope DWQMS accreditation application was submitted in January 2012.
- **Financial Plans** - Issued July 2011.

The Quality Management System annual management review was conducted January 3, 2012 in accordance with the Drinking Water Quality Standard (DWQMS). The management review included discussion of non-compliance issues and corresponding corrective action(s) to reduce and prevent subsequent non-compliance events.

4.0 HEALTH RELATED NOTIFICATIONS – BOIL WATER ADVISORY (BWA)

The Region of Waterloo Water Services Division in collaboration with the Public Health Department ensures the safety of the water supplied. There was 1 boil water advisory issued during 2011.

**Table 1**

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>NOTICE ISSUE DATE</th>
<th>NOTICE RESCIND DATE</th>
<th>DURATION</th>
<th>DESCRIPTION</th>
<th>CORRECTIVE ACTION</th>
<th>CONCLUSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roseville Drinking Water System (Distribution System)</td>
<td>May 28th</td>
<td>May 30th</td>
<td>2 days</td>
<td>Distribution System Microbiological sample results indicated the presence of EColi (EC) and Total Coliform (TC).</td>
<td>Flushed affected section of distribution system. Re-sampled and tested for EC and TC (two consecutive samples were taken 24 hours apart).</td>
<td>This microbiological detection appears to be an anomaly as the observed chlorine residual concentrations (upstream and downstream) were normal.</td>
</tr>
</tbody>
</table>
5.0 REGULATORY COMPLIANCE

All regionally owned and operated drinking water systems have extensive water quality and quantity monitoring and reporting requirements. These requirements include the following:

- proper documentation
- analytical testing
- adverse incident reporting
- corrective actions
- calibration of flow meters, and
- continuous water quality monitoring instrumentation.

The Ministry of the Environment (MOE) drinking water system inspections focuses on compliance with the Safe Drinking Water Act (SDWA) and related regulation(s). During 2011, 25 Ministry of the Environment (MOE) drinking water system inspections were completed (refer to Appendix D). The following MOE inspections for the 2010/2011 period were not captured in the 2010 Summary Report are included in Appendix D:

- Maryhill Drinking Water System
- Maryhill Drinking Water System (Maryhill Village Heights)
- Linwood Drinking Water System
- Wellesley Drinking Water System

The following MOE inspections for the 2011/2012 inspection period not included in this report will be captured in 2012 Annual Summary Report:

- Linwood Drinking Water System
- Wellesley Drinking Water System

Table 2 below summarizes non-compliance issues and associated corrective actions(s) under the Safe Drinking Water Act, the Ontario Water Resources Act and relevant regulations, identified by RMOW staff and/or MOE Drinking Water Inspection Reports.
### Table 2 - Regulatory Non-Compliance Summary

<table>
<thead>
<tr>
<th>Regulatory Requirement (SDWA &amp; OWRA)</th>
<th>Location</th>
<th>Date</th>
<th>Description</th>
<th>Root Cause</th>
<th>Corrective Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>O.Reg.170/03 Section 11 Annual Water Quality Reports</td>
<td>Cambridge Drinking Water System Supply Wells G4 and H4</td>
<td>February 2011</td>
<td>The 2010 annual water quality report indicated incorrect sampling dates for: Well G4 organic Well H4 inorganic</td>
<td>Administrative error.</td>
<td>The annual water quality report was amended and re-issued reflecting the correct sample dates.</td>
</tr>
<tr>
<td>O.Reg.170/03 Schedule 1 Treatment Equipment</td>
<td>Wellesley Drinking Water System (WTP)</td>
<td>February 23rd (1 hour, 28 minutes)</td>
<td>During well pump testing un-chlorinated water leaked into the treated water reservoir. The hypochlorination equipment was not operational during the testing period. This event did not result in an adverse situation.</td>
<td>Reservoir isolation valve failure.</td>
<td>Short Term Normal operating chlorine residual concentration was immediately restored. Long Term Malfunctioning isolation valve was replaced.</td>
</tr>
<tr>
<td>O.Reg.170/03 Schedule 1 Treatment Equipment and O.Reg.903 Wolls Section 20</td>
<td>Cambridge Drinking Water System Monitoring well near wells G15 and P16 Pump houses</td>
<td>May 2011</td>
<td>Monitoring well caps were improperly secured, potentially allowing foreign material to enter well.</td>
<td>Monitoring wells were not equipped with locking caps.</td>
<td>Monitoring wells were properly secured with locking well caps.</td>
</tr>
<tr>
<td>O.Reg.170/03 Schedule 6-1.1 Sampling Frequency</td>
<td>Cambridge Drinking Water System Shades Mill WTP</td>
<td>January 5th</td>
<td>Required weekly raw and treated water microbiological (EC and TC) samples were not taken within the required time period (5 to 10 days from the previous sample). Samples were taken on the 12 day (January 7th).</td>
<td>Administrative error.</td>
<td>Short Term Raw and treated water samples were immediately taken and tested for the required microbiological parameters (TC and EC). Long Term Sample Coordinator to communicate sampling schedule issues with back up Sampling Coordinator.</td>
</tr>
<tr>
<td>REGULATORY REQUIREMENT (SDWA &amp; OWRA)</td>
<td>LOCATION</td>
<td>DATE (ALL 2011 UNLESS NOTED)</td>
<td>DESCRIPTION</td>
<td>ROOT CAUSE</td>
<td>CORRECTIVE ACTION</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>----------</td>
<td>-----------------------------</td>
<td>-------------</td>
<td>------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>O.Reg.170/03 Schedule 6-5 Continuous Monitoring</td>
<td>West Montrose Drinking Water System (WTP)</td>
<td>May 1st 2010</td>
<td>Continuous monitoring sample results were not examined as required, within 72 hours after a test result. Total chlorine residual (chloramines) of 3.0 mg/L or greater was reported after 72 hours from the initial adverse event.</td>
<td>Administrative error. Chlorine residual examined after required 72 hour timeframe. Chlorine residual spike (greater than 3.0 mg/L) for less than 1 minute occurred. When operator acknowledged the alarm normal chlorine residual value had been restored on the summary page.</td>
<td>Short Term Adverse water incident immediately reported when noticed. Long Term An SOP has been developed and implemented to ensure that the required continuous water quality data is reviewed and documented within 72 hours.</td>
</tr>
<tr>
<td></td>
<td>Kitchener Drinking Water System Zone 4</td>
<td>May 6th (1 hour, 7 minutes)</td>
<td>Kitchener Zone 4 secondary disinfection chlorine residuals monitoring and recording was lost for greater than 1 hour. Unable to retrieve lost data.</td>
<td>Unable to retrieve lost data as existing RPU not equipped with data logging capability.</td>
<td>Short Term Malfunctioning computer replaced. Long Term RPU replaced to allow data logging capability.</td>
</tr>
<tr>
<td></td>
<td>Kitchener Drinking Water System Freeport Elevated Tank</td>
<td>August 18th (1 day, 23 hour, 10 minutes)</td>
<td>Secondary chlorine residual was not conducted hourly, as required</td>
<td>Secondary chlorine analyzer was left in calibration mode. No alarm was generated.</td>
<td>Short Term Analyzer issue corrected and accuracy verified. Long Term • Staff Training. • Flat line alarm programmed. • Work order includes reminder to ensure instrument is returned to normal operation.</td>
</tr>
<tr>
<td>Regulatory Requirement (SDWA &amp; OWRA)</td>
<td>Location</td>
<td>Date (All 2011 unless noted)</td>
<td>Description</td>
<td>Root Cause</td>
<td>Corrective Action</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>----------</td>
<td>-----------------------------</td>
<td>-------------</td>
<td>------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>O.Reg.170/03 Schedule 6-5 Continuous Monitoring</td>
<td>West Montrose Drinking Water System (WTP)</td>
<td>August 29th and October 20th</td>
<td>During routine operational checks it was noted that cartridge filter effluent continuous monitoring was not conducted as required, every 15 minutes.</td>
<td>Insufficient sample flow to turbidity meter. No alarm was generated.</td>
<td>Short Term: Relevant personnel have been reminded to confirm sufficient cartridge filter isolation valve to ensure sufficient sample flow is confirmed. Long Term: A notice has been posted at the cartridge filter isolation valve to ensure sufficient sample flow is confirmed.</td>
</tr>
<tr>
<td></td>
<td>Linwood Drinking Water System (WTP)</td>
<td>October 27th (25 minutes)</td>
<td>Primary disinfection chlorine residual continuous monitoring and recording was not conducted every 5 minutes, as required. Unable to retrieve lost data.</td>
<td>RFU failure occurred while downloading required backup data.</td>
<td>Proper RPU operation was immediately re-established restoring required primary disinfection continuous monitoring and recording.</td>
</tr>
<tr>
<td></td>
<td>Roseville Drinking Water System (WTP)</td>
<td>November 24th (16 minutes)</td>
<td>Primary disinfection chlorine residual continuous monitoring was not conducted every 5 minutes, as required.</td>
<td>RFU failure occurred while upgrading existing system resulting in a plant shutdown.</td>
<td>Upon re-establishing normal plant operation manual monitoring of primary disinfection chlorine residuals was conducted in accordance with the regulation.</td>
</tr>
<tr>
<td></td>
<td>Maryhill Drinking Water System (WTP)</td>
<td>December 21st (1 hour, 12 minutes)</td>
<td>Secondary disinfection chlorine residual continuous monitoring was not conducted once every hour, as required.</td>
<td>Chlorine residual analyzer malfunction.</td>
<td>Chlorine residual analyzer was repaired. Upon completion of chlorine analyzer replacement secondary chlorine residual continuous monitoring was immediately restored in accordance with the regulation.</td>
</tr>
<tr>
<td></td>
<td>NDWLG#012-102 Section 3.0</td>
<td>Waterloo Drinking Water System Supply Well W8</td>
<td>May 31st</td>
<td>During flow meter verification it was noted that meter accuracy was not within the allowable limit (±5%). The flow meter was</td>
<td>Administrative error.</td>
</tr>
</tbody>
</table>
6.0 HYDRAULIC PERFORMANCE

The Region of Waterloo Drinking Water systems have 55 current Permits to Take Water (PTTW) and 15 Municipal Drinking Water Licenses and Drinking Water Works Permits. For a full list of PTTW, C of A’s, MDWL’s/DWFP’s refer to Appendix C. A flow exceedance is defined as a flow rate that exceeds the limit allowed in the PTTW and CoFA for a period of greater than 10 minutes in duration or an exceedance of the maximum daily treated water volume that flows from the treatment subsystem to the distribution system. Table 3 lists site(s) exceeding the flow limits in 2011.

6.1 Permit to Take Water (PTTW) and Certificate of Approval (CoFA) or Municipal Drinking Water License (MDWL) (after May 25, 2011) Flow Limit Exceedance

Table 3

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>DATE</th>
<th>DURATION (HR:MIN)</th>
<th>DESCRIPTION</th>
<th>ROOT CAUSE</th>
<th>CORRECTIVE ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ayr Drinking Water System</td>
<td>March 23</td>
<td>16 minutes (11:2/hr - 11:3/hr)</td>
<td>Three wells running during weekly sample collection resulting in PTTW limit (63.4 L/s) exceedance.</td>
<td>3 wells operated simultaneously.</td>
<td>Well control program changed to allow only 2 wells (A1 and A2) to operate simultaneously. Well A3 is programmed to operate independently (due to greater capacity).</td>
</tr>
</tbody>
</table>
7.0 INSTRUMENTATION MAINTENANCE REQUIREMENTS

As per the CoA, MDWL and/or Reg. 170/03, flow meters and water quality analyzers (chlorine residual, and turbidity) are calibrated in accordance with manufacturers’ instructions. Refer to Table 2 for flow meter calibration non-compliance issues.

8.0 WELL MAINTENANCE

Routine well inspections conducted by RMOW staff and MOE inspections indicate drinking water supply wells were in compliance. Wells are maintained in accordance with O. Reg. 903, (made under the Ontario Water Resources Act). Refer to Table 2 for monitoring well non-compliance issue.
TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: March 20, 2012

FILE CODE: D18-01

SUBJECT: MONTHLY REPORT OF DEVELOPMENT ACTIVITY FOR FEBRUARY 2012

RECOMMENDATION:


SUMMARY:

In accordance with the Regional By-law 01-028, as amended, the Commissioner of Planning, Housing and Community Services has:

1. Approved the following part lot control exemption by-law;
2. Accepted the following plan of subdivision and plan of condominium;
3. Draft approved the following plan of condominium;
4. Released for registration the following plans of subdivision and plan of condominium; and
5. Approved the following official plan amendment.

REPORT:

City of Kitchener

1. Registration of Draft Plan of Subdivision 30T-05201
   Draft Approval Date: April 16, 2007
   Phase: Stage 5
   Applicant: 970722 Ontario Inc.
   Location: Bleams Road
   Proposal: To permit the development of 20 single detached and 71 townhouse units.
   Processing Fee: Paid October 20, 2011.
   Commissioner’s Release: February 8, 2012

2. Registration of Draft Plan of Condominium 30CDM-09209
   Draft Approval Date: June 14, 2010
   Phase: Entire Plan
   Applicant: MHBC Office Inc.
   Location: 540 Bingemans Centre Drive
   Proposal: To permit the development of 2 commercial units.
   Processing Fee: Not applicable.
City of Waterloo

1. Plan of Condominium Application 30CDM-12401
Date Accepted: February 29, 2012
Applicant: IN8 (Sage) Developments Inc.
Location: 4, 10 and 12 Hickory Street West and 310 Spruce Street.
Proposal: To permit the development of 58 apartment condominium units.

2. Draft Approval of Plan of Condominium 30CDM-11408
Applicant: 2273837 Ontario Ltd.
Location: 15 Devitt Avenue South
Proposal: To permit the development of 15 apartment condominium units.
Commissioner’s Approval: February 13, 2012
Came Into Effect: March 6, 2012

3. Registration of Draft Plan of Subdivision 30T-97017
Draft Approval Date: December 24, 1999
Phase: Phase 5
Applicant: Erbsville Road Development Inc./City Block Inc.
Location: Erbsville Road
Proposal: To permit the development of 48 single detached, 32 semi-detached and 20 townhouse units.
Processing Fee: Paid January 20, 2012
Commissioner’s Release: February 6, 2012

4. Registration of Draft Plan of Subdivision 30T-07402
Draft Approval Date: August 5, 2008
Phase: Entire Plan
Applicant: Clair Hills Development Inc.
Location: Bamberg Crescent
Proposal: To permit the development of 55 single detached units.
Commissioner’s Release: February 13, 2012

Township of Wellesley

1. Official Plan Amendment No. 4
Applicant: Bob and Kathy Hunke/Morningstar Ministries
Location: 3639 Naftziger Road
Proposal: To change the designation of approximately 0.04 hectares of property from ‘Institutional’ to ‘Urban Residential’ to allow the building on the lands to be converted to a residential use (duplex).
Processing Fee: Paid February 9, 2012
Commissioner’s Approval: February 17, 2012
Came Into Effect: March 9, 2012
Township of Woolwich

1. Part Lot Control Exemption By-law 07-2012
Applicant: Empire Communities (Riverland) Inc.
Location: Shallow Creek Road
Proposal: To provide for the creation of 23 townhouse units.
Processing Fee: Paid February 14, 2012
Commissioner’s Approval: February 29, 2012

2. Draft Plan of Subdivision Application 30T-12701
Date Accepted: February 7, 2012
Applicant: Valley View Heights (St. Jacobs) Inc.
Location: Old Scout Place, St. Jacobs
Proposal: To permit the development of 88 single detached, 36 semi-detached and 20 to 30 townhouse units.
Processing Fee: Paid January 30, 2012

Residential Subdivision Activity January 2012 to February 29, 2012

<table>
<thead>
<tr>
<th>Area Municipality</th>
<th>Units in Residential Registered Plans</th>
<th>Residential Units Draft Approved</th>
<th>Pending Plans (Units Submitted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Kitchener</td>
<td>91</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Waterloo</td>
<td>198</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cambridge</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Woolwich</td>
<td>0</td>
<td>0</td>
<td>154</td>
</tr>
<tr>
<td>Wilmot</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>North Dumfries</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wellesley</td>
<td>0</td>
<td>0</td>
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</tr>
<tr>
<td>Region of Waterloo</td>
<td>289</td>
<td>0</td>
<td>154</td>
</tr>
</tbody>
</table>

*The acceptance and/or draft approval of plans of subdivision and condominium processed by the City of Kitchener under delegated approval authority are not included in this table.

For comparison, the following table has also been included:

Residential Subdivision Activity January 1, 2011 to February 28, 2011

<table>
<thead>
<tr>
<th>Area Municipality</th>
<th>Units in Residential Registered Plans</th>
<th>Residential Units Draft Approved</th>
<th>Pending Plans (Units Submitted)</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Kitchener</td>
<td>30</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Waterloo</td>
<td>16</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cambridge</td>
<td>57</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Woolwich</td>
<td>64</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wilmot</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>North Dumfries</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Wellesley</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Region of Waterloo</td>
<td>167</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

*The acceptance and/or draft approval of plans of subdivision and condominium processed by the City of Kitchener under delegated approval authority are not included in this table.

Area Municipal Consultation/Coordination

These planning approvals, including consultation with Area Municipalities, have been completed in accordance with the Planning Act. All approvals contained in this report were supported by the Area Municipal councils and/or staff.
CORPORATE STRATEGIC PLAN

This report reflects actions taken by the Commissioner in accordance with the Delegation By-law adopted by Council. The activities described in this report are operational activities with the objective of Focus Area 1: Growth Management and Prosperity.

FINANCIAL IMPLICATIONS:

NIL

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

NIL

PREPARED BY: Andrea Banks, Program Assistant

APPROVED BY: Rob Horne, Commissioner of Planning, Housing and Community Services
REGION OF WATERLOO
PLANNING, HOUSING AND COMMUNITY SERVICES
Community Planning

TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: March 20, 2012

FILE CODE: D10-20

SUBJECT: REGION OF WATERLOO CENTRAL TRANSIT CORRIDOR COMMUNITY BUILDING STRATEGY UPDATE

RECOMMENDATION:

For information.

SUMMARY:

The rapid transit project has the dual objective of moving people efficiently and shaping the community by providing opportunity for greater development and investment in the rapid transit corridor. The Central Transit Corridor Community Building Strategy\(^1\) is the next step in the process of planning for development along the corridor and within rapid transit station areas and is intended to assist in laying the foundation necessary for Area Municipalities to move forward with station area planning. Regional Council retained Urban Strategies with sub consultants Nelson Nygaard and Colliers in February 2012 to complete this strategy (Report No. P-12-012).

The Community Building Strategy will specifically address the following objectives:

- Define strategic direction for the Central Transit Corridor, and distinct sub-corridor opportunities;
- Create a Vision, Guiding Principles, and design direction for the Central Transit Corridor, sub-corridor segments, and its stations;
- Provide city and region-building input for rapid transit engineering;
- Inform and learn from a range of stakeholders;
- Encourage awareness of rapid transit’s region-building opportunity, and create partnerships between and among departments, community groups, and private, public, and voluntary sectors in developing a vision;
- Reflect the outcomes from a robust dialogue and community understanding of the rapid transit opportunity; and
- Identify a range of key initiatives/investments and community benefits to achieve the Vision for the rapid transit corridor.

This report describes how the Strategy will be developed over the next 10 months and particularly highlights the consultation process. Significant effort will be made to collaborate and coordinate with other public and private initiatives and partners as the strategy is developed. To best serve the community and the public, coordination of public meetings and events with related projects such as the development of the Region’s Multi-modal Hub will take place wherever possible to minimize the number of events the public would need to attend to offer input and to receive information.

\(^1\) Previously referred to as the Central Transit Corridor Development Strategy.
Upcoming public consultation opportunities include:

<table>
<thead>
<tr>
<th>Saturday, March 24, 2012</th>
<th>Project Launch - Rob Horne, Urban Strategies and Community Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>150 Frederick Street - Council Chambers, Kitchener (2:00 PM)</td>
<td></td>
</tr>
<tr>
<td>Tuesday, March 27, 2012</td>
<td>Open House and Workshop: A Vision for the Corridor</td>
</tr>
<tr>
<td>Knox Presbyterian Church, Waterloo (3:00 – 8:00 PM)</td>
<td></td>
</tr>
</tbody>
</table>

**REPORT:**

**Project Description**

To successfully implement the Rapid Transit Initiative and achieve reurbanization goals as established in the Provincial Places to Grow Growth Plan and the Regional Official Plan (ROP), a Central Transit Corridor Community Building Strategy will be undertaken as another step in the process of planning for development along the corridor and within rapid transit station areas and is intended to lay the foundation necessary for Area Municipalities to move forward with station area planning.

The completion of a Central Transit Corridor Community Building Strategy will help the Region and the Area Municipalities to work collaboratively to establish a high level vision and strategy for the rapid transit corridor that will include the private sector and the general public. This strategy will inform future planning for development within the station areas, investments along the corridor, and design of the rapid transit system itself. It will also help to ensure that development opportunities associated with rapid transit will achieve the Region’s goals to foster a strong economy and build vibrant urban places.

The Central Transit Corridor Community Building Strategy will establish a shared vision for the corridor by establishing a workplan necessary to take advantage of the opportunities associated with the development of the rapid transit system that will arise over the next several decades. It is a first step in placemaking for the rapid transit system and should strive to make transit a good experience for the community. Further, it represents a critical next step, whereby the partnerships between all those involved in planning for rapid transit and the corridor can be strengthened, allowing for the continued coordination and communication as each partner moves forward. This includes the Region’s partner Area Municipalities, the public (including residents and business owners), the development industry, post-secondary institutions, financial institutions, utility providers and other key stakeholders.

**The Goals**

The goal of the Central Transit Corridor Community Building Strategy is to ensure that the energy, excitement, and opportunity that a Rapid Transit line brings to the Region is harnessed for region-building in the best interests of residents, stakeholders, and municipal partners. Specifically, the Strategy has the following goals:

- Define strategic direction for the Central Transit Corridor, and distinct sub-corridor opportunities;
- Create a Vision, Guiding Principles, and design direction for the Central Transit Corridor, sub-corridor segments, and its stations;
- Provide city and region-building input for rapid transit engineering;
- Inform and learn from a range of stakeholders;
• Encourage awareness of rapid transit’s region-building opportunity, and create partnerships between and among departments, community groups, and private, public, and voluntary sectors in developing a vision;
• Reflect the outcomes from a robust dialogue and community understanding of the rapid transit opportunity; and
• Identify a range of key initiatives/investments and community benefits to achieve the Vision for the rapid transit corridor.

Consultation Plan

The Central Transit Corridor Community Building Strategy offers a critical opportunity to engage stakeholders in Waterloo Region about the city building potential that can be leveraged by the rapid transit investment. Over the next five years, the rapid transit line will be designed, built, and operating. This strategy is a way to ensure this transit infrastructure complements the communities, streets, and places it serves, and also supports larger city building objectives, relating to managing growth, economic development, place-making, and enhancing mobility.

The Central Transit Corridor Community Building Strategy builds on the extensive outreach of the Rapid Transit Environmental Assessment and Transit Protect Assessment process, which included workshops, mall events, webcasts, and presentations and discussion with stakeholders. The Strategy is the natural next step in the development of the line, as previous consultation processes covered route selection, station locations, functional design, implementation options, and a general explanation of the benefits of rapid transit. Unlike previous processes, this strategy is more about city building and shaping the future development along the corridor.

Engaging the community in a discussion of future development is critical. An investment in transit of this magnitude will inevitably change the Region, and this change must be directed with the input of stakeholders, including residents, land owners, businesses, and developers. In essence, this strategy is about building a widely-supported vision for the corridor and future of Waterloo Region.

A number of methods of consultation will be undertaken, including individual and group stakeholder interviews, conducted by the consultant team. On February 29, 2012, the consultant team spent the day meeting with over 100 municipal staff of the Region and Cities to understand and collaborate with other ongoing and upcoming initiatives and projects that relate to or have an impact on the corridor. On March 20 and 21, 2012 the consultant team will spend two full days meeting with private sector stakeholders to understand issues, opportunities and perspectives that can collaboratively advance the strategy and development of the corridor. Efforts to collaborate with other projects and initiatives will be made at every opportunity.

Public consultation points as well as key milestones for the project are highlighted in Appendix 1: Region of Waterloo Central Transit Corridor Community Building Strategy Project Timeline. Public Consultation opportunities will be held at various locations across the corridor.

Public Events and Opportunities to Participate

<table>
<thead>
<tr>
<th>Saturday, March 24, 2012</th>
<th>Project Launch (Rob Horne, Urban Strategies, Community Leaders)</th>
</tr>
</thead>
<tbody>
<tr>
<td>150 Frederick Street</td>
<td>Project Launch (Rob Horne, Urban Strategies, Community Leaders)</td>
</tr>
<tr>
<td>Council Chambers, Kitchener</td>
<td>Project Launch (Rob Horne, Urban Strategies, Community Leaders)</td>
</tr>
<tr>
<td>2:00 PM</td>
<td>Project Launch (Rob Horne, Urban Strategies, Community Leaders)</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
</tr>
<tr>
<td>----------------------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>Tuesday, March 27, 2012</td>
<td>Open House and Workshop: A Vision for the Corridor</td>
</tr>
<tr>
<td>Knox Presbyterian Church</td>
<td>50 Erb Street West, Waterloo</td>
</tr>
<tr>
<td>3:00 – 8:00 PM</td>
<td></td>
</tr>
<tr>
<td>April 24 – 26, 2012</td>
<td>Exploring the Opportunity Forum: Enhancing Mobility</td>
</tr>
<tr>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>May 15 – 17, 2012</td>
<td>Exploring the Opportunity Forum: Great Places</td>
</tr>
<tr>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>June 12 – 14, 2012</td>
<td>Exploring the Opportunity Forum: Strengthening the Region</td>
</tr>
<tr>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>September 2012</td>
<td>Open House: The Draft Strategy</td>
</tr>
<tr>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>November 2012</td>
<td>Open House: A Plan for the Central Corridor</td>
</tr>
<tr>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td>December 2012 / January 2013</td>
<td>Presentation of Strategy at All Councils Meeting</td>
</tr>
<tr>
<td>TBD</td>
<td></td>
</tr>
</tbody>
</table>

Upcoming public events include a project launch event to be held the afternoon of Saturday, March 24, 2012 in Council Chambers, Region of Waterloo Headquarters. This event will start the community thinking about placemaking and the changes to come along the corridor. This event will be followed by the first open house and workshop on Tuesday, March 27, 2012.

A project website will be launched on March 24, 2012 and is located at www.centraltransitcorridor.ca. All project information and updates will be available on this site throughout the project. In addition, Twitter messaging will be used to announce and encourage attendance at public events and open houses.

A storefront space will serve as a project office for both stakeholder meetings and some public open houses and events. This project office will be located in downtown Kitchener, central to the corridor and easily accessible via public transit. Public meeting materials will be housed here and will be available for viewing by the public when the storefront is open. Some materials will be visible in the storefront windows when the space is closed.

Exploring the Opportunity Forums include a variety of activities over the course of two to three days each. Each event will focus on one theme: Enhancing Mobility; Creating Great Spaces; and Strengthening the Region. Each theme will address a collection of relevant issues and opportunities, such as the evolution of malls, the downtown loops, and employment districts along the corridor. Details will be refined as the project moves forward.

Opportunities to collaborate and coordinate public meetings and events will be taken to provide seamless presentation of information to the community and to minimize the number of events the public may choose to attend. Examples of these opportunities may include public meetings related to the development of the Region’s Multimodal Hub, the Rapid Transit project, and the King Street Grade Separation.

**Project Team**

A focussed Project Team has been formed with our municipal partners and includes staff of the Cities of Cambridge, Kitchener, and Waterloo and Regional staff.

Working collaboratively with a broader range of municipal staff and other stakeholders will occur throughout the project at key forums and workshops. In addition, the consultant team will work...
directly with the Rapid Transit Team’s General Engineering Consultant at four key points in the study.

Schedule

This project will be completed over the next ten months, ending in early 2013.

Area Municipal Consultation/Coordination

Staff from the Cities of Cambridge, Kitchener, and Waterloo have participated on the consultant selection committee, and will continue with participation on the study’s project team. All Area Municipalities will also be invited to participate in the public consultation process.

CORPORATE STRATEGIC PLAN:

Actions from the Corporate Strategic Plan that the Central Transit Corridor Community Building Strategy will address are:

3.1.1 Develop an implementation plan for Light Rail Transit including corridor and station area planning.

2.1.2 Work with area municipalities to develop and implement a comprehensive strategy to promote intensification and reurbanization within existing urban areas.

FINANCIAL IMPLICATIONS:

Funding is provided from the capital budget of Planning, Housing and Community Services and the Council-approved budget for project development expenditures related to Rapid Transit.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Staff from Rapid Transit, Transportation and Environmental Services has been consulted in preparation of the terms of reference for this study and the work to date on the strategy.

ATTACHMENTS:

Attachment 1 - Region of Waterloo Central Transit Corridor Community Building Strategy Project Timeline

PREPARED BY: Becky Schlenvogt, Principal Planner

APPROVED BY: Rob Horne, Commissioner of Planning, Housing and Community Services
Attachment 1:
Region of Waterloo Central Transit Corridor Community Building Strategy Project Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar 20, 2011</td>
<td>Understanding - Concept</td>
</tr>
<tr>
<td>Mar 24, 2011</td>
<td>Project Kickoff Meeting</td>
</tr>
<tr>
<td>Apr 11, 2011</td>
<td>Public and Technical Stakeholder Meetings</td>
</tr>
<tr>
<td>Apr 18, 2011</td>
<td>Exploring the Opportunity - Forums</td>
</tr>
<tr>
<td>Apr 21, 2011</td>
<td>Project Launch - Project Advisory Committee</td>
</tr>
<tr>
<td>Jul 18, 2011</td>
<td>Group 1 - Strategy Development</td>
</tr>
<tr>
<td>Jul 19, 2011</td>
<td>Group 2 - Strategy Development</td>
</tr>
<tr>
<td>Nov 14, 2011</td>
<td>Drafting and Finalizing Report</td>
</tr>
<tr>
<td>Oct-Dec 2012</td>
<td>Developing Executive Summary</td>
</tr>
<tr>
<td>Aug-Sep 2013</td>
<td>Developing Strategic Plan</td>
</tr>
<tr>
<td>Oct-Jan 2013</td>
<td>Developing Project Plan</td>
</tr>
<tr>
<td>Nov-Dec 2013</td>
<td>Finalizing Project Plan</td>
</tr>
<tr>
<td>Jan-Feb 2014</td>
<td>Review and Approval of the Project Plan</td>
</tr>
</tbody>
</table>

Note: The timeline diagrams are not fully transcribed due to image quality limitations.
REGION OF WATERLOO

PLANNING, HOUSING AND COMMUNITY SERVICES

Community Services

TO: Chair Jim Wideman and Members of the Planning and Works Committee
DATE: March 20, 2012
SUBJECT: WORKPLACE COUNT - REPORT ON PLACES OF EMPLOYMENT IN THE REGION OF WATERLOO

FILE CODE: D15-70

RECOMMENDATION:


AND THAT this report and the Workplace Count summary data be made available to all Area Municipalities in the Region of Waterloo, Canada's Technology Triangle (CTT), the Chambers of Commerce, and other interested parties, to provide a summary of the findings of the 2011 Workplace Count project, and to request support in participating in future surveys.

SUMMARY:

The first comprehensive “Workplace Count” project in Waterloo Region was undertaken from May to August of 2011, to collect data about places of employment for land use and infrastructure/service planning purposes. Collaboration with Area Municipalities on this project also ensured the usefulness of the results for economic development purposes. The Workplace Count project was initially described to Council and the public in Report P-11-031 ‘Proposed Place of Employment Survey’ (March 8, 2011).

As of mid-2011, there were 12,000 active places of work in the cities and settlement areas of Waterloo Region. These workplaces include businesses, schools, government offices, and community organizations. There were an additional 650 business locations that were either recently built and not yet occupied, or were vacant. The Workplace Count project did not include farms or home-based businesses.

Approximately 245,000 employees are estimated to work in the cities and settlement areas (excluding those working on farms and at home, or with no fixed place of work). This estimate is based on employment data provided by over 70% of the places of work, and derived information for the remainder. A total employment estimate for the Region would be 16% to 18% higher, as it would also include those working at home and on farms or with no fixed place of work; data to inform a total employment estimate will not be available until the 2011 National Household Survey reports Place of Work data, expected in mid-2013. Adding 16% to 18% to the Workplace Count employment results in an estimated total 2011 employment of 284,000-289,000. Places to Grow estimated a Regional employment of 282,000 for 2011; this estimate was published in 2006, based on 2001 data. There are no other comparable employment estimates available for the Region. The Labour Force data is not comparable, as it estimates employed persons for the Census Metropolitan Area (CMA), not jobs in the Region.

The extensive employment data collected through the Workplace Count reflects the overall picture of employment in the cities and settlement areas of the Region. Key findings, which are consistent with historic data and information compiled by other sources such as Canada’s Technology Triangle, include:
March 20, 2012

- Traditional manufacturing is the predominant sector for workplaces, measured by number of employees, representing 21% of employment, or about 1 in 5 employees.
- Just over 1% of workplaces provide almost 1/3 of the jobs in the Region’s economy.
- About 1/3 of workplaces are located in designated employment lands.

In addition, the Workplace Count results will provide solid 2011 baseline information for smaller geographies such as the Central Transit Corridor, rapid transit station areas, core areas, etc.

The report “Workplaces in Waterloo Region, 2011” will be available from Planning, Housing and Community Services, as well as on the Region’s website. The individual data records are not intended for public release unless specifically authorized by the workplace for publication. Data from the Workplace Count project will also be provided to the Area Municipalities and Canada’s Technology Triangle for planning purposes.

To identify trends and changes in the Regional economy, future Workplace Counts are planned to be undertaken in five-year intervals. Staff will also investigate other collaborative opportunities to update the data.

REPORT:

The Region’s first Workplace Count was undertaken from May to August of 2011 to collect data about places of employment in Waterloo Region. The Workplace Count project successfully gathered data from over 12,000 businesses, government agencies and other organizations located in the cities and settlement areas of the Region. In addition to the workplaces and employees that were counted through this project, there are other employment locations in the Region that were not within the scope of this project. These include people who work at home, or who do not report to a regular workplace, as well as employment associated with on-farm businesses and other businesses located outside of the settlement areas in the Townships.

Data from the Workplace Count is the most comprehensive, detailed, accurate and current data available on this topic. While the data was primarily gathered for landuse and service planning purposes, collaboration with Area Municipalities on this project also ensured the usefulness of the results for economic development purposes.

Current uses include:
- Active transportation: TravelWise Transportation Management Association program;
- Transit planning: evaluating expansion of bus services to the L.G. Lovell Business Park in Cambridge;
- Planning for Rapid Transit: Corridor Development Strategy;
- Water protection policy development and implementation: Clean Water Act Source Protection Plan;
- Input to local area planning studies: the City of Waterloo’s Northdale Land Use and Community Improvement Plan Study;
- Updating business registries and directories;
- Business retention and attraction: the Foreign Multinational Aftercare Calling Program, initiated by Canada’s Technology Triangle (CTT);
- Evaluation of development planning applications;
- Formulating planning policy and monitoring growth for the Regional Official Plan: calibrating employee – space ratios that are used in the Population and Land Use Model to forecast the number of employees;
- Creating employment estimates and growth forecasts for infrastructure planning purposes, including water and wastewater servicing planning;
- Transportation planning: calibration of the transportation demand model for the Regional Transportation Master Plan; and
Joint Regional and Area Municipal strategic projects: the Regional Economic Development Study.

When the Workplace Count project is repeated in 2016, the data can be used for identifying and analysing trends in the economy and urban structure.

Summary of Findings

Key findings from the Workplace Count are:

- 12,000 active places of work were counted in the cities and settlement areas of Waterloo Region. There were an additional 650 business locations that were counted as built but not yet occupied, or vacant.
- Approximately 245,000 employees are estimated to work in these locations. This is not total employment, which would be about 16% to 20% higher, after accounting for employment on farms, at home or not at a regular workplace. Adding 16% to 18% to the Workplace Count employment results in an estimated total 2011 employment of 284,000-289,000. Places to Grow estimated a Regional employment of 282,000 for 2011; this estimate was published in 2006, based on 2001 data. There are no other employment estimates available for the Region. The Labour Force data is not comparable, as it estimates employed persons for the Census Metropolitan Area (CMA), not jobs in the Region.
- Almost ¾ of all employees working in the Region are in full-time jobs. Part-time employment was primarily in the retail sector, followed by accommodation & food services.
- Traditional manufacturing was the predominant sector for workplaces in the Region, measured by number of employees; it reflects 21% of employment, or about 1 in 5 employees. Manufacturing occupies about 1/3 of the built floor space in the Region.
- The largest number of workplaces was in the retail sector, representing almost 1 in 5 workplace locations.
- Firms considered to be “high-tech” represented 575 counted businesses, about 8% of workplaces. Additionally, high-tech firms are known to exist in home-based businesses, while yet more provide services such as legal and communication services to the high-tech sector.
- Just over 1% of workplaces in Waterloo Region provide almost 1/3 of the jobs.
- Almost 2/3 of workplaces have fewer than ten employees.
- 35% of workplaces are located in designated industrial and business park lands as identified in Area Municipal Official Plans.

These findings are consistent with historic data, previous forecasts, and information available from other sources such as Canada’s Technology Triangle.

A full report of the results of the Workplace Count project is presented in the document “Workplaces in Waterloo Region, 2011.” This report provides statistics and analysis of data from the Workplace Count as well as details on survey methodology, an analysis of data quality, and comparisons with other employment data such as Census and Labour Force Survey data. It will be available from Planning, Housing and Community Services, as well as on the Region’s website.

Area Municipal Consultation/Coordination

A Municipal Advisory Group was formed during the planning stages of this project to provide for input from the Area Municipalities. This group was very effective in contributing to the form of the survey, providing respite locations and parking for surveyors and communicating with local businesses and organizations. Several Area Municipal economic development staff also collected data from large employers to contribute to the survey. Area Municipalities are receiving the data.
from this project, under the terms of a Letter of Understanding. A sincere thanks is extended to all Area Municipal staff who helped to make this project a success.

CORPORATE STRATEGIC PLAN:

The 2011 Workplace Count data can be used in many projects that support the Strategic Objectives of Focus Area 2: Growth Management and Prosperity.

FINANCIAL IMPLICATIONS:

The cost of the initial Workplace Count project was $125,000. Due to budget limitations, the Workplace Count project is budgeted to be undertaken only every five years, aligned with the Census of Canada years. Therefore, the next Workplace Count would be in 2016. Although it had been earlier anticipated that future surveys would not incur the same start-up costs as the 2011 survey, due to the 5-year gap between surveys, it is not anticipated that cost efficiencies will be achieved in subsequent years. In the interim years, smaller targeted surveys may be undertaken such as surveys of high tech firms or companies located in business parks. Opportunities for such surveys will be investigated within Regional Departments as well as with Area Municipalities, other Regions and the Province over the coming months.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Transportation and Environmental Services, Information Technology, Social Services and Public Health have been consulted through this project.

ATTACHMENTS:

NIL

PREPARED BY: Chantelle Thompson, Planner
Margaret Parkin, Manager, Planning Information & Research

APPROVED BY: Lucille Bish, Acting Commissioner of Planning, Housing and Community Services
TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: March 20, 2012

SUBJECT: 2011 BUILDING PERMIT ACTIVITY AND GROWTH MONITORING

RECOMMENDATION:

For information.

SUMMARY:

This report provides a summary of building permit activity across the Region in 2011, with comparisons to previous years. It reflects building permit data related to new construction, excluding agricultural, and net of cancelled permits, as provided by Area Municipalities. Despite the slow pace of global economic recovery, the total value of new construction activity in the Region was at its second highest level in the past 10 years.

The total value of building permits issued in 2011 for new construction in the Region of Waterloo was $1.28 billion, a decrease of 11% from 2010 values. This was the second highest value ever recorded in the Region. Total new construction value was comprised of approximately 45% in the residential sector, and 55% non-residential.

In residential activity, permits were issued for 3,341 units in 2011, down 19% from the 4,138 units in 2010. However, relative to longer term trends, the 3,341 units are 3% above the 30-year regional average of 3,223 units. The value of these permits decreased 8% to $700.9 million from $758.9 million in 2010.

Canada Mortgage and Housing Corporation (CMHC) reported in its January 2011 issue of Housing Now that housing starts in the Kitchener-Cambridge-Waterloo Census Metropolitan Area (CMA) in 2011 were up 4.9% from 2010; this is much better than the 11% decline CMHC predicted previously (as reported in P-11-025, “2010 Building Permit Activity and Growth Monitoring”). CMHC is predicting a 1.8% decline in housing starts in our CMA in 2012.

Building permits for new non-residential floor space decreased 55% to 1.65 million ft\(^2\) relative to 2010, and the value of non-residential permits issued in 2011 decreased 11% to $575.1 million from $670.1 million in the same period. The 2011 non-residential permit value was the second highest ever recorded in the Region.

In a comparison of activity in the three cities and the four townships, 16% of the new residential units constructed and 13% of the new non-residential floor space constructed occurred in the townships, slightly higher than the proportion in 2010. Of the three cities, Kitchener had the highest dollar value ($314.8 million), and Cambridge had the greatest floor space (821,411 ft\(^2\)) for non-residential permits. On the residential side, Kitchener had highest number of new residential units at 1,451.

While the reurbanization target does not come into effect until the year 2015, the levels for the Region of Waterloo from 2006 to year-end 2011 to provide an early indication of how the residential building activity currently measures against the target. Permits for new residential units for the year
2011 indicate that 55% of units have been created in the Built-up Area, exceeding the Places to Grow requirement of 40% by the year 2015 and the ROP target. This is the second consecutive year that this benchmark has been exceeded.

REPORT:

Building permit activity is one indicator of the strength of the local economy, as well as a predictor of the population growth. This report summarizes building activity in both the residential and non-residential sectors for each Area Municipality in the Region for 2011. Building activity data for previous years is provided for comparison purposes. These figures are compiled annually by Regional staff, based on data supplied by the Area Municipalities.

Total Value of New Construction

The total value of new building permits issued in 2010 was $1.28 billion. Total residential permit value was $700.9 million and total non-residential permit value was $575.2 million. As shown in Figure 1, total new construction value decreased 11% from 2010 levels which were the highest ever recorded in the Region.

![Figure 1: Total Value of New Construction, 2001-2011](image)

Non-Residential Activity

In 2011, the value of non-residential building permits declined from the record levels last year. Institutional values increased 30% to $442.4 million from $341.5 million, while the value of industrial building permits decreased 36% to $35.6 million from $55.3 million, and commercial building permits decreased 64% to $97 million from $273.3 million. The highest values for an individual 2011 non-residential building permit, by type, are:

- Institutional: $50 million for the wastewater plant upgrades in Waterloo;
- Industrial: $8 million for the addition/renovations of the waste recycling facility by Waste Management of Canada on Conestoga Blvd in Cambridge;
- Commercial: $12.5 million for the construction of the Drayton Theatre in Cambridge.

Of the 34 permits valued over $2 million, Kitchener issued 14 permits, Cambridge issued 10, Waterloo issued 7, and Woolwich issued three. Attachment 1 lists the top 25 permits by construction value.
As illustrated in Figures 2 to 4, non-residential building permit values fluctuate by sector and by municipality from year to year. In 2011, values increased in the institutional sector, and declined in both the commercial and industrial sectors. The office/retail tower permit on The Barrelyards site in Waterloo was cancelled by the Developer in October, removing $40 million and 247,755 ft² from the previously reported 2010 construction totals.
Total new non-residential floor space decreased in 2011 in all non-residential sectors. Industrial floor space decreased 21% from 499,861 ft² in 2010 to 396,150 ft² in 2011. New institutional floor space decreased 52% from 1.47 million ft² to 710,396 ft², and new commercial floor space decreased 68% from 1.71 million ft² to 546,331 ft² in 2011.

Figure 5 shows the 10-year variation in non-residential floor space among the sectors.

For non-residential permits, Kitchener had the highest dollar value ($314.8 million) and Cambridge had the greatest floor space (821,411 ft²) among the area municipalities, as shown in Figures 6 and 7.
Residential Activity

In 2011, building permits were issued for 3,341 units. This represents a decrease of 797 units from 2010, or 19%. The value of these permits decreased 8% to $700.8 million from $758.9 million.

As shown in Figure 8, the composition of the residential building activity, by type, was:
- 1,334 single detached units, accounting for 40% of the total residential units built,
- 93 semi-detached units (3%),
- 301 townhouse units (9%), and
- 1,613 apartment units (48%).

Over the longer term, the percentage of single detached units constructed per year has fallen from a peak of 78% in 1998 to 40% in 2011.
The number and type of residential units constructed in the Region declined across all structure types. Single detached units decreased 5%, semi-detached units declined 35%, townhouse units declined 44% and apartment units declined 21%.

Map 1 (Attachment 2) shows the location of all residential building permits issued for new construction in 2011. Each circle is representative of the number of units constructed through each building permit.

Figure 9 illustrates the residential building permit activity in each Area Municipality in 2011 with 2010 as a comparison. Kitchener reported the highest number of new residential units in 2011 at 1,451; Waterloo reported 1,041 and Cambridge 305. In the townships, Woolwich reported 241 new residential units, Wilmot 161 units, North Dumfries 105 units, and Wellesley 37 units.

Long Term Trends in Residential Building Activity

The total annual number of new residential permits (1981-2011) is displayed in Figure 10. The graph clearly shows the cyclical nature of residential building activity, which reflects many factors including demand, housing prices and mortgage rates. The long-term annual average over the 30-year period of new residential units is 3,223. The residential building permit activity in 2010, at 3,341 new units, was 3.67% above the long term average.
Comparisons with CMHC Housing Starts

Locally, Canada Mortgage and Housing Corporation (CMHC) reported in its Housing Now edition (released February, 2012) that the 2,954 housing starts in the Kitchener-Cambridge-Waterloo Census Metropolitan Area (CMA) in 2011 were up 4.9% from 2010. These results are much better than the 11% decline they had predicted in 2010 (as reported in P-11-025, “2010 Building Permit Activity and Growth Monitoring”). CMHC’s latest prediction for 2012 (Fall 2011 - Housing Market Outlook) is a 1.8% decline in starts in the CMA for 2012.

The increase in the new home construction market in the Region of Waterloo was less than the provincial average of 12.2%; however, it still outperformed some other communities. Figure 11 below displays the change in starts experienced by nearby municipalities last year.

<table>
<thead>
<tr>
<th>Market Area</th>
<th>Starts</th>
<th>% Change from 2010 to 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
<td>2011</td>
</tr>
<tr>
<td>Guelph CMA</td>
<td>1,021</td>
<td>764</td>
</tr>
<tr>
<td>Hamilton CMA</td>
<td>3,562</td>
<td>2,462</td>
</tr>
<tr>
<td>Peel Region</td>
<td>4,259</td>
<td>6,423</td>
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<tr>
<td>Halton Region</td>
<td>3,864</td>
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<tr>
<td>Durham Region</td>
<td>2,679</td>
<td>3,250</td>
</tr>
<tr>
<td>York Region</td>
<td>7,138</td>
<td>9,273</td>
</tr>
<tr>
<td>Province of Ontario</td>
<td>60,433</td>
<td>67,821</td>
</tr>
<tr>
<td><strong>Kitchener-Cambridge-Waterloo CMA</strong></td>
<td><strong>2,815</strong></td>
<td><strong>2,954</strong></td>
</tr>
</tbody>
</table>

Source: CMHC (Housing Now-January 2012)

CMHC is predicting a drop in starts across the province in 2012 of 6.4%.

It is important to note that there are several differences between the statistics reported by CMHC and those found in this report. The first difference is that this report is for all seven Area Municipalities, whereas CMHC reports on the Kitchener CMA (Census Metropolitan Area) which includes only Kitchener, Waterloo, Cambridge, Woolwich and North Dumfries. Secondly, CMHC uses a ‘start’ as the measure of building activity. A ‘start’ is defined as the beginning of construction
work on a building, usually when concrete has been poured for the footing. Further, any new housing units created through conversions from industrial uses are not included in the CMHC reports.

Seniors’ Housing
Seniors-oriented residences differ from a typical apartment by the fact that rooms in these residences do not have their own kitchen facilities; instead there is a dining room for meals. This type of construction has been reported in the non-residential figures by floor space and construction value. Additionally, the number of bedrooms is counted in these developments, (rather than number of units), and is reported in Figure 12 over a ten year period.

![Figure 12: Seniors Residences - Beds Constructed 2001-2011](image)

Monitoring Growth

On June 16, 2006, the Province of Ontario approved “Places to Grow: Growth Plan for the Greater Golden Horseshoe”, which included an objective to accommodate more growth through reurbanization. The Growth Plan set a minimum target of 40% of new residential units to be constructed within the Built Up Area (BUA) which was defined by the Province to delineate the lands already developed.

While the reurbanization target does not come into effect until the year 2015, the levels for the Region of Waterloo from 2006 to year-end 2011 provide an early indication of how the residential building activity currently measures against the target. As shown in Figures 13 & 14, permits for new residential units for the year 2011 indicate that 55% of units have been created in the Built Up Area, exceeding the Places to Grow requirement. This is the second consecutive year that this target has been exceeded.
**Figure 13: Units Constructed Inside the Built Up Area**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Units Constructed in Region of Waterloo</th>
<th>Units Constructed Inside the Built Up Area</th>
<th>Percent of Units Constructed Inside the Built Up Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>3,215</td>
<td>1,665</td>
<td>52%</td>
</tr>
<tr>
<td>2007</td>
<td>3,102</td>
<td>1,430</td>
<td>46%</td>
</tr>
<tr>
<td>2008</td>
<td>2,969</td>
<td>974</td>
<td>33%</td>
</tr>
<tr>
<td>2009</td>
<td>2,764</td>
<td>1,028</td>
<td>37%</td>
</tr>
<tr>
<td>2010</td>
<td>4,138</td>
<td>2,371</td>
<td>57%</td>
</tr>
<tr>
<td>2011</td>
<td>3,338</td>
<td>1,826</td>
<td>55%</td>
</tr>
</tbody>
</table>

**Figure 14: Percentage of Total Units Constructed within the Places to Grow Built up Area**

While there is no policy target for the amount of non-residential activity within the Built Up Area (BUA), the following figures (15 & 16) are reported for industrial, commercial and institutional building activity, measured both in size of new construction as well as building value, as provided on building permits issued.

**Figure 15: Non-Residential Floor Area Constructed Within the Built Up Area**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Floor Area Constructed in Region of Waterloo (ft²)</th>
<th>Total Floor Area Constructed Inside the Built Up Area (ft²)</th>
<th>Percent of Floor Area Constructed Inside the Built Up Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>2,985,342</td>
<td>2,172,656</td>
<td>73%</td>
</tr>
<tr>
<td>2007</td>
<td>2,762,978</td>
<td>1,804,348</td>
<td>65%</td>
</tr>
<tr>
<td>2008</td>
<td>3,292,062</td>
<td>2,255,101</td>
<td>69%</td>
</tr>
<tr>
<td>2009</td>
<td>2,507,288</td>
<td>1,498,360</td>
<td>60%</td>
</tr>
<tr>
<td>2010</td>
<td>3,693,990</td>
<td>2,071,913</td>
<td>56%</td>
</tr>
<tr>
<td>2011</td>
<td>1,653,417</td>
<td>1,127,925</td>
<td>68%</td>
</tr>
</tbody>
</table>
In 2011, 27% of the units (886) and 22% of the non-residential floor space (357,297 ft²) were constructed within 800 meters of the 13 planned Rapid Transit Station Areas in Cambridge, Kitchener and Waterloo.

**Area Municipal Consultation/Coordination**

Building permit data are collected by Area Municipal staff and submitted to the Region. They are compiled for use in Regional development charge calculations, development tracking, forecasts, and reporting. Municipal staff is consulted for verification and insight into the data. Ongoing corrections and permit cancellations must be taken into consideration when comparing to previous building activity reports. Copies of this report have also been circulated to Area Municipalities.

**CORPORATE STRATEGIC PLAN:**

Tracking and reporting building permit activity contributes to Strategic Focus Area 2: Manage Growth to Foster Thriving and Productive Urban and Rural Communities

**FINANCIAL IMPLICATIONS:**

NIL

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

NIL

**ATTACHMENTS:**

Attachment 1 – Top 25 Non Residential permits by Construction Value
Attachment 2 – 2011 Building Permit Activity Map

**PREPARED BY:** Chris Rumig, Planning Technician

**APPROVED BY:** Rob Horne, Commissioner of Planning, Housing and Community Services
## Top 25 Non-Residential Permits by Construction Value

<table>
<thead>
<tr>
<th>Address</th>
<th>Municipality</th>
<th>Structure Type</th>
<th>Floor Area</th>
<th>Construction Value</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>340 University Ave E</td>
<td>Waterloo</td>
<td>Inst</td>
<td>34,950</td>
<td>$50,000,000</td>
<td>Region of Waterloo - 2 Storey Industrial Building Including Headworks Wing And Biosolids Wing</td>
</tr>
<tr>
<td>85 Queen St N</td>
<td>Kitchener</td>
<td>Inst</td>
<td>41,731</td>
<td>$45,000,000</td>
<td>City of Kitchener - Library expansion (includes parking garage)</td>
</tr>
<tr>
<td>70 Duke St E</td>
<td>Kitchener</td>
<td>Inst</td>
<td>0</td>
<td>$22,184,000</td>
<td>Ministry of Attorney General- Exterior Building Envelope of Waterloo Region Consolidated Courthouse</td>
</tr>
<tr>
<td>340 University Ave E</td>
<td>Waterloo</td>
<td>Inst</td>
<td>1,901</td>
<td>$21,000,000</td>
<td>Region of Waterloo - New Boiler Building (Waterloo Wastewater Treatment Plant)</td>
</tr>
<tr>
<td>368 Mill Park Dr</td>
<td>Kitchener</td>
<td>Inst</td>
<td>6,631</td>
<td>$18,500,000</td>
<td>Region of Waterloo - An Ultra Violet Disinfection Building</td>
</tr>
<tr>
<td>368 Mill Park Dr</td>
<td>Kitchener</td>
<td>Inst</td>
<td>8,370</td>
<td>$15,100,000</td>
<td>Region of Waterloo - A New Aeration Blower Building</td>
</tr>
<tr>
<td>46 Grand Ave S</td>
<td>Cambridge</td>
<td>Comm</td>
<td>53,565</td>
<td>$12,500,000</td>
<td>Drayton Entertainment - Three Storey Performing Arts Theatre</td>
</tr>
<tr>
<td>45 Columbia St E</td>
<td>Waterloo</td>
<td>Inst</td>
<td>37,182</td>
<td>$12,500,000</td>
<td>Region of Waterloo - Addition For Police Station With Parking Structure</td>
</tr>
<tr>
<td>1145 Concession Rd</td>
<td>Cambridge</td>
<td>Inst</td>
<td>62,443</td>
<td>$12,500,000</td>
<td>Langs Farm Village Association - 2 Storey Community Health Centre</td>
</tr>
<tr>
<td>710 Myers Rd</td>
<td>Cambridge</td>
<td>Inst</td>
<td>72,918</td>
<td>$12,000,000</td>
<td>Waterloo Region District School Board -Three Storey Elementary School</td>
</tr>
<tr>
<td>340 University Ave E</td>
<td>Waterloo</td>
<td>Inst</td>
<td>509</td>
<td>$10,500,000</td>
<td>Region of Waterloo - Addition To The Digester Building To Create A Gas Room</td>
</tr>
<tr>
<td>1800 Victoria St N</td>
<td>Kitchener</td>
<td>Comm</td>
<td>46,520</td>
<td>$10,000,000</td>
<td>Carson Woods Architects - A New Bmw And Mini Car Dealership.</td>
</tr>
<tr>
<td>2200 Homer Watson Blvd</td>
<td>Kitchener</td>
<td>Inst</td>
<td>178</td>
<td>$8,600,000</td>
<td>City of Kitchener - An Addition And Upgrade To The Pumping System</td>
</tr>
<tr>
<td>101 Ira Needles Blvd</td>
<td>Waterloo</td>
<td>Inst</td>
<td>3,481</td>
<td>$8,000,000</td>
<td>Region of Waterloo - New Elevated Water Tower</td>
</tr>
<tr>
<td>505 Conestoga Blvd</td>
<td>Cambridge</td>
<td>Ind</td>
<td>1,500</td>
<td>$8,000,000</td>
<td>Waste Management of Canada - Addition Of A pre-engineered Metal Building,</td>
</tr>
<tr>
<td>490 Pinebush Rd</td>
<td>Cambridge</td>
<td>Ind</td>
<td>160,276</td>
<td>$6,500,000</td>
<td>Granval Construction - Construct New Multi-tenant Industrial Building - Shell Only</td>
</tr>
<tr>
<td>251 Jetliner Crt</td>
<td>Woolwich</td>
<td>Inst</td>
<td>51,551</td>
<td>$6,400,000</td>
<td>Region of Waterloo Airport – Private aircraft hanger built by Millard Properties</td>
</tr>
<tr>
<td>1144 Hamilton St</td>
<td>Cambridge</td>
<td>Inst</td>
<td>35,757</td>
<td>$6,000,000</td>
<td>Waterloo Region District School Board - New Grandview Public School</td>
</tr>
<tr>
<td>99 Strange St</td>
<td>Kitchener</td>
<td>Inst</td>
<td>18,114</td>
<td>$6,000,000</td>
<td>Waterloo Catholic District School Board - Addition To St Johns Elementary School</td>
</tr>
<tr>
<td>310 Westmount Rd N</td>
<td>Waterloo</td>
<td>Inst</td>
<td>31,646</td>
<td>$6,000,000</td>
<td>University of Waterloo - Health Services Building - Addition and Renovations</td>
</tr>
<tr>
<td>40 Gail St</td>
<td>Cambridge</td>
<td>Inst</td>
<td>20,411</td>
<td>$5,075,000</td>
<td>Waterloo Region District School Board - Addition To Existing School. Gym, Library</td>
</tr>
<tr>
<td>51 Breithaupt St</td>
<td>Kitchener</td>
<td>Comm</td>
<td>152,671</td>
<td>$5,000,000</td>
<td>2184647 Ontario Limited Permit Is For Interior Renovations To Convert An Industrial Building To An Office Building</td>
</tr>
<tr>
<td>809 Wellington St N</td>
<td>Kitchener</td>
<td>Ind</td>
<td>8,752</td>
<td>$4,200,000</td>
<td>Christie Digital Permit Is For An Addition And Interior Work</td>
</tr>
<tr>
<td>3800 King St E</td>
<td>Kitchener</td>
<td>Comm</td>
<td>23,353</td>
<td>$4,000,000</td>
<td>Kitchener Honda - A New Car Dealership</td>
</tr>
</tbody>
</table>
Attachment 2 – 2011 Building Permit Activity Map
REGION OF WATERLOO
PLANNING, HOUSING AND COMMUNITY SERVICES
Transportation Planning

TO: Chair Jim Wideman and Members of the Planning and Works Committee
DATE: March 20, 2012
FILE CODE: D28-60(A)
SUBJECT: RENEWAL OF U-PASS AGREEMENTS WITH POST-SECONDARY STUDENTS

RECOMMENDATION:

THAT the Regional Municipality of Waterloo enter into agreements with the University of Waterloo Federation of Students, the University of Waterloo Graduate Students Association, the Wilfrid Laurier University Students Union, and the Wilfrid Laurier University Graduate Students Association to implement universal transit pass programs (U-Pass), in a form satisfactory to the Regional solicitor, as described in Report No. P-12-040, dated March 20, 2012.

AND THAT the Regional Municipality of Waterloo amend the Region’s Fees and Charges By-law 12-001 with respect to the U-Pass agreements with full-time students at the University of Waterloo and Wilfrid Laurier University, as described in Report P-12-040, dated March 20, 2012 to increase U-Pass fees to $67.50 per school term for eligible students, effective September 1, 2012.

SUMMARY:

The Region currently has universal transit pass (U-Pass) agreements with the University of Waterloo Federation of Students (the FEDS), the Wilfrid Laurier University Students’ Union (WLUSU), the University of Waterloo Graduate Students Association (UW GSA), and the Wilfrid Laurier University Graduate Student Association (WLU GSA). These agreements will expire on August 31, 2012.

Staff has been in discussion with representatives from each student group since spring 2011. The FEDS, WLUSU and the UW GSA have agreed to terms of $67.50 per student per term of enrollment, and fee increases would be determined by the average increase to Grand River Transit (GRT) fares, as approved by Regional Council each year. The U-Pass programs would continue to offer use during summer/co-op terms at no additional cost.

The Wilfrid Laurier University Graduate Student Association (WLU GSA) requires a referendum for the proposed $67.50 U-Pass price. A referendum is scheduled for April 2012 to determine whether this increase to the GSA U-Pass fee will be approved. If this group no longer wishes to participate in a U-Pass program, the Region could offer a discount pass similar to the existing College Pass, priced at $209 per four month term.

The recommended price increases described in this report would help Grand River Transit to sustain existing and future transit service needs for the post-secondary community.

REPORT:

The Region currently has Universal transit pass programs (U-Pass) agreements with the University of Waterloo Federation of Students (the FEDS), the Wilfrid Laurier University Students’ Union (WLUSU), the University of Waterloo Graduate Students Association (UW GSA) and the Wilfrid Laurier University Graduate Students Association (WLU GSA). These agreements will expire on August 31, 2012. The current U-Pass fees are shown in the table below:
U-Pass programs are founded on three governing principles: (1) universal participation, which allows the costs of transit service to be spread across a large population; (2) economies of scale, which further reduce prices for students by pooling their buying power; and (3) financial sustainability for both students and the transit provider. WLU Undergraduate Students were the first to partner with Grand River Transit (GRT) to provide a U-Pass in September 2005. In September 2007, the UW Federation of Students and WLU GSA successfully launched their U-Pass programs. The UW GSA voted for a U-Pass starting in September 2010.

It is in the interest of each U-Pass partner to provide the best possible service at the best possible price. However, for the program to sustain existing and future service needs, it is also important that U-Pass pricing reflect U-Pass service costs. Since the program’s inception, the Region has been working annually with its U-Pass partners to develop a successful program. In 2011, U-Pass riders accounted for 26 percent of GRT’s ridership, or 5.1 million rides.

Existing and Proposed Agreements

Existing agreements with student groups state that fee increases should be set by the Ontario All Items Consumer Price Index (CPI). Between 2005 and 2011, CPI has increased by an average rate of 2.0% per year. However, the cost of providing transit service to meet growing demand from student groups has increased at a rate higher than CPI.

Regional staff has been in discussion with representatives from each student group since spring 2011 to develop terms for new agreements. The FEDS, WLUSU and the UW GSA have agreed to terms of $67.50 per student per term of enrollment, and fee increases would be determined by the average increase to GRT fares, as approved by Regional Council each year. The U-Pass programs would continue to allow access to GRT service during summer/co-op terms at no additional cost.

All parties agreed that a longer term agreement would be beneficial by reducing the burdensome annual negotiation of fees. A three year term was agreed to which will allow all parties more time to be spent on making the program more effective and successful.

Existing agreements also required that a Working Group be formed consisting of staff and students to review the U-Pass program. In practice, these meetings have almost exclusively focused on financial issues. In the new agreements, this Working Group would be expanded to include representatives from all U-Pass partners, including student representatives, to discuss issues related to service quality and U-Pass service needs. This does not preclude student representatives and representatives of the Region meeting separately from time to time to discuss matters related to administration of the program.

The WLU GSA constitution requires a referendum to approve the proposed $67.50 U-Pass price which is scheduled for April 2012. If this referendum is successful, an agreement between the Region and the WLU GSA would be developed that includes the terms outlined above. If this group no longer wishes to participate in a U-Pass program, the Region could offer a discount pass similar to the existing College Pass, priced at $209 per four month term.
Other Ontario U-Pass Programs

U-Pass programs are offered with most universities in Ontario. Most fees are annual, and programs range in length from 8 months to 12 months. On a per-term basis, program fees range from a minimum of $60.90 for students at McMaster University to a maximum of $145.00 for students at the University of Ottawa. Neither of these two programs permits the pass to be used for the summer. The average price per term in Ontario is $79.78. A summary of Ontario U-Pass programs is included as Appendix A.

Area Municipal Consultation/Coordination

This report has been circulated to all Area Municipalities.

CORPORATE STRATEGIC PLAN:

The U-Pass agreements with post-secondary students support the implementation of Council’s Strategic Focus, identified under Focus Area 3: Develop greater, more sustainable and safe transportation choices.

FINANCIAL IMPLICATIONS:

The rate increase proposed above, if approved, will increase GRT operating revenue by an estimated $400,000 in 2012. This is in addition to the 2012 GRT budget. The annual revenue impact, estimated to be $800,000, plus the effect of any future fare changes, will be factored into the 2013 GRT budget and will help offset the costs of increased service to the university areas.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Finance, Legal and Transit Services were consulted and are in concurrence with this report and its recommendations.

ATTACHMENTS:

Appendix A: Comparison of Ontario U-Pass Programs

PREPARED BY: Gethyn Beniston, Principal Planner

APPROVED BY: Rob Horne, Commissioner of Planning, Housing and Community Services
## Appendix A: Comparison of existing U-Pass Programs

<table>
<thead>
<tr>
<th>System</th>
<th>Institution</th>
<th>Valid For:</th>
<th>Student Group</th>
<th>Price per term</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region of Waterloo (GRT)</td>
<td>University of Waterloo</td>
<td>September - August</td>
<td>Undergraduate &amp; Graduate</td>
<td>$60.64</td>
<td>Pass is valid year-round with fees paid each term of enrollment.</td>
</tr>
<tr>
<td>existing</td>
<td>Wilfrid Laurier University</td>
<td>September - August</td>
<td>Undergraduate &amp; Graduate</td>
<td>$60.64</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Graduate</td>
<td>$54.26</td>
<td></td>
</tr>
<tr>
<td>Region of Waterloo (GRT)</td>
<td>UW &amp; WLU</td>
<td>September - August</td>
<td>Undergraduate &amp; Graduate</td>
<td>$67.50</td>
<td>Pass is valid year-round with fees paid each term of enrollment.</td>
</tr>
<tr>
<td>proposed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hamilton (HSR)</td>
<td>McMaster University</td>
<td>September - August</td>
<td>Undergraduate</td>
<td>$60.90</td>
<td>Paid in September as an annual fee of $121.80. Four month summer pass offered at $278.40 (20% discount off regular adult pass).</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Graduate</td>
<td>$60.90</td>
<td>Paid in September as an annual fee of $182.70</td>
</tr>
<tr>
<td>Durham Region (DRT)</td>
<td>University of Ontario Institute of Technology</td>
<td>September - April</td>
<td>Undergraduate</td>
<td>$70.00</td>
<td>Paid in September as an annual fee of $140.00. Student Summer Pass is available for $90.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Graduate</td>
<td>$73.33</td>
<td>Paid in September as an annual fee of $220.00</td>
</tr>
<tr>
<td>St. Catharines, Welland &amp;</td>
<td>Brock University</td>
<td>September - April</td>
<td>Undergraduate &amp; Graduate</td>
<td>$84.42</td>
<td>Paid in September as an annual fee of $168.84</td>
</tr>
<tr>
<td>Niagara Transit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guelph</td>
<td>University of Guelph</td>
<td>September - April</td>
<td>Undergraduate &amp; Graduate</td>
<td>$86.15</td>
<td>Bus pass is paid per term with tuition</td>
</tr>
<tr>
<td>London (LTC)</td>
<td>University of Western Ontario</td>
<td>September - April</td>
<td>Undergraduate &amp; Graduate</td>
<td>$90.97</td>
<td>Paid in September as an annual fee of $181.94</td>
</tr>
<tr>
<td>Ottawa (OC Transpo)</td>
<td>University of Ottawa</td>
<td>September - April</td>
<td>Undergraduate &amp; Graduate</td>
<td>$145.00</td>
<td>Paid in September as an annual fee of $290.00</td>
</tr>
</tbody>
</table>
TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: March 20, 2012

FILE CODE: D28-50

SUBJECT: GRAND RIVER TRANSIT SERVICE PLANNING PUBLIC CONSULTATION CENTRES

RECOMMENDATION:

For information.

SUMMARY:

As part of the implementation of the Grand River Transit (GRT) Business Plan 2011-2014, a series of local transit service improvements are being proposed for implementation in September 2012. Contingent on final approval by Regional Council, these would include:

- Extended hours of service in Cambridge on Sundays;
- Replacement of the Route 75 Saginaw BusPLUS 6.5m (21’) mini-bus with a 12.2m (40’) conventional vehicle;
- Improved service to areas east of Hespeler Road between Avenue Road and Pinebush Road, including the L.G. Lovell Industrial Park;
- New weekday BusPLUS service in the Doon South area; and
- Extended weekend service on the 200 iXpress and Route 13 Laurelwood.

The implementation of these planned service improvements would provide 10,890 additional hours of service. Service changes would be implemented in September 2012.

Public Consultation Centres are planned to discuss the proposed transit service improvements on March 21 and March 22, 2012.

Area Municipalities are being consulted through representation on Steering Committees and have been circulated material related to service improvement proposals. After considering feedback from the public consultation centres, detailed route recommendations will be presented to Regional Council for consideration.

REPORT:

Regional Council approved the Grand River Transit (GRT) Business Plan 2011-2014 in January of 2012. The plan identifies a number of improvements in transit service for 2012. Staff has scheduled two Public Consultation Centres (PCC) to provide the public with the opportunity to provide feedback on the proposed service improvements. Public input will be taken into consideration when developing the final 2012 Transit Service Improvement Plan.

Proposed 2012 Service Improvements

In 2011, the Region provided the largest ever increase in transit service. This service addressed significant overcrowding of routes in the Central Transit Corridor and began the implementation
process of new iXpress routes designed to be integrated with the Rapid Transit system, providing a high frequency transit network. As a result, transit ridership in 2011 increased by over 9% to approximately 19.7 million annual rides.

For 2012, the service improvements will focus on local service improvements that increase hours of operation, frequency, service coverage and directness of travel. The proposed improvement options are illustrated in the public information packages attached in Appendix A and described below:

- Extended Sunday hours of service in Cambridge on Sundays
- Replacement of the Route 75 Saginaw BusPLUS 6.5m (21’) mini-bus with a 12.2m (40’) conventional vehicle
- Improved service to areas east of Hespeler Road between Avenue Road and Pinebush Road, including the L.G. Lovell Industrial Park
- New weekday BusPLUS service in the Doon South area
- Extended weekend service on the 200 iXpress and Route 13 Laurelwood

The implementation of these planned service improvements would provide 10,890 additional hours of service. Service changes would be implemented in September 2012.

Public Consultation Centres

Public Consultation Centres are being planned for each study area. The locations and dates of the Public Consultation Centres are noted below. Public feedback will be considered in the development of the final 2012 Transit Service Improvement Plan, and in the development of transit service improvements for future years. Information packages will be distributed at the Public Consultation Centres, including proposed service improvements and comment forms.

<table>
<thead>
<tr>
<th>Area</th>
<th>Date</th>
<th>Location</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kitchener- provision of new BusPLUS service to Doon South area</td>
<td>Wed., March 21, 2012</td>
<td>Pioneer Park Community Library&lt;br&gt;Games Room, 150 Pioneer Drive&lt;br&gt;Kitchener, ON</td>
<td>4:00 - 8:00 p.m.</td>
</tr>
<tr>
<td>Cambridge – improvements to east Galt area</td>
<td>Thu., March 22, 2012</td>
<td>Clemens Mill Library (St. Benedict C.S.S.), Seminar Rooms 1 &amp; 2&lt;br&gt;50 Saginaw Parkway&lt;br&gt;Cambridge, Ontario</td>
<td>4:00 - 8:00 p.m.</td>
</tr>
</tbody>
</table>

Public Notification and Advertising

In advance of the Public Consultation Centres, notification will be sent out via various means including:

- Roadside signs will be erected at major intersections in the study areas;
- Direct mail will be sent to all households on streets where transit service would be introduced. All households will receive a letter describing how service changes may affect their neighbourhood. The letter will include hours of service and full colour maps of proposed route options;
- An unaddressed mailer will be sent to households in the significant study areas inviting them to the PCC’s;
- Signs will be posted at selected bus stops that show proposed service changes and provide dates and times of Public Consultation Centres;
- Notices will be posted in the local newspapers and neighbourhood publications;
- Posters informing transit riders of proposed changes and Public Consultation Centre dates will be posted at terminals, community centres, Conestoga College and on buses;
Notices of proposed service improvements and changes will be posted on the GRT website: [www.grt.ca](http://www.grt.ca); Comment forms will be available online and at the PCC's; Mass emailing will be sent to those who subscribe to our rider e-alerts; and, Information will be sent out via social media including Twitter. At all times when internet based comments are invited, provision will also be made for comments to be submitted by telephone, fax or conventional mail.

**Next Steps**

Following the Public Consultation Centres, staff will review the responses gathered and develop a preferred course of action for each study area. Proposals and public input will then be discussed through Steering Committees and refined as necessary based on their feedback. Any residents who have indicated an interest during the planning process will be contacted and provided a summary of plans, including any changes. Staff is planning to bring the service expansion recommendations to Regional Planning and Works Committee in May for service proposed to be implemented in September. These timelines are required to schedule the work for bus operators and to adhere to contractually-specified dates when work can be assigned to bus operators.

**Area Municipal Consultation/Coordination**

Area Municipalities are being consulted through representation on Steering Committees and have been circulated material related to service improvement proposals.

**CORPORATE STRATEGIC PLAN:**

The 2012 Transit Service Improvement Plan supports the implementation of Council’s Strategic Focus, identified under Focus Area 3: Sustainable Transportation: Develop greater, more sustainable and safe transportation choices. The plan will aid with Strategic Objective Action 3.1.2: *Expand the bus network and begin to integrate it with the future Light Rail.*

**FINANCIAL IMPLICATIONS:**

Costs of planning and operating public consultation for transit service planning are included in the 2012 GRT operating budget, as approved by Regional Council.

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

Staff from Planning, Housing and Community Services and Transportation and Environmental Services worked together to develop these transit service improvement plans.

**ATTACHMENTS:**

Appendix A – Draft Text for Public Brochure

**PREPARED BY:** Blair Allen, Supervisor Transit Development

**APPROVED BY:** Rob Horne, Commissioner of Planning, Housing and Community Services
Appendix A - Draft Text for Public Brochure

Proposed 2012 Transit Service Improvements

We Need Your Input
Thank you for attending today’s public consultation centre for the proposed 2012 transit service improvements. We are planning improvements that will expand transit service to Doon South, improve travel times for neighbourhoods and workplaces in Cambridge, and provide more flexibility for travel by transit throughout the Region on weekends. We hope to hear your thoughts on the improvements proposed for 2012.

Transportation Choice
An important goal of the Transportation Master Plan is to provide better transportation choices by creating more opportunities to take transit, walk and cycle. Transit is an important component of active transportation and compatible with other elements such as cycling, walking, rideshare, and auto-sharing. The service improvement strategies included in the Grand River Transit (GRT) Business Plan would increase the attractiveness of GRT and encourage greater transit use, supporting the Region’s goal of being a thriving and sustainable community.

Thanks for Riding With Us!
More and more people are choosing transit as a travel option. Since the Regional transit system, GRT, was established in 2000, transit ridership has more than doubled from 9.4 million riders to about 19.7 million in 2011. All of these new riders have benefited from taking transit by:

- Saving money on gasoline, parking, and other car expenses,
- Improving their health through exercise, and
- Gaining valuable ‘down time’ while not driving.

Every one of these riders has helped improve the quality of life in this community by:

- Reducing traffic congestion,
- Improving local air quality and reducing the impact of transportation on the environment,
- Promoting a more sustainable region.

To continue this ridership success, the new GRT 2011-2014 Business Plan outlines proposed service improvements. For details, please see the report to Regional Council on the GRT website at www.grt.ca.
## Cambridge Service Area

### Sunday Service Improvements

#### Current Service

<table>
<thead>
<tr>
<th>Route</th>
<th>8 a.m.</th>
<th>9 a.m.</th>
<th>10 a.m.</th>
<th>through</th>
<th>6 p.m.</th>
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#### Proposed Service

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East Cambridge Service Improvements

For 2012, service improvements in the Cambridge area will be focused on:
- Improving service to east Cambridge residential areas currently served by Routes 60 and 75 by reducing the size of one-way loops and providing more two-way service where ridership is highest.
- Improving service in the L.G. Lovell Industrial Park to reduce travel times for transit users.

Three options have been developed for your review:

Cambridge Option 1 (See map):

Route 60 Northview: Provide two-way service on Elgin Street, Glamis Road and Saginaw Parkway together with Route 75, described below. This route would operate from 6:00 a.m. to midnight on weekdays. On weekends, there are no proposed changes to Route 60.

Route 75 Saginaw: Replace peak-only BusPLUS service with full-size bus service. Provide two-way service on Elgin Street and one-way service on Saginaw Parkway, Burnett Avenue, Essex Point Drive and Green Vista Drive. This route would operate every 30 minutes from 6:00 a.m. to 10:00 p.m. on weekdays.

Route 67 Lovell Industrial: Provide two-way service on Pinebush Road between Conestoga Boulevard and Thompson Drive. Extend all trips to meet iXpress service at Smart Centres Cambridge. Hours of operation would remain the same.

NEW Route 68 Coulthard: Connects Coulthard Boulevard and Baintree Way residential areas to the Cambridge Centre via the L.G. Lovell Industrial Park on Sheldon Drive. This route would operate every 30 minutes between 6:00 a.m. and 9:30 a.m. and between 2:30 p.m. and 6 p.m. on weekdays only.
Cambridge Option 2 (See map):

**Route 60 Northview:** Provide two-way service on Elgin Street, Glamis Road and Saginaw Parkway together with Route 75, described below. This route would operate from 6:00 a.m. to midnight on weekdays. On weekends, there are no proposed changes to Route 60.

**Route 75 Saginaw:** Replace peak-only BusPLUS service with conventional bus service. Provide two-way service on Elgin Street and one-way service on Saginaw Parkway, Burnett Avenue, Essex Point Drive and Green Vista Drive. This route would operate every 30 minutes from 6:00 a.m. to 10:00 p.m. on weekdays.

**Route 67 Lovell Industrial:** Extend all trips to meet iXpress service at Smart Centres Cambridge. Hours of operation would remain the same.

**NEW Route 68 Coulthard:** Provide two-way service on Bishop Street & Can Amera Parkway; and one-way service on Baintree Way, Coulthard Boulevard and Arthur Fach Drive. This route would operate every 30 minutes between 6:00 a.m. and 9:30 a.m. and between 2:30 p.m. and 6 p.m. on weekdays only.

Cambridge Option 3 (See map)

**Route 60 Northview:** No change from current service.

**Route 75 Saginaw:** Provide two-way service on Can Amera Parkway, Franklin Boulevard & Saginaw Parkway; and one-way service on Saginaw Parkway, Townline Road, Coulthard Boulevard, Baintree Way, Burnett Avenue and Essex Point Drive. This route would operate every 30 minutes from 6:00 a.m. to 10:00 p.m. on weekdays.

**Route 67 Lovell Industrial:** Provide two-way service on Industrial Road, Pinebush Road, Fleming Drive, Sheldon Drive and Conestoga Boulevard. Extend all trips to meet iXpress service at Smart Centres Cambridge. Hours of operation would remain the same. Late evening trips would remain one-way.

**200 iXpress**

- Extend 30 minute service on Saturday evenings from 9:00 p.m. to 11:30 p.m.
- Start 30 minute service Sunday mornings two hours earlier at 8:00 a.m. and extend 30 minute service from 6:00 p.m. to 9:00 p.m.
Kitchener / Waterloo Service Improvements

New Route - Doon South BusPLUS

Implement new BusPLUS service to connect Doon South residents to Conestoga College Doon Campus and Pioneer Park Plaza. Service would operate during weekday a.m. and p.m. rush hour periods. Transfer opportunities would be available to Fairview Mall and Forest Glen Plaza at Pioneer Park Plaza and Conestoga College, and to Ainslie Street Terminal and Cambridge Centre at Conestoga College.

Doon South Option 1 (See map):

Two-way service through the Apple Ridge Drive area operating every 45 minutes during weekday morning and afternoon peak periods between Pioneer Park Plaza and Conestoga College Doon Campus.

Doon South Option 2 (See map):

One-way service through the Apple Ridge Drive and Autumn Ridge Trail area operating every 30 minutes during weekday morning and afternoon peak periods between Pioneer Park Plaza and Conestoga College Doon Campus. Direction of travel would be finalized following public consultation.

Route 13 Laurelwood

Extend 30 minute service on Saturday evenings from 6:30 p.m. to 11:00 p.m.
Maps of 2012 Service Plan

Cambridge Option 1:

Cambridge Option 2:
Cambridge Option 3:
**Doon South Option 1:**

Option 1
Two-way service through the Apple Ridge Dr. area operating every 45 minutes in the weekday morning and afternoon rush hour periods

**Doon South Option 2:**

Option 2
One-way service through the Apple Ridge Dr. and Autumn Ridge Tr. area operating every 30 minutes in the weekday morning and afternoon rush hour periods
What happens next?

Your feedback will be considered when developing the final service plan. The 2012 Service Improvements will be recommended to Regional Planning and Works Committee in May, 2012.

If approved by Regional Planning and Works Committee, 2012 Service Improvements would be recommended to Regional Council in May or June, 2012.

If approved by Regional Council, 2012 Service Improvements would take effect on September 3, 2012.

We appreciate your input

We would appreciate your comments on the proposed service improvements. Please submit your comments before Friday, April 13, 2012, using one of the following methods:

- Filling in the comment form at today’s public meeting;
- Taking your comment sheet home and mailing or faxing it to the address below;
- Visiting www.grt.ca and using our online public comment form.

Anyone indicating interest on the sign-in sheet or making a submission by April 13, 2012 will be emailed or mailed project information, as well as notification of Regional Planning and Works Committee meetings, where 2012 Service Improvements will be discussed.

Grand River Transit, 250 Strasburg Road Kitchener, ON N2E 3M6
Phone: 519-585-7555 Fax: 519-585-1060

Public Consultation Centres

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Time</th>
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<tr>
<td>Wednesday, March 21, 2012</td>
<td>Pioneer Park Community Library</td>
<td>4:00 p.m. - 8:00 p.m.</td>
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<td>Games Room</td>
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<td>150 Pioneer Drive</td>
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<td></td>
<td>Kitchener, ON N2P 2C2</td>
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<td>Thursday, March 22, 2012</td>
<td>Clemens Mill Library (St. Benedict C.S.S.)</td>
<td>4:00 p.m. - 8:00 p.m.</td>
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<td>Seminar Rooms #1 and #2</td>
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<td>50 Saginaw Parkway</td>
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<td>Cambridge, ON N1T 1W2</td>
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</table>
Based on the Region’s approved Wastewater Master Plan Update (2007), the Region has initiated several process upgrades at the Kitchener Wastewater Treatment Plant (WWTP), which will continue until the year 2020. Plant 1 aeration upgrades have been completed, Plant 2 upgrades are under construction and a new Biosolids Dewatering Facility has been commissioned at the existing Manitou Drive Transfer Station. The remaining upgrades planned for the Kitchener WWTP are related primarily to the construction of a new Plant 3.

The Consultant for this project has completed a Site-Wide Facility Plan and is finalizing the Preliminary Design for the upgrades. It is expected that the construction work for the upgrades will be sub-divided into five separate contracts. Contract 1 for decommissioning of the biosolids storage lagoons and upgrading of the biosolids pumping system is expected to be tendered in the fall 2012. The work for decommissioning the biosolids lagoon is weather sensitive as most of the lagoon clean-up work needs to be done in cooler months to minimize formation of odours. Work for emptying the lagoons is expected to be done in April and May 2012, by pumping biosolids from the lagoons to the new Manitou Drive Dewatering Facility for dewatering and final disposal. This work will be continued in the fall 2012, if required. This work will be done by OCWA, the operator of the Region’s WWTPs, prior to the work to be done by the successful Contractor for Contract 1. The remaining four contracts will be tendered in upcoming years.

The attached newsletter summarizes the work for upgrading the Kitchener WWTP, with focus on the work for Decommissioning the Biosolids Lagoons. This newsletter will be distributed to residents in the proximities of the Kitchener WWTP within a minimum radius of 1.5 Km of the plant on both sides of the Grand River.

Further public information will be provided as the different phase of the project detailed design proceeds.
Kitchener Wastewater Treatment
Plant Upgrades

Why is the Kitchener WWTP Being Upgraded?

The proposed plant upgrades to the Kitchener WWTP were identified in the Region’s 2007 Wastewater Master Plan and will:

- Improve effluent quality
- Improve plant reliability and energy efficiency
- Reduce volume of biosolids by dewatering at the recently completed Manitou Drive facility
- Replace and upgrade the standby power system
- Reduce odours by decommissioning the biosolids storage lagoons and by installing enhanced odour control systems at the upgraded facilities.

The current capacity of the Kitchener WWTP is sufficient to serve the community up to 2041 and is not being increased. The estimated cost of the project is $320 million and is funded from the Regional Development Charges and the Regional Wastewater Reserve Funds.

Ongoing Construction

- **Plants 1 and 2 Aeration System Upgrades (2012 to 2014)** - Converting to more efficient diffused air system
- **New Air Blower Building (2012 to 2013)** - To be used for upgraded Plants 1 and 2, and for the future facilities
- **New Ultraviolet (UV) Disinfection Facility (2012 to 2013)** - Enhance effluent disinfection
- **New Effluent Pumping Station (2012 to 2013)** - Improve discharge to the Grand River

Proposed WWTP Upgraded Schedule

The Region has identified five separate Contract Packages to be designed and constructed over the period of 2012 though 2020, as follows:

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Timing</th>
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<tbody>
<tr>
<td>Contract 1</td>
<td>Biosolids Storage Lagoons Decommissioning and Digester Sludge Pumping</td>
<td>2012-2014</td>
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<tr>
<td>Contract 2</td>
<td>Power Centre and Anaerobic Digestion Upgrades</td>
<td>2013-2015</td>
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<tr>
<td>Contract 3</td>
<td>Headworks, Tertiary Treatment, and Outfall Upgrades</td>
<td>2013-2017</td>
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<tr>
<td>Contract 4</td>
<td>Plant 3 Secondary Treatment</td>
<td>2015-2018</td>
</tr>
<tr>
<td>Contract 5</td>
<td>Sludge Thickening, Administration Building, and Miscellaneous Upgrades</td>
<td>2018-2020</td>
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</table>
Whenever possible, construction will occur in parallel to minimize the duration of the construction period, the impacts on plant operation, and in the neighbourhood.

### How is the Work Progressing?

The preliminary design for Contract 1 - Lagoon Decommissioning and Digester Sludge Pumping has been completed and detailed design will be initiated in April 2012. The Region is planning to tender this contract in the Fall of 2012. Most of the lagoon cleaning work is planned for execution during the winter of 2012 and spring of 2013 to help mitigate potential odour impacts. Pumping of biosolids from lagoons will start as early as April 2012 and will be carried out for approximately two months. To minimize truck traffic, biosolids from the lagoons will be pumped directly to the Manitou Drive Dewatering Facility. Pumping of biosolids will be discontinued during the summer months and any remaining biosolids will be pumped in the fall of 2012, if necessary. The preliminary design for Contracts 2 and 5 will be completed in July 2012, with detailed design expected to start in the fall of 2012.

### Contact Information

Jose R. Bicudo  
[jbicudo@regionofwaterloo.ca](mailto:jbicudo@regionofwaterloo.ca)  
Phone: 519-575-4757, ext. 3416  Fax: 519-575-4452  
[www.regionofwaterloo.ca/kitchenerwwtp](http://www.regionofwaterloo.ca/kitchenerwwtp)
<table>
<thead>
<tr>
<th>Meeting date</th>
<th>Requestor</th>
<th>Request</th>
<th>Assigned Department</th>
<th>Anticipated Response Date</th>
</tr>
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<tbody>
<tr>
<td>16-Aug-11</td>
<td>P&amp;W</td>
<td>One year review of Report E-11-085 re: Parking on Bleams Road</td>
<td>Transportation and Environmental Services</td>
<td>14-Aug-2012</td>
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<td>16-Aug-11</td>
<td>G. Lorentz</td>
<td>Staff report back to Committee regarding how many gravel pits in the Region have not been restored.</td>
<td>Planning, Housing &amp; Community Services</td>
<td>Spring 2012</td>
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<tr>
<td>18-Oct-11</td>
<td>P&amp;W</td>
<td>Staff report on the cost recovery ratios on Region recyclables</td>
<td>T&amp;ES Waste Management</td>
<td>17-Apr-2012</td>
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<td>18-Oct-11</td>
<td>C. Millar</td>
<td>Staff review the aesthetics of the bridge repairs to the Main Street, Cambridge</td>
<td>Transportation and Environmental Services</td>
<td>29-May-2012</td>
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<td>08-Nov-11</td>
<td>J. Haalboom</td>
<td>Staff report re: pedestrian legislation with the Ministry of Transportation of Ontario (MTO)</td>
<td>Transportation and Environmental Services</td>
<td>Followed up by Email 13-March-2012</td>
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<td>10-Jan-12</td>
<td>P&amp;W</td>
<td>Update report on proposed Source Protection Policies after GRCA Source Protection Committee public consultation is completed</td>
<td>Transportation and Environmental Services</td>
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<td>31-Jan-12</td>
<td>P&amp;W</td>
<td>Staff to report back to the Committee on the practical and financial implications of a lane reduction for the southbound approach for the Roundabout located at Homer Watson Blvd and Block Line Road.</td>
<td>Transportation and Environmental Services</td>
<td>Report E-12-041 20-Mar-2012</td>
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<td>31-Jan-12</td>
<td>P&amp;W</td>
<td>That staff meet with representatives of the Canadian National Institute for the Blind and the Grand River Accessibility Advisory Committee to develop solutions for the visually- and hearing-impaired at all roundabouts and intersections in the Region of Waterloo.</td>
<td>Transportation and Environmental Services</td>
<td>Fall 2012</td>
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<td>28-Feb-12</td>
<td>G. Lorentz</td>
<td>Staff review the safety of the intersection of Yellow Birch Drive and Ira Needles Boulevard</td>
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<tr>
<td>28-Feb-12</td>
<td>P&amp;W</td>
<td>Report outlining consultant contracts, identifying the tender cost with upset limits and the final cost of the contract.</td>
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<td>14-Aug-2012</td>
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<td>28-Feb-12</td>
<td>J. Brewer</td>
<td>Report regarding reducing the speed limit from 70 kilometers per hour (70 kmhs) on Can-Amera Parkway approaching the Roundabout at Conestoga Boulevard.</td>
<td>Transportation and Environmental Services</td>
<td>Fall 2012</td>
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<td>07-Mar-12</td>
<td>C. Millar</td>
<td>Town of Halton Hills Resolution regarding Provincial Regulations relating to Commercial Fill Operations referred to staff for review and report.</td>
<td>Planning, Housing &amp; Community Services</td>
<td>Spring 2012</td>
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