REGIONAL MUNICIPALITY OF WATERLOO
PLANNING AND WORKS COMMITTEE
AGENDA

Note Time Change →

Tuesday, October 16, 2012
11:00 A.M.
(Time approximate; immediately following Administration and Finance Committee)
Regional Council Chamber
150 Frederick Street, Kitchener, Ontario

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

2. DELEGATIONS
   a) Jameson Glosenk and Bhawneet Gulati re: GRT Route
   b) E-12-048, Class Environmental Assessment, Recommended Design Concept for Fountain Street:
      i) Lyn Townsend
      ii) Terry Polyak
      iii) Victor Labreche
      iv) Christine Rier

3. REPORTS – PLANNING, HOUSING AND COMMUNITY SERVICES

   COMMUNITY PLANNING

   TRANSPORTATION PLANNING
   b) P-12-104, Bike Sharing Prospects in the Region of Waterloo
   c) P-12-109, Highway 7/8 (New Hamburg – Stratford) Environmental Assessment - Regional Comments About Alternatives

   INTER-DEPARTMENTAL REPORTS
   d) E-12-081/CR-FM-12-015, Update on Consulting Services Agreements and Construction Contracts for the Years 2007 to 2011
   e) F-12-085/E-12-107, Rapid Transit Project: Financial Advisor Services

   REPORTS – TRANSPORTATION AND ENVIRONMENTAL SERVICES

   DESIGN AND CONSTRUCTION
   f) E-12-048, Class Environmental Assessment, Recommended Design Concept for
Fountain Street - King Street Improvements, Shantz Hill Road to Eagle Street, City of Cambridge

g) Weber Street and King Street Improvements, Weber Street (Forwell Creek Road to Blythwood Road) and King Street (Weber Street to Highway 85), City of Waterloo, Information Package in Advance of Public Consultation Centre

h) King Street Reconstruction, St. Jacobs, Township of Woolwich, Information Package in Advance of Public Consultation Centre

RAPID TRANSIT

i) E-12-097, Developing the Rapid Transit Brand

TRANSPORTATION

j) E-12-074, Regional Road 45 (East River Road) Transfer

WASTE MANAGEMENT

k) E-12-103, Cambridge Landfill Compliance Monitoring and Annual Reporting Program - Consultant Selection

4. INFORMATION/CORRESPONDENCE

5. OTHER BUSINESS

a) Council Enquiries and Requests for Information Tracking List

6. NEXT MEETING – November 6, 2012

7. ADJOURN
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Description</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planning and Works Committee</strong></td>
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<tr>
<td>November 6, 2012</td>
<td>1:00 P.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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<tr>
<td>November 27, 2012</td>
<td>1:00 P.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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<td>Thu., Nov. 15, 2012</td>
<td>4:00 P.M. - 8:00 P.M.</td>
<td>Proposed 2013 Grand River Transit Service Improvements Public Consultation Centre</td>
<td>Kitchener Waterloo Bilingual School Gymnasium 600 Erb St West Waterloo, Ontario</td>
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<td>Tue., Nov. 20, 2012</td>
<td>12:00 P.M. - 4:00 P.M.</td>
<td>Proposed 2013 Grand River Transit Service Improvements Public Consultation Centre</td>
<td>University of Waterloo Room 1301, William G. Davis Computer Research Centre 200 University Ave. W. Waterloo, Ontario</td>
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<td>Wed., Nov. 21, 2012</td>
<td>4:00 P.M. - 8:00 P.M.</td>
<td>Proposed 2013 Grand River Transit Service Improvements Public Consultation Centre</td>
<td>Waterloo Mennonite Brethren Church Chapel 245 Lexington Road Waterloo, Ontario</td>
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<td>Thu, Nov. 22, 2012</td>
<td>12:00 P.M. - 4:00 P.M.</td>
<td>Proposed 2013 Grand River Transit Service Improvements Public Consultation Centre</td>
<td>Wilfrid Laurier University, Concourse - Fred Nichols Campus Centre 75 University Ave. W. Waterloo, Ontario</td>
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<td><strong>Transportation and Environmental Services</strong></td>
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<td>Tue., Oct. 23, 2012</td>
<td>5:00 P.M. - 8:00 P.M.</td>
<td>Weber Street and King Street Improvements, Weber Street (Forwell Creek Road to Blythwood Road) and King Street (Weber Street to Highway 85), City of Waterloo,</td>
<td>St. David Catholic Secondary School 4 High Street Waterloo, Ontario</td>
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<tr>
<td>Wed., Oct. 24, 2012</td>
<td>5:00 P.M. - 8:00 P.M.</td>
<td>King Street Reconstruction, St. Jacobs, Township of Woolwich</td>
<td>St. Jacobs Public School Gymnasium 72 Queensway Drive, St. Jacobs, Ontario</td>
</tr>
</tbody>
</table>
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-laws;
2. Accepted the following plan of condominium application; and
3. Released for registration the following plans of condominium;

REPORT:

City of Cambridge

1. Plan of Condominium Application 30CDM-12101
   Date Accepted: September 19, 2012
   Applicant: AAK Group Inc.
   Location: 138 Main Street
   Proposal: To permit the creation of 12 condominium apartment units and 3 condominium commercial units in an existing building.
   Processing Fee: September 10, 2012

2. Registration of Draft Plan of Condominium 30CDM-10103
   Draft Approval Date: September 1, 2009
   Phase: Stage 3 (Final)
   Applicant: Mill-Gate Homes
   Location: 695 Myers Road
   Proposal: To permit the development of 7 condominium townhouse units.
   Processing Fee: September 18, 2012
   Commissioner’s Release: September 20, 2012
City of Kitchener

1. Registration of Draft Plan of Condominium 30CDM-10217
   Draft Approval Date: May 26, 2012
   Phase: Entire Plan
   Applicant: Heiman Street Holdings Inc.
   Location: 150 Heiman Street
   Proposal: To permit the conversion of 36 residential units to condominium apartment units.
   Processing Fee: Not applicable.
   Commissioner’s Release: September 12, 2012

City of Waterloo

1. Part Lot Control Exemption By-law 2012-093
   Applicant: Chris & Sons Builders Ltd.
   Location: Maverick Street
   Proposal: To permit the creation of 4 street fronting townhouse units.
   Processing Fee: Paid September 24, 2012
   Commissioner’s Approval: September 25, 2012

Township of North Dumfries

1. Part Lot Control Exemption By-law 2521-12
   Applicant: 828543 Ontario Inc. and 839658 Ontario Inc.
   Location: Vincent Drive, Ayr
   Proposal: To permit the creation of 1 semi-detached unit.
   Commissioner’s Approval: September 5, 2012

Residential Subdivision Activity January 2012 to September 30, 2012

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<th>Area Municipality</th>
<th>Units in Residential Registered Plans</th>
<th>Residential Units Draft Approved</th>
<th>Pending Plans (Units Submitted)</th>
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<tr>
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<td>180</td>
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*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:

<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>
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<tr>
<td>*Kitchener</td>
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<td>944</td>
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</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 Consultations/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

ATTACHMENTS:

NIL

PREPARED BY: Andrea Banks, Program Assistant

APPROVED BY: Rob Horne, Commissioner of Planning, Housing and Community Services
RECOMMENDATION:

For information.

SUMMARY:

On June 27, 2012, Regional Council directed staff to review and report back on a briefing document provided to Council by Grand River Public Bike Share. This report provides a summary of that briefing document and an update on bike sharing projects currently being developed in Waterloo Region.

There is a growing public interest in a bike sharing system in Waterloo Region. Bike sharing systems help create opportunities for short and medium distance cycling trips by providing free or affordable access to bikes at convenient locations. Systems operate in a similar way to car sharing where individuals purchase bike share memberships that give them access to short-term bicycle rentals. Bike sharing systems are known to increase transit ridership by expanding the catchment area of higher-order transit and providing greater travel options to users.

Two organizations are currently interested in operating public bike sharing systems in the region: The Working Centre and Grand River Public Bike Share. The Working Centre is developing the second phase of an existing pilot system in the City of Kitchener. The City of Kitchener has awarded a grant to The Working Centre to purchase bikes and is supporting the organization with project planning. Grand River Public Bike Share is preparing to launch a new system in the City of Waterloo. The City of Waterloo is developing an approval process to facilitate the implementation of bike sharing programs.

Both organizations have requested endorsement from the Region. Regional staff has reviewed both organization’s work plans and the best practices of successful bike sharing systems. Regional staff has encouraged both organizations to collaborate with the Region on opportunities to increase the convenience of using bikes between each system.

Bike sharing in the region can help build transit ridership and supports active transportation. As a means to support these Regional objectives, the Region supports the implementation of bike sharing systems that demonstrate the best practices of successful systems, offer affordable and convenient access for users, and provide connections to the Region’s downtowns and transit system.
REPORT:

A 2012 study on North American bike share operators found that the popularity and successful implementation of bike sharing has increased in recent years. Bike sharing systems provide an active transportation option for short and medium distance trips through a dedicated fleet of bicycles located at docking stations. Most bike share systems provide users with free or low-cost bicycle access with a purchased membership. Bike sharing has also been shown to effectively expand the catchment area of higher-order transit, foster broad community support for cycling, and replace medium-distance automotive trips with bike trips.

There are four generations of bike sharing systems:

**First generation** – free bikes;

**Second generation** – coin or key deposit systems;

**Third generation** – systems that have credit-card pay machines located at computer-controlled bike racks called docking stations. The stations are connected to a central computer that tracks the number of bikes at stations and bills users automatically based on the time a bike has been borrowed. The majority of third and fourth generation systems operate in the densely populated downtown areas of large cities; and

**Fourth generation** – similar to third generation systems, these systems employ real-time geographic locating technology that tracks bicycle use and may also have memberships integrated with transit fare passes.

29 bike sharing systems are operating in North America, six of which are located in Canada. Examples of Canadian bike sharing systems include:

- BIXI Montreal, in Montreal, Quebec – 40,000 memberships, 5,100 bicycles and 411 stations
- Toronto BIXI, in Toronto, Ontario – 5,000 memberships, 1,000 bicycles and 80 stations
- Capital BIXI, in Ottawa, Ontario – 150 memberships, 100 bicycles and 10 stations

Bike shares that operate in cities similar in size to cities in this region tend to operate as third generation systems. Examples of these systems include:

- Des Moines B-Cycle, in Des Moines, Illinois – 1,300 memberships, 18 bicycles and 4 stations
- Boulder B-Cycle, in Boulder, Colorado – 7,200 memberships, 120 bikes and 15 stations
- Madison B-Cycle, in Madison, Wisconsin – 6900 memberships, 280 bikes and 27 stations

**Bike sharing in Waterloo Region**

Several initiatives have demonstrated community support for bike sharing in Waterloo Region. In 2011, an online petition by the Sustainable Waterloo Project at the University of Waterloo received over 1500 signatures calling for the Region, Cities and universities to explore the feasibility of a bike share system in Waterloo Region. Grand River Public Bike Share is a not-for-profit organization interested in introducing a bike share system in the City of Waterloo. They have received 426 responses in a self-selecting student survey where 87 per cent of respondents expressed interest in using a bike sharing service. Additionally, a 2011 pilot bike share program centred in the City of Kitchener and run by The Working Centre demonstrated interest with 56 members in the downtown core.
Stakeholders

The Working Centre and Grand River Public Bike Share are two groups working to operate a public bike share system in Waterloo Region. Several additional stakeholders are interested in the successful implementation of bike sharing in the region including the City of Waterloo, the City of Kitchener, the Region of Waterloo, and Grand River CarShare.

The City of Waterloo

In response to a proposal from Grand River Public Bike Share, the City of Waterloo has developed a draft approval process to facilitate the implementation of bike sharing programs in the city and will be returning to City Council in December with a final Recommendation.

The City of Kitchener

In 2011, the City of Kitchener hosted a pilot bike sharing project in partnership with The Working Centre. A second phase of the pilot is proposed to begin in 2013 and the City of Kitchener has awarded the Centre a $12,000 grant to implement this phase. The City also intends to assist The Working Centre with project planning.

Region of Waterloo

As bike sharing can expand the catchment area of transit and replace automotive trips, the Region is interested in bike sharing as a means to support the Region’s strategic objective to promote active transportation and transit. The Region’s Transportation Master Plan recommends that a bicycle sharing program be implemented in the short term and bike sharing is also supported in the draft Active Transportation Master Plan.

In 2011, the Region provided $2,100 to fund six bikes stationed at 150 Frederick Street during the first phase of The Working Centre’s pilot project.

Grand River CarShare

As a car-sharing cooperative, Grand River CarShare is interested in how a public bike sharing system can complement the multi-modal transportation system evolving in Waterloo Region. The cooperative is also interested in working with The Working Centre and Grand River Public Bike Share to provide access to dedicated parking spaces for bicycles and their online reservation system.

The Working Centre

The Working Centre (the Centre) is a not-for-profit organization currently developing a third generation bike sharing system in the City of Kitchener as part of an incremental pilot project. The Centre is working with several community stakeholders and governments. In 2011, the Centre conducted the first phase of the pilot project using a second generation bike sharing system. The Region provided $2,100 to fund six bikes at 150 Fredrick Street during this phase.

The second phase is proposed over a two-year period beginning in 2013. The second phase will include a larger fleet of bicycles, smarter technology for reservations, bike lock access, and tracking software. The Centre is currently developing the details for the second phase and has so far outlined its intention to locate 15 stations at shopping areas, employment centres, and transit stops. Funding to operate this phase is expected to come from membership fees, the City of Kitchener, grants, sponsorships and advertising.

In addition to the $12,000 grant from the City of Kitchener, the Centre’s program budget outlines that it plans to seek between $5,000 and $10,000 per year from the Region.
Grand River Public Bike Share

Grand River Public Bike Share (GRPBS) is a not-for-profit organization planning to establish a pilot fourth generation bike sharing system in the City of Waterloo. On March 27, 2012, GRPBS presented their conceptual idea to the Region’s Active Transportation Advisory Committee. On June 27, 2012, the organization presented their plans to Regional Council and provided Council with a briefing document outlining their system’s preliminary plans. Regional Council directed staff to review and report on the briefing document.

GRPBS have also requested endorsement and support from the City of Waterloo Council.

Highlights of the GRPBS proposal include the intent to serve the university student market with 10 stations located at the Universities, residential neighbourhoods, shopping centres, and UpTOWN Waterloo. Funding to operate the bike share would come from memberships, usage fees, corporate sponsorships and government grants. GRPBS is not seeking financial support from the Region.

Characteristics of Successful Bike Sharing Systems

A number of successful bike sharing systems operate in North America. The success of these bike shares can be attributed to four main characteristics:

Business Models

The majority of bike share business models operate either as non-profits, privately owned and operator, or public owned and contractor operated. Non-profits typically receive start-up funding through government grants. The administration and revenue of publicly owned bike shares are subsidized by the local government.

Effective business models evaluate the needs of the community and target specific user groups. The models typically focus on downtown markets where short trips take place and where there are high residential and employment densities.

Successful bike share business models also outline how the proposed system will generate revenue and generally plan for a combination of user fees, advertising, government grants, and sponsorships. Additionally, these business models offer a detailed evaluation of the risks associated with bike shares, including low user uptake, technological malfunctions, logistical difficulties and financial setbacks. To help reduce these risks, planning is often done in partnership with local governments.

Partnerships

Successful bikes shares often have partnerships with corporate sponsors and local governments. Partnerships with transit operators can also facilitate the implementation of docking stations at transit stops. This has proven successful at increasing uptake for both systems.

The majority of successful systems typically achieve two main partnerships: 1) local governments to assist with project planning, business models, and docking station locations on municipal property, and; 2) a corporate sponsor to help cover capital costs in exchange for advertising space on bikes and docking stations.

Infrastructure and Cycling-Supportive Environment

Bike shares operate in urban environments that provide a high level of safety and convenience for cyclists. These environments include areas with cycling amenities such as bike lanes, trails, and slow-speed roadways that increase the comfort and convenience of cycling.
Typically located within a public right of way, successful bike shares organize a dense network of docking stations within their target markets. This helps promote system use by spacing stations at convenient distances that encourages short trips and high turnover. Stations are generally located 300 metres apart or less.

Operations

Bike shares are often introduced in phases. This has been shown to give operators sufficient time to test technology, monitor use and modify their system prior to full implementation.

A successful bike share is one that is in good repair, is easy to access and use, and has an efficient bike redistribution plan. Operators also have strategies that ensure the safety and risks associated with bike sharing are planned for. Bike share operators typically accomplish this by requiring users to be a minimum age of 18 and sign a liability waiver. Some systems include helmet rentals at docking stations where users over 18 are required by law to wear helmets while cycling. Operators also hold insurance policies that cover both operators and property owners. These policies are held by the system operator or in partnership with the local government, sponsors and property owners. Insurance policies can cover a variety of risks including commercial liability, constructive total loss, and workers' compensation. Strategies to minimize theft and vandalism are also often used.

Proposals for Bike Shares in the Region

A common characteristic of all successful bike shares is the placement of docking stations within municipal rights-of-way. All bike shares also operate without local competitors. This can provide increased convenience for users by allowing them to hold one membership for a single system that can be integrated across a transit network.

Characteristics of a preferred bike share program would include:

- Detailed business models that display appropriate market evaluations, adequate resources, revenue forecasts, advertising strategies, and maintenance plans,
- Dense networks of docking stations that serve the region, including links to the downtown cores and transit; and
- Operations plans displaying systems that have a variety of membership options, effective bicycle redistribution processes, easy to use stations, and appropriate insurance coverage.

To ensure the proper use, safety, and maintenance of Regional property, requests to use Regional rights-of-way for a pilot bike share will require encroachment agreements to ensure that:

- Docking stations are located in such a fashion that they do not obstruct pedestrian movement or driver sightlines,
- The operator holds insurance for all sites to cover user injury, damage to equipment and damage to municipal property,
- Detailed descriptions of station installation and maintenance are available; and
- The Region is indemnified against claims or losses.

Conclusion

Public bike sharing in the region would support Regional transportation objectives by promoting active forms of transportation, reduced automobile use for short and medium distance trips, and increase transit ridership.

It is encouraging that community organizations are moving forward with two independently planned bike shares in the region. However, if The Working Centre and GRPBS both proceed with their plans individually, there would be two separate systems; one serving the City of Kitchener and one
serving the City of Waterloo. Although both systems could operate independently, there are potential limitations. These include:

- Limited mobility: users beginning a trip in one city could not end their trip in another,
- Increased user costs: users who wish to use both systems will require purchasing a membership for each; and
- Inconsistent integration with transit: users who wish to combine bike share trips with transit in either city might become confused having to use two different bike share systems.

To reduce these limitations, Regional staff's preference would be to have a single integrated system. However, recognizing the interest from the not-for-profit sector to implement bike sharing, Regional staff have encouraged both The Working Centre and Grand River Public Bike Share to collaborate with the Region on opportunities that increase the convenience of using bikes between each system. Both organizations have begun to discuss opportunities to share resources and memberships for both systems. Regional staff will continue to facilitate discussions between the two organizations.

**Area Municipal Consultation/Coordination**

City of Waterloo staff and City of Kitchener staff were consulted in the development of this report and both cities have received a copy.

**CORPORATE STRATEGIC PLAN:**

The implementation of a bicycle sharing program in the short term is recommended in the Regional Transportation Master Plan and is supported in the draft Active Transportation Master Plan.

Bike sharing supports the Region’s improved air quality objective (Focus Area 1) and promotion of active forms of transportation (Focus Area 3). By working with the organizations interested in bike sharing, the Region is strengthening partnerships with area municipalities and community stakeholders (Focus Area 5).

**FINANCIAL IMPLICATIONS:**

NIL

**OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:**

NIL

**ATTACHMENTS:**

NIL

**PREPARED BY:** James LaPointe, Principal Planner, Transportation Demand Management

**APPROVED BY:** Rob Horne, Commissioner of Planning, Housing and Community Services
TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: October 16, 2012

FILE CODE: D09-30/7-8

SUBJECT: HIGHWAY 7/8 (NEW HAMBURG – STRATFORD) ENVIRONMENTAL ASSESSMENT – REGIONAL COMMENTS ABOUT ALTERNATIVES

RECOMMENDATIONS:

THAT the Regional Municipality of Waterloo express its preference to the Ontario Ministry of Transportation for the widened at-grade alternative for Highway 7/8 in the Township of Wilmot (New Hamburg), as described in Report P-12-109, dated October 16, 2012;

THAT the Ontario Ministry of Transportation only initiate these improvements after a monitoring program indicates the widened at-grade alternative is required;

AND THAT the Ontario Ministry of Transportation apply the “Designated/Special Areas” criterion in the natural environmental factors evaluation for Segment G, to account for the "Special Valley" designation of the Nith River valley in the Township of Wilmot.

SUMMARY:

The Ontario Ministry of Transportation (MTO) is conducting an Environmental Assessment to study improvements to Highway 7/8 between Stratford and New Hamburg. At a Public Information Centre in July/August, MTO presented two alternatives for the highway through New Hamburg. The first alternative would retain the existing traffic signals at Peel Street/Haysville Road and Bleams Road/Hamilton Road, but widen the highway to six lanes. The second alternative would construct grade-separated interchanges at the two intersections, but leave the main highway at four lanes. In both alternatives, access restrictions would be implemented at Walker Road and Victoria Street, and a grade-separated interchange would be constructed at Highway 7/8 and Nafziger Road.

Regional staff has previously expressed concern that the traffic growth rates used in MTO’s forecasts are high and are driving the perceived need for capacity improvements that will affect New Hamburg. It is recommended that MTO retain all current at-grade crossings in their existing configurations (i.e. at Regional Road 1 (Wilmot-Easthope Road), Regional Road 3 (Walker Road), Peel Street/Haysville Road, Bleams Road/Hamilton Road and Nafziger Road). It is further recommended that MTO only implement the widened at-grade alternative when a monitoring program indicates it is required. Additionally, the evaluation of natural environmental factors should consider the Nith River as a “Designated/Special Area” for Segment G of the project.

Township of Wilmot staff has reviewed this report and concur with its recommendations.

REPORT:

Highway 7 & 8 is a 4-lane rural highway that connects directly to the Conestoga Parkway, crosses the Township of Wilmot and continues to the west of the Region of Waterloo. It provides an important transportation link with communities such as Stratford as well as agricultural land uses in...
Wilmot, Oxford County and Perth County. The highway accommodates commuters, short- and medium-haul freight, agricultural operations and tourist traffic.

The Ministry of Transportation (MTO) intends to develop a plan that addresses:

- Capacity, operation and safety needs along the 2-lane and 4-lane sections of Highway 7 & 8 between Stratford and New Hamburg, and through the urban centres of Stratford, Shakespeare and New Hamburg, for the movement of people and goods; and
- Linkage needs within the Analysis Area for broader transportation connections to other regions in the province.

Attachment 1 shows the Study Area. The study is currently in the Preliminary Design phase (Attachment 2). MTO hosted Public Information Centre (PIC) #5 in July/August and presented alternative designs for changes to the highway along its current alignment in New Hamburg. MTO is requesting comments by October 31, 2012.

For all alternatives, MTO is proposing to construct a seven (7) metre median to improve safety. The alternatives are described below, from west to east.

*Highway 7/8 and Regional Road 1 (Wilmot-Easthope Road) Intersection*
This intersection is currently signalized. MTO is proposing to retain the current intersection with no significant changes.

*Highway 7/8 and Regional Road 3 (Walker Road) Intersection*
This intersection is currently unsignalized. MTO is proposing to block left turns at this intersection and convert it to an unsignalized right-in/right-out configuration.

*Highway 7/8 and Peel Street/Haysville Road Intersection*
This intersection is currently signalized and is a main entrance into New Hamburg. MTO is proposing two alternatives. The first would retain a signalized intersection, but widen the highway to six (6) lanes between Peel Street/Haysville Road and Bleams Road/Hamilton Road and also add dual left turn lanes (Attachment 3). The second alternative would leave the highway at four (4) lanes but replace the signalized intersection with a grade-separated interchange (Attachment 4).

*Highway 7/8 and Victoria Street Intersection*
This intersection is currently unsignalized. MTO is proposing to close the intersection (Attachment 3 and Attachment 4).

*Highway 7/8 and Regional Road 4 (Bleams Road)/Hamilton Road Intersection*
This intersection is currently signalized and is a main entrance into New Hamburg. MTO is proposing two alternatives. The first would retain a signalized intersection, but widen the highway to six (6) lanes between Peel Street/Haysville Road and Bleams Road/Hamilton Road and also add dual left turn lanes (Attachment 3). The second alternative would leave the highway at four (4) lanes but replace the signalized intersection with a grade-separated interchange (Attachment 4).

*Highway 7/8 and Regional Road 5 (Nafziger Road) Intersection*
This intersection is currently signalized. MTO is proposing to replace this intersection with a grade-separated interchange and has proposed three different interchange alternatives (Attachment 5).

**Analysis**

Regional concerns about this study have previously involved traffic forecast growth rates and impacts to the natural and social environments in New Hamburg.
Traffic Forecast Growth Rates
According to data published by MTO, annual average daily traffic on Highway 7/8 in New Hamburg has been growing at rates ranging from 3.1% to 4.2% per year since 1988. These are high growth rates that, if sustained, may soon require improvements to be made to maintain safe and efficient traffic operations. In comparison, typical urban growth rates are between 1% and 1.5% per year. Existing traffic and future forecasts for the study provided by MTO are shown in Table 1 below:

Table 1: Total Traffic Entering New Hamburg Intersections (2008 and 2031 MTO Data)

<table>
<thead>
<tr>
<th>Hwy 7/8 Intersection</th>
<th>AM Peak Hour</th>
<th></th>
<th>PM Peak Hour</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008</td>
<td>2031</td>
<td>2008</td>
<td>2031</td>
</tr>
<tr>
<td>Wilmot-Easthope Road</td>
<td>1,212</td>
<td>2,790</td>
<td>1,657</td>
<td>3,504</td>
</tr>
<tr>
<td>Peel Street/Haysville Road</td>
<td>1,825</td>
<td>4,148</td>
<td>2,553</td>
<td>5,854</td>
</tr>
<tr>
<td>Bleams Road/Hamilton Road</td>
<td>2,195</td>
<td>5,011</td>
<td>2,793</td>
<td>6,402</td>
</tr>
<tr>
<td>Nafziger Road</td>
<td>1,642</td>
<td>3,903</td>
<td>Not available</td>
<td></td>
</tr>
</tbody>
</table>

Table 1 shows total traffic at all intersections more than doubling between 2008 and 2031. However, it is not clear that these growth rates can be sustained in light of projected population growth in the Region and along the Highway 7/8 corridor to Stratford. According to the Growth Plan for the Greater Golden Horseshoe and the Regional Official Plan, projected population growth in the Region will average 1.6% per year between 2011 and 2031. Meanwhile, projected population growth rates for Perth County and Oxford County published by MTO for this study show population growth rates averaging 0.6% per year and 1.2% per year, respectively. Consequently, achieving the higher trip growth rates noted in MTO’s forecasts would require either a significant increase in trip rates per person, or large employment districts concentrating traffic on areas about the highway.

If the traffic growth forecast in this study does not materialize as quickly as anticipated in the study, the highway could continue to operate safely and efficiently for some time with the existing configuration. Based on MTO’s analysis, the Highway 7/8 and Peel Street/Haysville Road intersection may reach capacity sooner than the other intersections. The analysis provided by MTO shows that the Nafziger Road intersection would continue to operate satisfactorily in the 2031 AM peak hour, and a grade-separated interchange may not be required within the planning horizon.

Of the two alternatives that have been presented by MTO, the at-grade alternative with a widened highway would appear to offer satisfactory traffic operations with reduced community impacts.

Impacts to the Natural and Social Environments in New Hamburg
The proposed improvements to the existing highway alignment through New Hamburg will largely avoid new impacts to the natural environment. The Nith River valley is designated a “Significant Valley” in the Regional Official Plan and the area downstream from the bridge has been recommended as an “Environmentally Significant Valley Feature”. MTO should apply the “Designated/Special Areas” criterion (i.e. factor 1.2.5) in its evaluation of the alternatives in Segment G to account for the Nith River valley.

Many businesses that currently benefit from direct access to Highway 7/8 would see their access become more indirect if grade-separated interchanges are constructed. The interchanges would also require the construction of a significant amount of retaining walls. Additionally, restricting access at Walker Road and at Victoria Street could potentially affect residents’ access routes and emergency services response times.

Project Timing
Improvements to Highway 7/8 (Stratford – New Hamburg) are currently identified as post-2015 projects in MTO’s Southern Highways Program (2011 – 2015). Given Regional concerns about traffic forecasts and the longer term timeframe of this project, it is recommended that MTO
implement a monitoring program and not implement the revisions until warranted. The inter-regional transportation planning initiative that the Region is currently undertaking with MTO provides an opportunity to initiate this monitoring, since the data collection exercise included a license plate survey of vehicles travelling along Highway 7/8 between Wilmot-Easthope Road and Peel Street/Haysville Road.

Conclusions and Recommendations

Based on the analysis that has been completed and the comments above, staff has the following recommendations about each of the New Hamburg intersections in the Study Area.

Highway 7/8 and Regional Road 1 (Wilmot-Easthope Road) Intersection
Staff concurs with MTO’s proposal to retain this intersection in its current configuration.

Highway 7/8 and Regional Road 3 (Walker Road) Intersection
It is recommended that MTO’s proposal to eliminate left turns at the intersection should only be implemented when the monitoring program indicates that this is warranted.

Highway 7/8 and Peel Street/Haysville Road Intersection
It is recommended that the current at-grade signalized intersection be retained and that Highway 7/8 be widened to six lanes when the monitoring program indicates that it is warranted.

Highway 7/8 and Victoria Street Intersection
It is recommended that MTO’s proposal to close the intersection should only be implemented when the monitoring program indicates that this is warranted. MTO should consider a design that permits emergency vehicles to access Victoria Street via the highway.

Highway 7/8 and Regional Road 4 (Bleams Road)/Hamilton Road Intersection
It is recommended that the current at-grade signalized intersection be retained and that Highway 7/8 be widened to six lanes when the monitoring program indicates that it is warranted.

Highway 7/8 and Regional Road 5 (Nafziger Road) Intersection
It is recommended that the current at-grade signalized intersection be retained and that the intersection be converted to a grade-separated interchange when the monitoring program indicates that it is warranted. MTO should consider an interchange alternative that minimizes the impacts to adjacent land uses, including the Wilmot Recreation Complex.

Next Steps

The deadline for comments in this round of public consultation is October 31, 2012. The Study Team will review the comments, prepare a Preliminary Preferred Design Alternative, and present those findings at PIC #6 (Spring 2013). The Study Team is also aiming to file the Transportation Environmental Study Report by late 2013.

Area Municipal Consultation/Coordination

Township of Wilmot staff has reviewed this report and concur with its recommendations.

CORPORATE STRATEGIC PLAN:

The Highway 7/8 Environmental Assessment is consistent with Strategic Objectives 2.2 (Develop, optimize and maintain infrastructure to meet current and projected needs), 3.3 (Optimize existing road capacity to safely manage traffic throughout Waterloo Region) and 3.4 (Encourage improvements to intercity transportation services to and from Waterloo Region).
FINANCIAL IMPLICATIONS:
NIL

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:
Transportation and Environmental Services has been consulted about the effect of restricting turning movements at the Highway 7/8 and Regional Road 3 (Walker Road) intersection.

ATTACHMENTS:
Attachment 1 – Study Area
Attachment 2 – Study Schedule
Attachment 3 – Highway 7/8 and Peel Street/Haysville Road Alternatives
Attachment 4 – Highway 7/8 and Bleams Road/Hamilton Road Alternatives
Attachment 5 – Highway 7/8 and Nafziger Road Interchange Alternatives

PREPARED BY: Geoffrey Keyworth, Senior Transportation Planning Engineer

APPROVED BY: Rob Horne, Commissioner of Planning, Housing and Community Services
ATTACHMENT 4 – HIGHWAY 7/8 AND BLEAMS ROAD/HAMILTON ROAD ALTERNATIVES

Widened At-Grade Alternative

Grade-Separeted Alternative
ATTACHMENT 5 – HIGHWAY 7/8 AND NAFZIGER ROAD INTERCHANGE ALTERNATIVES
TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: October 16, 2012
FILE CODE: A01-01

SUBJECT: UPDATE ON CONSULTING SERVICES AGREEMENTS AND CONSTRUCTION CONTRACTS FOR THE YEARS 2007 TO 2011

RECOMMENDATION:

For information.

SUMMARY:

For the years 2007 to 2011 inclusive, 85 consultant assignments (administered by Transportation and Environmental Services and Facilities Management and Fleet Services of Corporate Resources) were awarded by Regional Council. Due to significant changes to the original scope of various consultant assignments, there were 13 assignments for which Council authorized increased payment for increased services during this five year period. The average increase for these 13 consulting assignments was 36%.

For the same five year period, 152 construction contracts (administered by Design and Construction and Facilities Management and Fleet Services) were awarded by Regional Council. Due to scope changes via contract change orders and/or quantity variations to unit price contracts, there were 4 contracts for which Council authorized increased payment for increased contract work. The average increase for these 4 construction contracts was 16%.

REPORT:

1. Background

At the February 28, 2012 meeting of Planning and Works Committee, staff were requested to provide a report on the number of consulting services agreements and construction contracts that in accordance with the Region’s Purchasing By-law required Council authorization for increased payment beyond the original award amounts. The Purchasing By-law states:

“(1) Where any purchase of Goods or services has been authorized under this By-law, the Chief Administrative Officer may authorize disbursement of additional funds provided that the additional funds:

(a) shall not exceed the greater of $50,000 or ten percent (10%) of the original price;

(b) are available within the program budget; and

(c) are required to complete works that are necessary as part of the original contract.

(2) The conditions under subsections (1), (a), (b) and (c) of this section do not apply where the additional funds are provided to the Region by a developer, land owner or other government body.”
If increased disbursement to the original Council award amount falls outside of the above noted parameters, then Council approval is required to authorize the disbursement increase.

In response to Committee’s request of February 28, 2012, staff have researched project files and gathered the requested information for the years 2007 to 2011 inclusive. The gathered information pertains to consultant services agreements and construction contracts administered by Transportation and Environmental Services as well as those administered by Facilities Management and Fleet Services of Corporate Resources. Staff have thoroughly analyzed the gathered information and has prepared this Report to present the analysis to Committee for its information.

2. Increased Payment for Increased Work for Consulting Services Agreements for the Years 2007 to 2011

For the years 2007 through 2011 inclusive, 85 consultant assignments (administered by Transportation and Environmental Services and Facilities Management and Fleet Services of Corporate Resources) were awarded by Regional Council. These assignments provided consulting services for a diverse range of capital projects including roads, bridges, airport infrastructure, water treatment and wastewater treatment facilities, projects at the Waterloo Landfill site, as well as facilities projects related to the Region’s public buildings.

In preparing this Report, staff from Transportation and Environmental Services and staff from Facilities Management and Fleet Services reviewed their capital project files for the years 2007 through 2011, analysed the gathered information and summarises the findings as follows:

- Number of consultant assignments awarded by Council 85
- Number of assignments for which Council authorized increased payment 13

Before preparing Committee Reports seeking Council’s authorization for increased payment for the 13 consultant assignments, staff thoroughly reviewed the existing consultant services agreements to ensure that increased payments were warranted. Once it was established that increased payments were warranted staff then thoroughly reviewed work plans for the extra consulting work and negotiated appropriate upset fees for the extra services involved. Subsequent to these fee negotiations, staff then prepared Committee Reports (in compliance with the Region’s Purchasing By-law) for the 13 consultant assignments to seek Council’s authorization for the negotiated increases.

The increased payments for all 13 assignments were due to significant changes to the original scope of the various consultant assignments. The average increase for these 13 consulting assignments was 36%. Appendix A is attached to provide detailed information for the 13 consultant assignments for which Council authorized increased payment for increased services for the years 2007 to 2011 inclusive.

3. Increased Payment for Increased Work for Construction Contracts for the Years 2007 to 2011

For the years 2007 through 2011 inclusive, 152 construction contracts (administered by Design and Construction and Facilities Management and Fleet Services) were awarded by the Region. These construction contracts were for a diverse range of capital projects including roads, bridges, airport infrastructure, water treatment and wastewater treatment facilities, projects at the Waterloo Landfill site, as well as facilities projects related to the Region’s public buildings.

In preparing this Report, staff from Design and Construction and staff from Facilities Management and Fleet Services reviewed their capital project files for the years 2007 through 2011, analysed the gathered information and summarizes the findings as follows:

- Number of construction contracts awarded by the Region 152
- Number of construction contracts for which Council authorized increased payment 4
Before preparing Committee Reports seeking Council’s authorization for increased payment for the 4 construction contracts, staff thoroughly reviewed the existing contracts to ensure that increased payments were warranted. Once it was established that increased payments were warranted staff then thoroughly reviewed price quotations for the extra work and negotiated appropriate change orders prices for the extra contract work involved. Subsequent to these negotiations, staff then prepared Committee Reports (in compliance with the Region’s Purchasing By-law) for the 4 contracts to seek Council’s authorization for the negotiated contract increases.

All 4 construction contracts where Council authorized increased payment were due to scope changes via contract change orders and/or quantity variations to unit price contracts. The average increase for these 4 construction contracts was 16%. Appendix B is attached to provide detailed information for the 4 construction contracts for which Council authorized increased payment for increased construction work for the years 2007 to 2011 inclusive. From an overall perspective across all completed capital projects, the construction work was completed (on average) for 96% of the original contract amount authorized by Council.

CORPORATE STRATEGIC PLAN:
Administration of consultant assignments and construction contracts in compliance with the Region’s Purchasing By-law supports Focus Area Five – Service Excellence of the Strategic Plan by meeting the objective of ensuring Regional programs and services are efficient and effective and demonstrate accountability to the public.

FINANCIAL IMPLICATIONS:
NIL

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:
The Procurement and Supply Service Division of the Finance Department was consulted in the preparation of this Report.

ATTACHMENTS
Appendix A – Council Authorized Increases to Consultant Services Agreements Administered by TES and Facilities from 2007 to 2011
Appendix B – Council Authorized Increases to Construction Contracts Administered by TES and Facilities from 2007 to 2011

PREPARED BY: Bill Brodribb, Director, Design and Construction
Charles Allen, Manager, Facilities Engineering

APPROVED BY: Thomas Schmidt, Commissioner Transportation and Environmental Services
Gary Sosnoski, Commissioner, Corporate Resources
## APPENDIX A

COUNCIL AUTHORIZED INCREASES TO CONSULTANT SERVICES AGREEMENTS
ADMINISTERED BY TES AND FACILITIES
FROM 2007 TO 2011 INCLUSIVE

<table>
<thead>
<tr>
<th>PROJECT DESCRIPTION</th>
<th>ORIGINAL UPSET FEE $</th>
<th>COUNCIL APPROVED AGREEMENT INCREASE $</th>
<th>DATE OF COUNCIL APPROVED AGREEMENT INCREASE</th>
<th>REASON FOR INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hespeler Road/CPR Grade Separation</td>
<td>$1,004,900.00</td>
<td>$298,700.00</td>
<td>January 14, 2009</td>
<td>Multi-year deferral; increased scope for construction/utility staging, extended project limits, etc.</td>
</tr>
<tr>
<td>Pinebush Road, Hespeler to Wayne</td>
<td>$127,345.00</td>
<td>$74,830.00</td>
<td>April 8, 2009</td>
<td>Increased scope for property, utilities, etc.</td>
</tr>
<tr>
<td>Region of Waterloo Museum</td>
<td>$1,725,000.00</td>
<td>$481,831.00</td>
<td>May 20, 2009</td>
<td>Increased scope for larger/enhanced lobby, public amenities, storage, etc.</td>
</tr>
<tr>
<td>Cambridge East Water Supply Class EA</td>
<td>$969,000.00</td>
<td>$469,000.00</td>
<td>October 14, 2009</td>
<td>Increased public consultation; changed regulations</td>
</tr>
<tr>
<td>Phase 2 Tier 3 Water Budget and Water Quantity Risk Assessment</td>
<td>$1,290,000.00</td>
<td>$755,000.00</td>
<td>August 19, 2010</td>
<td>MNR required and MNR funded increase to project scope</td>
</tr>
<tr>
<td>Hespeler Road/CPR Grade Separation</td>
<td>$1,303,600.00</td>
<td>$375,000.00</td>
<td>September 15, 2010</td>
<td>To save $10 million of capital cost</td>
</tr>
<tr>
<td>Hydrogeology Services for Clean Water Act</td>
<td>$670,644.00</td>
<td>$193,380.00</td>
<td>September 15, 2010</td>
<td>Changed requirements of Clean Water Act</td>
</tr>
<tr>
<td>Kitchener WWTP Plant Upgrades</td>
<td>$2,098,300.00</td>
<td>$330,000.00</td>
<td>February 23, 2011</td>
<td>Increased scope for Aeration Equipment Replacement</td>
</tr>
<tr>
<td>Elmira WWTP Upgrades</td>
<td>$836,747.00</td>
<td>$194,328.00</td>
<td>May 11, 2011</td>
<td>2nd construction contract added</td>
</tr>
<tr>
<td>Maple Grove &amp; Fountain Street Water Supply Class EA</td>
<td>$318,000.00</td>
<td>$140,238.00</td>
<td>May 11, 2011</td>
<td>MOE requested extra pump testing</td>
</tr>
<tr>
<td>Manitou Drive, Bleams to Fairway</td>
<td>$279,500.00</td>
<td>$171,500.00</td>
<td>June 29, 2011</td>
<td>Multi-year deferral; increased scope for traffic analysis, new design options, etc.</td>
</tr>
<tr>
<td>WRPS North Division</td>
<td>$720,000.00</td>
<td>$230,000.00</td>
<td>September 6, 2011</td>
<td>Increased scope for site plan and parking changes</td>
</tr>
<tr>
<td>Surface Water Monitoring Program</td>
<td>$1,450,000.00</td>
<td>$162,000.00</td>
<td>December 14, 2011</td>
<td>Monitoring of 3 additional water courses added</td>
</tr>
</tbody>
</table>
### APPENDIX B

**COUNCIL AUTHORIZED INCREASES TO CONSTRUCTION CONTRACTS**

**ADMINISTERED BY TES AND FACILITIES**

**FROM 2007 TO 2011 INCLUSIVE**

<table>
<thead>
<tr>
<th>PROJECT DESCRIPTION</th>
<th>ORIGINAL CONTRACT AMOUNT $</th>
<th>COUNCIL APPROVED CONTRACT INCREASE $</th>
<th>COUNCIL APPROVED CONTRACT INCREASE %</th>
<th>DATE OF COUNCIL APPROVED CONTRACT INCREASE</th>
<th>REASON FOR INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baden Creek Bridge</td>
<td>$362,598.50</td>
<td>$67,852.00</td>
<td>19%</td>
<td>December 12, 2007</td>
<td>More concrete repair and utility work</td>
</tr>
<tr>
<td>Main Street Bridge</td>
<td>$2,816,633.00</td>
<td>$425,000.00</td>
<td>15%</td>
<td>June 1, 2008</td>
<td>More concrete repair and utility work</td>
</tr>
<tr>
<td>Airport Departures Area Improvements</td>
<td>$1,465,980.00</td>
<td>$233,200.00</td>
<td>16%</td>
<td>August 6, 2008</td>
<td>Airline required security changes</td>
</tr>
<tr>
<td>Reconstruction of Runway 14-32</td>
<td>$12,532,321.00</td>
<td>$1,544,000.00</td>
<td>12%</td>
<td>November, 2009</td>
<td>Asphalt cement increase; Parking expansion; etc.</td>
</tr>
</tbody>
</table>
REGION OF WATERLOO
FINANCE DEPARTMENT
Financial Services and Development Financing
TRANSPORTATION & ENVIRONMENTAL SERVICES
Rapid Transit

TO: Chair J. Wideman and Members of the Planning and Works Committee

DATE: October 16, 2012      FILE CODE: F01-80

SUBJECT: RAPID TRANSIT PROJECT: FINANCIAL ADVISOR SERVICES

RECOMMENDATION:

THAT the Regional Municipality of Waterloo retain the firm of Deloitte & Touche LLP (“Deloitte”) to provide financial advisor services on an as-needed and as-requested basis in connection with implementation of the Rapid Transit Project as described in Report F-12-085/E-12-107 dated October 16, 2012.

SUMMARY: Nil

REPORT:

In February, 2012 Council approved the procurement delivery model of a Design-Build-Finance-Operate-Maintain (“DBFOM”) for Stage 1 of the rapid transit implementation plan. To select the DBFOM contractor, the Region will undertake a staged selection process involving a Request for Qualifications (“RFQ”) followed by a more detailed Request for Proposals (“RFP”). The RFP will set out the financial and contractual obligations that will secure, among other things, the short and long term private financing required to fund the construction phase and the portion of the construction costs that will be deferred and paid over the maintenance term.

The development and issuance of the RFQ/RFP documents and evaluation of the responses requires considerable expertise from a range of disciplines including: transportation, planning, civil, structural, electrical, mechanical, architectural, landscaping, financial, legal, etc. Developing the financial models and terms and conditions, negotiating the terms and conditions of the senior government funding agreements, updates to the value for money analysis and other financing issues will all require specialized financial advisory services. Accordingly, external financial advisory services should be retained to provide independent financial advice to the Region.

Consulting Assistance with the Project

Parsons Brinkerhoff Halsall Incorporated has been retained as the General Engineering Consultant (“GEC”) to provide deliverables which encompass all general requirements, special provisions and performance and output specifications (in all areas of engineering, construction, operations and maintenance) with required level of detail critical to a successful DBFOM procurement process. The GEC will review and inspect the design and help oversee the construction to ensure that the output specifications are being met.

Infrastructure Ontario (“IO”) has been retained as an independent contractor to provide rapid transit procurement coordination and transaction management services for the Region’s rapid transit project to assist with the procurement and construction phases of the project.
Norton Rose has been retained to provide legal services to support implementation of the project, including the development, negotiation and finalization of the senior level government funding agreements, the development of procurement documents including the RFQ, RFP and Agreements with the Contractor, support for the necessary environmental and regulatory approvals, and to provide other legal opinions and services to ensure the successful completion of the project.

In light of the timeframes for delivery of the project and the complexity of the financial arrangements required, staff recommend that the Region engage independent transaction and financial advisory services in order to support implementation of the project, including assisting with the development of, evaluation of, and providing financial advice to support the development of the RFQ/RFP and Agreement with the Contractor. This will include the commercial risk allocation and cost factors, financial submission requirements, project capital structure, financial performance indicators, post award audit and control procedures, and other financial opinions and services to ensure the successful completion of the Project.

Deloitte’s History with the Region’s Rapid Transit Project

Deloitte has provided financial advisory services to the Region on the RT project since 2003. Deloitte led an analysis of various Public Private Partnership (PPP) options which considered goals, objectives and constraints of the Region, a jurisdictional review, a risk assessment, financing and funding considerations. Deloitte assisted in developing an implementation plan to define contractual, commercial and statutory requirements for the project.

In 2005-2006, Deloitte carried out a peer review of the Region’s Environmental Assessment (EA) funding Business Case, for the RT EA application.

During 2007–2010, Deloitte was engaged by the Region to identify and assess the potential risks of LRT vs. BRT. In September 2008, Deloitte organized and facilitated a two-day workshop with Region staff and public and private sector experts from Canada, the US and Europe to assess the suitable role of the private sector within the context of the technology and the full spectrum of PPP options.

Subsequent to the completion of the risk assessment and after the EA progressed to identify LRT as the preferred solution, Deloitte then began to assess the funding and financing of the LRT under various potential PPP options. Deloitte developed a complex financial model that enabled the Region to evaluate the various potential delivery options, accounting for variability in private capital markets as well as in senior government funding. This assessment of various procurement and project delivery options continued through 2011, including development of an updated risk assessment and Value for Money financial model. Deloitte assisted in the development of the recommendation that a DBFOM structure provided the Region with optimal value for money. Deloitte also provided advice on future operation flexibility matters.

Deloitte is currently assisting with the RFQ process, by providing support with the development of the RFQ document, the development of the financial evaluation framework and the financial analysis of bids.

During the period of procurement and construction from 2012-2017, the Region requires financial services assistance during the RFQ/RFP process, including assisting with the evaluation of the bids, updating of the Value for Money analysis that has been previously completed, assistance with the development of the project agreements including developing the payment mechanism, financial advice during negotiations with the preferred proponent, advice during the negotiation of the federal and provincial funding agreements and ongoing analysis and advice to Regional Council.
Recommended Approach

It is recommended that Deloitte be retained for this period on an as-needed and as-required basis, where financial advisory services will be provided on a task assignment basis, with invoicing for such task subject to a cost estimate and detailed billing provided to the Region. This is similar to the arrangement that Council has approved for legal services. Deloitte has provided an estimate of time required for each activity and hourly rates for each of the consultants assigned to the project. The hourly rates are subject to a maximum cumulative annual increase of 2.25% in each of the years of the retainer (similar to the General Engineering Consultant and the legal services contract). Any travel disbursements must be pre-approved by the Region and will be reimbursed at actual cost. The job classification and hourly rates for Deloitte’s team are set out in Appendix A to this Report, together with the description of tasks and estimated time required. Given that IO has also been engaged to provide procurement expertise, the proposed task list has been reviewed with IO and each task will be reviewed on an ongoing basis to ensure no overlap between the firms’ activities. The proposed retainer is for a term up to December 31, 2017, with the Region’s right to terminate earlier at any time. The retainer is non-exclusive and does not preclude the Region from obtaining financial services advice from IO or any other firm.

As there is both a federal and provincial requirement that all procurement processes are competitive, fair and transparent, the Region engaged the federal and provincial representatives from Transport Canada and Ministry of Transportation of Ontario regarding the engagement of Deloitte for this continuing work. Both the federal and provincial representatives advised in writing that, since Deloitte has been active on the Region’s project as the financial advisor for more than eight (8) years, and the engagement of Deloitte followed the Region’s procurement practices, that they would have no objection to the Region continuing with Deloitte fulfilling this role on the project.

The Region’s Purchasing By-law under Part VII, Section 21 (1)(g) recognizes a purchase in this manner as a “Purchase by Negotiation” as appropriate since it is “the extension of an existing or previous contract [which] would prove more cost effective or beneficial for the Region” and “the acquisition is required or is beneficial in regard to the standardization of goods or services for the Region.”

CORPORATE STRATEGIC PLAN:

The recommendation of this Report supports Focus Area 3.1 of Council’s Strategic Focus: Develop an implementation plan for light rail transit including corridor and station area planning.

FINANCIAL IMPLICATIONS:

The approved rapid transit project costs includes an allocation of $36 million for soft costs covering engineering design, procurement and construction management, legal services and financial services. The scope of work for the financial advisor assignment will be funded from this budget and is not expected to exceed $400,000.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

The Rapid Transit Division of Transportation and Environmental Services was consulted in the preparation of this report.
ATTACHMENTS: Appendix A – Financial advisor scope of services

PREPARED BY: C. Barrett, Director, Financial Services & Development Financing
D. Bhatti, Director, Rapid Transit

APPROVED BY: C. Dyer, Chief Financial Officer
T. Schmidt, Commissioner of Transportation and Environmental Services
# APPENDIX “A”

(Chart of Task and Estimated Timeframe and Costs)

<table>
<thead>
<tr>
<th>Description of Task and Estimated Timeframe</th>
<th>Lead Consultant Hours</th>
<th>Associate Consultant Hours</th>
<th>Other Consultant Hours</th>
<th>Other Technical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly / Daily Rate</td>
<td>$430.00</td>
<td>$337.50</td>
<td>$275.00</td>
<td>$195.00</td>
</tr>
<tr>
<td>1. Financial Advisory Services re RFP</td>
<td>105</td>
<td>210</td>
<td>105</td>
<td>105</td>
</tr>
<tr>
<td>2. Value For Money (VFM) and Risk Analysis</td>
<td>39</td>
<td>76</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td>3. Financial Advisory Services re Project Agreement</td>
<td>77</td>
<td>152</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>4. Support re Negotiations with Preferred Proponent</td>
<td>10</td>
<td>19</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>5. Support re Negotiations of Funding Agreements</td>
<td>14</td>
<td>29</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>6. Financial Advisory Services for Region Approvals</td>
<td>10</td>
<td>19</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Total Estimated Hours / Days</td>
<td>255</td>
<td>505</td>
<td>255</td>
<td>255</td>
</tr>
<tr>
<td>Total Fees – hourly/daily rate multiplied by the total hours/days worked on Task(s) by corresponding consultants</td>
<td>$109,650</td>
<td>$170,437</td>
<td>$70,125</td>
<td>$49,725</td>
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<tr>
<td>Total (exclusive of HST)</td>
<td></td>
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TO: Chair Jim Wideman and Members of the Planning and Works Committee

DATE: October 16, 2012 FILE CODE: T04-20, 05337

SUBJECT: CLASS ENVIRONMENTAL ASSESSMENT, RECOMMENDED DESIGN CONCEPT FOR FOUNTAIN STREET – KING STREET IMPROVEMENTS, SHANTZ HILL ROAD TO EAGLE STREET, CITY OF CAMBRIDGE

RECOMMENDATION:

That the Regional Municipality of Waterloo take the following actions with regards to the Municipal Class Environment Assessment for Fountain Street and King Street Improvements, Shantz Hill Road to Eagle Street in the City of Cambridge:

a) Approve the implementation of the Recommended Design Concept 3A as described in Report E-12-029 with a modified transit priority queue-jump lane as per the drawing in Appendix “C” of Report E-12-048;

b) Direct staff to file the Notice of Completion for this Class Environmental Assessment by means of advertisements in local newspapers and mailings to the adjacent property owners, tenants and public agencies and place the Environmental Study Report on the public record for a period of 30 days; and

c) Subject to the Region receiving the necessary unencumbered land through dedication from P&H Milling Group and subject to further consultation with all affected property owners, direct staff as part of the detailed design to shift the King Street West road alignment as per the drawing in Appendix “B” of Report E-12-048.

SUMMARY:

The Region of Waterloo is undertaking a Class Environmental Assessment (Class EA) Study to consider road improvements on Fountain Street from Shantz Hill Road to King Street and on King Street from Fountain Street to Eagle Street in the City of Cambridge. Please refer to Appendix “A”, Key Plan. The Class EA Study is being guided by a Project Team consisting of staff from the Region of Waterloo and the City of Cambridge; Regional Councillor Jane Brewer and City of Cambridge Councillors Donna Reid and Karl Kiefer.

The Recommended Design Concept 3A was presented to the Region of Waterloo Planning and Works Committee on April 17, 2012. Delegations at the April 17, 2012 meeting, including the owners of 101 and 149 King Street West, expressed concerns about the road moving closer to their buildings. A representative of P&H Milling Group (PHMG) in attendance requested a deferral of the project approval to resolve site modifications to the Mill property and the intended heritage designation by the City of Cambridge of the house on the Mill property at 126 King Street West.
Planning and Work’s Committee approved the implementation of Recommended Design Concept 3A and directed staff to file the Notice of Study Completion for the Class EA. Planning and Work’s Committee also directed staff to continue to work with property owners to potentially minimize impacts.

At the June 19, 2012 Planning and Works Committee Meeting, in response to a letter received from the property owner at 101 King Street West, Region staff were directed to defer the filing of the Class EA document and to report back to the Committee on how a PHMG proposed King Street West alignment shift could reduce impacts to properties on the north side of King Street West.

Region staff met with representatives from PHMG and the City of Cambridge to discuss PHMG’s proposed site modifications including a proposed realignment of King Street West that would shift the road away from 101 king Street West and closer to the Mill property. PHMG’s proposed site modifications and shift in the King Street West alignment would result in less impact to the frontage of 101 King Street West than that proposed in the Recommended Design Concept 3A; however, the proposed road alignment shift would require the demolition of the house at 126 King Street West.

In subsequent meetings with City of Cambridge staff and PHMG, Region staff learned that the City of Cambridge had withdrawn its intention to designate the house at 126 King Street West and had issued a demolition permit for this building. Region staff reviewed the proposed PHMG alignment shift and agreed the shifted road would help reduce “frontage” impacts at 101 King Street West. The demolition of the house at 126 King Street West would allow PHMG to make modifications to the Mill’s loading bays. These modifications would reduce the need for tractor trailers to block King Street. In addition, Region staff reviewed the need and scope of the proposed transit-priority queue-jump lane and has determined that the lane can be adjusted to help shift the proposed curb away from the building at 149 King Street West. The proposed adjustment to the proposed queue-jump lane is shown in Appendix “C”. The King Street West alignment shift, illustrated in Appendix “B”, is fully supported by the Region, City staff and PHMG. City of Cambridge staff indicated their satisfaction that the Region has adequately considered the alignment shift and now supports the filing of the Class EA document for this project.

Region staff are recommending that Regional Council approve the Recommended Design Concept 3A, with a modified transit priority queue-jump lane as showing in Appendix “C”. Region staff further recommend that Council direct staff to modify the Recommended Design Concept to include the shift as illustrated in Appendix “B”, as part of detailed design subject to the Region receiving through dedication the necessary unencumbered land from PHMG for such a shift and subject to further consultation with all affected land owners.

The original schedule for this project included a construction start in 2015. Based on the delay in filing the ESR for this project, staff has now determined that construction cannot start before 2016.

REPORT:

1.0 Background:

The Region of Waterloo is undertaking a Class Environmental Assessment (Class EA) Study to consider road improvements on Fountain Street from Shantz Hill Road to King Street and on King Street from Fountain Street to Eagle Street in the City of Cambridge. The Fountain Street – King Street Class Environmental Assessment was initiated to examine traffic congestion and higher than expected collisions on the Fountain Street – King Street corridor.
The project limits are indicated in Appendix “A”, Key Plan. The Class EA Study is being guided by a Project Team consisting of staff from the Region of Waterloo and the City of Cambridge; Regional Councillor Jane Brewer and City of Cambridge Councillors Donna Reid and Karl Kiefer.

Fountain Street, King Street, and Eagle Street have been identified in the Regional Cycling Master Plan as core on-road cycling routes. Currently, no dedicated cycling facilities exist on these roads. As such there is a need to address and improve cycling facilities through the corridor. The corridor also has discontinuous stretches of sidewalk along Fountain Street and King Street, and improvements are required to facilitate pedestrian movement through and beyond the study area.

At the Fountain Street and King Street intersection, the Project Team developed design alternatives including a two-lane roundabout; conventional intersection improvements based on the existing signalized intersection configuration; and a realigned signalized intersection.

The Project Team initially identified a roundabout as the preferred alternative for the intersection of Fountain Street and King Street; however, in response to concerns raised by the public and property owners, Design Concept 3A was developed. Design Concept 3A, (Recommended Design Concept) consists of conventional intersection improvements including additional through and turning lanes at Fountain Street and King Street while maintaining traffic signals at the intersection. Design Concept 3A’s narrower road width on Fountain Street avoids significant adverse impacts on both “The Pines” property and the existing designated heritage building, formally known as the Del Monte Hotel. Design Concept 3A includes a 3.0 metre wide multi-use trail on the east side (river side) of Fountain Street and on the north side (Riverside Park side) of King Street in lieu of on-road cycling lanes. Design Concept 3A passes through a corridor with heritage resources on both sides of Fountain Street and King Street resulting in property impacts which attempt to balance the road improvements and the heritage context of the corridor—avoiding the removal of any adjacent heritage resources at 101 King Street West, 126 King Street West and 149 King Street West.

101 and 149 King Street West are existing properties with cultural significance located on the north side of King Street West between Riverside Park and Fountain Street. Similarly, the property at 126 King Street West includes a house of cultural heritage significance on the south side of King Street West owned by P&H Milling Group (PHMG), formerly Dover Flour Mill. When the City of Cambridge, acting on the information included in the Region’s Cultural Heritage Impact Assessment report for this project, issued a Notice of Intention to designate the house at 126 King Street West, P&H Milling Group objected to the designation and appealed the heritage designation to the Conservation Review Board.

The Recommended Design Concept 3A was presented to the Region of Waterloo Planning and Works Committee on April 17, 2012. This Recommended Design Concept 3A was contested by a number of delegations. The delegations included a representative from PHMG requesting a deferral of the project to provide PHMG time to resolve the intended heritage designation of 126 King Street West through a proposed site plan and consideration of a proposal to shift the King Street West alignment towards the Mill property and away from 101 and 149 King Street West. The owners of 101 and 149 King Street West were also delegations and expressed concerns about the Recommended Design moving the road closer to their buildings. Region staff, in responding to questions from Councillors, stated that the alignment of King Street West could be shifted as part of detailed design without the need to delay the “filing” of the Environmental Study Report, as long as all affected land owners were consulted about the shift and were in agreement with it. Therefore, at the April 17, 2012 Planning and Works Committee meeting, the Committee approved the implementation of Recommended Design Concept 3A and directed staff to file the Notice of Study Completion for the Class EA and to continue to work with property owners to potentially minimize impacts.
At the June 19, 2012 Planning and Works Committee meeting, Council received for information a letter dated June 18, 2012 from Gowlings, on behalf of the property owner at 101 King Street West, with respect to considering the PHMG shifted King Street West road alignment as part of the Recommended Design and requested the Region defer the issuance of the Class EA Notice of Completion. The letter noted that “information with respect to Heritage properties in the area has recently changed; further investigation into the P&H Alternative may demonstrate that heritage interests may be better preserved by the P&H Alternative.” The recently changed information referred to a June 18, 2012 decision of City of Cambridge Council to approve the future issuance of a demolition permit of the heritage building at 126 King Street West subject to certain City of Cambridge requirements, following which, Cambridge Council would then withdraw the request for the heritage designation of 126 King Street West.

At the June 19, 2012 Planning and Works Committee meeting, there was discussion of the recent heritage decision by Cambridge Council. There was also discussion of the uncertain status of the PHMG proposed site plan modifications at the Mill and how these modifications were linked to the heritage designation of 126 King Street West. Region staff agreed that shifting King Street West towards the Mill would potentially reduce impacts at 101 King Street West. Although these changes would have potential benefits, Region staff indicated that it would be premature to formally change the alignment of King Street West in the Class EA because the ability to do so depended on the following issues which were beyond the Region’s control:

1. Final resolution by the City of Cambridge of the heritage designation of the house at 126 King Street West;

2. Approval from City of Cambridge for P&H Milling Group’s proposed site modifications; and

3. Approval of any modifications to the Mill Race through the City’s Riverside Park Dam Class EA, including consent of the GRCA

As a result of all this new information, it was decided to defer the filing of the Notice of Completion of the Class EA for this project so that staff could better understand the “P&H Alternative” and so that City Staff could further resolve the heritage and site plan issues necessary to allow the Region to shift the King Street West road alignment toward the PHMG property.

2.0 Region Staff Consultation — Property Impact Mitigation:

2.1 P&H Milling Group—Site modifications and “The P&H Alternative” King Street West Road Alignment

Through discussions and numerous meetings with City of Cambridge staff and representatives from PHMG, Region staff clarified PHMG’s intentions to modify the Mill site. These modifications would prove beneficial to the operations of the road corridor by reducing the existing need for trucks to block King Street West while backing up to the Mill’s loading bays. The proposed site modifications also included the proposal to shift the King Street West alignment toward the Mill property and away from the properties on the north side—101 and 149 King Street West. Although the proposed shift in road alignment would lessen impacts at 101 King Street West, the proposed shift would not lessen impacts at 149 King Street West.

PHMG’s proposed modifications were multi-staged and initially involved the relocation of their trailer loading bays from the north side of the Mill building to the east side and the removal of the house at 126 King Street West to facilitate truck operations on the site. Subsequent stages of the site modifications would include building additions and potential site changes requiring the removal of the existing Mill Race which runs through the Mill property and Mill building.
Region and City of Cambridge staff held another meeting on September 20, 2012 with PHMG to discuss the proposed realignment of King Street West fronting the Mill property. At this meeting, PHMG offered to dedicate at no cost to the Region all necessary land to shift the road away from 101 and 149 King Street West. Based on this offer, Region staff said they could recommend to Region Council the realignment of King Street West, as shown in Appendix “B”, subject to the lands necessary for the realignment being available free and clear of all chattels and debris and conveyed for use as a road right-of-way, and subject to satisfactory consultation with other affected property owners. In addition, the Region requested that PHMG’s site plan modifications be finalized to the satisfaction of the City and the Region including modifications to the existing site access as necessary to enable the proposed reduction of traffic interruptions on King Street West by truck traffic accessing the Mill.

2.2 City of Cambridge—101 and 149 King Street West Property Impact Mitigation

Region staff held a meeting on July 9, 2012 with City of Cambridge staff to discuss PHMG’s proposed realignment of King Street West fronting the Mill property. At the meeting, City of Cambridge staff requested that the Region remove and/or reduce the width of the proposed 3.0 metre wide multi-use trail fronting 101 and 149 King Street West to reduce impacts to the two properties. The City also requested that the Region remove or reduce the transit priority queue-jump lane on King Street West to reduce the road width fronting 101 and 149 King Street West. Region staff indicated that both pedestrian and transit facilities are fundamental to the improvements within the corridor and a departure from these facilities would disregard the objectives of the Fountain-King Class EA and the greater Regional objective to encourage and enhance active modes of transportation. At the meeting, Region staff could not support reducing the width of the proposed multi-use trail but did agree to review the scope and design of the transit priority queue-jump lane to see if the road width could be reduced adjacent to 101 and 149 King Street West.

Staff then conducted a re-evaluation of the King Street West transit priority queue-jump lane (lane length and geometry) approaching Fountain Street North, in an effort to mitigate impacts to 101 and 149 King Street West. This preliminary re-evaluation resulted in a revised design, as illustrated in Appendix “C”, that still retains the queue-jump lane’s intended functionality and reduces the property impact on 149 King Street West by 40% (a 19.2 m² impact, down from 32.1 m²) and totally eliminates the need to acquire property from 101 King Street Wes. Region staff committed to this readjustment to the queue-jump lane regardless of the issue concerning the alignment shift.

On October 11, 2012 Region staff met with the owners of 101 and 149 King Street West to discuss the proposed changes to the queue-jump lane at PHMG’s proposed realignment of King Street West. At the time this report was prepared, the meetings were yet to be held; a verbal update will be presented to Planning and Works Committee on the outcome of the meetings.

3.0 PROJECT TEAM RECOMMENDATION

Based on discussions with affected parties and thorough a review of technical issues and potential impacts, the Project Team is recommending Regional Council:

a) Approve the implementation of the Recommended Design Concept 3A as described in Report E-12-029 with a modified transit priority queue-jump lane as per the drawing in Appendix “C” of Report E-12-048; and

b) Subject to the Region receiving the necessary unencumbered land through dedication from P&H Milling Group and subject to further consultation with all affected property owners, direct staff as part of the detailed design to shift the King Street West road alignment as per the drawing in Appendix “B” of Report E-12-048.
4.0 PROJECT SCHEDULE

The original schedule for this project included a start of construction in 2015. This schedule was considered very aggressive given the extensive property requirements and utility relocation required. The delay in filing the ESR for this project results in a need to adjust the time of construction to 2016, with utility relocations scheduled for 2015. The immediate filing of the ESR in 2012 is critical to ensure the detailed design, property acquisition, and relocation of utilities can be completed sufficiently in advance so that construction of this project can occur in 2016.

CORPORATE STRATEGIC PLAN:

This project is consistent with the development of Focus Area 2 – Growth Management and Prosperity by optimizing infrastructure to meet current and projected needs.

The improvements on Fountain Street and King Street, when complete, will support Focus Area 3 – Sustainable Transportation by optimizing existing road capacity to safely manage traffic.

FINANCIAL IMPLICATIONS:

The Capital cost of the Recommended Design Concept is estimated to be between $13 million and $14 million. The 2012 Transportation Capital Program includes $16 million in the years 2012 through 2016 for the Project to be funded from Regional Development Charges and the Roads Capital Levy Reserve Fund.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

The Transportation Planning Division and the Community Services Division of Planning, Housing and Community Services Department was consulted in the preparation of this report.

ATTACHMENTS

Appendix “A” – Key Plan
Appendix “B” – Alternate Alignment – King Street West
Appendix “C” – Revised Recommended Design, King Street West: Transit Priority Queue-Jump Lane Revision

PREPARED BY:  Jason J. Lane, Senior Project Manager, Design and Construction

APPROVED BY:  Thomas Schmidt, Commissioner of Transportation and Environmental Services
Appendix “A”

Key Plan
Appendix “B”
Alternate Alignment – King Street West
Appendix “C”
Revised Recommended Design, King Street West: Transit Priority Queue-Jump Lane Revision
REGIONAL MUNICIPALITY OF WATERLOO

Weber Street and King Street Improvements

Weber Street (Forwell Creek Road to Blythwood Road) and King Street (Weber Street to Highway 85)
City of Waterloo

INFORMATION PACKAGE

Public Consultation Centre
Tuesday October 23, 2012
5:00 P.M. to 8:00 P.M.

at

St. David Catholic Secondary School
4 High Street
Waterloo, Ontario

There is a Comment Sheet at the back of this package. If you wish, please fill it out and deposit it in the designated box provided at this Public Consultation Centre. All names, addresses and comments will be included in material made available to the general public.
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APPENDIX “A” – PROPERTY ACQUISITION PROCESS INFORMATION SHEET

APPENDIX “B” – TYPICAL SECTIONS

COMMENT SHEET
1.0 What is the Purpose of this Public Consultation Centre (PCC)?

The Regional Municipality of Waterloo is proposing improvements to Weber Street from Forwell Creek Road to Blythwood Road and to King Street from Weber Street to Highway 85 within the City of Waterloo. (Please See Figure 1 – Key Plan of Project Area.)

Weber Street and King Street are both Regional Roads under the jurisdiction of the Regional Municipality of Waterloo. Sanitary sewers and watermains under these roads are owned and operated by the City of Waterloo. The following intersecting streets are under the jurisdiction of the City of Waterloo: Forwell Creek Road, High Street, Milford Avenue, Blythwood Road, Blue Springs Drive and King Street North Service Road. The proposed improvements include road reconstruction, active transportation and transit enhancements, intersection improvements and underground infrastructure replacement or repair.

The proposed improvements on Weber Street and King Street are considered a Schedule ‘A+’ undertaking in accordance with the Municipal Class Environmental Assessment document. This means the project is pre-approved to proceed provided that appropriate public consultation is conducted.

The public is invited to this Public Consultation Centre (PCC) to:

- review the proposed design,
- ask questions of the staff of the Region of Waterloo, City of Waterloo and the consulting engineer McCormick Rankin, and
- provide comments and input regarding the planning and development of improvements.

We ask that you complete the Comment Sheet attached to the back of this Information Package and put it in the box at the Consultation Centre, or send it to the address indicated on the Comment Sheet. Your comments will be considered, along with other information received over the course of the project to assist the Region of Waterloo in completing the design of the proposed improvements.

2.0 Who is Directing This Project?

The project is being directed by the Regional Municipality of Waterloo through a Project Team consisting of staff from the Regional Municipality of Waterloo and the City of Waterloo, and Councillor Diane Freeman and Councillor Jeff Henry from the City of Waterloo. The engineering consulting firm of McCormick Rankin has been retained by the Region to assist with the design.
3.0 Why are We Undertaking This Project?

Both Weber Street and King Street are Regional arterial roads that provide important north-south transportation links through the City and provide local access to numerous adjacent businesses, one secondary school and a number of residential subdivisions and commercial buildings. Through the Region’s Transportation Capital Program, both roads have been identified for improvements to address poor pavement condition, expand and improve active transportation and transit facilities, improve safety and operations of intersections, and replace or repair deteriorated underground services.

4.0 What Road Improvements Are Being Considered?

Proposed improvements on Weber Street include full depth road reconstruction, widening for bike lanes and a pedestrian refuge island at Blythwood Road, widenings for construction of a westbound right turn lane at King Street and extending the eastbound left turn lane at King Street, construction of infill sidewalk on the east side, underground infrastructure replacement or repair (storm sewer, sanitary sewer, watermain) where warranted, reconstruction of the St. David Catholic Secondary School driveway to Weber Street as a full movement entrance, and replacement/lengthening of the Grand River Transit school special bus stop adjacent to the school.

Proposed improvements on King Street include pavement rehabilitation, widening for construction of a northbound left turn lane at King Street North Service Road, lengthening the southbound left turn lane at Weber Street by shortening the northbound left turn lane at Blue Springs Drive, construction of a 3.0m wide multi-use trail to replace the sidewalk on the west side of King Street, and underground infrastructure replacement or repair (storm sewer, sanitary sewer, watermain) where warranted.

**Weber Street and King Street Intersection Improvements**

To improve the operation of this intersection a proposed Weber Street westbound channelized right turn lane is needed and the existing southbound left turn lane on King Street needs additional storage for queuing vehicles.

**King Street and North Service Road Intersection**

To reduce rear end collisions at this intersection a left turn lane for northbound King Street vehicles at the North Service Road is proposed.

**Active Transportation Needs**

Based on the approved Regional Transportation Corridor Design Guidelines, the Regional Cycling Master Plan, the 2011 Cycling Facility Map and other relevant policies/practices, the Project Team has identified the following proposed enhancements to the roadway corridor to address active transportation needs:

- Construction of a 1.25 metre designated on-road cycling lane on both sides of Weber Street within the project limits to provide a continuous cycling facility;
- Construction of new front-lotted sidewalk on the north side of Weber Street where none currently exists from 80 metres south of Milford Avenue to
Blythwood Road including a pedestrian crossing island at the Blythwood Road intersection;

Note: Snow removal on all sidewalks is the responsibility of the front-lotted landowners as per City of Waterloo by-laws.

Consideration of a future multi-use trail on the west side of King Street.

Located in Appendix B are typical cross-sections of the proposed improvements along Weber Street and King Street.

Landscaping will be incorporated in this project where appropriate and where space permits in the road allowance.

5.0 How Does This Project Relate to the Objectives of, the Regional Transportation Master Plan and the Regional Transportation Corridor Design Guidelines?

The proposed conceptual design conforms to the Regional Transportation Master Plan (RTMP) as follows:

- Proposed provision of expanded and improved active transportation and transit facilities, such as infill sidewalk, bike lanes, multi-use trail and bus shelters to provide an integrated and accessible multi-modal transportation system.

- Proposed installation of a left turn lane on King Street at the King Street North Service Road and the auxiliary lane improvements at the King Street – Weber Street intersection to provide a safe and efficient transportation system.

- The proposed road improvements will be designed in accordance with the Regional Transportation Corridor Design Guidelines.

The RTMP vision of sustainability, encouraging increased transit use and promoting transportation choice are supported by proposed enhancements to the active transportation and transit facilities in the road corridors. Example enhancements are proposed bike lanes on Weber Street with a proposed pedestrian refuge island at Blythwood Road which will also facilitate connection to the City of Waterloo cycling network, a proposed multi-use trail on King Street that will eventually be extended north across the highway and connect to Conestoga Mall, and proposed provision of a bus shelter at the northbound King Street at Weber Street bus stop.

6.0 Were Roundabouts Considered for this Project?

The Region reviewed roundabout implementation at the Weber Street – King Street intersection using the Roundabout Feasibility Initial Screening Tool. Based on intersection configuration and operation, collision rates, property and utility impacts, and cost, the Region does not recommend a roundabout for this intersection.
7.0 What are the Property Impact and Acquisition Plans?

The intent of the design process is to minimize the need to acquire property; however the proposed design does require the Region to acquire a small amount of property. As the project proceeds, affected property owners will be contacted by Regional Real Estate staff to discuss the necessary property acquisitions and related issues. It is the Region’s standard practice to negotiate agreements of purchase and sale with the affected property owners, based on an independent appraisal of the land’s fair market value. If agreements cannot be reached in time to meet the project schedule, the Region can acquire the needed lands through expropriation. For further information please see the Property Process Information Sheet in Appendix A.

The proposed improvement plan has been refined by the Project Team to minimize property impacts. Preliminary proposed property acquisitions will be shown on the plans on display at the October 23, 2012 Public Consultation Centre.

8.0 How Will Private Property, Trees, Driveways and Lawns be Affected?

Private property, trees, driveways and lawns will be reinstated to their pre-construction state; however, due to the nature of the work being considered, there may be driveways and lawns that will be altered from their existing condition. The preliminary extents of these alterations will be shown on the plans on display at the October 23, 2012 Public Consultation Centre.

This project will likely require some trees to be removed but these will be replaced (two new trees for each one removed) where space permits in the road allowance in consultation with the property owners.

9.0 How Will Traffic and Access to Property be Accommodated During Construction?

Two-way traffic will be maintained on Weber Street, King Street and side streets for most of the duration of the construction. However, there will be times when the nature and extent of the construction work will require temporary closures of one or more of the streets. In the event of any complete closure or lane restriction, signage will be placed well in advance of the closure advising of the detour and duration of the closure. A detailed construction staging and traffic management plan will be developed during final design.

The City of Waterloo Fire Department, Waterloo Regional Police and Ambulance Services will all be advised of the traffic restrictions during the construction period. Grand River Transit service will be maintained during construction through the implementation of temporary bus stop locations as required.

Pedestrian access will be maintained (as a minimum) on one side of Weber Street and King Street for the duration of the construction. Where the sidewalk is close to deep excavations, the
sidewalk will be separated from the work area by temporary fencing. Signage will be erected in order to direct pedestrians through the project area.

As is customary with Regional Roads under construction, motorists will be advised of the construction timing and traffic restrictions through advance signage, the Region’s web site, and radio and newspaper notices.

The Contractor will be required to temporarily block access to and from driveways on Weber Street, King Street and side streets for short-term periods when completing certain construction operations. For commercial and institutional properties, access will be maintained at all times and additional signage will be provided during construction to provide direction. If only one driveway access exists, the Contractor will endeavour to complete the work across the driveway in two stages where feasible in order to maintain access.

10.0 When Will Construction Occur?

Construction on Weber Street and King Street is anticipated to occur in 2015 and will be completed in stages to minimize the impacts on area traffic. Work in the St. David Catholic Secondary School access and High Street will be scheduled to occur during summer months to minimize impacts on access to and from the school.

11.0 What About Dust During Construction?

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

12.0 What Are the Expected Working Hours During Construction?

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

13.0 Will the Posted Speed Limit Be Increased?

Following construction, the Region will retain the posted speed limit of 60 km/hr on King Street north of Weber Street, and on Weber Street.
14.0 What is the Estimated Cost of this Project and How Will it be Funded?

The Region of Waterloo is funding the road improvements on this project. The estimated project cost for the proposed Weber Street and King Street improvements, including roadway reconstruction, new curbs, sidewalk and trail, storm sewer works replacement/repair, driveway ramps and boulevard restoration, and landscaping, is approximately $3,600,000. The City of Waterloo will be funding the costs for the sanitary sewer and watermain replacement/repair at an estimated cost of $800,000.

15.0 What are the Next Steps on the Project?

Prior to finalizing the design concept for Regional Council's approval, the Project Team is asking for the public's input on the proposed improvements. This Public Consultation Centre is your opportunity to ask questions, provide suggestions, and make comments. The Project Team will use the comments obtained from the public during this Public Consultation Centre to refine the proposed design concept in conjunction with other technical data.

16.0 When Will a Final Decision be Made for this Project?

The Project Team will review the public comments received from the October 23, 2012 Public Consultation Centre and use them as input for recommending a final Design Concept for the Weber Street and King Street Improvements project. This Final Recommendation will be presented to Regional Planning and Works Committee and Council in early 2013 for approval. In advance of these meetings, letters will be sent to all adjacent property owners and tenants (as well as to all members of the public specifically registering at this Public Consultation Centre) so that anyone wishing to speak to Committee or Council about this project can do so before final approval.

17.0 How Will I Receive Further Notification Regarding This Project?

Adjacent property owners and members of the public registering at this Public Consultation Centre will receive all forthcoming additional information, and will be notified of any future meetings.

18.0 How Can I Voice My Comments At This Stage?

In order to assist us in addressing any comments or concerns you might have regarding this project, we ask that you fill out the attached Comment Sheet and leave it in the box provided at the registration table. Alternatively you can mail, fax or e-mail your comments to one of the Project Team members listed below, no later than November 9, 2012.
We thank you for your involvement and should you have any questions or concerns please contact:

Mr. John Lee, C.E.T.  
Project Manager  
Region of Waterloo  
150 Frederick Street, 6th Floor  
Kitchener, ON N2G 4J3  
Telephone: (519) 575-4746  
Fax: (519) 575-4430  
Email: jlee@regionofwaterloo.ca

Mr. Dan Green, P. Eng.,  
Project Manager  
McCormick Rankin Corporation  
72 Victoria Street South  
Kitchener, ON N2G 4Y9  
Telephone: (519) 741-1464  
Fax: (519) 741-8884  
Email: dgreen@mrc.ca

19.0 How Can I View Project Information Following the PCC?

All of the PCC display materials and other relevant project information, notifications of upcoming meetings and contact information is available for viewing at the Region of Waterloo municipal office as identified above. Alternatively, you may visit the Region’s website at www.regionofwaterloo.ca.
Appendix “A-1”

Property Acquisition Process Information Sheet

The following information is provided as a general overview of the property acquisition process and is not legal advice. Further, the steps, timing and processes can vary depending on the individual circumstances of each case.

Once the Recommended Design Concept has been approved, the property acquisition process and the efforts of Regional Real Estate staff will focus on acquiring the required lands to implement the approved design. Regional staff cannot make fundamental amendments or changes to the approved design concept.

Property Impact Plans
After the project has been approved and as it approaches final design, the project planners will generate drawings and sketches indicating what lands and interests need to be acquired from each affected property to undertake the project. These drawings are referred to as Property Impact Plans (PIP).

Initial Owner Contact by Regional Real Estate Staff
Once the PIPs are available, Regional Real Estate staff will contact the affected property owners by telephone and mail to introduce themselves and set-up initial meetings to discuss the project and proposed acquisitions.

Initial Meetings
The initial meeting is attended by the project engineer and the assigned real estate staff person to brief the owner on the project, what part of their lands are to be acquired or will be affected, what work will be undertaken, when, with what equipment, etc and to answer any questions. The primary purpose of the meeting is to listen to the owner and identify issues, concerns, effects of the proposed acquisition on remaining lands and businesses that can be feasibly mitigated and/or compensated, and how the remaining property may be restored. These discussions may require additional meetings. The goal of staff is to work with the owner to reach mutually agreeable solutions.

Goal – Fair and Equitable Settlement for All Parties
The goal is always to reach a fair and equitable agreement for both the property owner and the Region. Such an agreement will provide compensation for the fair market value of the lands and address the project impacts (such as repairing or replacing landscaping, fencing, paving) so that the property owner will receive the value of the lands acquired and the restoration of their remaining property to the condition it was prior to the Project.

The initial meetings will form the basis of an initial offer of settlement or agreement of purchase and sale for the required lands or interests.
Appendix “A-2”

Steps Toward Offer of Settlement or Agreement of Purchase and Sale

The general steps towards such an offer are as follows;

1) the Region will obtain an independent appraisal of the fair market value of the lands and interests to be acquired, and an appraisal of any effect on the value of the rest of the property resulting from the acquisition of the required lands and interests;
2) compensation will be estimated and/or works to minimize other effects will be defined and agreed to by the property owner and the Region;
3) reasonable costs of the owner will be included in any compensation settlement;
4) an offer with a purchase price and any other compensation or works in lieu of compensation will be submitted to the property owner for consideration; and
5) an Agreement will be finalized with any additional discussion, valuations, etc as may be required.

Depending on the amount of compensation, most agreements will require the approval of Council. The approval is undertaken in Closed Session which is not open to the public to ensure a level of confidentiality.

Expropriation

Due to the time constraints of these projects, it is the practice of the Region to commence the expropriation process in parallel with the negotiation process to insure that lands and interests are acquired in time for commencement of the Project. Typically, over 90% of all required lands and interests are acquired through the negotiation process. Even after lands and interests have been acquired through expropriation an agreement on compensation can be reached through negotiation, this is usually referred to as a ‘settlement agreement’.

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.
Appendix B
Typical Sections

**KING STREET**
PROPOSED TYPICAL CROSS SECTION WITH MULTI-USE TRAIL

**WEBER STREET**
PROPOSED TYPICAL CROSS SECTION WITH BIKE LANES
COMMENT SHEET

REGIONAL MUNICIPALITY OF WATERLOO

WEBER STREET AND KING STREET IMPROVEMENTS

PUBLIC CONSULTATION CENTRE – OCTOBER 23, 2012

Please complete and hand in this sheet so that your views can be considered for this project. If you cannot complete your comments today, please take this home and mail, fax or e-mail your comments by November 9th, 2012 to:

Mr. John Lee, C.E.T.  Mr. Dan Green, P. Eng.,
Project Manager  Project Manager
Region of Waterloo  McCormick Rankin
150 Frederick Street, 6th Floor  72 Victoria Street South
Kitchener, ON N2G 4J3  Kitchener, ON N2G 4Y9
Telephone: (519) 575-4746  Telephone: (519) 741-1464
Fax: (519) 575-4430  Fax: (519) 741-8884
Email: jlee@regionofwaterloo.ca  Email: dgreen@mrc.ca

Comments or concerns regarding this project:

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________________________________________________________________________

Name:
__________________________________________

Address:
__________________________________________

Postal Code:  Phone & email:

Thank you for your interest and time.

COLLECTION NOTICE

All comments and information received from individuals, stakeholder groups and agencies regarding these projects and meetings are being collected to assist the Region of Waterloo in making a decision. Under the Municipal Act, personal information (such as name, address, telephone number, and property location) that may be included in a submission becomes part of the public record. Questions regarding the collection should be forwarded to the staff member noted above.
REGIONAL MUNICIPALITY OF WATERLOO

KING STREET RECONSTRUCTION
St. Jacobs
Township of Woolwich

INFORMATION PACKAGE

Public Consultation Centre
Wednesday, October 24, 2012
5:00 p.m. to 8:00 p.m.

Location:
St. Jacobs Public School
Gymnasium
72 Queensway Drive, St. Jacobs

There is a Comment Sheet at the back of this package. If you wish, please fill it out and deposit it in the designated box provided at this Information Centre.
1. WHAT IS THE PURPOSE OF THIS PUBLIC CONSULTATION CENTRE?

The Region of Waterloo plans to reconstruct King Street in the community of St. Jacobs in 2016. The project limits include King Street from south of Printery Road to Sawmill Road for a total combined distance of approximately 1,900 metres. Please refer to Appendix A for a keyplan of the Project Area.

The proposed improvements on King Street are considered a Schedule “A” undertaking in accordance with the Municipal Class Environmental Assessment document. This means the project is pre-approved to proceed provided that appropriate public consultation is conducted.

This Public Consultation Centre (PCC) is a forum for you to:

1. Review the proposed designs for King Street;
2. Ask questions of staff of the Region of Waterloo, the Township of Woolwich and our engineering consultant, IBI Group; and,
3. Provide any comments you may have on the design under consideration.

We kindly request that you fill out the Comment Sheet attached to the back of this Information Package and place it in the box at this PCC or send it to the address indicated on the Comment Sheet by Wednesday, November 14, 2012. Your comments will be considered by the Project Team in conjunction with all other relevant information in confirming the proposed design for road improvements to King Street.

2. WHAT IMPROVEMENTS ARE PROPOSED ON KING STREET

Proposed roadway improvements for King Street include:

- Full reconstruction of King Street from (a) south of Printery Road (railway track) to Hachborn Street, and, (b) Eby Street-Northside Drive to Sawmill Road, including storm sewer replacement, curb and gutter, sidewalks, on-road cycling/buggy lanes, reconstruction of the channelized right turn lane at Sawmill Road, illumination and drainage improvements at Sawmill Road and other locations as required and water and sanitary sewer system improvements where deemed necessary;
- Partial reconstruction of King Street between Hachborn Street and the Conestogo River bridge including curb and gutter and sidewalk repairs (where required), consideration of new streetscaping and decorative lighting, repair/rehabilitation of underground services (sanitary and water) if required by Township of Woolwich, removal of existing asphalt and asphalt surfacing;
- Conestogo River bridge deck repairs, waterproofing, asphalt resurfacing, and miscellaneous off-road erosion repairs;
- Consideration of pedestrian crossing improvements at various locations and improvements to Grand River Transit (GRT) bus stop locations;
- Consideration of the realignment of Municipal Drain #10 (Hachborn/King) pending further discussion with the Township of Woolwich and stakeholders;
- Consideration of extending the existing sanitary sewer and water system southerly to Printery Road pending further discussion with the Township of Woolwich and stakeholders; and,
Utility relocation where necessary, to accommodate these improvements.

Construction on this project is planned for the spring to fall period of 2016.

3. **WHO IS DIRECTING THIS PROJECT?**

This project is being directed by a Project Team consisting of staff from the Region of Waterloo and the Township of Woolwich, Township of Woolwich Councillor Mark Bauman and the engineering firm IBI Group.

4. **WHY ARE WE CONSIDERING ROAD IMPROVEMENTS?**

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

**Deteriorated Road Condition**

The pavement condition on many sections of King Street is fair to poor. In general, the deterioration is simply due to the age of the asphalt combined with areas of poor roadway drainage. As part of this project, the existing asphalt would be fully replaced to provide an improved riding surface and minor adjustments would be made to the roadway grading to improve drainage.

**Curb and Gutter**

Curb and gutter currently exists within the downtown area (from the Conestogo River bridge to Hachborn Street). This curb and gutter was constructed in 1995/96 and is generally in good condition. Much of the remaining roadway currently has only paved shoulders, which are used from time to time for on-street parking.

The proposed design provides for the retention of the majority of the existing curb and gutter within the downtown core (Hachborn Street to the bridge). Curb “bump-outs” (which are extensions of the sidewalk out towards the roadways) would be added at intersections to increase sidewalk area, provide for improved transit stops and reduce the King Street crossing width for pedestrians. Outside of the downtown core area, new concrete curb and gutter is proposed to replace the existing curb and gutter and the paved shoulders, to provide the proper lane widths, improve the collection of stormwater runoff and to better define the edge of the roadway. Aesthetics would be improved along the roadway as the curb and gutter will delineate the roadway from the boulevard area and allow for various boulevard treatments including grassed boulevards (with trees where space permits) to enhance the overall streetscape.

As a result of the provision of curb “bump-outs” in the downtown core and the replacement of paved shoulders with new curb in other areas, reduction of the current parking arrangements are proposed which are discussed in Section 8 of this Information Package.

**Pedestrian Needs**

Currently, there is no sidewalk along some sections of King Street. Sidewalk will be constructed or replaced as part of this project to provide continuous pedestrian facilities...
along both sides of King Street. Where property is available, the sidewalk would be constructed to the Regional standard of 2.1 m.

**Snow removal on all sidewalks is the responsibility of the abutting landowners as per Township of Woolwich By-Law 55-2009.**

A pedestrian volume count was conducted on a Wednesday and a Saturday in July 2012 at Cedar Street, Spring Street and at Albert Street. The surveys confirmed that pedestrians wishing to cross King Street are experiencing excessive delay and that a form of pedestrian crossing is warranted for consideration.

Pedestrian crossing options that were considered for the downtown core area include:

a) Curb “bump outs” (as noted previously) to provide a shorter crossing width and better visibility around parked vehicles;

b) Pedestrian refuge islands in the middle of the road so pedestrians only have to cross one direction of traffic at a time; and

c) Pedestrian signals (push button activated signals to stop traffic for pedestrians)

After a careful review of the physical constraints at each downtown intersection location, the Project Team has come up with a Preferred Design option that includes “bump-outs” at Hachborn Street (NW and NE corners), Spring Street (NW and SW corners), Albert Street (all corners), Front Street (SW corner) and Cedar Street (SW and SE corners). Pedestrian refuge islands or pedestrian signals are being considered at Cedar Street and at Albert Street. Pedestrian refuge islands are also proposed at Printery Road, and in the vicinity of the walkway adjacent to the UPI gas station.

**Cycling and Horse and Buggy Needs**

King Street is designated as a core on-road cycling route in the Regional Cycling Master Plan. To accommodate cyclists, it is proposed that the reconstruction of King Street include a reserved lane for bicycles (1.5 metres in width) on each side of the road from Printery Road to Princess Street, and from Eby Street/Northside Drive to Sawmill Road.

The 1.5m space for cyclists is also available for use by horse and buggy traffic and would be designated as a reserved bicycle/buggy facility. A standard buggy measures 1.54 metres (5 feet) in width and there are some larger buggies that are wider than 1.54 metres. It is recognized that the buggies would have to encroach slightly into the driving lane but the 1.5 metre cycling/buggy lane width is considered appropriate in that it would discourage parking on the dedicated cycling/buggy lane. The use of a cycling/buggy lane wider than 1.5 metres might encourage car parking in the lane area which would reduce the effectiveness and safety for cyclists and buggies.

Within the downtown core (Cedar Street to the bridge), no change in lane width is proposed and the existing 4.0 metre paved area would be shared by motorists, cyclists and buggies. The lane width between Hachborn Street and Cedar Street will be widened to 4.0 metres to match the existing lane width through the downtown core. A lane width transition is required between approximately Princess Street and Hachborn Street to transition the overall paved width from 4.85m (including a 1.5 m shared cycling/buggy lane width) to 4.0 metres to match the lane width through the downtown core.
Cross-section views have been developed to illustrate what the proposed improvements would look like. Typical cross-sections are found in Appendix B.

**Storm Sewer**

The existing storm sewers in the downtown core area of King Street were constructed in 1995/96 and do not require replacement. It is proposed to install new storm sewers and associated catch basins throughout the remainder of the project to provide improved collection and discharge of road drainage. In the area of Printery Road to Henry Street, the installation of curb and gutter would require catchbasins to also be placed in the boulevard area to capture water trapped within the remnant ditches behind the sidewalks.

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

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

**Lighting**

Existing lighting within segments of the project does not meet current Region standards. Illumination at the intersection of King Street and Sawmill Road would be upgraded as necessary to meet current standards and infill illumination would be investigated for consideration on the west side of King Street from Henry Street to Printery Road and on the east side of King Street from Hachborn Street to Printery Road.

In conjunction with the roadway reconstruction works in 1995/1996, electrical ducts were installed from Front Street to Cedar Street to allow for the possible future installation of pedestrian scale lighting. Discussions will continue with the Township of Woolwich, Waterloo North Hydro and downtown merchants to explore whether pedestrian lighting will be provided at this time as part of an enhanced streetscape.

**Sawmill Road Intersection Improvements**

The channelized right turn lane at Sawmill Road will be reconstructed to current Region standards.

**5. WILL THERE BE ANY CHANGES TO THE MUNICIPAL DRAIN?**

Part of Municipal Drain #10 crosses King Street just south of Hachborn Street in a concrete box culvert and proceeds downstream through several private properties before running along Hachborn Street. As part of this project a condition survey of the concrete box culvert was completed. This survey confirmed that the culvert, under King Street, is generally in fair-to-good condition. The Township of Woolwich will be surveying the condition of the drain downstream of King Street this fall.
Consideration of the realignment of the drain from private property onto public road allowances will continue to be explored during detailed design.

6. **ARE ANY CHANGES PROPOSED TO THE BRIDGE OVER THE CONESTOGO RIVER?**

The existing asphalt riding surface on the bridge over the Conestogo River is in need of replacement and will be replaced as part of this project. In addition to the asphalt surface the existing waterproof membrane will be replaced. There will be no structural improvements to the bridge as the overall bridge structure is considered to be in good condition. One lane of the bridge would remain open during construction, and temporary traffic signals will allow traffic to still cross the bridge alternately in each direction. During the placement of the surface asphalt however, a 1-2 day full closure of the bridge is required. The surface asphalt placement will be scheduled in the spring to minimize disruption to traffic flows into and out of the downtown area during the prime retail tourist season.

7. **WHAT ABOUT THE CULTURAL AND HERITAGE IMPORTANCE OF DOWNTOWN ST. JACOBS**

King Street between Eby and Henry Streets in Downtown St. Jacob’s is classified as an “extremely scenic road” in the Region of Waterloo’s “Scenic Roads and Special Character Streets Resource Document”. The scenic road classification is due to: the presence of built heritage resources; the proportion, scale and views of the existing streetscape; and the presence of the Conestogo River. In terms of built heritage resources, there is one designated property (1401 King Street) and twenty-one pre-1900 structures within the project limits.

Conservation recommendations as contained in the Region’s “Scenic Roads and Special Character Streets Resource Document” being considered are; pedestrian bump–outs and sidewalk enhancements with the pedestrian improvements. Pedestrian scale lighting is being considered subject to further funding discussion between the Township of Woolwich, Waterloo North Hydro and downtown merchants.

8. **WHAT CHANGES ARE PROPOSED TO ON-STREET PARKING?**

**Downtown Core Area (Hachborn Street to Conestogo River Bridge)**

It is fully recognized that parking within the downtown commercial core is very important for area businesses, visitors, delivery vehicles, customers and other users. The proposed improvements in the downtown core area that could affect parking are as follows:

- Bump-out at Albert Street (1-30 min. short term parking space lost)
- Pedestrian signals at Albert Street (2 spaces lost) or pedestrian refuge island at Albert Street (2 spaces lost)
- Pedestrian signals at Cedar Street (1 space lost) or pedestrian refuge island at Cedar Street (3 spaces lost)

Depending on the pedestrian crossing options chosen at Albert and Cedar Streets therefore, the total loss of parking spaces in the downtown core would be 4-6 spaces.

Please refer to the plans at the PCC for details on the exact locations of the proposed parking changes.
**Areas Outside the Downtown Core**

On-street parking is currently available within the paved shoulder areas of King Street from High Crest Lane southerly to Printery Road, except for the area from Henry Street southerly (160m east side and 300m west side). In order to determine the amount of parking that occurs on these paved shoulders, a Parking Demand Study was undertaken on Saturday, March 31, 2012, Thursday, February 23, 2012, Thursday July 12, 2012 and Saturday July 21, 2012.

The Parking Demand Study was undertaken to identify the on-street parking usage on a typical weekday and week-end. The study identified the location, number of vehicles and parking duration on King Street between High Crest Lane and Printery Road. The results of this study indicate that parking usage is very limited and of short duration (less than 15 minutes) in these areas. Since most of the residences and businesses have sufficient space on their properties for multiple vehicles, it is proposed that on-street parking not be provided on King Street between High Crest Lane and Printery Road. This will allow for the creation of more generous grassed boulevard areas with tree plantings to improve the overall aesthetics of King Street and to enhance the streetscape.

It is recognized that some patrons of the Tim Horton’s restaurant south of Henry Street use the existing paved shoulder for illegal short-term parking of trucks. The proposed improvements and the removal of the paved shoulders will eliminate this unsafe and illegal parking practice.

**9. WILL A NEW WATERMAIN OR SANITARY SEWER BE INCLUDED IN THIS WORK?**

Replacement of the existing watermain or sanitary sewer is not planned as part of this project. Minor repairs are required to the existing water services from Cedar Street to the bridge. The replacement of existing hydrants and repairs to existing water valves where identified by the Township will be incorporated into this project.

Due to a history of water service breaks, the Township of Woolwich requested that the water services be replaced, to the property line, from Cedar Street southerly to the end of the existing watermain at approximately UPI gas station.

If property owners wish to increase the size of the water service to their property beyond the standard 25mm size (e.g. to achieve increased flow) they are encouraged to have this work included under this project. Undertaking these improvements in conjunction with the proposed construction typically results in cost savings to the property owner as compared to undertaking the work independently at another time in the future. Subject to a mutual agreement between the Township of Woolwich and the property owner, existing water services may be approved for an upgrade at the property owner’s expense for the increased size.

If you wish to discuss an increase in the size of your water service to a size greater than the typical new standard of 25mm diameter, please indicate so on your comment sheet. From this information, staff will contact you at a later date to discuss your plans and to provide a cost estimate for your desired improvements.

The Township of Woolwich is undertaking an Inflow and Infiltration study to determine if repairs are necessary to the existing sanitary sewer. The necessary repairs would be incorporated into this project.
Where sanitary sewers and watermain do not currently exist (between Printery Road and the UPI gas station), the Township of Woolwich is considering extending these municipal services, pending further discussions with area stakeholders as part of the project works.

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

10. HOW DOES THIS PROJECT ADDRESS THE REGION OF WATERLOO’S TRANSPORTATION MASTER PLAN?

The Regional Official plan gives direction to balance new and retrofitted roads for all modes of transportation including walking, cycling, autos and transit. In addition Regional Council also approved the Regional Transportation Master Plan and the Regional Transportation Corridor Design Guidelines in 2010 that support the integration of active and sustainable transportation on Regional Roads. This project supports the Regional Transportation Master Plan (RTMP) goals of optimizing our transportation system, promoting transportation choice, supporting sustainable development and fostering a strong economy. This project includes facilities for all modes of transportation by providing new sidewalks and on-road cycling/buggy lanes.

11. IS ANY PRIVATE PROPERTY REQUIRED TO COMPLETE THE WORK?

Some property acquisition and temporary working easements may be required for this project, pending the completion of the detailed design. These proposed property acquisitions are highlighted on the plans presented at this evening's Consultation Centre. When property is required for a Regional project, the owner would be reimbursed at fair market value. An independent appraisal would be completed based upon recent local sales to determine fair market value. For further information please see the Property Acquisition Process Information Sheet in Appendix C.

12. WHEN WILL CONSTRUCTION OCCUR?

Following this PCC, the Project Team will be compiling the public comments and if necessary holding a subsequent Public Input Meeting before making a final recommendation to Regional Council for project approval in 2013. Following project approval, detailed design will be completed and utility relocations undertaken. Construction tenders are scheduled for late 2015/early 2016 and the earliest construction start would be Spring 2016. The construction period is expected to extend from April to November 2016.

Immediately prior to construction, another Public Information Centre will be held to provide more information on specific construction details and timing. The following sections (13–19) provide a summary of some of the more common construction questions that arise.

13. WILL THE ROADS BE CLOSED AND WILL THERE BE DETOURS?

In order to minimize disruption and inconvenience during the busier tourist/visitor season, it is proposed that the work in the downtown core occur first in the spring of 2016 to be completed by mid June, weather permitting.
Outside the downtown core, the work will involve some deep excavations for the storm sewer replacement and for roadbase reconstruction. It may be necessary in some areas to close the road to all but local traffic when construction is occurring. Detours will be put in place for through traffic. Signs would be erected to detour this through traffic around the construction area via adjacent Regional and Township Roads. The Fire Department, Waterloo Regional Police and Ambulance Service, as well as school boards for bus routing, will all be advised of the traffic restrictions and detour routes during the construction period.

In order to confine the work area and to minimize the amount of time work is happening at any one location, work requiring a full road closure will occur in phases of blocks at a time. Construction staging plans will be developed in consultation with the business community as part of final detailed design to minimize, where possible, any impacts to residents and businesses.

As is customary when any Regional Road detours are required, motorists will be advised of the construction timing and traffic restrictions through advance signage, the Region’s web site, and radio and newspaper notices.

14. HOW WILL ACCESS BE MAINTAINED TO PROPERTIES DURING CONSTRUCTION?

During the construction, access to private driveways will be over temporary gravel surfaces and will be maintained at all times to the greatest extent possible. The Contractor will, however, be required to temporarily block access into and out of all driveways on King Street and side streets when completing any deep excavations across each driveway/side street. Where a disruption to a residential driveway is expected, the Contractor will be required to hand-deliver a notice at least 48 hours in advance advising you of the time and duration of the driveway disruption.

For commercial properties, access for customers will be maintained at all times. If an alternate, secondary access is not available, the Contractor will complete the work across your driveway one ½ at a time, while maintaining the other ½ for customer access to your property. For commercial properties within the construction zone, “Name of Business” signage will be provided during construction to direct customers to the businesses. The Region does not give tax relief or compensation to businesses within the work zone. The Region makes all reasonable efforts to mitigate the impact to properties and businesses during construction.

For residential properties, it may be necessary to block driveways for up to one day at various times. If necessary, alternate parking arrangements will be made on side streets or outside the immediate construction area.

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

Special attention will also be given to ensure access is maintained for emergency vehicles during and after construction hours.

Pedestrian Access

Pedestrian access will be maintained on at least one side of King Street for the duration of the construction. Where the pedestrian area is close to deep excavations, it will be separated from the work area by plastic fencing. Pedestrians may be required to cross
King Street at mid-block locations on some occasions to use the opposite side of the street.

15. **HOW WILL TREES, DRIVEWAYS AND LAWNS BE AFFECTED?**

It is expected that a small number of trees will have to be removed during construction to accommodate the proposed improvements. The plans presented at the Public Consultation Centre show trees that likely will require removal as well as additional tree planting being considered. In addition to all new boulevard trees to enhance the streetscape, it is the Region’s practice to plant two replacement trees for each tree removed as a result of any road projects.

There will be some work required at private driveways and front yards to tie into new curb and gutter and sidewalk. Restoration to driveways will be done using materials which match those which are existing (asphalt will be replaced with asphalt, etc). However, all driveway aprons (portion between sidewalk and curb) will be completed in concrete.

Any grassed areas disturbed during construction will be repaired to equal or better condition with topsoil and sod.

16. **HOW WILL GARBAGE / RECYCLING BE COLLECTED DURING CONSTRUCTION?**

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

17. **WHAT ABOUT DUST DURING CONSTRUCTION?**

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

18. **WILL THERE BE ANY IMPACTS TO THE NATURAL ENVIRONMENT?**

Normal erosion and sediment controls will be put in place as part of the work during any construction activity. All vegetated areas disturbed as part of this project will be reinstated to equal or better condition than what existed before construction.

19. **WHAT ABOUT WORKING HOURS?**

In general, construction working hours will be from 7:00 a.m. to 7:00 p.m., Monday through Friday. There may be occasions where the Contractor requests or is required to complete a critical work item after normal hours. In these special cases, this type of work outside normal working hours must be agreed to by the Region and the Township of Woolwich and must be proven to be critical to the requirements of the project or to lessen a public inconvenience associated with the work.
20. **WILL THE POSTED SPEED LIMIT BE INCREASED?**

   The Region will retain the existing posted speed limits of 50 km/hr on King Street following construction.

21. **WHAT IS THE ESTIMATED COST OF THIS PROJECT AND HOW WILL IT BE FUNDED?**

   The Region of Waterloo is funding the road improvements on this project and the total budget for the Region’s share of the proposed King Street improvements is $4,200,000.

22. **WHAT IS THE NEXT STEP BEFORE FINALIZING THE DESIGN?**

   Prior to finalizing the final recommended design concept for King Street for Regional Council’s approval, the Project Team is asking for the public’s input on the proposed work. This Public Consultation Centre is your opportunity to ask questions, provide suggestions, and make comments. Once your input is received, either through this Public Consultation Centre or a subsequent Public Input Meeting (if required), all input will be used by the Project Team, in conjunction with all other relevant information, to finalize the recommended design. Immediately prior to construction, another Information Centre will be held to advise residents and property owners regarding specific construction timing and detour requirements.

23. **WHEN WILL FINAL DECISIONS BE MADE FOR THIS PROJECT?**

   The Project Team will review the public comments received from this evening’s Public Consultation Centre (and a subsequent Public Input meeting if one is held) and use them as input for recommending a final Design Concept for the King Street Reconstruction project. This Final Recommendation will be presented to Regional Planning and Works Committee and Council in the Spring of 2013 for approval. In advance of these meetings, letters will be sent to all adjacent property owners and tenants (as well as to all members of the public specifically registering at this Public Consultation Centre) so that anyone wishing to speak to Committee or Council about this project can do so before final approval.

24. **HOW CAN I VOICE MY COMMENTS AT THIS STAGE?**

   In order to assist us in addressing any comments or concerns you might have regarding this project, we ask that you please fill out the attached Comment Sheet and leave it in the box provided at the registration table. Alternatively, you can mail, fax or e-mail your comments to the Region of Waterloo not later than Wednesday, November 14, 2012.

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

   Mr. Bob Wheildon, P. Eng.
   Senior Project Manager
   Regional Municipality of Waterloo
   150 Frederick Street, 6th Floor
   Kitchener, ON N2G 4J3
   Phone: 519-575-4757 x3103
   Facsimile: 519-575-4430
   Email: rwheildon@regionofwaterloo.ca
Appendix A
Key Plan

PUBLIC INFORMATION CENTRE LOCATION
ST. JACOBS PUBLIC SCHOOL
72 QUEENSWAY DRIVE

SITE LOCATION

KING STREET NORTH
REGIONAL ROAD 8
PRINTERY ROAD TO SAWMILL ROAD
TOWNSHIP OF WOOLWICH
TOWN OF ST. JACOBS
Appendix B
Typical Cross Sections
Appendix B
Typical Cross Sections
Appendix B
Typical Cross Sections

PROPOSED ROAD SECTION
HIGHCREST LANE to PRINCESS STREET

Region of Waterloo
Appendix B
Typical Cross Sections
Appendix B
Typical Cross Sections
Appendix B
Typical Cross Sections

PROPOSED ROAD SECTION
CEDAR STREET to CONESTOGO RIVER BRIDGE

IBI GROUP

Region of Waterloo
Appendix C
Property Acquisition Process Information Sheet

(Projects requiring Class Environmental Assessment Approval) The following information is provided as a general overview of the property acquisition process and is not legal advice. Further, the steps, timing and processes can vary depending on the individual circumstances of each case.

Once the Class Environmental Assessment is complete and the Environmental Study Report outlining the Recommended Design Concept has been approved, the property acquisition process and the efforts of Regional Real Estate staff will focus on acquiring the required lands to implement the approved design. Regional staff cannot make fundamental amendments or changes to the approved design concept.

Property Impact Plans

After the project has been approved and as it approaches final design, the project planners will generate drawings and sketches indicating what lands and interests need to be acquired from each affected property to undertake the project. These drawings are referred to as Property Impact Plans (PIP).

Initial Owner Contact by Regional Real Estate Staff

Once the PIPs are available, Regional Real Estate staff will contact the affected property owners by telephone and mail to introduce themselves and set-up initial meetings to discuss the project and proposed acquisitions.

Initial Meetings

The initial meeting is attended by the project engineer and the assigned real estate staff person to brief the owner on the project, what part of their lands are to be acquired or will be affected, what work will be undertaken, when, with what equipment, etc and to answer any questions. The primary purpose of the meeting is to listen to the owner and identify issues, concerns, effects of the proposed acquisition on remaining lands and businesses that can be feasibly mitigated and/or compensated, and how the remaining property may be restored. These discussions may require additional meetings. The goal of staff is to work with the owner to reach mutually agreeable solutions.

Goal – Fair and Equitable Settlement for All Parties

The goal is always to reach a fair and equitable agreement for both the property owner and the Region. Such an agreement will provide compensation for the fair market value of the lands and address the project impacts (such as repairing or replacing landscaping, fencing, paving) so that the property owner will receive the value of the lands acquired and the restoration of their remaining property to the condition it was prior to the Project.

The initial meetings will form the basis on an offer of settlement or agreement of purchase and sale for the required lands or interest.
Steps Toward Offer of Settlement or Agreement of Purchase and Sale

The general steps towards such an offer are as follows:

1) the Region will obtain an independent appraisal of the fair market value of the lands and interests to be acquired, and an appraisal of any effect on the value of the rest of the property resulting from the acquisition of the required lands and interests;

2) compensation will be estimated and/or works to minimize other effects will be defined and agreed to by the property owner and the Region;

3) reasonable costs of the owner will be included in any compensation settlement;

4) an offer with a purchase price and any other compensation or works in lieu of compensation will be submitted to the property owner for consideration; and

5) an Agreement will be finalized with any additional discussion, valuations, etc as may be required.

Depending on the amount of compensation, most agreements will require the approval of Council. The approval is undertaken in Closed Session which is not open to the public to ensure a level of confidentiality.

Expropriation

Due to the time constraints of these projects, it is the practice of the Region to commence the expropriation process in parallel with the negotiation process to insure that lands and interests are acquired in time for commencement of the Project. Typically, over 90% of all required lands and interests are acquired through the negotiation process. Even after lands and interest have been acquired through expropriation an agreement on compensation can be reached through negotiation, this is usually referred to as a “settlement agreement”.

Put simply, an expropriation is the transfer of lands or an easement of 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 the Act are protected.
Public Consultation Centre – October 24, 2012

Please complete and hand in this sheet so that your views can be considered for this project. If you cannot complete your comments today, please take this home and mail, fax or e-mail your comments by Wednesday November 14, 2012 to:

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

Do you have drainage issues or special features on your property that the Design Team should be aware of?  
☐ Yes  ☐ No

Please describe ____________________________________________________________

Are your sump pump discharge or roof leaders piped to the existing storm sewer or road/ditch?  
☐ Yes  ☐ No

Comment ________________________________________________________________

Do you support the proposed urbanization (curbs & gutters, sidewalks, Boulevards, cycling/buggy lanes)?  
☐ Yes  ☐ No

Comment ________________________________________________________________

Do you support the proposed pedestrian crossing improvements?

- Downtown core area  
- Printery Road & walkway (UPI gas station)

☐ Yes  ☐ No  
☐ Yes  ☐ No

Comment ________________________________________________________________

Do you wish to increase, at your expense, the size of your water service?  
☐ Yes  ☐ No

Comment ________________________________________________________________
COMMENT SHEET
REGIONAL MUNICIPALITY OF WATERLOO

KING STREET RECONSTRUCTION
St. Jacobs
Township of Woolwich

Other comments or concerns regarding this project: 

Name: 
Address: 
Postal Code: 
Phone Number: 

COLLECTION NOTICE

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

SUMMARY:
Branding is a critical component of any new service launch. A strong brand provides a competitive advantage in a crowded marketplace and can help determine the long-term success of a new service.

With progress well underway on the Region of Waterloo’s Rapid Transit project, the ideal time to develop a brand for the new service has arrived. This visionary project, which will shape the Region for the future, needs a strong brand that will promote the new service to residents, generate support and build anticipation for the launch.

The best brands are unique, memorable and distinct. They create public awareness and excitement by positioning the brand in the minds of current and future users. Great brands work before, during and after a launch, establishing a customer base and attracting new users.

Development of the rapid transit brand is a major milestone for the project, and the Region as a whole. Creation, design and development of the brand will begin this fall, with the process expected to be completed by March 2013.

The Region’s brand development process will feature a crucial public engagement component where feedback from the community will be sought on the proposed brand names/logos. Following the completion of the public engagement process, staff will recommend a final rapid transit brand to Regional Council for approval.

REPORT:
Background
Branding will play a vital role in establishing the Region’s rapid transit service, which includes Light Rail Transit (LRT) from Kitchener to Waterloo and adapted Bus Rapid Transit (aBRT) from Cambridge to Kitchener.

The brand must be more than just a name or logo; it must be visionary, like the rapid transit project itself, and serve as an element of inspiration. The brand needs to reach a wide-range of audiences across the Region and be applicable to both technologies (aBRT and LRT).
The brand must also compliment the existing public transit network, serviced by Grand River Transit, building recognition and ridership across the whole system. The brand must be relevant during both the construction and operational phases of the project and integrate with the Region’s corporate brand, including communication protocols and graphic standards.

**Brand Development Process**

Through its formal Request for Proposal (RFP) process, the Region will hire an agency or firm with a strong background in branding to create, design and develop a brand for its new rapid transit service. The selected agency or firm will work directly with the Region’s Brand Development Working Team, which includes staff from the Rapid Transit Project, Corporate Communications, Grand River Transit and Corporate Publishing.

The agency or firm will assist the Brand Development Working Team in identifying and selecting the most appropriate and effective public consultation process as well as help manage, coordinate and execute the public engagement component.

Selection of the final rapid transit brand will include three steps:

1. The Brand Development Working Team will update Regional Council on the brand development and identify the selected public engagement process
2. The brand options will be presented to the community, giving residents an opportunity to provide their feedback
3. The Brand Development Working Team will recommend a final brand to Regional Council, who will make the final decision

**Project Deliverables**

The primary purpose of the rapid transit brand is to clearly communicate the features of the new service to the public, generate support and build anticipation for the launch. The brand must also work in partnership with Grand River Transit, celebrating the benefits of the Region’s entire public transit network.

The selected agency or firm will be tasked with completing the following items as part of their project deliverables:

- **Brand Strategy**
  1. Management of the brand development process, including a creative brief, background research and stakeholder feedback
- **Creative Development**
  1. Two rounds of brand development, including all designs required for the Public Engagement processes
- **Public Engagement**
  1. Identify and manage the most appropriate public consultation strategy; coordinate community feedback
- **Brand Execution**
  1. On-time delivery of the final brand name, logo and tagline options
  2. Brand guidelines and graphic design standards
  3. Key messages and appropriate brand voice
  4. Brand application on all transit infrastructure (i.e. way-finding signage, LRT/aBRT vehicles, station stops, etc.)
Project Timeline – Key Dates

- Kick-off Meeting: Late October 2012
- Presentation: Brand Options (Round 1): December 2012
- Presentation: Brand Options (Round 2): January 2013
- Public Consultation: Late January – February 2013
- Final Brand Guidelines: March 2013

CORPORATE STRATEGIC PLAN:

The report supports Focus Area 3.1 of Council’s Strategic Focus: Implement a light rail transit system in the central transit corridor, fully integrated with an expanded conventional transit system.

FINANCIAL IMPLICATIONS:

The capital cost of Stage 1 of the rapid transit project is estimated to be $818 million, in 2014 dollars. The Region’s portion of the capital cost is $253 million. On June 15, 2011, Council approved the funding for the Region’s portion of the Stage 1 capital costs, subject to annual budget deliberations.

A fixed budget of up to $75,000, plus taxes, has been allocated for the development of the Region’s Rapid Transit brand and is included in the capital costs of the project.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

This report was prepared with input from Corporate Communications, Procurement and Transportation and Environmental Services.

PREPARED BY: Kimberly Moser, Manager, Rapid Transit Community Relations

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

DATE: October 16, 2012

FILE CODE: T01-20/45

SUBJECT: REGIONAL ROAD 45 (EAST RIVER ROAD) TRANSFER

RECOMMENDATION:

THAT the Regional Municipality of Waterloo approve the following actions regarding Regional Road 45 (East River Road) from Brantford Highway 24 to Region of Waterloo / Brant County boundary, (legally described as PT Subdivision LT 1 CON 7 EGR as in ND15803, ND15804 (2ndly) & ND11688 (11thly) except PT 1 on Plan 58G885, Township of North Dumfries, being all of PIN 22679-0274; and PT Subdivision LT 1 CON 7 EGR North Dumfries being forced road known as Glen Morris Regional RD BTN East River Road & RDAL BTN CON 7 North Dumfries & CON 6 South Dumfries Township of North Dumfries, being all of PIN 03856-0107):

1. Pass a by-law to amend Road Consolidation By-law 01-059 (Regional road system) to transfer this section of Regional Road 45 to The Corporation of the Township of North Dumfries effective November 1, 2012.

2. Amend Traffic and Parking By-law 06-072 to:
   a) Remove from Schedule 18, 80 km/hr maximum speed, Regional Road 45 (East River Road) from Brantford Highway 24 to Region of Waterloo / Brant County boundary; and
   b) Remove from Schedule 11, Through Highways Regional Road 45 (East River Road) from Brantford Highway 24 to Region of Waterloo / Brant County boundary.

3. Address this transfer as part of a future Regional Official Plan Housekeeping amendment or other amendment to the Regional Official Plan that amends Map 5b: Existing, Planned, and Proposed Roads and Corridors, as appropriate.

SUMMARY:

NIL

REPORT:

Regional Road 45 (East River Road) is a short section of road approximately 625 meters in length located in the Southern part of the Township of North Dumfries accessible only from the north end by Brantford Highway 24 and extends southward into the County of Brant. This section of road was a County of Waterloo road prior to 1973 and because of its geographic location and distance from other Regional Roads the winter maintenance activities in the past has been undertaken by the County of Brant. Several years ago the County of Brant indicated that they would no longer be providing winter maintenance on this road for the Region of Waterloo and the winter maintenance of this section of road was contracted out to a private contractor that was doing the maintenance on Highway 24.
In Regional staff's opinion this short section of road does not meet the criteria for a Regional road and discussions were undertaken with North Dumfries Township staff regarding the transfer of the road to the Township. North Dumfries Township has agreed to accept this road transfer from the Region (Appendix A) and therefore Regional staff is recommending a Regional council by-law be passed to transfer this section of road to the Township of North Dumfries with an effective date of November 1, 2012.

Figure 1 below illustrates the road that will be removed from the Regional Road System and transferred to the Township of North Dumfries.

**Figure 1 illustrates the road that will be removed from the Regional Road system**

CORPORATE STRATEGIC PLAN:

The recommendation of this report addresses the Region’s focus area, Growth Management and Prosperity and Strategic Objective 2.2: develop, optimize and maintain infrastructure to meet current and projected needs.
FINANCIAL IMPLICATIONS:

The total mileage of the Regional Road System will be reduced by approximately 1.25 lane kilometers which will reduce the overall cost to maintain the Regional Road Network by approximately $5500.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

Corporate Resources staff will be involved in the preparation of the Road Consolidation and Traffic and Parking by-law amendments and planning staff will undertake any amendments required to the Regional Official Policies Plan.

ATTACHMENTS:

Appendix A – Council Resolution from the Township of North Dumfries agreeing to the transfer of Regional Road 45 (East River Road)

PREPARED BY: Andrea Buckley, Senior Project Manager, Transportation Infrastructure

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

THE CORPORATION OF THE TOWNSHIP OF NORTH DUMFRIES

October 1, 2012 Session No: 

Moved by: 

Seconded by: 

THAT Report CAO-12-01 be received, and

THAT The Township of North Dumfries agree to the transfer of Regional Road 45 (East River Road) from the Region of Waterloo to the Township of North Dumfries.

☑ Carried
☐ Lost
☐ Deferred

Rob Deutschmann
Mayor
Township of North Dumfries

Item # 7D
REPORT OF WATERLOO
TRANSPORTATION AND ENVIRONMENTAL SERVICES
Waste Management

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

DATE: October 16, 2012

SUBJECT: CAMBRIDGE LANDFILL COMPLIANCE MONITORING AND ANNUAL REPORTING PROGRAM - CONSULTANT SELECTION

RECOMMENDATION:

THAT the Regional Municipality of Waterloo enter into a Consulting Services Agreement with Stantec Consulting Limited of Kitchener, Ontario, to provide engineering services for the compliance monitoring and annual reporting program for the Cambridge Landfill Site (Site) for the period January 1, 2013 to December 31, 2015 at an upset limit of $249,884.23 per year for a total of $749,652.69 plus applicable taxes over three years, as per Report E-12-103, dated October 16, 2012.

SUMMARY:

The Region performs environmental monitoring at the Cambridge Landfill Site in accordance with prescribed Ministry of the Environment (MOE) requirements. This work is completed on a regular and on-going basis to assess the performance of the environmental control systems installed at the Site. The environmental control systems protect the environment around the site and mitigate the potential impacts of historical landfilling operations and current waste management operations. Environmental control systems include a groundwater purge well system, leachate management system, and landfill gas collection and utilization system.

The bulk of the compliance monitoring and reporting program is conducted by an engineering consultant and includes: development of a “Monitoring Program Rationalization” plan (updated annually); conducting equipment and instrument maintenance; collecting groundwater level data; collecting groundwater, leachate, and surface water quality data including field chemistry data and samples for laboratory analysis; conducting stream flow monitoring; conducting data verification, interpretation, and data management; and coordination of private wells access and communication protocol and preparation of a comprehensive annual report. Collection of monitoring data associated with landfill gas system is performed by waste management staff.

A Request for Expressions of Interest to provide consulting services for the Cambridge Landfill Compliance Monitoring and Annual Reporting was advertised in the Waterloo Region Record and on the Region’s Purchasing web site. Consultants were short-listed based on the Region’s Consultant Selection Policy and Purchasing By-Law. Following review and assessment of the detailed submissions, the Project Team recommends that Stantec Consulting Ltd. of Kitchener, Ontario, be retained to undertake this assignment for a three year term at an annual upset fee limit of $249,884.23 plus applicable taxes.
REPORT:

Background

The Cambridge Landfill Site (Site) has been owned and operated by the Region since 1973. Landfilling at the site ceased as of June 1, 2003; however the site continues to operate as a bulk waste transfer facility. Additional operations include an inert disposal area, small vehicle transfer area, organics transfer area and composting facilities.

The Region performs environmental monitoring at the Cambridge Landfill Site. This work is completed on a regular and on-going basis to assess the performance of the environmental control systems installed at the Site. The environmental control systems protect the environment around the site and mitigate the potential impacts of historical landfilling operations and current waste management operations. Environmental control systems include a groundwater purge well system, leachate management system, and landfill gas collection and utilization system.

The site operates under a Waste Disposal Certificate of Approval (C of A), issued by the MOE. The C of A requires the Region to submit an annual monitoring report to the MOE documenting the operation of environmental control systems including: leachate management system, effluent discharge monitoring of containment well system, and composting facilities. The annual report also includes monitoring data associated with a comprehensive groundwater and surface water sampling program and recommendations for modifications to the site environmental control systems as required to address potential impacts.

Data is collected from over 200 groundwater, leachate, domestic, municipal, and gas collection wells and surface water monitoring locations in the vicinity of the Site. A detailed assessment of the data is completed every year for the preceding year of data in conjunction with historical observations and recommendations.

The agreement with the consultant currently retained to undertake the annual monitoring and reporting program will expire on December 31, 2012.

Consultant Selection

A Request for Expressions of Interest to provide consulting services for the Cambridge Landfill Compliance Monitoring and Annual Reporting was advertised in the Waterloo Region Record and on the Region’s Purchasing web site on Tuesday, July 10, 2012. Eleven (11) consulting firms responded to the advertisement by submitting Expressions of Interest. Four (4) firms were short listed based on the Quality and Equity Factors as defined in the Region’s Consultant Selection Policy and Purchasing By-Law as follows:

- Conestoga Rovers and Associates
- Genivar Inc.
- R.J. Burnside and Associates Ltd.
- Stantec Consulting Ltd.

The four (4) short-listed consultants were requested to submit detailed work plans and upset fees for the assignment by August 23, 2012.

The Project Team involved in the consultant selection consisted of:

- Mike Greenhill, Project Manager, Waste Management
- Naz Ritchie, Environmental Engineer, Waste Management
- Donna Serrati, Manager Engineering & Programs, Waste Management
All evaluation criteria used for selecting the successful consultant were consistent with the Region’s Consultant Selection Policy and Purchasing By-Law. The evaluation criteria and their respective weightings were as follows:

1. **Quality Factors (80%)**  
   - Project Understanding and Approach (25%)  
   - Project Manager (20%)  
   - Project Support Staff (20%)  
   - Firm's Experience on Similar Projects (15%)

2. **Equity Factors (5%)**  
   - Current Regional Workload (3%)  
   - Local Office (2%)

3. **Price Factor (15%)**  
   - Upset Price (15%)

The letters of interest and detailed work plans submitted by three of the four short-listed consultants demonstrated a good understanding of the project, capable project teams and experience on similar projects. In the opinion of the evaluation team, one of the bidders did not provide sufficient hours to adequately undertake the scope of work as described in the request for consulting services. The number of hours proposed by the bidder in question was 40 percent less than the average of the remaining three bidders. The hours proposed in the work plans of the remaining three bidders were within 10 percent of each other.

After reviewing the letters of interest, detailed work plans, schedules, and upset fees, Stantec Consulting Ltd. had the highest overall score and their upset fee was 5 percent above the average price of the three consultants that provided sufficient hours for the scope of work. Based on this evaluation, the project team recommends that Stantec Consulting Ltd. be retained to undertake this assignment at an annual upset fee limit of $249,884.23 plus applicable taxes for a three year period from January 1, 2013 to December 31, 2015.

**Scope of Work**

The goal of the monitoring program is to regularly evaluate the overall performance of the environmental control systems to ensure protection of the environment both on and off site and to detect and address potential environmental impacts. The scope of work for this assignment includes:

- Task 1: Develop and update the Monitoring Program Rationalization Plan;
- Task 2: Maintenance Program: Including equipment and instruments maintenance, and monitoring well network inspection;
- Task 3: Collection of groundwater level data;
- Task 4: Collection of groundwater, leachate, and surface water quality data including field chemistry data and samples for laboratory analysis and coordination of analytical services;
- Task 5: Stream flow monitoring;
- Task 6: Data verification, interpretation, and management
- Task 7: Private wells access and communication protocol
Task 8: Preparation of an annual report including detailed assessment of hydrogeological, leachate and surface water conditions at the site. The consultant will complete data interpretation, summary, and provide recommendations for modifications to environmental control systems as required to address potential impacts. The annual report is submitted to the MOE by April 30th of each year summarizing the operations and monitoring data for the preceding year.

Task 9: Detailed Moffat Creek surface water quality review.

Schedule

Subject to Council's approval of this assignment, it is anticipated that a program initiation meeting will be held in the fall of 2012 to confirm the program schedule and deliverables in order to allow the Consultant to commence work on the program on January 1, 2013.

Consultant Upset Limit

The upset limit for consulting fees and disbursements for providing engineering services for the compliance monitoring and annual reporting program for the Cambridge Landfill Site is $249,884.23 per year for a total of $749,652.69 plus applicable taxes over three years.

CORPORATE STRATEGIC PLAN:

Continuation of the compliance monitoring and annual reporting program at the Cambridge Landfill is consistent with the Corporate Strategic Plan Object of 1.4, Protect the Quality and the Quantity of our Drinking Water Sources.

FINANCIAL IMPLICATIONS:

The 2012 approved Waste Management Operating Budget has a provision for consulting services for Landfill Compliance Monitoring and Annual Reporting Program for all of its Sites including $250,000 per year for the Cambridge Landfill Site. The cost for the Cambridge Landfill Site consulting services agreement can be accommodated within the current operating budget.

OTHER DEPARTMENT CONSULTATIONS/CONCURRENCE:

NIL

ATTACHMENTS:

Appendix A: Breakdown of Consultant’s Annual Upset Fee

PREPARED BY: Naz Ritchie, Environmental Engineer, Waste Management

APPROVED BY: Thomas Schmidt, Commissioner, Transportation and Environmental Services
### Appendix A: Breakdown of Consultant’s Annual Upset Fee

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
<th>Fees (per year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1</td>
<td>Monitoring Program Rationalization</td>
<td>$4,882.04</td>
</tr>
<tr>
<td>Task 2</td>
<td>Maintenance Program</td>
<td>$11,000.00</td>
</tr>
<tr>
<td>Task 3</td>
<td>Collection of Water Level Data</td>
<td>$9,336.80</td>
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<tr>
<td>Task 4</td>
<td>Collection of Groundwater and Surface Water Quality Data</td>
<td>$139,688.46</td>
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<tr>
<td>Task 5</td>
<td>Stream Flow Monitoring</td>
<td>$1,782.00</td>
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<tr>
<td>Task 6</td>
<td>Data Verification, Interpretation, and Management</td>
<td>$23,395.48</td>
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<tr>
<td>Task 7</td>
<td>Private Wells – Access and Communication Protocol</td>
<td>$8,503.41</td>
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<tr>
<td>Task 8</td>
<td>Preparation of Annual Report</td>
<td>$41,785.33</td>
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<tr>
<td>Task 9</td>
<td>Detailed Moffat Creek Surface Water Quality Review</td>
<td>$9,510.71</td>
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<tr>
<td><strong>Total Consultant Upset Fee</strong></td>
<td></td>
<td><strong>$249,884.23</strong></td>
</tr>
<tr>
<td>Meeting date</td>
<td>Requestor</td>
<td>Request</td>
</tr>
<tr>
<td>-------------</td>
<td>-----------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<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>
</tr>
<tr>
<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>
</tr>
<tr>
<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>
</tr>
<tr>
<td>28-Feb-12</td>
<td>J. Brewer</td>
<td>Report regarding reducing the speed limit from 70 kilometers per hour (70 kms) on Can-Amera Parkway approaching the Roundabout at Conestoga Boulevard.</td>
</tr>
<tr>
<td>28-Mar-12</td>
<td>D. Craig</td>
<td>Report on possible enhancements similar to what is proposed for Weber Street in Kitchener at the railway overpass for the Delta construction in Cambridge.</td>
</tr>
<tr>
<td>28-Mar-12</td>
<td>Council</td>
<td>Staff to review the operation of the Homer Watson Boulevard/Block Line Road roundabout and report back to Council in 2013.</td>
</tr>
<tr>
<td>08-May-12</td>
<td>P&amp;W</td>
<td>Report detailing the rationale for the Injury Crash Cost calculation used by staff in reports for roadway improvements. (E-12-045 page 48 authored by Frank Kosa)</td>
</tr>
<tr>
<td>08-May-12</td>
<td>P&amp;W</td>
<td>Staff to review options for signalized vehicle lights and signalized pedestrian crosswalks in Roundabouts in the detailed design report prepared later in 2012 for Franklin Boulevard Improvements.</td>
</tr>
<tr>
<td>Meeting date</td>
<td>Requestor</td>
<td>Request</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
<td>---------</td>
</tr>
<tr>
<td>16-May-12</td>
<td>G. Lorentz</td>
<td>Through the Transportation Master Plan exercise, that staff review the feasibility of providing Grand River Transit for community events and festivals.</td>
</tr>
<tr>
<td>29-May-12</td>
<td>P&amp;W</td>
<td>That the Sawmill Road and Northfield Drive Improvements project be referred back to staff to look at alternatives which include the following: relocating parking off of Sawmill Road; alternative multi-use trails or alternate cycling infrastructure on Flaxmill Drive; traffic calming and truck diversion for Sawmill Road; minimizing property impacts; and preserving the history and culture of the village.</td>
</tr>
<tr>
<td>14-Aug-12</td>
<td>P&amp;W</td>
<td>Update report on the Regional Airport airline services.</td>
</tr>
<tr>
<td>11-Sep-12</td>
<td>P&amp;W</td>
<td>Staff and the project team to come back to the September 25, 2012 Committee meeting with detailed rationale for 3 and 4 lane configurations and the restriction of left turn maneuvers at Manitou Drive and Webster Road with pedestrian refuge options.</td>
</tr>
<tr>
<td>11-Sep-12</td>
<td>S. Strickland</td>
<td>Staff were requested to look into potential improvements at the King Street and University Avenue intersection due to the high pedestrian volumes during the school season and the increase of incidents there.</td>
</tr>
<tr>
<td>11-Sep-12</td>
<td>C. Millar</td>
<td>Staff were requested to look at diverting transport truck traffic off Blair Road.</td>
</tr>
</tbody>
</table>